People, Communities, and Homes Investment Plan

Housing and Community Development's
5-year Strategic Plan

Adopted by Mayor & Council on
November 7, 2024. Resolution No. 23840

CITY OF
TUCSON
HOUSING & COMMUNITY DEVELOPMENT

Table of Contents

Introduction 4

Section 1 - Pathways to Opportunity Framework: People, Communities, and Homes 4

Pathways to Opportunity Start with People 5

Pathways to Opportunity include our Communities 5

Pathways to Opportunity include a Home 5

Investment in People and Communities Experiencing Vulnerability 8

Section 2 - Housing & Community Development 11

Mission, Vision, and Values 12

Programmatic Areas 13

Section 3 - Plan Development 15

Methodology 15

Research & Community Engagement 16

Current Conditions and Challenges 22

Tucson At A Glance 23

Challenge: Lack of Affordable or Attainable Housing Options 26

Challenge: Income and Poverty 32

Challenge: Homelessness 36

Challenge: Community Safety, Health, and Wellness 42

Challenge: Neighborhood Inequities 47

Goals, Objectives, and Actions 50

Cross-Cutting Principles 51

A. Goal: Solving Homelessness 53

B. Goal: Optimize Behavioral, Emotional and Physical Health 60

C. Goal: Reduce Poverty and Ensure Dignity for All 62

D. Goal: Support Equitable and Sustainable Neighborhoods 64

E. Goal: Increase Affordable and Attainable Housing Options 69

F. Goal: Expand Homebuyer and Homeowner Assistance Opportunities 74

G. Goal: Ensure Healthy, Sustainable, and Safe Homes 76

H. Goal: Improve Equity in Housing 77

P-CHIP Grantmaking 79

Appendices 82

Appendix A: Glossary of Key Terms 83

Appendix B: Community & Stakeholder Engagement Summary 89

Appendix C: Endnotes 106

Letter from the Director

I am pleased to present to you the City of Tucson Housing and Community Development's People, Communities, and Homes Investment Plan (P-CHIP). This marks the second edition of the P-CHIP and serves as our Department's strategic plan for the coming five years. As I prepare this letter, I can't help but reflect on the first P-CHIP prepared in 2020. I had just joined the Housing and Community Development Department at that time and the development of the strategic investment framework that resulted in the original P-CHIP was among my first responsibilities as a new member of the team.

Our original P-CHIP was prepared just as the COVID-19 pandemic was beginning to unfold in the United States. At the time, we had no idea just how dramatically this public health crisis would affect our community, our services, and the low-income Tucsonans we support. Our department was faced with new challenges – and, under the direction of my predecessor and now Assistant City Manager, Liz Morales, I am proud to say that we rose to the task.

Over the past five years, we have advanced many P-CHIP goals thanks to the incredible leadership of Mayor Romero and the City Council. We created our Housing First program which provides street outreach, emergency shelter, and supportive housing solutions reaching more than 1,000 Tucsonans each year. We opened our Housing Choice Voucher waitlist providing new opportunities for low-income Tucsonans to obtain the rental subsidies they desperately need, and we launched El Pueblo Housing Development, our non-profit development arm which today has more than 1,200 units of affordable housing in the development pipeline.

While I'm proud of all our team has accomplished, I'm also aware that our community is facing unprecedented challenges as they relate to homelessness, the opioid epidemic, community safety, rising rents, and other issues. In the pages of this plan, you'll see our approach to addressing these challenges through the direct work of our department, our community grantmaking to non-profit partners, and collaboration with City departments, neighboring jurisdictions, community-based organizations, and you – our neighbors.

Threaded throughout this plan are our core values: respect and empathy for each other and our community, stewardship of community resources and public trust, a sense of urgency to address pressing community challenges, and a commitment to racial and social equity in all we do.

As I look forward to the next five years, I can promise that the Housing and Community Development Department will continue to pilot new and innovative approaches to addressing the challenges that we face as a community, and we will continue to scale the solutions that work. We will focus on sustainability, ensuring that our vital services continue, and that staff have the tools they need to serve our community. Most importantly, we will continue to be your partner in achieving the goal of a home and vibrant community for every Tucsonan.

In service,

Ann Chanecka

Ann Chanecka

Director, Housing and Community Development

INTRODUCTION

Section 1 - Pathways to Opportunity Framework: People, Communities, and Homes

The People, Communities, and Homes Investment Plan, or P-CHIP, establishes the strategic goals and objectives for Housing and Community Development (HCD) over the next five years. It provides a starting point, direction, and scope, creating a framework for decision-making. This foundation is intended to be built upon over time, allowing for flexibility and adaptability to changing goals or needs as they arise.

At the heart of this plan and HCD's work are three interconnected areas: ***PEOPLE, COMMUNITIES, AND HOMES.*** HCD aims to create equitable pathways to opportunity, ensuring that all individuals, regardless of their background or circumstances, experience dignity, belonging, and the ability to thrive. A critical step towards equitable opportunity is providing safe, quality, affordable ***HOMES***. Additionally, this path encompasses more than just housing – it extends to the essential services that ***PEOPLE*** need to thrive and the characteristics of our ***COMMUNITIES*** that support us collectively.

Equitable pathways to opportunity include access to quality education, employment, healthcare, housing, and community support, promoting social and economic mobility and fostering a sense of dignity and belonging for all Tucsonans. At Housing and Community Development, we are committed to providing the programs, services, funding, and resources needed to achieve equitable opportunity.

Pathways to Opportunity Start with *PEOPLE*

Individuals, households, and families. We must strengthen our collective safety net of services that support people in times of crisis. HCD sees itself as that entity to fill gaps in state and federal programs, fostering innovation and efficiencies in how we, as a department, deliver services. Building pathways to opportunity also requires us to look beyond the traditional safety net. We must prioritize the creation of a continuum of services that prevent and mitigate crises before they occur and support households in achieving stability after a crisis. We must target resources to those experiencing vulnerability and invest in those who endure impacts of systemic racism, discrimination, and disinvestment. To have equitable pathways to opportunity, we must dismantle policies and practices that perpetuate inequitable access to dignity, belonging, and the ability to thrive.

Pathways to Opportunity include our *COMMUNITIES*

Where we live, learn, play, and work. While investing in individuals is crucial, achieving equitable opportunity must go hand in hand with investments in the communities where people live. The physical environment of our neighborhoods must be resilient and safe, with welcoming streets and public spaces and equitable access to key services like healthcare, childcare, and educational opportunities. Tucson's communities can shape public safety solutions to meet the greatest need and to allow all to feel safe. All areas of the community benefit from innovation, economic development, and entrepreneurship. Communities thrive when our nonprofit organizations, service providers, and other key civic assets are sustainable.

Pathways to Opportunity include a *HOME*

A stable, affordable place to live is a prerequisite to health and economic well-being. A supply of and access to affordable housing is key for pathways to equitable opportunity. Given the high housing-cost burden placed on households in Tucson, emphasis is placed on the importance of affordable housing. Housing cost burden refers to households paying more than 30% of their income on housing-related expenses. Housing affordability solutions differ greatly depending on the specific needs and interests of residents. To support these diverse needs throughout the Tucson community, creative and innovative housing is needed across a continuum.

The Housing Continuum

A range of housing options that meet the needs of different groups of people in a community. Types of housing include:

1 **Emergency Shelter:** Any facility where the primary purpose is to provide temporary shelter for people experiencing homeless in general or for specific populations of people experiencing homelessness. It does not require occupants to sign leases or occupancy agreements.

2 **Supportive Housing:** Combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities.

3 **Affordable Housing (Rental or Homeownership):** Housing that a household can pay for (rent or mortgage, housing utilities), while still having money left over for other necessities like food, transportation, and health care. An affordability metric often used is 'Housing Cost Burden' or housing in which the occupant(s) is/are paying more than 30% of their income on housing.

4 **Naturally Occurring Affordable Housing:** Residential rental or homeowner properties that maintain low rents or low housing prices without federal subsidy.

5 **Manufactured Housing:** Homes that are completely constructed in a factory and then transported to the home site. Once they arrive at their destinations, they are indistinguishable from site-built homes. They are not usually moved again.

6 **Accessory Dwelling Unit (ADU):** A smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., and in Tucson can be referred to as a casita, mother-in-law suite, or a granny flat.

7 **Market Rate Housing (Rental or Homeownership):** Housing that is not restricted by income.

Missing Middle Housing: Housing that provides diverse housing options along the spectrum of affordability. Examples: duplexes, triplexes, fourplexes, courtyard and cottage court, bungalows, townhomes, and live/work.

Investment in People and Communities Experiencing Vulnerability

This plan and HCD's work targets individuals and families that are experiencing vulnerability. Everyone deserves to feel safe and have access to critical needs such as shelter, food, and healthcare. However, specific populations face unique challenges to accessing services, while others require tailored programs to meet their needs.

We must also acknowledge that vulnerability is intersectional. We know that people of color within these target populations experience additional, compounding barriers to accessing opportunity due to systemic racism. Throughout this plan, a key priority is to target historically disadvantaged groups and work collectively to correct patterns of systemic discrimination.

Target groups include, but are not limited to:

- Children and Youth
- Older Adults
- Veterans
- People affected by the Criminal Justice System
- People with Disabilities
- LGBTQ+ Individuals
- People of Color
- People with Substance-Use Disorders
- People with HIV/AIDs and their Families
- Victims of Domestic Violence and other Unsafe Living Situations
- Refugees and Immigrants
- People Experiencing Homelessness

Key Terms

Below are some key terms that you will see throughout this plan. It is essential to have a clear and common understanding of these terms when talking about housing and community development work, so we all have a unified framework for discussing and addressing the challenges and implementing solutions. A full glossary of terms related to housing and community development can be found in *Appendix A – Glossary of Key Terms.*

Affordable Housing - Housing that a household can pay for, while still having money left over for other necessities like food, transportation, and health care. An affordability metric often used is 'Housing Cost Burden' or housing in which the occupant(s) is/are paying more than 30% of their income on housing.

Area Median Income (AMI) - The midpoint of a region's income distribution, meaning that half of the households in a region earn more than the median and half earn less than the median.

Equity - As defined by the Mayor & Council, for and within the City of Tucson, equity means: Our policies, policy-making processes, delivery of services, and distribution of resources account for the different histories, challenges, and needs of the people we serve.

HAST – The Housing Affordability Strategy for Tucson (HAST) is the City of Tucson's plan for investing in affordable housing by supporting the preservation and construction of housing units.

Housing Choice Voucher - The housing choice voucher program is the federal government's major program for assisting very low-income families, older adults, and persons with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses, and apartments. This program was previously referred to as Section 8.

↑29th Street Thrive residents giving feedback at a community event.

↑Construction taking place at Milagro on Oracle, an affordable housing site for older adults and people experiencing homelessness.

Housing First - An approach to connect individuals and families experiencing homelessness quickly and successfully to permanent housing without preconditions and barriers to entry. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Missing Middle Housing - Housing that provides diverse housing options along the spectrum of affordability. Examples: duplexes, triplexes, fourplexes, courtyard and cottage court, bungalows, townhomes, and live/work. .

Public Housing – Established to provide decent and safe rental housing for eligible low-income families, older adults, and persons with disabilities. Rent is based on household income. Public housing comes in all sizes and types, from single-family houses to high rise apartments.

Resilience in Housing – Resilience is the ability to adapt to change positively, recover from difficulties and persist in facing challenges. When it comes to housing, challenges like extreme weather, the inability to pay one's rent or mortgage, rising housing prices, or sudden or deferred maintenance needs create housing instability. Investments like home repair, rental assistance, eviction prevention, and climate adaptation increase resilience in housing.

TPCH – Tucson Pima Collaboration to End Homelessness is a coalition of community and faith-based organizations, government entities, businesses, and individuals committed to the mission of solving homelessness and addressing issues related to homelessness in the Tucson and Pima County community.

Thrive Zones – Place-based community reinvestment efforts designed to improve quality of life in lower-income areas experiencing economic decline. The Thrive Zone approach goes beyond typical neighborhood planning to look holistically at a place identifying a vision to transform both the built environment and opportunities for residents to thrive through education, services, and jobs. The approach also integrates resident-driven strategies for crime reduction and community safety.

↑City of Tucson and HUD staff taking a tour of the Amazon Shelter, a housing first site in Tucson.

↑Volunteers getting ready for a Earth Day community clean up in the 29th Street Thrive Zone.

↑Housing & Community Development director Ann Chanecka talking with community residents giving feedback on what they would like to see in their neighborhood in the future in the 29th Street Thrive Zone.

Section 2 - Housing & Community Development

The Housing and Community Development Department is responsible for promoting affordable housing and community well-being within the city, with a focus on low-income individuals and vulnerable populations. HCD oversees programs funded by federal, state, and local sources related to housing assistance, homelessness prevention, neighborhood revitalization, and affordable housing development.

Additionally, the department collaborates with local organizations, community stakeholders, and government agencies to foster sustainable development, enhance the quality of life, and address the socio-economic needs of the city's diverse communities.

Tucson – A Home for Everyone

In tandem with the development of P-CHIP, HCD engaged in an internal process to redefine its mission, vision, and values in order to ensure the department's internal goals are aligned with this plan.

MISSION
We transform lives through stable and affordable housing, vital services, and thriving neighborhoods.

VISION
We will build a Tucson where housing serves as a foundation for economic opportunity, while strengthening equity, dignity, and resilience for individuals and communities across Tucson.

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VALUES
As a department, we strive to uphold the following values to guide our work.

- **Respect:** We value and honor the perspectives, rights, and dignity of every individual, serving the public and each other with empathy.
- **Stewardship:** We manage resources responsibly and build public trust.
- **Urgency:** We act swiftly, recognizing the critical importance of the work we do.
- **Equity:** We address systemic inequities, accounting for the different histories and needs of the people we serve.

Programmatic Areas

Housing and Community Development is driven by our vision of a community in which every Tucsonan has stable and affordable housing. To meet this vision, HCD focuses efforts around four program areas, utilizing a range of programs and initiatives to create sustainable solutions for Tucson.

BUILDING AND OPERATING HOUSING: HCD is at the forefront of affordable housing development and preservation in Tucson. HCD serves as the largest provider of affordable housing in Pima County and is actively increasing the stock of subsidized housing units through new development. **El Pueblo Housing Development** (EPHD) is a non-profit development corporation formed, operated, and staffed by the City of Tucson that develops new affordable housing for rental and homeownership. As the local Public Housing Authority (PHA), HCD manages more than 1,500 units of **public housing** including multi-family and single-family units, scattered throughout the city and surrounding areas. Additionally, HCD manages a portfolio of more than 450 below-market affordable housing rentals available to low-income Tucsonans called **El Portal**.

PROVIDING HOUSING ASSISTANCE: HCD programs support low-income Tucsonans to rent or own a home that is affordable for them. HCD administers HUD's **Housing Choice Voucher** (HCV) program, formerly known as Section 8, that assists eligible families or individuals to obtain decent, safe, and sanitary housing in neighborhoods and units of their choice. The HOME **Down Payment Assistance** program provides forgivable loans to low-/moderate-income homebuyers. HCD provides **Home Repair** assistance for low-income homeowners through our Community Development Block Grant. The **Lead Hazard Reduction** program provides testing and abatement for homes built before 1978 in which children under the age of 5 reside or regularly visit.

SOLVING HOMELESSNESS: HCD takes a multi-pronged approach to making homelessness rare, brief, and one-time. The **Housing First Program** operates street outreach, housing navigation, emergency shelter, and permanent supportive housing using a low-barrier model that centers permanent housing solutions as the primary goal of services. HCD serves as the Lead Agency for the local HUD Continuum of Care, the **Tucson Pima Collaboration to End Homelessness**. Through the **P-CHIP Grantmaking** process, HCD awards more than $3 million to Tucson non-profits each year with various focuses, including solving homelessness. Programs like **HUD-VASH** (HUD-Veterans Affairs Supportive Housing) and the **Homeless Preference Program** prioritize housing assistance like public housing and vouchers for those experiencing homelessness.

↑ El Portal Housing in Midtown Tucson.

↑ Housing First director Brandi Champion, City of Tucson Mayor Regina Romero, Arizona Governor Katie Hobbs, and Wildcat Shelter manager Allison Chappell, touring the Housing First property on Oracle Road.

INVESTING IN COMMUNITY: HCD partners with and facilitates funding for community organizations to expand the reach of its work. Through the **P-CHIP Grantmaking** program, HCD awards more than $3 million in non-profit grants each year. This grantmaking program is designed to further the goals and priorities outlined in P-CHIP. HCD engages in place-based **community reinvestment** efforts designed to improve quality of life in low-income areas experiencing economic decline. These target areas, known as "Thrive Zones," receive significant planning and investment to promote quality housing, economic opportunity, community safety, and social connectedness. HCD provides **affordable housing financing** for independent development and preservation projects. Funds are loaned to non-profit and for-profit affordable housing developers through an annual funding competition.

↑ Housing & Community Development staff giving information to neighbors in the 29th Street Thrive Zone during a movie night event.

COMMISSION ON EQUITABLE HOUSING AND DEVELOPMENT

HCD is guided and supported by the Mayor's Commission on Equitable Housing and Development (CEHD). Established in 2021, CEHD provides guidance and recommendations regarding solutions to homelessness and affordable housing with a focus on racial and social equity. Commissioners represent Tucson non-profit organizations, affordable housing developers and contractors, government agencies, researchers, and grassroots community groups.

↑ Housing & Community Development Lead Planner, Lena Porell, talking with community residents during a resource fair on how they can provide feedback.

Section 3 - Plan Development

Methodology

In preparing this plan, HCD conducted a comprehensive review of local plans and policy initiatives, using the data and priorities established through these efforts to inform the current version of P-CHIP. Concurrent to this survey of the local plan environment, HCD staff engaged in robust community engagement efforts to solicit broad public input including a community-wide survey, in-person and virtual community meetings, pop-up engagement events, and focus groups conducted with subject matter experts.

These engagements reflect the foundation on which this plan has been developed and the cornerstone of the strategic goals and objectives contained herein. These community-driven goals and objectives will serve as the strategic framework for HCD's work over the course of the next five years.

Research & Community Engagement

Existing outreach efforts and research were conducted and compiled to help outline what Tucson's greatest challenges currently are to make sure the HCD's goals and work match up with the biggest challenges facing Tucsonans.

Guiding Plans

The development of P-CHIP was informed by multiple community plans. Some of these were created within the City of Tucson, from community partners, and joint efforts between the City and local service agencies. These guiding plans are listed below.

- The Prosperity Initiative: Pima County
- Housing Affordability Strategy for Tucson: City of Tucson, Housing and Community Development
- Community Plan to Prevent and End Homelessness in Tucson and Throughout Pima County: TPCH
- Point-In-Time Count Summary 2024: TPCH
- Plan Tucson: City of Tucson, General Plan
- Tucson Resilient Together: City of Tucson
- Move Tucson: City of Tucson, Department of Transportation and Mobility
- Tucson One Water 2100: Tucson Water
- Community Health Needs Assessment: Pima County

Community & Stakeholder Engagement

Community and stakeholder engagement efforts sought City resident input and provided a foundation for the development of this plan. Specific engagement efforts include:

IN-PERSON AND VIRTUAL COMMUNITY MEETINGS

In-person and virtual community meetings were held throughout May 2024. These included in person community meetings held at the El Pueblo Activity Center and the Donna Liggins Recreation Center, as well as a virtual meeting conducted online for residents who were unable to attend an in-person meeting. Summaries of what was discussed during the community meetings can be found in *Appendix B: Community and Stakeholder Engagement Summary*.

↓P-CHIP Engagement meeting at the El Pueblo Center.

ATTENDANCE AT CITY AND COMMUNITY EVENTS

HCD attended several City and community events throughout April and May 2024 to gather additional input. Highlighted events include:

- Día de la Niñez
- Thrive in the 05 Resource Fair & Celebration
- Fair Housing Resource Fair
- Plan Tucson events
- United Way Financial Wellness Partnership Gathering

↑ HCD staff at Southwest Fair Housing Council's Fair Housing Resource Fair.

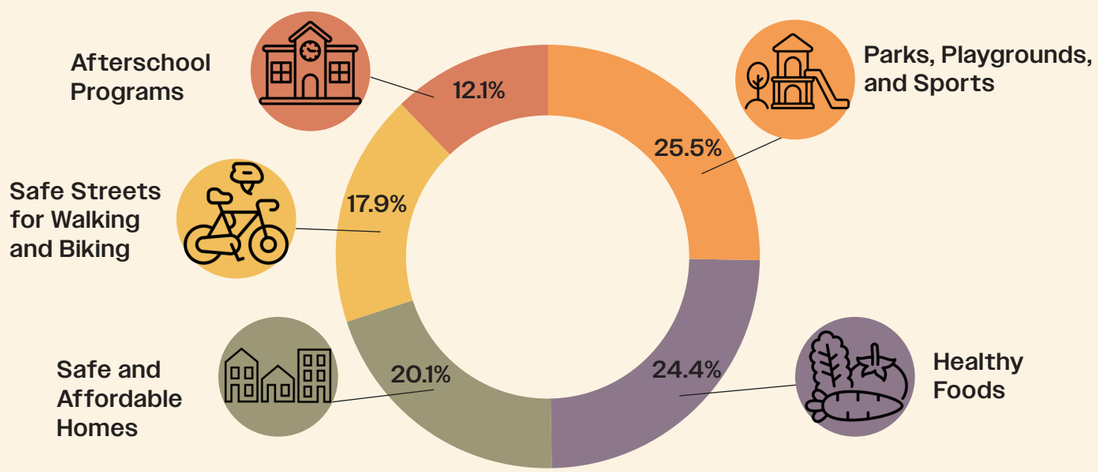
↓ Plan Tucson Cross Cutting event.

DÍA DE LA NIÑEZ

Or Day of the Child, is a vibrant celebration focused on children's well-being and rights, featuring cultural activities and entertainment. At this event, HCD organized an interactive activity where children were invited to engage in decision-making. Five jars, each representing a different priority—parks, playgrounds, and sports; healthy foods; safe and affordable homes; safe streets for walking and biking; and afterschool programs—were set up. Each child received 500 play dollars to allocate toward the priorities they valued most. They could choose to invest all their funds in one jar or distribute their money across multiple priorities. A total of 158 children participated, and the results of their choices are outlined below, revealing what they found most important.

TOTAL FUNDS (IN PLAY DOLLARS) DISTRIBUTED BY CHILDREN DURING ACTIVITY: $75,800

Breakdown of Children's Funding Priorities:

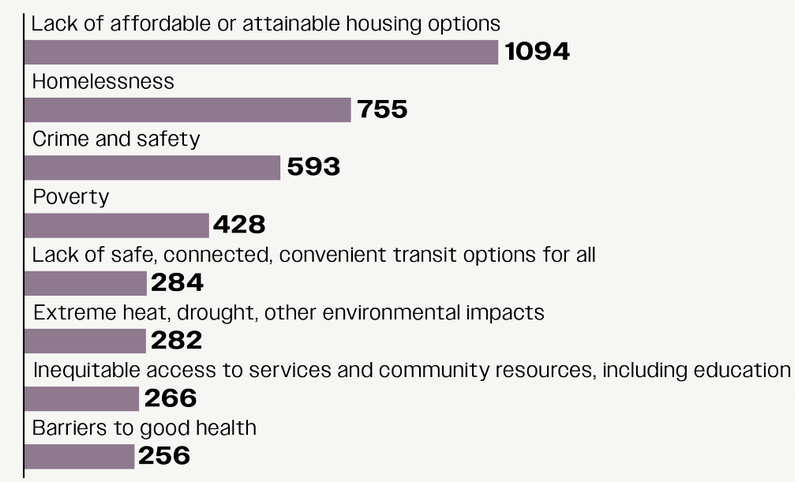


COMMUNITY SURVEY

Community outreach efforts also included an online survey to gather feedback on priorities most important to the Tucson community. Nearly 500 respondents completed the survey between April 15th and June 1st. The survey was available in both digital and paper format in Spanish and English. Survey cards were distributed at various City and community events, left at recreation centers, libraries, and other City department public-facing counters. The survey was also advertised on via social media posts, press releases, and various newsletters. To see the full detailed analysis of the survey responses, see Appendix B: Community and Stakeholder Engagement Summary. Key findings are summarized below.

According to respondents, these are Tucson's biggest challenges in creating access to opportunity for all its residents:

What do you see as Tucson's biggest challenge(s) in creating equitable access to opportunity for all its residents?

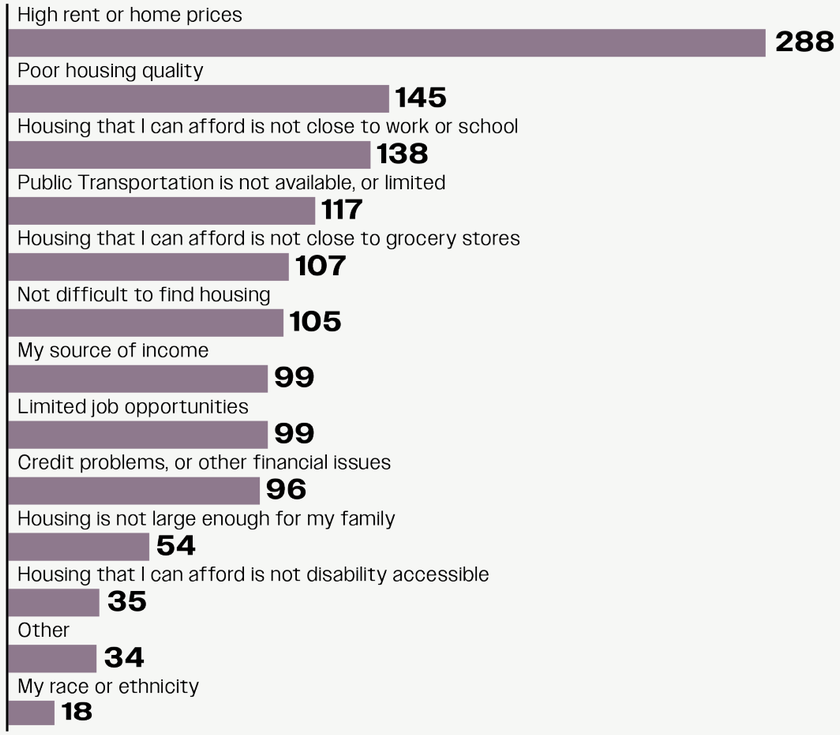


Survey respondents were then asked to write in what the City of Tucson should fund to address the challenges in creating equitable access to opportunity. To address the challenges, survey responses indicated a strong need for more affordable housing and diverse housing options, including increased density and infill development. There was also support for expanded subsidized housing and Housing Choice Vouchers.

Transportation improvements were a priority and called for expanded public transit, better bike infrastructure, and affordable transit options. Respondents emphasized the need for enhanced social services, food assistance, and guaranteed income programs. Health services, including mental health and substance use treatment, were also highlighted.

For homelessness, there was a call for more emergency shelters, prevention services, and safe areas for sleeping. Education funding and access to quality childcare were important, as well as implementing rent control, preventing large-scale rental acquisitions, and improving resource access. Environmental solutions included more green spaces and infrastructure improvements. Additionally, public safety funding, job assistance, support for small businesses, and zoning reforms are seen as key areas for funding and prioritization.

Have any of the following made it difficult for you to find housing? Please select all that apply.



The chart above shows factors that have made it hard for respondents to find housing, with the largest factor being high rent or home prices.

How should the City of Tucson divide funding for programs and initiatives that focus on preventing poverty and alleviating poverty?

When asked how to divide funding among programs and initiatives that prevent poverty and/or alleviate poverty, a majority of respondents said to do a 50/50 split between funding going towards preventing and alleviating poverty.

How should the City of Tucson divide funding for existing programs/ projects and new programs/projects?

When asked how to divide funding among programs and projects that are new and/or existing, a majority of respondents said to do a 50/50 split between funding going towards existing and new programs and projects.

COMMUNITY STAKEHOLDER FOCUS GROUPS

Throughout June 2024, twelve focus groups were held with community stakeholders. Focus group topics were selected based on priorities identified through the community survey and used as a strategy to further explore areas of need within the Tucson community.

Focus groups were conducted with:

- Children and youth service providers
- Older adult service providers and advocates
- Affordable housing developers
- Housing justice advocates and organizations
- Disability service providers and people with disabilities
- Community safety officials and advocates
- Homelessness and housing service providers
- Economic development professionals
- Individuals with lived experience of homelessness
- Housing and Community Development Department staff and interns

Lived Experience of Homelessness Focus Groups

HCD hosted two focus groups for people with lived experience of homelessness. These included a session with the Tucson Pima Collaboration to End Homelessness' Lived Experience Council, a coalition of people with lived expertise who provide insight into the development and operations of the local homelessness response system, and a second session conducted during drop-in service hours for people impacted by homelessness, housing insecurity, and poverty at Southside Presbyterian Church. Summarized results from each focus group can be found in ***Appendix B: Community and Stakeholder Engagement Summary*****.**

Current Conditions & Challenges

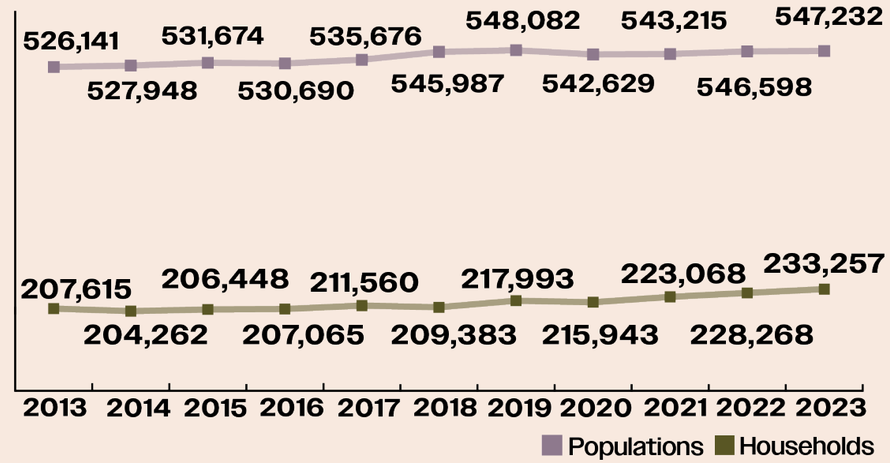
This chapter outlines some of Tucson's greatest challenges identified through multiple sources, including the U.S. Census Bureau, data and planning efforts by the City of Tucson, Pima County, Tucson Pima Collaboration to End Homelessness, and the University of Arizona. This chapter does not cover all of Tucson's challenges nor does it cover all existing data on the highlighted challenges.

This chapter is intended to provide an overview of current socioeconomic and demographic data and highlight some key information relevant to the highlighted challenges.

Tucson At A Glance

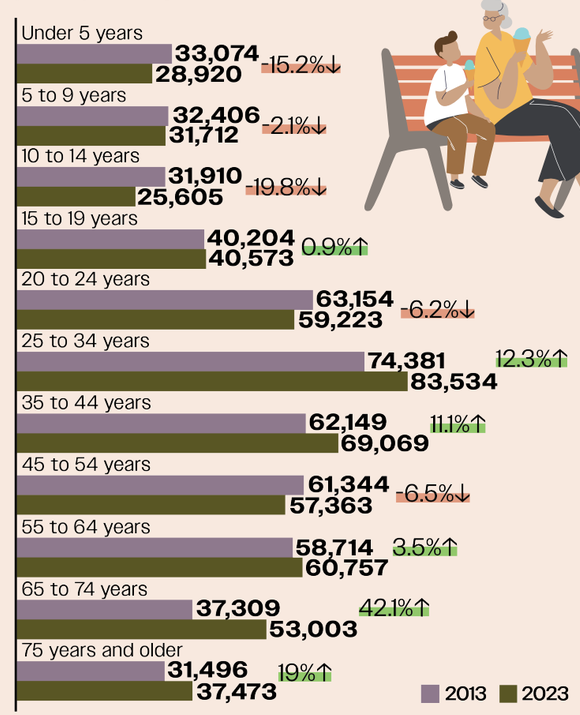
Population and Growth

Tucson Populations Over Time[1]



AGE

Tucson Populations by Age Over Time[2] (2013, 2023)

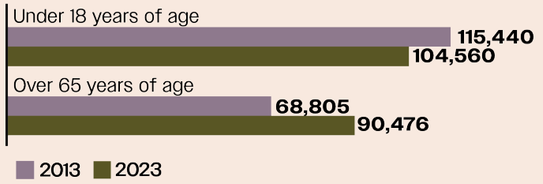


4.0%↑
Tucson Population Change (2013-2023)[3]

12.4%↑
Tucson Household Change (2013-2023)[4]

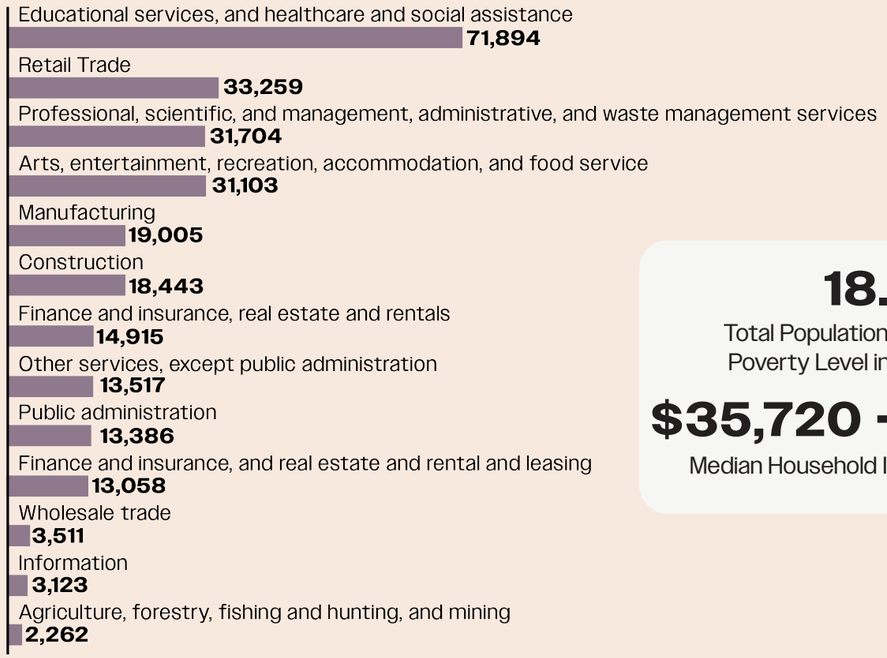
33.3 → 35.6
2012 → 2023 Median Age[5]

Tucson Populations by Age (2013, 2023)[6]



Workforce and Education

Top Industry Employers in Tucson (2023)[7]



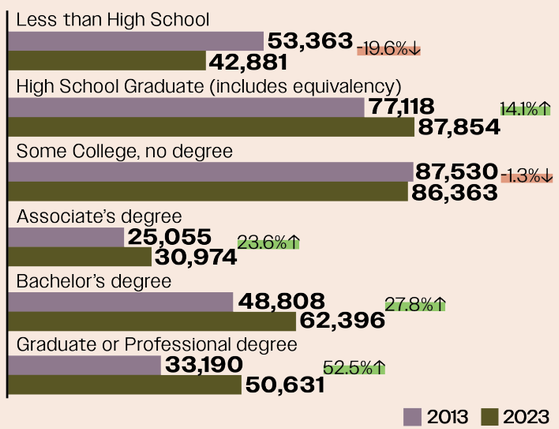
18.6%

Total Population Living Below the Poverty Level in Tucson (2023)[8]

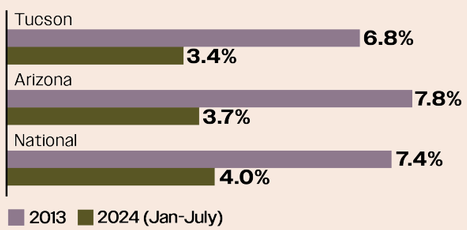
$35,720 → $55,708

Median Household Income (2013, 2023)[9]

Educational Attainment by Population Age 25+[10]

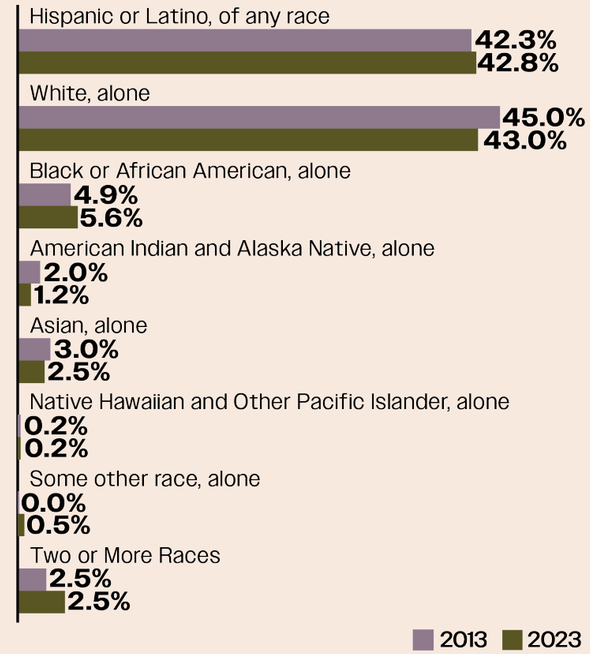


Average Unemployment Rates (2013,2024)[11]



Race and Ethnicity

Tucson Race and Ethnicity Over Time (2013, 2023)[12]



42.8%

Hispanic or Latino (2023)[13]

43%

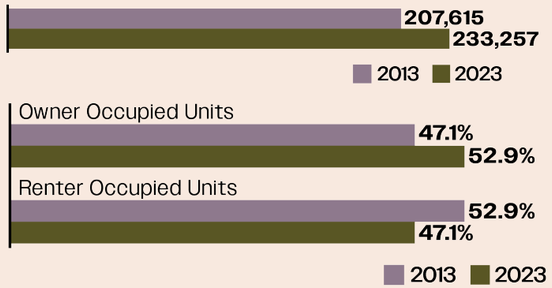
Not Hispanic or Latino (2023)[14]

13.9%

Tucsonans born outside the US (2023)[15]

Household Characteristics

Total Occupied Housing Units (2023)[17]



Housing Cost Burdened Households (2022)[16]

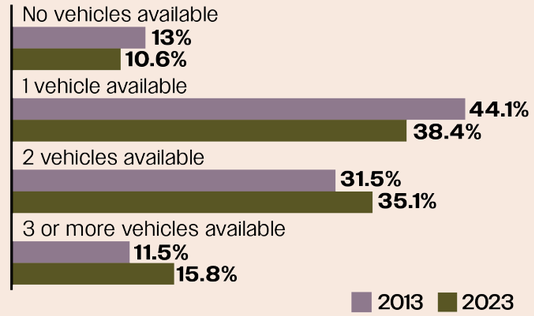
51.1%

Renters

21.1%

Homeowners

Vehicles Available (2023)[18]

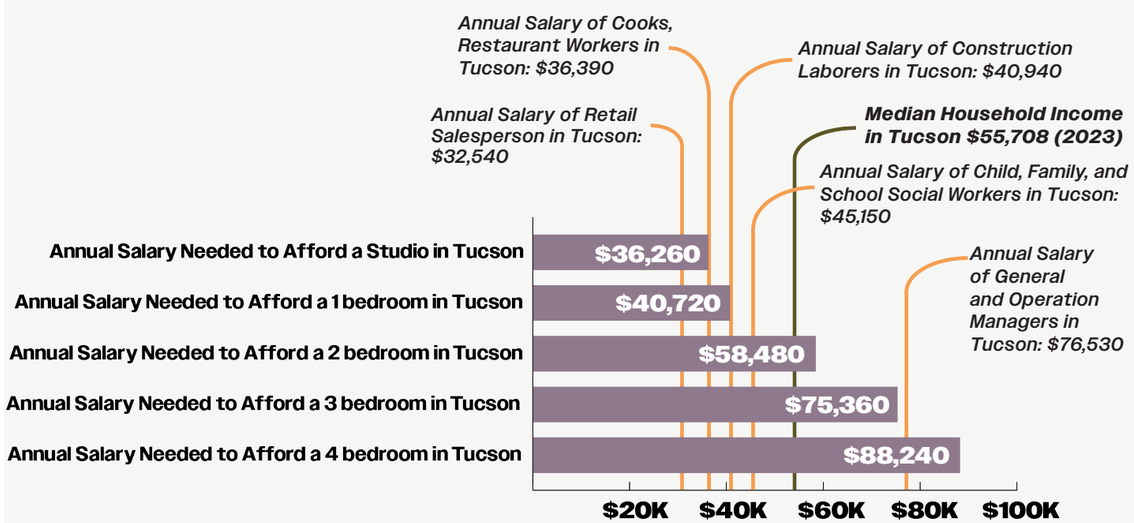


Challenge: Lack of Affordable or Attainable Housing Options

One of the top challenges facing Tucsonans is the lack of affordable or attainable housing options. Housing development in Tucson and Pima County has not kept pace with population growth over the past decade. The slowdown in housing production, coupled with a growing population, has resulted in low supply compared to demand. According to the National Low Income Housing Coalition, Pima County needs more than 25,000 additional units of affordable and available housing to meet its need.[19]

Since 2017, rental rates have increased by over 40% in the Tucson metro area[20] and median home prices have hit record highs of over $330,000 in 2024.[21] The cost of housing has risen dramatically over the past several years and household incomes are not increasing at the same rate. According to calculations by National Housing Conference, Tucson's top five occupations do not pay enough for an individual to put a down payment on a house. Only two of the top five occupations pay enough to rent a 1-bedroom apartment.[22]

Rental Market Affordability in Tucson, Arizona (2024)[23]



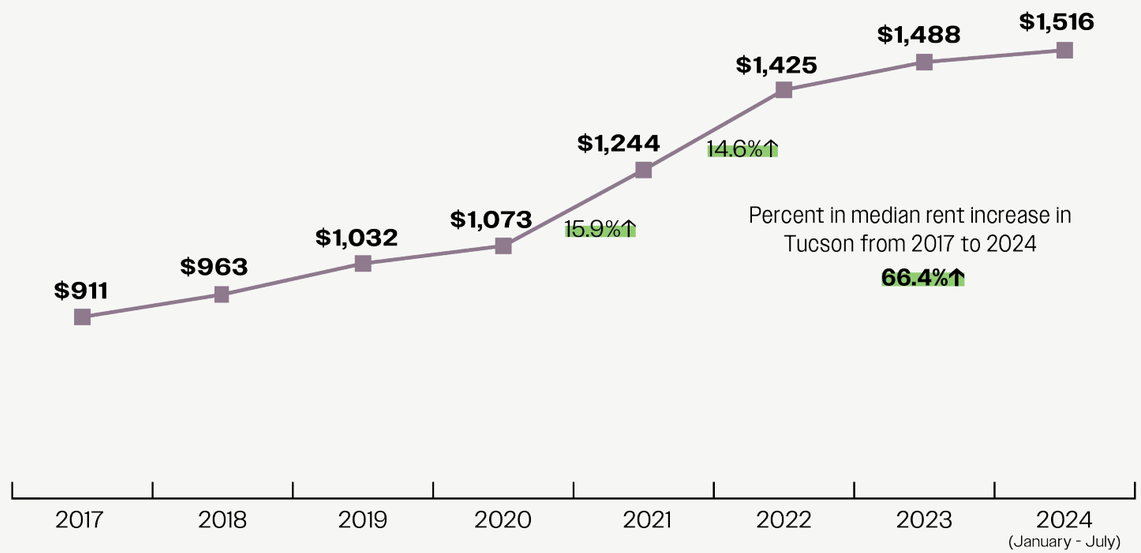
In 2022, the percentage of Tucson households that were housing cost-burdened (paid more than 30% of their income in housing-related expenses) varied significantly among renters and homeowners. Data shows that 21.1% of homeowners were considered housing cost-burdened, while renters had a rate that was more than double homeowners at 51.1%. Housing affordability in Tucson continued to decline in 2023. Of the homes sold in 2023, just over one-third (38.2%) were affordable to a family earning the local median income, a decline of more than 35% from 2020.[24]

Putting Numbers into Context for Tucsonans[25]

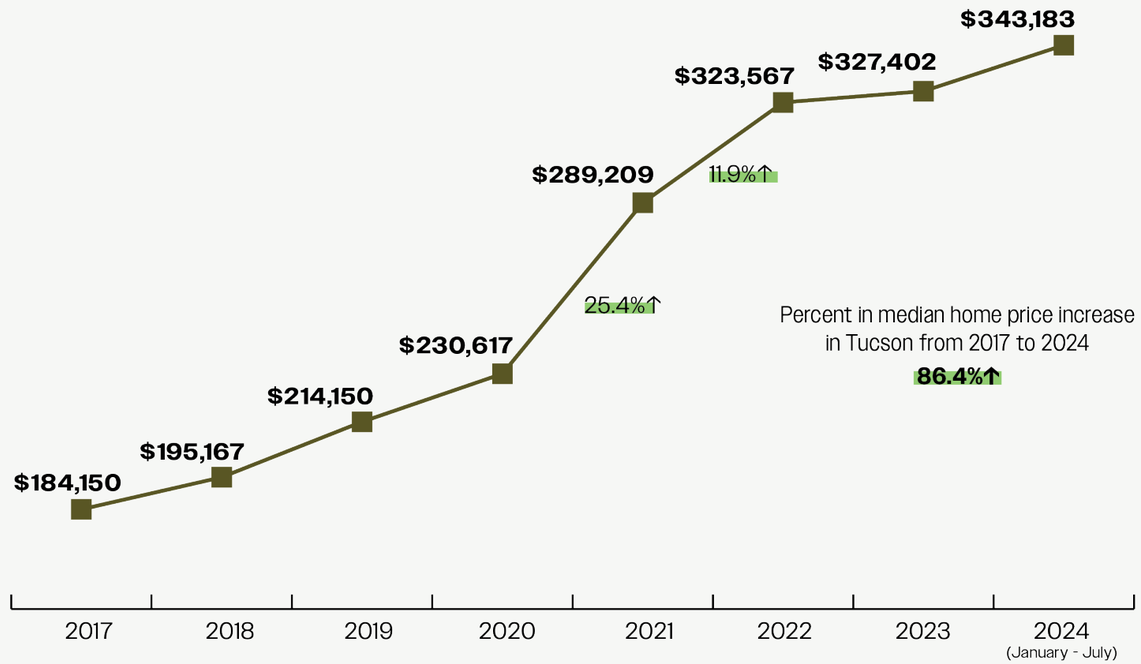
The chart below shows what housing affordability looks like for some common jobs in the Tucson and Pima County area, showing varying family sizes. Current rental prices and home values are out of reach. These numbers show average rents and typical home values in Tucson in 2024.

	Retail Worker	Health Care Support Worker	Retirees on a Fixed Income	Single Parent Car Mechanic	Family with Business-person as Primary Earner	Family with Two Educators
Number in Household	1	1	2	2	4	4
Estimated Household Income	$19K	$31K	$42.9K	$57K	$90K	$107K
Percent of Area Median Income	30%	50%	60%	80%	100%	>120%
Max Rent They Can Afford[26]	$469	$781	$1,073	$1,429	$2,233	$2,679
Average Rent[27]	$841/ studio	$1,000/ 1 bed	$1,418/ 2 bed	$1,418/ 2 bed	$1,900/ 3 bed	$2,475/ 4 bed
Rent Price Gap	-$372	-$219	-$345	+$11	+$333	+$204
Max Home Price They Can Afford[28]	$57,355	$95,591	$131,228	$171,817	$273,161	$327,794
Typical Home Value[29]						$334,925
Home Price Gap	-$277,570	-$239,334	-$203,697	-$163,108	-$61,764	-$7,131

Tucson Median Rent by Year (2023)[30]



Tucson Median Home Sale Price by Year (2023)[31]



Housing Cost Burdened Households (2022)[33]

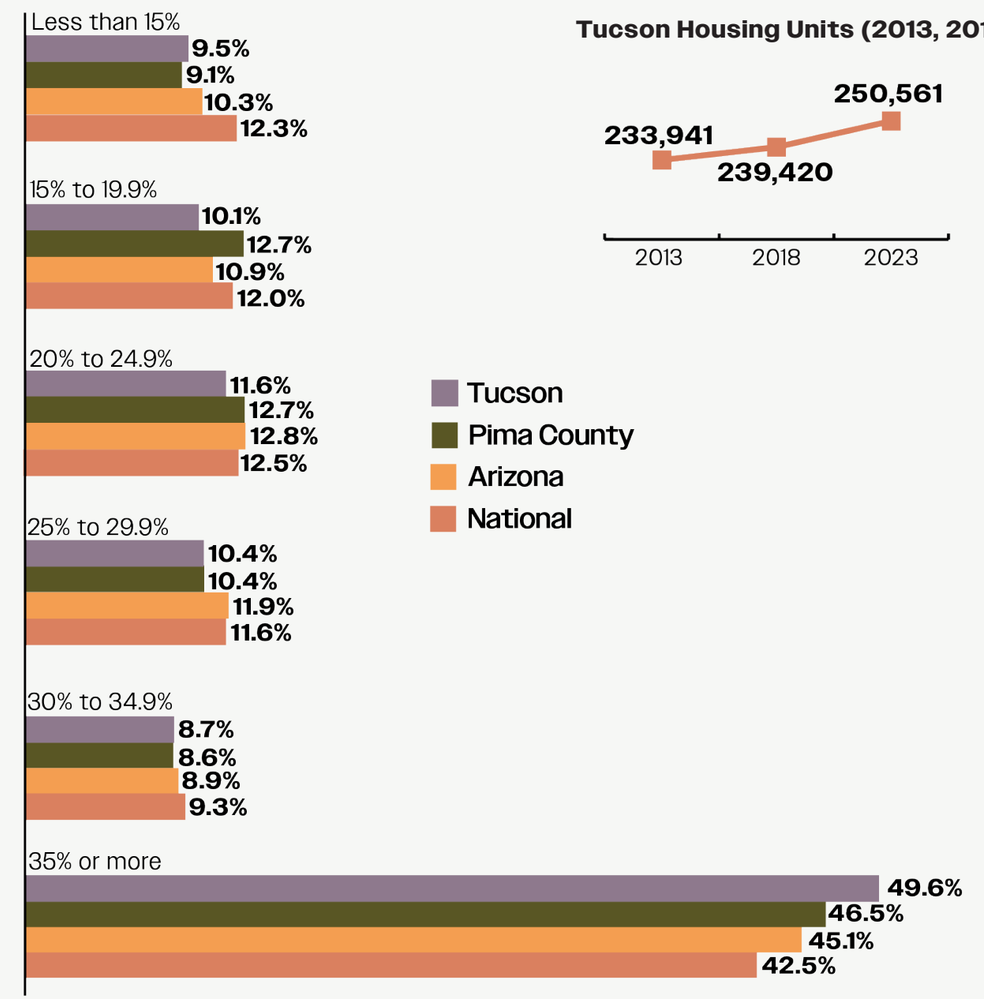
51.1%
Renters

21.1%
Homeowners

23,625
Affordable and Available Units Needed in Pima County At or Below 30% HUD Adjusted Median Family Income[34]

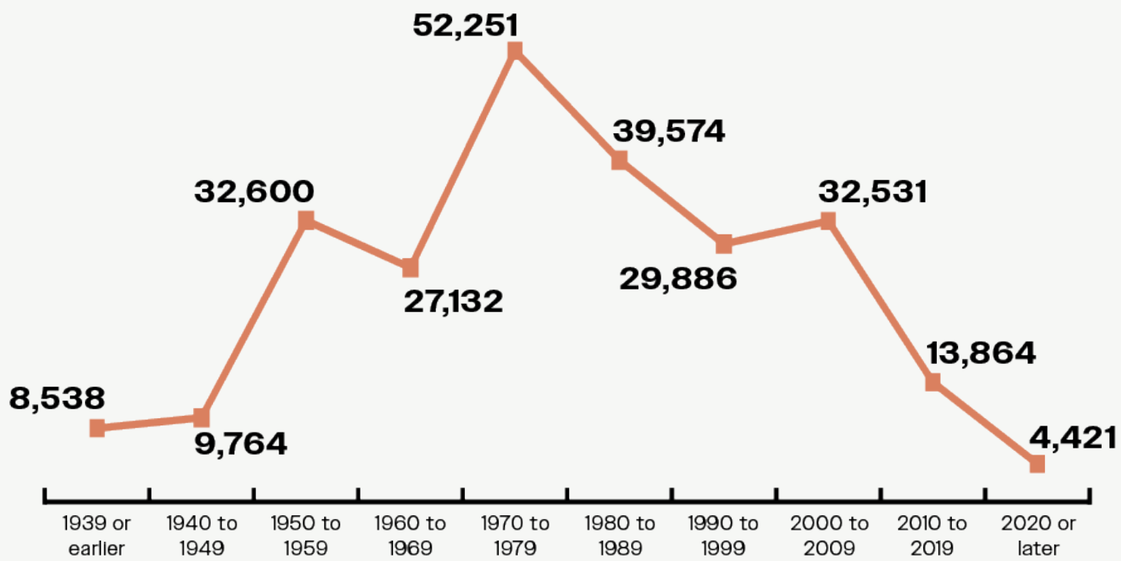
38.2%
Of homes sold in 2023 were affordable to families earning the local median income[35]

Percent Household Income Allotted to Rent (2023)[36]



Tucson Housing Units (2013, 2018, 2023)[32]

Housing Stock Built by Decade[37]



Tucson Housing Type[38]

52.7% Single-family, detached home

7.8% Townhomes

2.6% Duplex

4.5% Triplex or quadplex

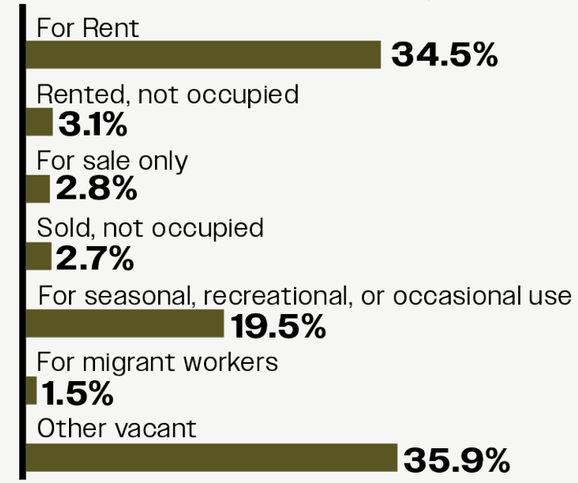
5.5% Manufactured home

4.2% 5 to 9 unit apartment

14.8% 20 or more unit apartment

0.3% RV or van

Total Vacant Housing Units: 17,304[39]

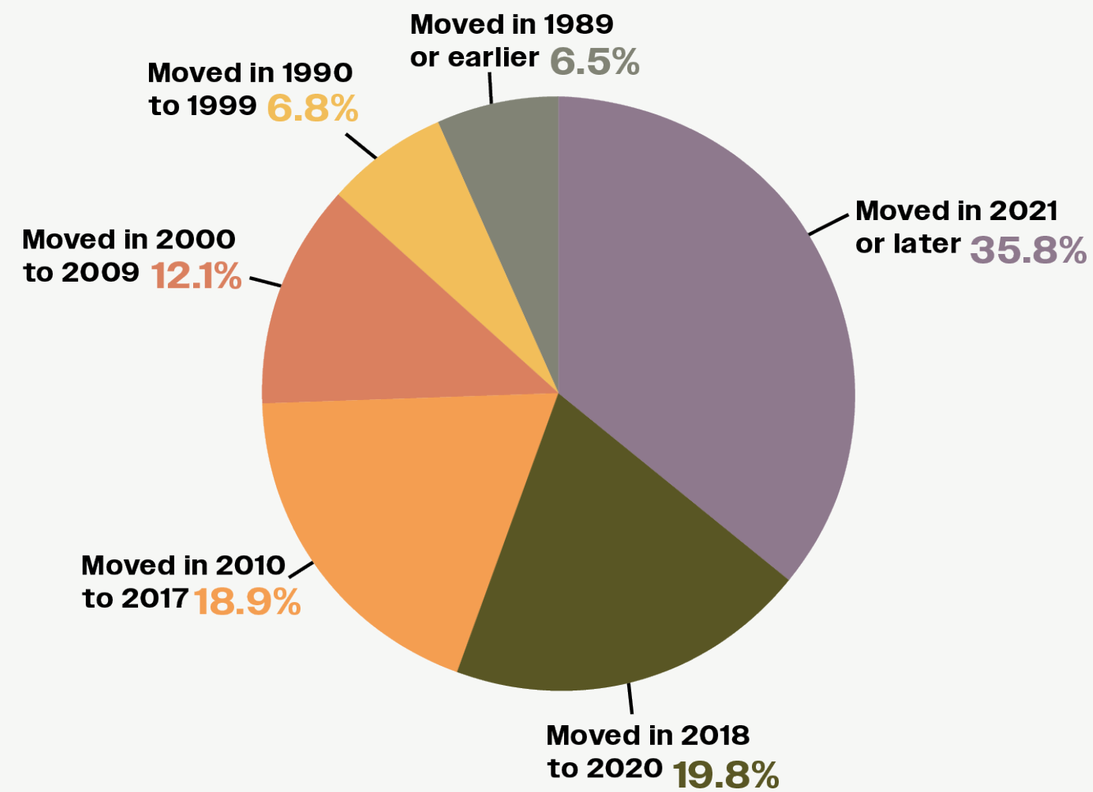


250,561
Total Housing Units[40]

93.1%
Occupied Units[41]

6.9%
Vacant Units[42]

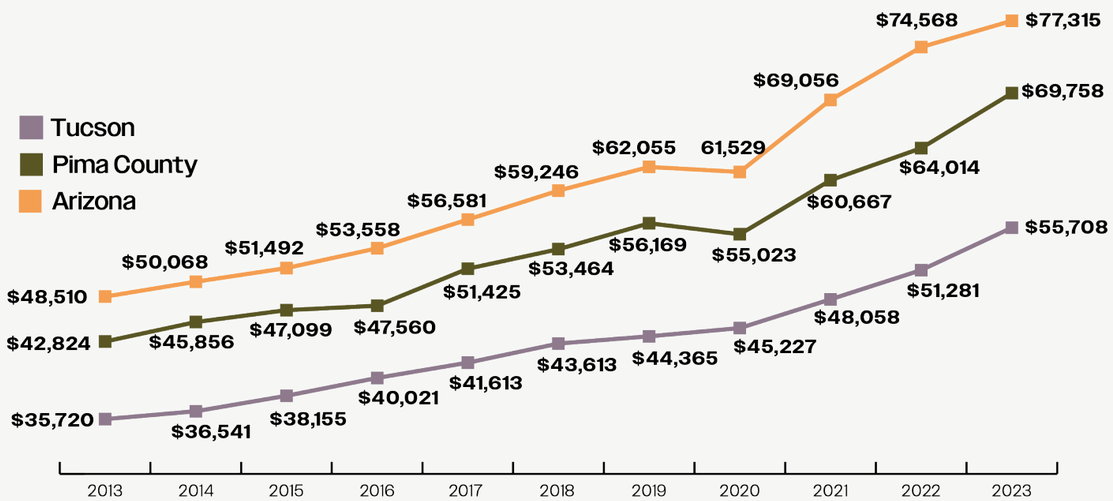
Year Household Moved into Unit[43]



Challenge: Income and Poverty

High rates of poverty and low wages continue to be a major challenge facing Tucsonans. Tucson's high rates of poverty have persisted over the past decade and are considerably higher than both Pima County and Arizona. In 2023, Tucson's median household income was $55,708, compared to $69,758 in Pima County and $77,568 in Arizona.[44] Single mothers with children under 18 are the lowest earners of any adult worker, regardless of race.

Median Household Income for Arizona, Pima County, and Tucson (2013-2023)[45]



Median Household Income[46]

$55,708
Tucson

$69,758
Pima County

$77,315
Arizona

Families Living Below the Poverty Level by Household Type[48]

51.5%
Female Householder, Family, No Spouse Present

33.4%
Married Couple Family

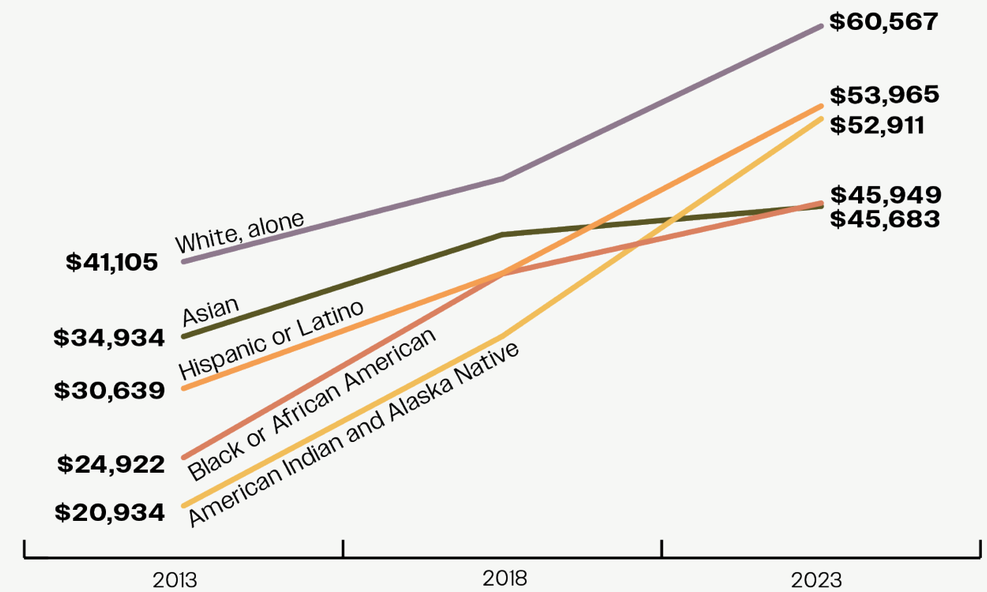
15.1%
Male Householder, Family, No Spouse Present

25.7%
Under 18 years who are Living Below the Poverty Level[47]

24.7%
Under 5 years who are Living Below the Poverty Level[47]

16.7%
60 years and over who are Living Below the Poverty Level[47]

Median Income by Race and Ethnicity (2013, 2018, 2023)[49]



How Do You Define "Low-Income"?

There are different standard measurements of income used to determine funding eligibility for certain programs. While these measures can give us a generalized snapshot, they are imperfect in truly understanding the difficult decisions households face to make ends meet. The following are standards used throughout this report:

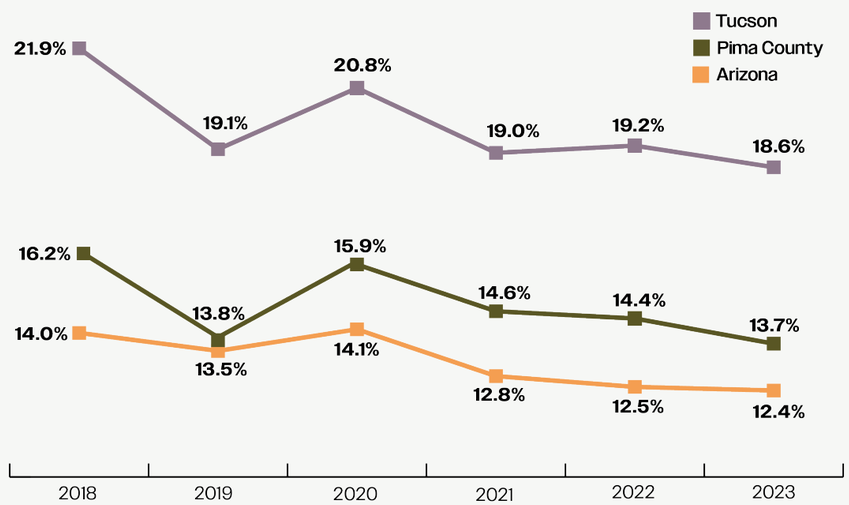
Area Median Income: The U.S. Department of Housing and Urban Development establishes income limits for program eligibility based on Area Median Income. HUD uses the five-year estimates of the American Community Survey – a national sample survey like the Census – to measure income. Low income is typically considered at or below 80%.[50]

Self-Sufficiency Standard: A project of the Center for Women's Welfare (CWW), the Self-Sufficiency Standard is the budget-based measure of the real cost of living and an alternative to the official poverty measure. The Self-Sufficiency Standard is an estimate of the amount of income required for working families to meet basic needs at a minimally adequate level, considering family composition, age of children, and geographical differences.[51]

Federal Poverty Guideline: A simplified version of the federal poverty threshold used by the Department of Health and Human Services (HHS) to financially eligibility for certain federal programs.[52]

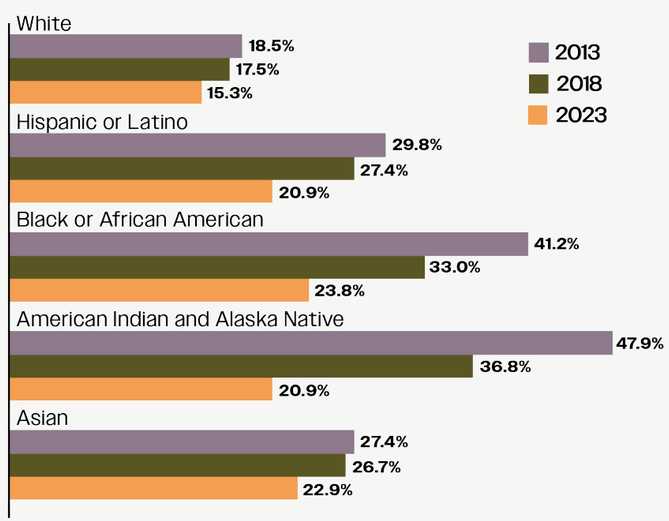
Approximately 97,300 Tucsonans are living below the national poverty level. That's about 18.6% of the total population. For an individual, that means making less than $15,060 a year. For a family of four, that means making less than $31,200 a year.[53]

Percent of Population Below the Poverty Level (2023)[54]



Poverty does not affect the Tucson community equally and exposes persistent inequities between racial and ethnic populations, gender and household compositions, age groups, and neighborhoods.

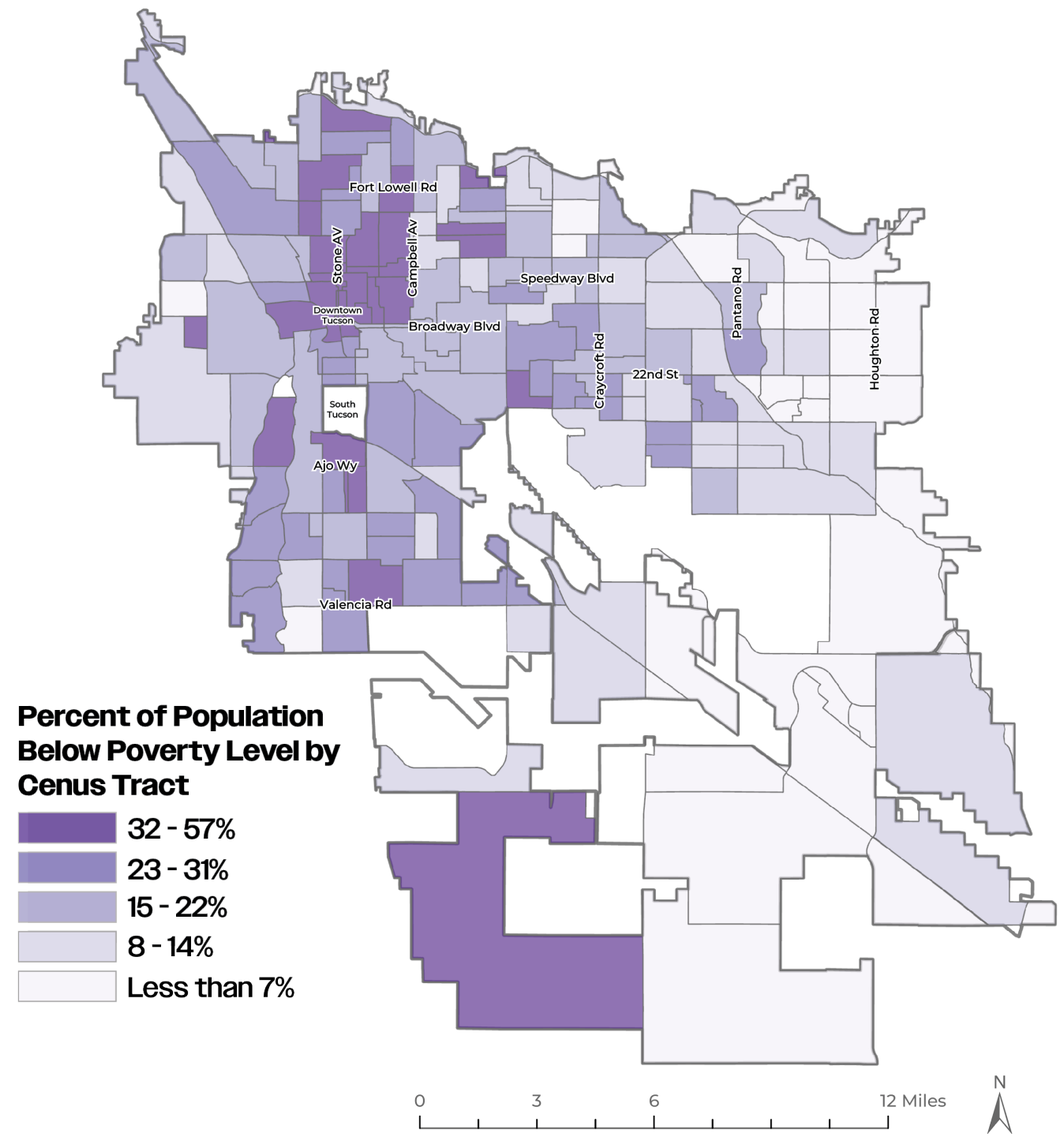
Percent of the Population Living Below Poverty Level by Race and Ethnicity In Tucson (2023)[55]



As an age group, children experience the highest rates of poverty in Tucson. 25.7% of all children were living below the poverty level in 2023, with 24.7% of children under the age of five living under the poverty level. Rates of poverty have increased with older adults age 60 and older from 12.8% in 2022 to 16.7% in 2023.

Individuals living with disabilities are disproportionately impacted by poverty. 22.5% of Tucsonans who live under the poverty level have a disability. Individuals with disabilities 65 years and over experience significantly higher poverty rates in Tucson (67.9%) compared to the United States (5.9%).[56]

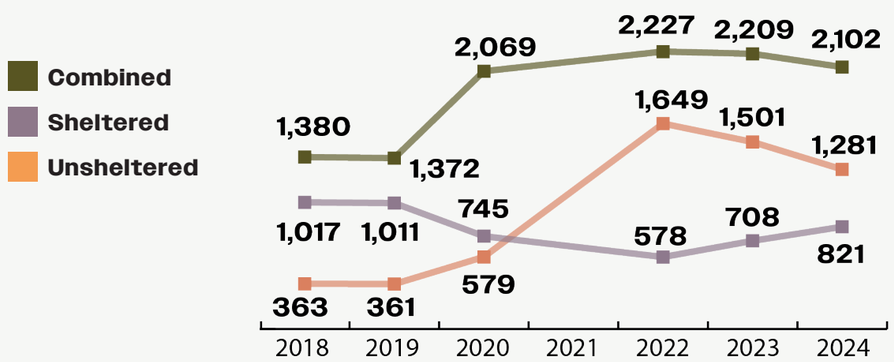
POVERTY BY LOCATION[57]



Challenge: Homelessness

Homelessness is one of Tucson's most visible challenges. Addressing this complex challenge requires creative, targeted approaches to address specific needs, outcomes, and access to housing resources.

Number of Persons Experiencing Sheltered and Unsheltered Homelessness on the Night of the Point in Time Count (2018-2024)[58]



From 2018 to 2024, the number of people experiencing homelessness, both sheltered and unsheltered, in Pima County has increased by 52.3%. Specially for unsheltered homelessness, it has increased by approximately 253%.[59]

According to the 2024 Point in Time Count, almost two-thirds of the homeless individuals are living unsheltered. About half of homeless individuals report having a substance use disorder and/or severe mental illness, while significant numbers of others identify as veterans and survivors of domestic violence.

Definitions of Sheltered vs. Unsheltered[60]

Unsheltered: Unsheltered include individuals and families whose primary nighttime residence is a public or private place not designated for, or ordinarily used, as a regular sleeping accommodation including a car, park, abandoned building, bus or train station, airport, or camping ground.

Sheltered: Sheltered include individuals and families whose primary nighttime residence is in emergency shelters, safe havens, transitional housing, etc.

What is the Point in Time Count?

The Point in Time Count is a count of sheltered and unsheltered people experiencing homelessness on a single day in January. The U.S. Department of Housing and Urban Development requires that Continuums of Care conduct an annual count of people experiencing homelessness who are unsheltered, as well as sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. The data collected delivers insights into the community's homeless population and service gaps and provides a snapshot of what homelessness looks like on a single night.[61]

EVERYONE COUNTS
2024 Pima County Street Count

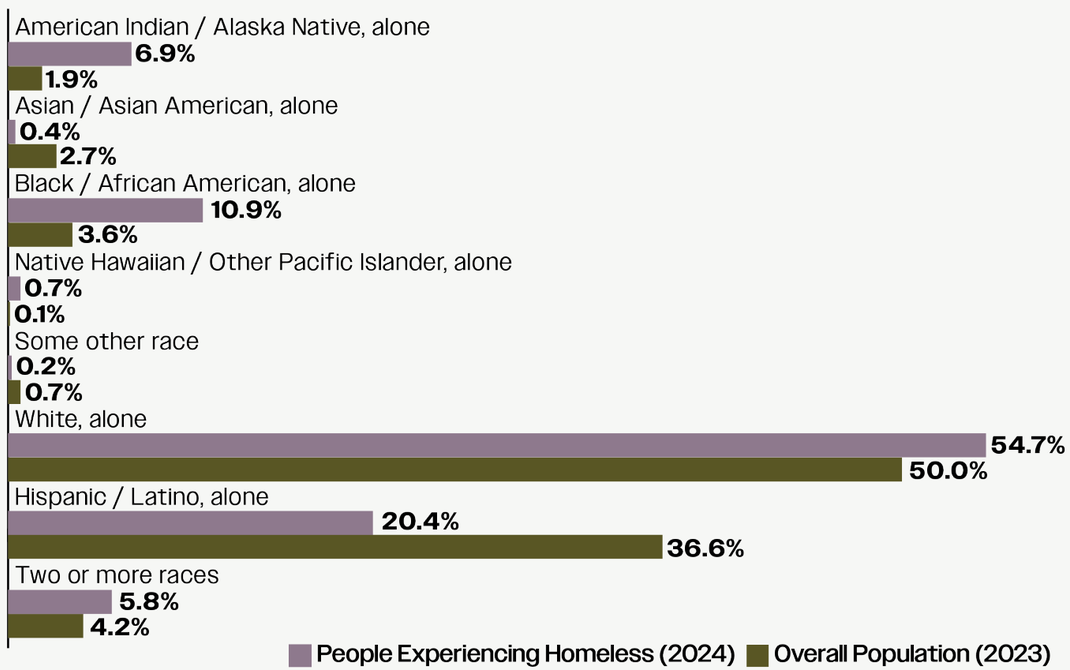
While the Point in Time Count provides a meaningful snapshot, it is important to note that this type of census count has considerable limitations. First, this practice considerably undercounts populations which are least likely to be observed in unsheltered settings, particularly unaccompanied youth, families with children, and survivors of domestic abuse. Furthermore, the count does not portray the full scale of homelessness over a period of time (e.g. over the course of the year) but instead, provides a tool to understand nightly bed and service capacity needs within the local community.

↑Point In Time Count volunteers.

HOMELESSNESS BY RACE/ETHNICITY

Black/African American and Native American/American Indian communities experience homelessness in Tucson at higher rates than other racial and ethnic groups. In 2024, 8.6% of those counted in the Point in Time count were Black/African American whereas Black/African Americans make up only 3.6% of the total population in Pima County. American Indian/Alaska Natives make up 1.9% of the population in Pima County but make up 6.9% of people experiencing homelessness during the 2024 Point in Time count.[62]

Race and Ethnicity of People Experiencing Homelessness (2024) Compared to Share of the Overall Population in Pima County (2023)[63]



NEEDED SHELTER BEDS AND SUPPORTIVE HOUSING UNITS

According to TPCH, additional 1,285 additional emergency shelter beds and 4,451 supportive housing units, including transitional, rapid rehousing, and permanent supportive housing units, are projected to be needed within the next five years to achieve the point at which existing system capacity is sufficient to ensure that homelessness is rare, brief, and one time in Pima County.[64]

Shelter Beds and Supportive Housing Needed to Meet Demand (2024)[65]

Bed Unit/Type	Current Inventory	Total System Demand	Current Unit Shortfall (Gap)
Shelter Beds	811	2,096	1,285
Transitional Housing Units	290	577	287
Rapid Rehousing Units	374	2,807	2,433
Permanent Supportive Housing Units	1,468	3,159	1,691
Other Permanent Housing Units	984	1,024	40
Total	**3,927**	**9,663**	**5,736**

52.3%↑
People Experiencing Homelessness (Sheltered + Unsheltered) in Pima County 2018 to 2024

253%↑
People Experiencing Homelessness (Unsheltered Only) in Pima County 2018 to 2024

Point in Time Count Household Characteristics (2024)[66]

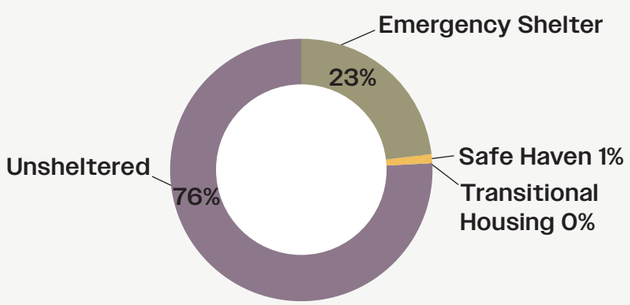
	Emergency Shelter	Transitional Housing	Safe Haven	Unsheltered	Total
Total Households	423	149	16	915	**1,503**
Total Number of Persons (Adults and Children)	620	185	16	1,281	**2,102**
Number of Persons Under Age 18	153	18	0	4	**175**
Number of Persons Age 18-24	40	33	1	90	**164**
Number of Persons Age 25+	427	134	15	1,187	**1,763**
Adults with Serious Mental Illness	140	47	47	486	**687**
Adults with Substance Abuse Disorder	71	17	17	543	**639**
Adults with HIV/AIDS	5	83	83	7	**96**
Adult Survivors of Domestic Violence	61	10	10	109	**182**

35.7%
Adults Experiencing Homelessness (Sheltered + Unsheltered) with Serious Mental Illness[67]

33.2%
Adults Experiencing Homelessness (Sheltered + Unsheltered) with Substance Abuse Disorder[68]

5.7%
Adults Experiencing Homelessness (Sheltered + Unsheltered) who are Survivors of Domestic Violence[69]

Chronically Homeless by Location (2024)[70]



EVICTIONS AND HOUSING SUPPORT

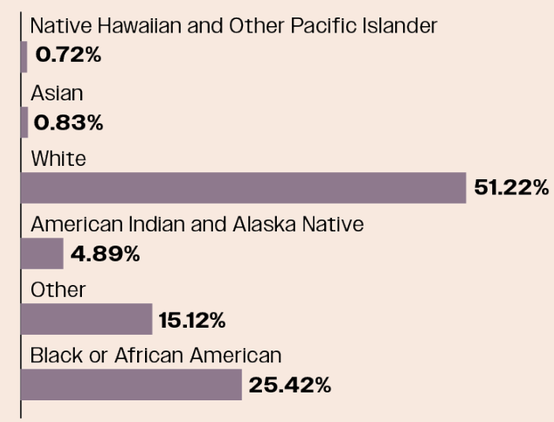
Tucson and Pima County experience extremely high rates of eviction, with 12,993 evictions filed in Pima County in 2023. Most of these filings were for non-payment of rent.[71] Evictions filed in 2023 were at the highest point since 2019 (12,426 eviction filings). Eviction filings were lower in 2022, only 5,703 but that can be attributed to the prevalence of rental assistance programs and postponement of evictions in many areas due to the COVID-19 pandemic. Now that many of the pandemic era programs have expired, evictions are on the rise again.[72]

There are still over 25,400 of individuals on the wait list for Public Housing and approximately 26,840 applicants awaiting Housing Choice Vouchers, tenant-based rental assistance. For those on the Housing Choice Voucher wait list, the average gross income is $26,250.[74]

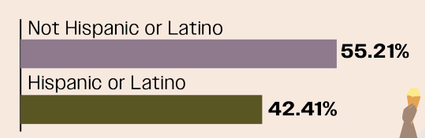
12,993
Tucson and Pima County Eviction Filings (2023)[73]

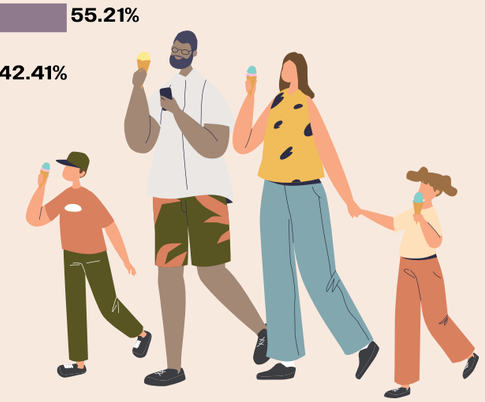
Highest rate since 2019 (12,426 evictions filed)

Tucson's Housing Choice Voucher Waitlist by Race and Tucson's Population[75]



Tucson's Housing Choice Voucher Waitlist by Ethnicity[76]





26,840
Approximate Number of Individuals on the Housing Choice Voucher Waitlist[77]

$26,250
Average Gross Income for Individuals on the Housing Choice Voucher Waitlist[78]

511
Combined Average Days on the Housing Choice Voucher Waitlist[79]

Challenge: Community Safety, Health, and Wellness

Ensuring the safety, health, and overall well-being of Tucson's residents is a complex challenge that requires a multifaceted approach. Issues of community safety are in many ways connected with broader health and wellness concerns. From the high rates of uninsured residents in low-income households to the growing impact of behavioral health and substance abuse, Tucson faces critical challenges that must be addressed to build a healthier, more equitable community.

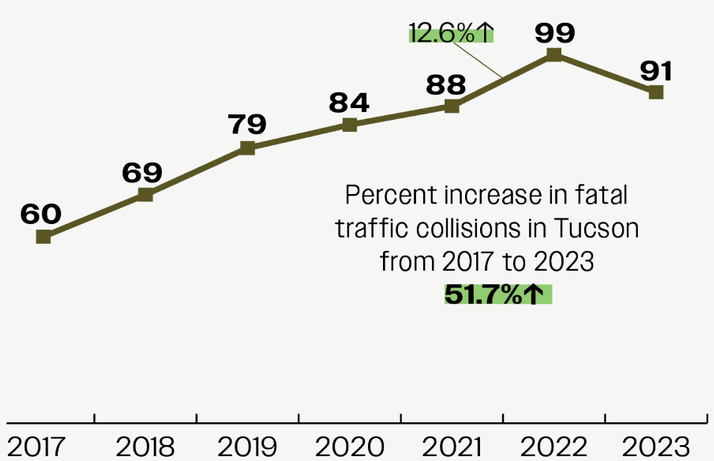
COMMUNITY SAFETY

As of 2024, overall crime rates have dropped by around 7% compared to the five year average. Overall crime rates fell in 2023 compared to the year prior in 2022.[80] In a recent survey by Just Communities Arizona, 43% of Native Americans and 53% of Black respondents reported having interactions with police as compared to only 25% of white respondents.[81] Addressing these growing challenges will require meaningful coordination and collaboration between City departments, other regional governments, not-for-profit organizations, community-led groups, and area residents to prevent and respond to crises in an effective, efficient, and supportive manner.

TRANSPORTATION SAFETY

According to Pima County Association of Governments, every year, an average of 250 pedestrians within Pima County are injured while crossing the street. Of those, 20 die from their injuries.[82] Smart Growth America and the National Complete Street Coalition named Tucson as the **3rd most dangerous metro area in America**.[83] Between 2018 and 2022, there were 217 pedestrian deaths which is over twice as many as the previous 4 years from 2013 to 2017. Fatal traffic collisions have increased by 51.7% from 2017 to 2023.[84] According to the Tucson Pedestrian Safety Action Plan, 80% of pedestrian deaths and serious injuries occur on streets with speed limits of 35+ mph and occur on 11% of Tucson's streets.[85]

Fatal Traffic Collisions (2017-2023)[86]

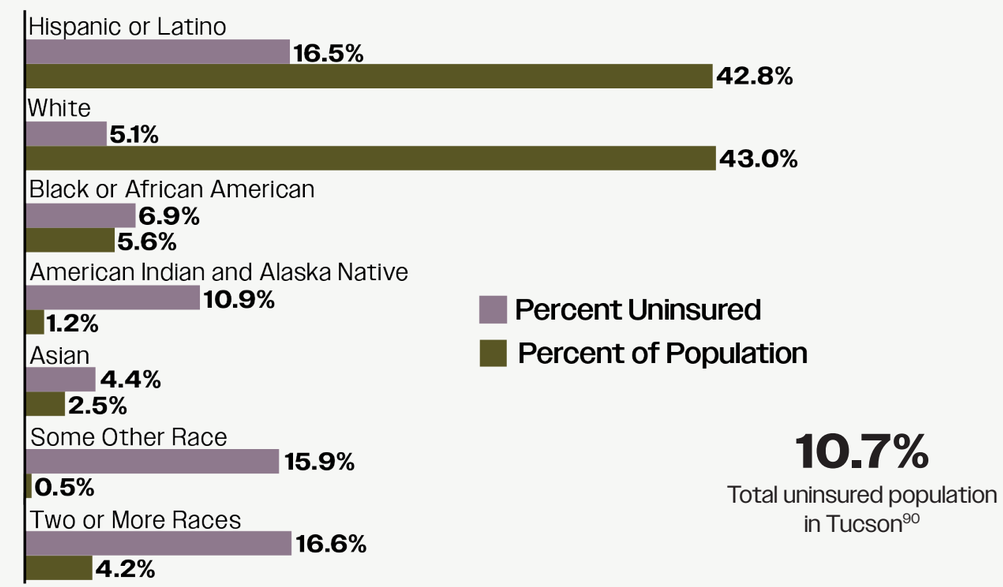


HEALTH AND WELLNESS

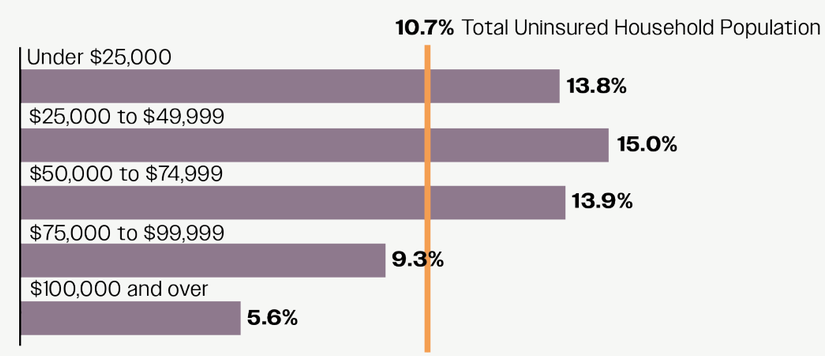
Health insurance coverage remains a critical issue, particularly among lower-income households. Among households earning less than $25,000 annually, 10.2% are uninsured. Additionally, 15.1% of households living below the poverty level are uninsured.[87]

Tucson is located in the Sonoran Desert and gets extremely hot in the summer months. According to the Pima County Medical Examiner there were 176 heat-related deaths in Pima County in 2023, including 92 heat-caused deaths and 84 heat-contributed deaths. The 147 heat-related deaths included 45 heat-related deaths in people experiencing homelessness and 50 heat-related deaths of Undocumented Border Crossers.[88]

Percent of Uninsured Population by Race and Ethnicity in Pima County (2023)[89]

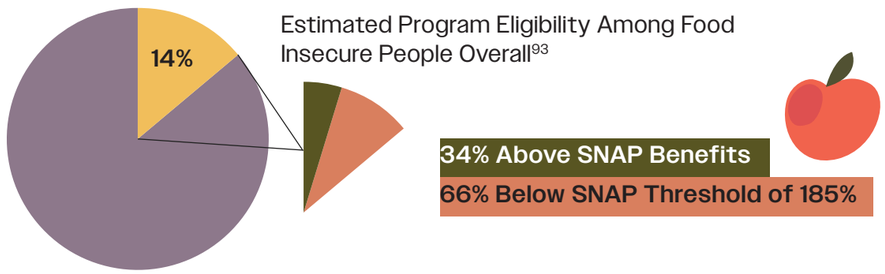


Percent Uninsured by Household Income (2023)[91]

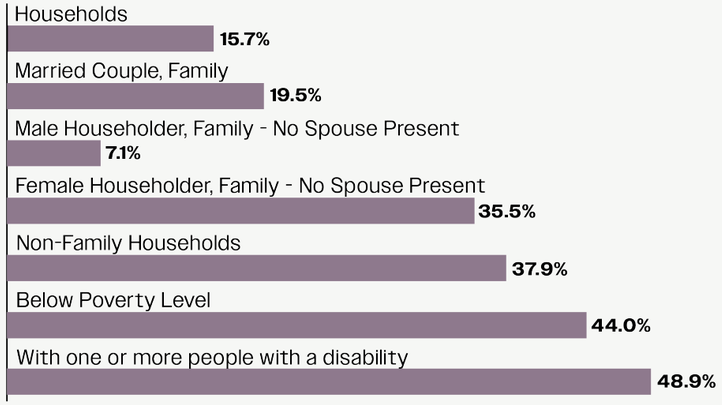


FOOD INSECURITY

Food insecurity remains a pressing issue in Pima County, affecting approximately 146,200 residents. Food insecurity is defined by Feeding America, the nation's largest domestic hunger-relief organization, as a household's inability to provide enough food for every person to live an active, healthy life. With a food insecurity rate of 14.0%, a significant portion of the population struggles to consistently access adequate food. The financial burden of this issue is substantial, with the average cost of a meal in Pima County at $3.94.[92]



Percent of Tucson Households Receiving Food Stamps/SNAP (2023)[95]



$108,366,000

Additional money required to meet food needs[94]

$26,468

Tucson Median Income of Households Receiving Food Stamps / SNAP[96]

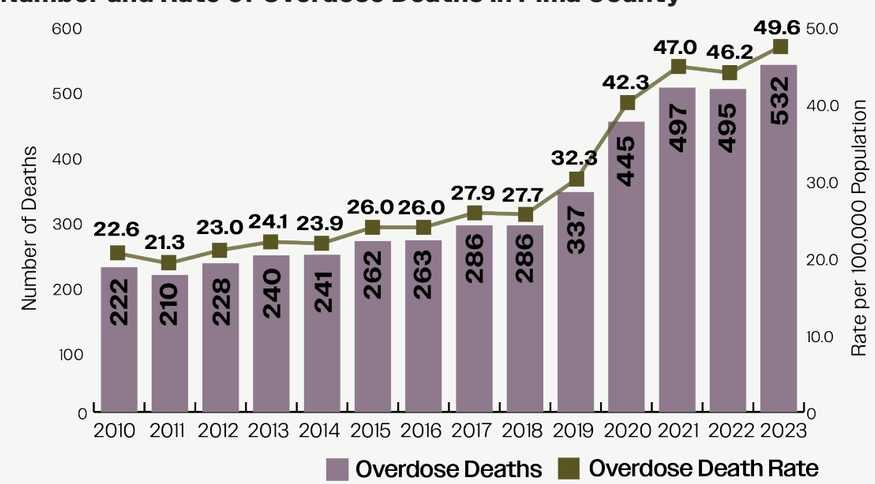
Food Insecure Population[97]	Food Insecurity Rate[98]	Children's Food Insecurity Rate[99]
146,200 Pima County	**14.0%** Pima County	**14.0%** Pima County
963,130 Arizona	**13.1%** Arizona	**13.1%** Arizona
44,151,000 National	**13.5%** National	**13.5%** National

BEHAVIORAL HEALTH AND SUBSTANCE ABUSE

In 2023, the Pima County Office of Medical Examiner certified 1,649 Pima County deaths with a non-natural manner. Of those, the most common cause of death was overdose (32%). From 2017 to 2023, overdose deaths certified as accidents doubled. Of the 532 overdose deaths in Pima County in 2023, 94% were determined to be accidental, 4% were determined to be death by suicide, and 2% were certified with an undetermined manner. The overdose death rate in 2023 was 49.6 deaths per 100,000 population in Pima County. The overdose death rate in Arizona in 2023 was 26.0 deaths per 100,000 population and the overdose rate in the United States was 32.6 deaths per 100,000 population.[100]

According to the 2021, Pima County Community Health Needs Assessment, there are only 192 mental health providers available per 100,000 people in Pima County, which is nearly 1.4 times the rate in Arizona overall (140 providers per 100,000 population). The rate has increased since 2016 when it was 160. Mental health providers include psychiatrists, psychologists, and licensed clinical social workers. Additionally, approximately 13.6% of Pima County residents reported 14 or more days of poor mental health per month, compared to 12.8% and 13% of Arizona and US adults. The rate of frequently mental health distress is defined as 14 or more days of poor mental health in a month.[101]

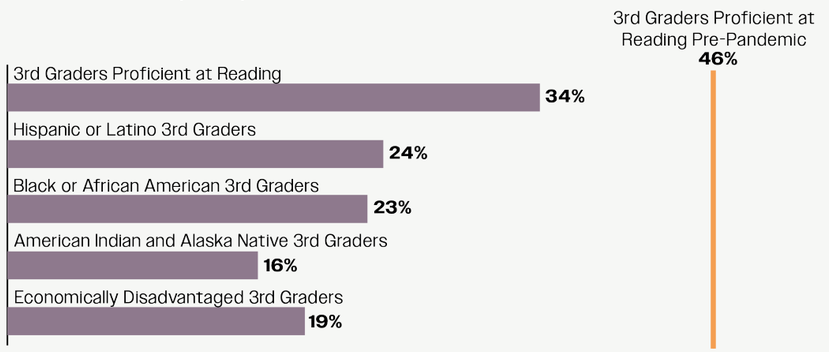
Number and Rate of Overdose Deaths in Pima County[102]



EARLY CHILDHOOD EDUCATION

Quality early education childhood programs and K-12 learning lay the important groundwork for future educational attainment and economic opportunity. The Cradle to Career Partnership (C2C), a local network of public, private, and non-profit organizations working together with a mission to, "prepare every child for success in school and life, ensuring the economic vitality of our community," tracks data on eight core outcomes to evaluate how the Pima County region is doing in preparing children for success. In Pima County, only 1 in 4 preschool-age children attend high quality preschools.

Pima County Reading Proficiency for 3rd Graders[105]
Post Pandemic (2022)



43-54%

The amount of **income** households who live below the Poverty Level in Pima County spend on **childcare** and **education** costs[103]

1 in 4

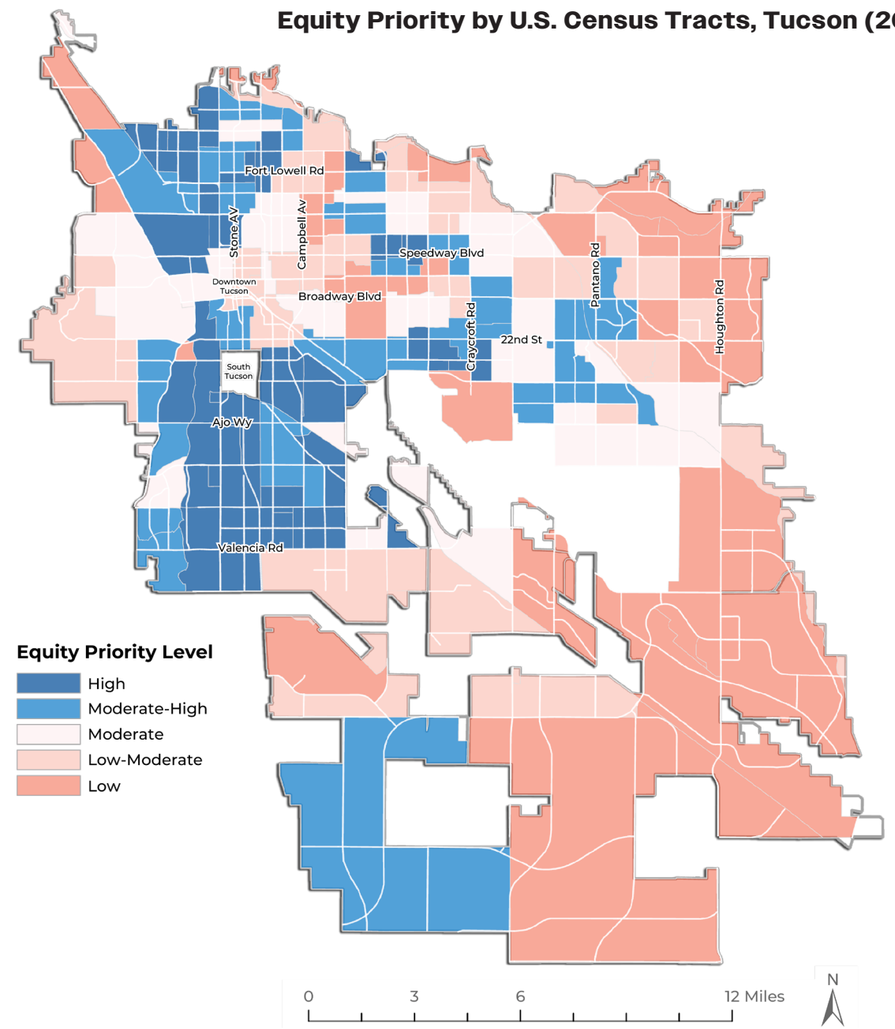
Preschool-age children attend **high quality** preschools[104]

Challenge: Neighborhood Inequities

Safe, resilient, healthy neighborhoods with quality and accessible community facilities like parks, green space, and adequate transportation and mobility features are key components to an infrastructure of opportunity. Place-based investments are recognized across Social Determinants of Health and Age-Friendly Livability frameworks as essential to healthy, prosperous communities. However, investments in Tucson's public facilities have not always been made and maintained equitably over time. Furthermore, the need for targeted reinvestment is more acute in neighborhoods where multiple vulnerability factors overlap with historic patterns of housing segregation and discrimination.

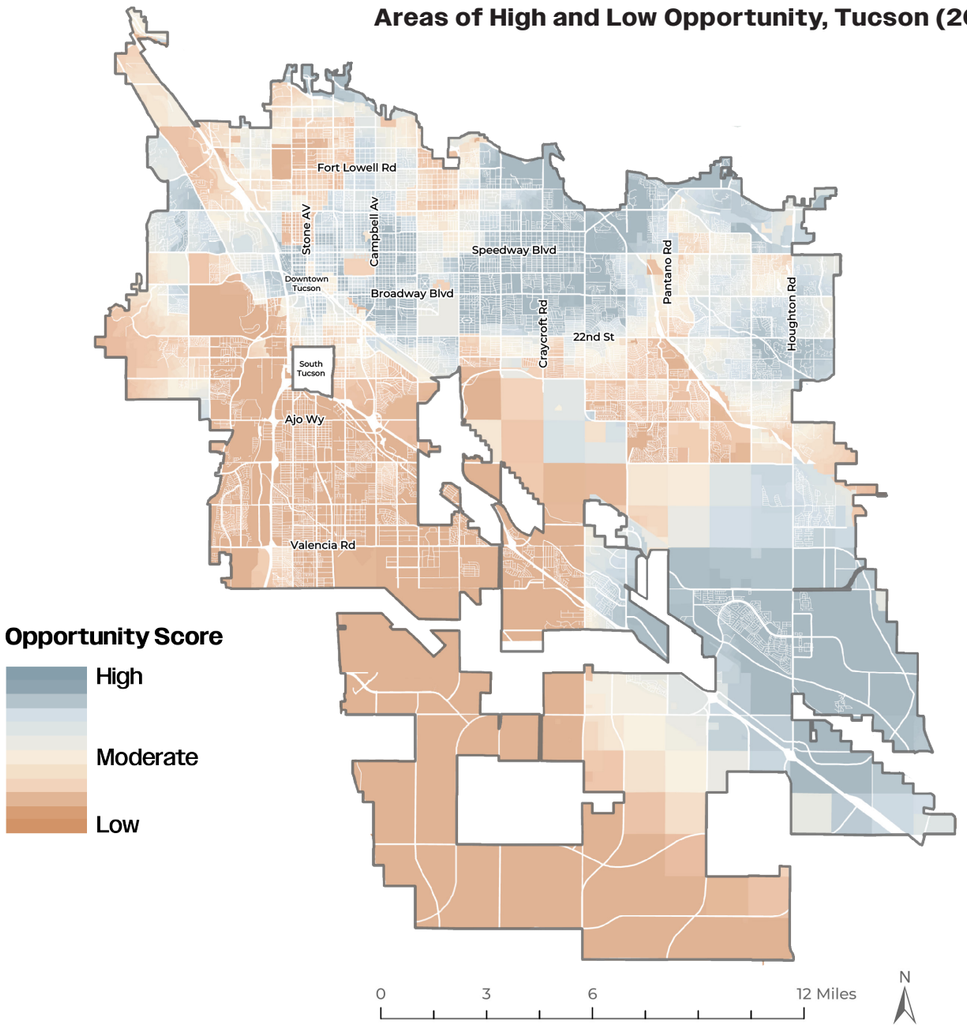
Equity Priority Index: The Equity Priority Index is an instrument created by the City of Tucson's Office of Equity that combines and maps multiple measures of vulnerability such as income, education, health insurance, and age to provide a comprehensive and multidimensional assessment of social equity in a given context. The map below shows areas within the City of Tucson where equity priority levels vary from high, moderate-high, moderate, low-moderate, and low. Highest equity priority areas in Tucson can be seen in the northwest neighborhoods of the City as well as south and southwest neighborhoods.

Equity Priority by U.S. Census Tracts, Tucson (2024)[106]



Areas of High and Low Opportunity: High-opportunity areas are characterized by their proximity to key community assets such as schools, libraries, grocery stores, and parks. These areas typically feature lower crime rates, accessible healthcare, minimal environmental hazards, and abundant tree canopies. Additionally, they offer robust public transit options, high walkability, and a range of multi-modal transit choices. These neighborhoods also tend to have greater diversity, lower poverty rates, and are closer to job centers. The map below of overall opportunity across Tucson show a mirrored pattern to the Equity Priority Index. Distribution of opportunity coincides heavily with patterns of historic housing segregation, where low opportunity neighborhoods tend to have a high level of residents of color.

Areas of High and Low Opportunity, Tucson (2024)[107]



Social Determinants of Health

The Social Determinants of Health (SDOH) are conditions in the places where people live, learn, work, and play that affect a wide range of health and quality of life risks and outcomes.[108] SDOH can be grouped into five domains: economic stability, education access and quality, health care access and quality, neighborhood and built environment, and social and community context.

Examples of SDOH include:

- Safe housing, transportation, and neighborhoods
- Access to nutritious foods and physical activity opportunities
- Education, job opportunities, and income
- Clean air and water
- Language and literacy skills
- Racial and social equity

Goals, Objectives, and Actions

The previous chapters outlined several complex challenges facing the Tucson community. This chapter outlines the key goals and objectives that will inform HCD's work moving forward. The goals and objectives are based on the data described earlier in this plan and other inputs including Mayor and Council priorities, related plans, and community engagement. They describe a broad set of approaches to addressing the community-identified challenges discussed in this plan.

Also included in this chapter are actionable items for HCD and Community Partners (e.g., other City Departments, nonprofit organizations) to implement to meet identified goals and objectives. The action items outlined aim to balance immediate and long-term needs and solutions. It is the hope that these actions will help create equitable improvement pathways while also understanding that these actions represent only a part of the broader community solutions that are needed to achieve an equitable and prosperous Tucson. Specifically, these actions are a place to start, track, and monitor progress toward these larger goals.

Cross-Cutting Principles

These six 'cross-cutting' principles overlap with each priority, goal, and objective outlined in this plan. They are key to the work that HCD does and ensure that the department's efforts are comprehensive, inclusive, and effective. The principles guide HCD's approach to community development and help create a more equitable, resilient, and prosperous Tucson. Each principle is integral to HCD's mission, ensuring that the City addresses the diverse needs of the Tucson community while fostering a sense of connection, equity, and sustainability.

1. Connection and Belonging

Cultivating connection and belonging is a vital piece of creating sustainable and equitable communities and creating the pathways to opportunity. As the Othering and Belonging Institute states, "belonging means having a meaningful voice and the opportunity to participate in the design of political, social, and cultural structures that shape one's life…at its core, structural belonging holds a radical inclusive vision because it requires mutual power, access, and opportunity among all groups and individuals within a shared container."[109] HCD aims to have the department's objectives and goals be equitable for individuals to have a meaningful voice and opportunity to participate in City processes, programs, and initiatives. HCD aims to have the department's work not just be the housing offered but also the connection and belonging that is created by centering these homes and residents within their local neighborhoods and the broader Tucson community.

2. Racial and Social Equity

HCD recognizes historical and systemic inequities have marginalized many communities in Tucson, particularly communities of color and low-income households. HCD's commitment to racial and social equity means actively working to dismantle these inequities through all department initiatives, particularly in light of the legacies of red lining, racist covenants, and other practices that have produced inequities in the housing landscape. HCD strives to ensure that all policies and programs promote fairness, justice, and inclusion, allowing every member of the Tucson community to thrive.

3. Climate Resiliency

In 2020, the City of Tucson's Mayor and Council declared a Climate Emergency in recognition of existential threat that climate change has on our public health, economy, and our way of life. Following this emergency declaration, the City adopted Tucson Resilient Together – Climate Action and Adaptation Plan. Climate change affects all aspects of our lives and communities. HCD's goals and objectives reflect and respond to the threat of climate change as part of the City's overall approach to building a climate resilient community.

4. Prosperity Initiative

The Prosperity Initiative is an intergovernmental effort in Pima County to reduce generational poverty and improve opportunity. It is led by Pima County and the City of Tucson, as well as many other municipalities in Pima County. The City of Tucson adopted the Prosperity Initiative in January 2024. Many of the policies recommended in the Prosperity Initiative reflect goals and objectives outlined in P-CHIP.

5. Building An HCD Workforce To Deliver Goals

For HCD to deliver on the goals outlined in P-CHIP, there must be a fully trained workforce to implement the work. This means investing in professional development, providing ongoing training, and ensuring that HCD and community partner staff are equipped with the skills and knowledge necessary to meet community goals.

6. Expanding Availability of Funding and Resources

In addition to having a skilled workforce, expanding the availability of funding and resources is crucial to the success of our initiatives. This includes seeking out new funding opportunities and seeking to form additional partnerships with local, state, and federal agencies.

↑City of Tucson Team Up to Clean Up collaboration.

↑Children enjoying free Ready, Set, Rec! activities during a community event.

A. Goal: Solving Homelessness *[People] [Homes]*

Every person deserves a safe place to live and the opportunity to thrive. Achieving this requires a strong community safety net and strategies aimed at preventing low-income households from becoming homeless, quickly rehousing people experiencing homelessness, and removing barriers that lead to repeat episodes of homelessness. Tucson's homeless response system possesses many of the essential elements of an effective approach, but there are many opportunities to improve its efficiency and impact.

Bulletin board at the Wildcat Shelter, showing former residents that have been permanently housed. ➔

Objective A.1:

Provide stable, safe, accessible housing or shelter with a 'Housing First' approach; housing that has no or few barriers to entry for those experiencing homelessness.

ACTIONS:
A.1.1 Fully utilize existing shelter and supportive housing stock while investing in needed emergency shelter beds to close the gap in need.
A.1.2 Increase supply of longer-term supportive housing beds and expand availability of permanent supportive housing and other long-term housing supports for people experiencing homelessness.
A.1.3 Continue to coordinate and expand street outreach services and basic needs options to meet the needs of unsheltered community members through programs like the Multidisciplinary Outreach Team (MDOT).
A.1.4 Coordinate and expand supportive and complementary services to improve quality of life and reduce trauma because of homelessness.
A.1.5 Continue to build out and expand the Housing First Navigation Program, including increasing the number of housing navigators and sustaining these positions beyond current funding periods.
A.1.6 Increase education and outreach to individuals experiencing homelessness about available City, County, and non-profit services (i.e. mobile showers, cooling centers, etc.).
A.1.7 Provide meaningful and skill-building work and training opportunities to individuals experiencing homelessness through the Homeless Work Program and other employment readiness programming.
A.1.8 Continue to provide Cooling Centers throughout the City and expand operations to create enriching environments beyond a space for respite from hot temperatures.

Housing First Program

The City of Tucson's Housing First Program works to prevent and solve homelessness through a comprehensive array of program strategies including:

- **Engagement services** including street outreach, housing navigation, and mobile shower programs which serve to build a bridge between unsheltered Tucsonans and the resources they need to escape homelessness.
- **Housing navigation and connector services** which connect people experiencing homelessness to short- and long-term housing solutions through housing-focused and comprehensive case management.
- **Emergency and long-term housing** provided at four city-owned emergency shelter and long-term housing subsidy programs.

What is MDOT?

The City of Tucson launched the Multi-Disciplinary Outreach Team (MDOT) in 2023. This innovative outreach program pairs skilled homeless outreach workers with behavioral and physical health providers who jointly conduct outreach to individuals and families living outside with the aim of providing basic needs and facilitating entry to shelter and longer-term housing solutions. The MDOT program is a partnership of the City of Tucson, Old Pueblo Community Services, and El Rio Health Centers.

Objective A.2:

Address the root causes of homelessness through system and policy change.

ACTIONS:
A.2.1 Coordinate approaches with criminal justice, hospitals, and other institutions to prevent discharges to homelessness.
A.2.2 Implement flexible funding resources to quickly address emergency needs that will prevent households from losing their housing.
A.2.3 Protect community members from eviction, displacement, and housing discrimination.
A.2.4 Accelerate movement through homeless response system to permanent housing.

Tucson Pima Collaboration To End Homelessness

Tucson Pima Collaboration to End Homelessness (TPCH) is a coalition of community and faith-based organizations, government entities, businesses, and individuals committed to the mission of solving homelessness and addressing issues related to homelessness in our community. TPCH acts as the U.S. Department of Housing and Urban Development Continuum of Care (CoC) for Pima County. The City of Tucson became the Lead Agency for Continuum of Care in 2019.

Objective A.3:

Strengthen and expand the housing safety net to prevent homelessness and create service-rich housing environments.

ACTIONS:
A.3.1 Ensure that people accessing housing safety net services have the support they need to obtain and maintain housing.
A.3.2 Provide a broad range of supports to prevent homelessness, including increased housing stability services like utility assistance and other flexible emergency funding.
A.3.3 Prioritize homelessness prevention services that provide the full range of needed services beyond traditional case management including, housing counseling, legal services, credit repair/ counseling, landlord mediation, and sufficient financial assistance to support stabilization.
A.3.4 Identify vulnerable households for eviction prevention and other interventions to prevent loss of shelter, and develop outreach strategy to support these households.
A.3.5 Partner with manufactured housing communities and residents to prevent evictions and ensure timely relocation of housing units.

Objective A.4:

Support an efficient and effective services system based on evidence and data.

ACTIONS:
A.4.1 Support TPCH in their efforts to improve coordinated entry and assessment.
A.4.2 Improve accuracy of annual Point-in-Time counts of all people experiencing homelessness, including youth and families.
A.4.3 Improve access to and utilization of real-time crisis housing bed availability and services to address urgent housing needs of people at risk of and experiencing homelessness.
A.4.4 Expand training and technical assistance offerings to better support use of evidence-based practices and other improvements to community housing and homelessness outcomes.

Housing Central Command

Established in 2024, Housing Central Command (HCC) is a collaborative and focused effort to address the challenges of unsheltered homelessness in Tucson and Pima County. The City of Tucson, Pima County, and a myriad of local service providers are collaborating to address the challenges of unsheltered homelessness in our community. TPCH is building the foundation for the Housing Central Command.

This initiative is based on a disaster management model developed by the U.S. Department of Housing and Urban Development (HUD) to rehouse people after natural disasters.

Housing Central Command has a very narrow focus: to dramatically reduce unsheltered homelessness in Tucson by rapidly moving individuals into sustainable housing through action and outcome driven work. The framework for accomplishing the work of rapidly rehousing members of encampments centers around three core goals:

1. **Finding people who are unhoused:** Working with the local homeless response system, Housing Central Command is identifying the quantity of households engaged in the action and their attributes and enrolls each one in the Homeless Management Information System (HMIS).
2. **Finding appropriate homes:** Using local databases and working with landlords, the team identifies potential housing units available to people experiencing homelessness.
3. **Rapidly moving people into homes:** Engaging with frontline staff and agency leaders, the HCC defines a process for enrolling participants to examine available units, select one that meets their needs, apply for the unit, and acquire furniture upon lease-up.

B. Goal: Optimize Behavioral, Emotional and Physical Health *[People]*

Health is influenced by various factors, including social and economic conditions, known as the Social Determinants of Health. These factors disproportionately impact racial and ethnic minority groups, putting them at higher risk for serious illnesses. The goals and strategies under this priority aim to address these inequities and improve the overall conditions that affect health and quality of life for Tucson residents.

Objective B.1:

Improve equitable access to affordable, quality health care, including care for behavioral health and substance-use disorders.

ACTIONS:
B.1.1 Provide low-barrier substance-use disorder services, especially for those experiencing vulnerability and homelessness.
B.1.2 Implement a harm reduction approach in substance use disorder care.
B.1.3 Enhance educational and training opportunities for health care providers, school personnel, and others (i.e., best practices, cultural competency, multilingual services, early detection of behavioral health disorders, Narcan training).
B.1.4 Emphasize prevention, early detection, and intervention for both behavioral and physical health issues.
B.1.5 Expand case management, referral, and supportive services for older adults, caregivers, and family members.
B.1.6 Improve access to equitable health care services that cater to diverse needs and abilities (i.e., community health workers/advocates, mobile clinics, telehealth, transportation services).
B.1.7 Increase coordination of care among provider agencies.
B.1.8 Reduce unintended pregnancies by increasing access to contraception, improving use of long-acting reversible contraception, and through education.
B.1.9 Deepen collaboration between the Housing First Program and providers who specialize in behavior health and substance-use disorder services.

What is Harm Reduction?

Harm reduction, as defined by the Substance Abuse and Mental Health Services Administration (SAMHSA), is an evidence-based approach that engages with people who use drugs, providing them with life-saving tools and information to create positive change and potentially save lives.[110]

Objective B.2:

Promote healthy lifestyles, access to nutritious food, and programs that reduce health risk factors.

ACTIONS:
B.2.1 Expand food access to ensure that all residents have adequate daily nutrition (i.e., emergency food support, access in food deserts, and expanded SNAP enrollment), with a focus on youth, older adults, and those experiencing or at risk of homelessness.
B.2.2 Expand programs that support physical fitness and help children, families, and older adults stay healthy and active.

Objective B.3:

Foster community connections to address social isolation.

ACTIONS:
B.3.1 Prioritize programs that encourage social engagement and reduce isolation among older adults, people with disabilities, and populations experiencing vulnerability.
B.3.2 Support community-based initiatives that create safe spaces for social interaction, such as community centers, clubs, and group activities.

C. Goal: Reduce Poverty and Ensure Dignity for All *[People]*

Poverty is closely linked with nearly all the challenges identified in the P-CHIP and is one of Tucson's greatest challenges. Tucson's poverty rate is significantly higher than that of Arizona and the United States. People living in impoverished households often struggle to afford basic needs, such as housing, food, transportation, health care, and childcare. Poverty destabilizes families, affects access to opportunity, and leads to undesirable outcomes, such as hunger and homelessness. Optimizing opportunity and enabling all people to perform to the best of their abilities benefits the entire community and improves well-being.

Objective C.1:

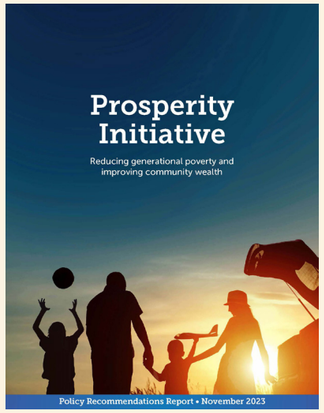
Expand economic mobility opportunities for low-income populations.

ACTIONS:
C.1.1 Improve job quality for low-income workers and expand the employment capacity of employers already offering quality jobs.
C.1.2 Prioritize workforce development for underserved populations with evidence-based case management practices that include apprenticeships, on the job training, and supportive services that prepare participants for jobs with self-sufficient wages and benefits.
C.1.3 Improve community financial capability for low-income families and small businesses to increase access to fair credit and to gain and protect income and wealth building assets.
C.1.4 Increase small/micro business ownership and expansion opportunities, prioritizing entrepreneurs of color, women-owned businesses and businesses operating in high poverty neighborhoods.
C.1.5 Support the creation and sustainability of resident owned manufactured housing communities.

Prosperity Initiative

The Prosperity Initiative is a regional effort to reduce intergenerational poverty and improve opportunity led by the City of Tucson and Pima County. The Prosperity Initiative report identifies 13 specific policies, based on national research, that provide local government the greatest opportunity to break the cycle of poverty and contribute to growing wealth and prosperity across Pima County.[111] The City of Tucson adopted the Prosperity Initiative in January 2024 and committed to aligning Tucson's operations and investments with the Prosperity Initiative's goals. This alignment is why many of the initiative's policies are embedded as actions within the P-CHIP Goals.

Prosperity initiative aligned goals within P-CHIP Goals.



Objective C.2:

Reduce barriers and ensure equitable access to quality education, work, self-sufficiency, and training opportunities.

ACTIONS:
C.2.1 Increase access to affordable high quality early childcare and education for children from low-income families.
C.2.2 Increase college and other post-secondary educational and training opportunities for children from low-income families by improving access to children's college savings accounts.
C.2.3 Expand broadband services and address barriers so all Tucson residents have access, equipment, and skills for digital inclusion and to expand opportunities for economic growth.
C.2.4 Support financial literacy, life skills, and other fundamentals of living self-sufficiently.
C.2.5 Expand out-of-school and after school educational, social, and cultural enrichment.
C.2.6 Expand programs to ease re-entry for formerly incarcerated individuals.

D. Goal: Support Equitable and Sustainable Neighborhoods *[Communities]*

This priority aims to create and sustain inclusive, resilient communities where residents have the opportunity to thrive, with a strong commitment to reducing disparities and promoting long-term sustainability. This includes access to affordable housing, transportation, and other essential services.

↑ Volunteers during a community clean up.

Objective D.1:

Develop safe, convenient, and connected transit and mobility options.

ACTIONS:
D.1.1 Improve accessibility and safety for people walking, biking, and accessing transit.
D.1.2 Improve and expand public transit services and options.
D.1.3 Leverage, enhance, and implement projects and priorities identified in Move Tucson and other transportation and mobility-related plans.
D.1.4 Improve Sun Tran bus stops and transit centers.
D.1.5 Prioritize transportation options to connect communities experiencing vulnerability to jobs and resources.

Objective D.2:

Enhance outdoor, public spaces and improve resilience to extreme heat and to drought, fire, and other emergencies.

ACTIONS:
D.2.1 Increase green infrastructure and water catchment in vulnerable neighborhoods and community heat islands.
D.2.2 Promote shaded, walkable neighborhood streets.
D.2.3 Invest in public art and aesthetic improvements.
D.2.4 Enhance transportation connectivity and parks and recreation opportunities, including by leveraging and enhancing the investments of the Parks + Connections Bond.
D.2.5 Enhance safety of public spaces using Crime Prevention Through Environmental Design (CPTED) principles.
D.2.6 Support litter/trash education and cleanup initiatives to promote personal responsibility for keeping Tucson beautiful, such as the local Team Up to Clean Up campaign.

Objective D.3:

Reduce crime and enhance safety.

ACTIONS:
D.3.1 Maintain and improve public safety through community-driven programs.
D.3.2 Explore innovative approaches to reducing crime and violence, including focused deterrence and community-led crisis intervention.
D.3.3 Support a restorative justice pilot program.
D.3.4 Provide community safety academies for targeted neighborhoods with incentives for those that attend such as security doors and lighting.
D.3.5 Support alternative response models for quick response teams to respond to calls for services, such as mental or behavioral health crises.

29th Street Thrive Zone

Tucson Mayor and Council allocated federal funds to expand the principles of Thrive in the 05 to the area of 22nd to Golf Links and Alvernon to Craycroft. The Thrive approach goes beyond typical neighborhood planning and looks holistically at a place, identifying a vision to transform both the built environment and opportunities for residents to thrive through education, services, and jobs. The approach also integrates resident-driven strategies for crime reduction and public safety.

29TH STREET THRIVE

(Top) 29th Street Thrive Coordinator, Laura ➔ McAndrews-Lopez, tabling a community resource fair at the Freedom Center in the 29th Street Thrive Zone.

(Middle) Kate from Living Streets Alliance helping ➔ with a feedback activity.

(Bottom) Community members attending a ➔ community safety academy meeting.

↑Cash, a 29th Street Thrive Promotore (center) during a community event.

Objective D.4:

Continue existing and expand equitable place-based community reinvestment efforts.

ACTIONS:
D.4.1 Implement the Thrive in the 05 Zone Transformation Plan as part of the Choice Neighborhoods Implementation Grant.
D.4.2 Facilitate the creation of the 29th Street Thrive Zone Transformation Plan.
D.4.3 Coordinate with City departments and Community Partners on to target investments in Thrive Zones and key economic corridors.
D.4.4 Research and explore opportunities for new 'Thrive Zones' throughout the City in low-income areas experiencing economic decline.

$50 Million Choice Neighborhoods Implementation Grant for the Thrive In The 05 Community Reinvestment Initiative

In July 2023, the City of Tucson was one of eight communities selected to receive a Choice Neighborhoods Implementation grant from the U.S. Department of Housing and Urban Development (HUD). The grant will focus on the Tucson House and the Thrive in the 05 area, along Oracle Road and Miracle Mile in the 85705 zip code.

Choice Neighborhoods Grant Focus Areas

People Strategy: ~10 Million

HCD will offer robust, on-site services for Tucson House residents and increase access to high-quality health and educational services to all neighborhood residents.

Housing Strategy: ~30 Million

HCD will fully rehabilitate the Tucson House, the 17-story public housing apartment complex, and develop mixed-income housing on three additional sites in the Thrive in the 05 area.

Neighborhood Strategy: ~7 Million

HCD and other City departments will implement five 'Critical Community Improvements' projects within the Thrive in the 05 boundaries. This includes a homeowner preservation pilot program, public plaza, community food hub, neighborhood health clinic, and improvements for local business storefronts and 15th Avenue.

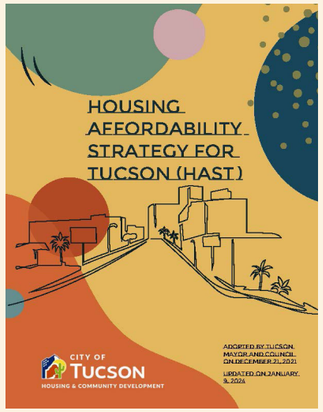
E. Goal: Increase Affordable and Attainable Housing Options *[Homes]*

Affordable housing emerged as the most critical challenge in the P-CHIP survey. HCD is committed to using its resources to partner in a community-wide effort to address the current shortage of affordable housing, as well as other housing needs to make sure all have an affordable, healthy, sustainable, and safe home.

Housing Affordability Strategy for Tucson

The Housing Affordability Strategy for Tucson (HAST) is a comprehensive affordable housing strategic plan with an emphasis on actionable goals and was built out of the 2021 People, Communities, and Homes Investment Plan. The plan provides an introduction to housing concepts, key data driving HCD's decision-making, and 10 policy initiatives to support the preservation and construction of housing units. The ten policy initiatives outlined in hast were developed based on the community input, conversations with developers, and direction from Mayor and Council. The HAST Plan was adopted by Tucson's Mayor and Council in December 2021. Many of the policies and actions from the Housing Affordability Strategy for Tucson are embedded into P-CHIP as goals and actions to align HCD's commitment for the preservation and construction of housing units to address Tucson's housing affordability crisis.

HAST aligned goals within P-CHIP Goals.



Objective E.1:

Preserve, enhance and expand the supply of high-quality affordable rental housing.

ACTIONS:
E.1.1 Expand or optimize occupancy of existing affordable housing.
E.1.2 Improve or rehabilitate substandard affordable housing for efficiency, resiliency, accessibility, and other barriers to safe, sustainable occupancy.
E.1.3 Develop a plan to continue affordability terms with expiring Low-Income Housing Tax Credit (LIHTC) and other regulated affordable units.
E.1.4 Facilitate the construction of affordable housing by reducing costs (impact fees, permits etc.), expediting permits, and exploring zoning and other code changes to promote denser residential construction in select locations.
E.1.5 Increase participation in Housing Choice Vouchers Program and other housing assistance programs among landlords by identifying and addressing process barriers and expanding HCD's Landlord Support Team
E.1.6 Expand community engagement and education regarding Affordable & City Housing and the Housing Choice Voucher Program.
E.1.7 Experiment with innovative ways to expand affordable rental options, including accessory dwelling units, tiny homes, etc.
E.1.8 Pilot repair and rehabilitation programs targeting aging manufactured housing and mobile homes.
E.1.9 Advocate for reasonable rent increase limits the state level and pursue creative ways to address rent increase issues at the City level.

↑ City-owned affordable rental housing in Midtown Tucson.

Objective E.2:

Prioritize building affordable housing and diverse housing types to meet the various housing needs of Tucsonans.

ACTIONS:
E.2.1 Develop affordable and mixed-income housing on city-owned properties.
E.2.2 Support zoning and development incentives that prioritize and encourage affordable and mixed-income developments.
E.2.3 Through HCD's non-profit development arm, El Pueblo Housing Development, continue to support the development of affordable housing through the Choice Neighborhoods, Low-Income Housing Tax Credit, and other programs.
E.2.4 Support an array of housing models such as co-housing, transitional housing, permanent supportive housing, senior housing, social housing, etc.
E.2.5 Support zoning and code changes that encourage "missing middle" housing types and other smaller scale residential developments.
E.2.6 Support affordable housing developers through financing when available and technical assistance.
E.2.7 Research, compete for, support, and develop new sustainable funding sources for affordable housing development including, but not limited to, a housing bond or tax measure, advocating for more state and federal funding for housing, and reinstating the Tucson Housing Trust Fund.

What is Missing Middle Housing?

Missing Middle Housing refers to housing that provides diverse housing options along the spectrum of affordability, which includes housing types like duplexes, triplexes, fourplexes, courtyard and cottage court, bungalows, townhomes, and live/work. These homes are typically located in walkable neighborhoods. These housing types are called "missing" because they have typically been illegal to build since the mid-1940s and "middle" because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings, in terms of form and scale, as well as number of units and often, affordability.[112]

Objective E.3:

Transform city and public housing.

ACTIONS:
E.3.1 Implement HCD's Public Housing Financial Stability Plan for asset repositioning.
E.3.2 Preserve and/or renovate City-owned rental units that provide the best housing options and locations for Tucson residents with a housing subsidy.
E.3.3 Create homeownership opportunities for select single family homes that will include long-term affordability requirements.
E.3.4 Reallocate Public Housing subsidies from homes sold and place at new rental developments.
E.3.5 Expand efforts for El Pueblo Housing Development to preserve, rehabilitate and enhance existing City housing stock.
E.3.6 Expand Case Management and supportive services for city housing residents and Housing Choice Voucher participants with an emphasis on easy and equitable access.

Asset Repositioning/Public Housing Financial Stability Plan

The U.S. Department of Housing and Urban Development (HUD) offers various strategies for Public Housing Agencies (PHAs) to reposition their public housing developments, which can help PHAs maintain affordable housing units, address critical rehabilitation needs, and stabilize the financial footing of these properties. These strategies are intended to improve the condition of thousands of housing units across the nation and create opportunities to leverage both public and private resources. Repositioning often involves transitioning families from traditional public housing to other forms of HUD rental assistance, such as Housing Choice Vouchers (HCV) or Project-Based Vouchers (PBV).

As part of Tucson's Housing Affordability Strategy, the City's first policy initiative is to "transform public housing." This initiative focuses on preserving and renovating public housing rental units, as well as creating homeownership opportunities. The Public Housing Financial Stability Plan, informed by HUD's asset repositioning recommendations, outlines the following goals for transitioning and transforming Tucson's Public Housing:

- Secure a solid financial foundation for city-owned properties.
- Address and rehabilitate deficiencies in existing public housing units.
- Identify and incorporate new revenue sources for the Housing and Community Development department.
- Expand affordable homeownership opportunities for low-income individuals and families.
- Increase the number of affordable housing units in Tucson.
- Align housing efforts with the climate targets set forth in the Tucson Resilient Together: Climate Action and Adaptation Plan.

↑City-owned public housing (from top to bottom) MLK Apartments, Craycroft Towers, and Tucson House.

F. Goal: Expand Homebuyer and Homeowner Assistance Opportunities *[Homes]*

Homeownership can provide financial gains and security over time, stability, and a way to build intergenerational wealth. Investing in affordable homeownership opportunities, creating pathways to homeownership, and supporting current low-income homeowners are important components in addressing the affordable housing shortfall and advancing housing equity across the city.

Objective F.1:

Reduce barriers to homeownership.

ACTIONS:
F.1.1 Support down payment and closing cost assistance for low-income and first-time homebuyers.
F.1.2 Provide homebuyer education and financial counseling.

Objective F.2:

Reduce threats to homeownership stability.

ACTIONS:
F.2.1 Support and publicize financial assistance, property tax relief, utility assistance, etc. for low-income homeowners.
F.2.2 Expand Homeowner Rehabilitation and Repair Programs.
F.2.3 Prioritize those in need of housing rehabilitation and repair with the greatest need in terms of health and safety.
F.2.4 Promote 'green' and sustainable home programs for low-income families such that promote solar, rainwater harvesting, weatherization, etc.

Objective F.3:

Expand supply of affordable housing for homeownership.

ACTIONS:
F.3.1 Explore ways to reduce the costs of housing development, including through permit fee waivers.
F.3.2 Develop a tiered system of housing options, from low-barrier, low-cost "entry-level" housing, to mid-range and larger options that allow households to "graduate" as they become more established and self-sufficient.
F.3.3 Support and expand permanently affordable homeownership through community land trusts and deed restricted homeownership
F.3.4 Encourage innovative ownership arrangements including co-housing, manufactured housing, cooperatives, community land trusts, etc. to expand ownership options to more people.

↑ Aerial view of Milagro on Oracle during construction.

G. Goal: Ensure Healthy, Sustainable, and Safe Homes *[Homes]*

In addition to being affordable, housing must also support families' health and safety by reducing exposure to environmental hazards and increasing climate resiliency. Similarly, reducing threats to stable housing like evictions or foreclosures, and increasing the ability of older adults to stay in their homes as they age are important goals to increase housing stability.

Objective G.1:

Expand access to healthy, safe, and sustainable housing.

ACTIONS:
G.1.1 Support work of regulators and code enforcement officers to ensure minimum housing conditions are met across Tucson, including in mobile or manufactured homes.
G.1.2 Quickly and safely rehouse families displaced due to unsafe living conditions.
G.1.3 Provide emergency home repair services for acute needs that threaten a household's stability, as well as comprehensive home repairs that ensure the safe functioning of a home's major systems in the long term.
G.1.4 Encourage housing developers, homeowners, and landlords to incorporate green building practices and energy efficiency into their units.

Objective G.2:

Reduce and mitigate evictions and foreclosures.

ACTIONS:
G.2.1 Improve and expand tenant-based rental assistance programs (monthly rental assistance and security and utility deposits)
G.2.2 Eliminate barriers to accessing rental assistance programs such as by allowing landlords to apply on behalf of their tenants.
G.2.3 Improve collaboration and access to shared information for all organizations working to prevent evictions (this could include creating or supporting a "One Stop Shop' to access all available resources).
G.2.4 Continue efforts to work closely with constables to prevent evictions when possible.
G.2.5 Support foreclosure prevention programs.

H. Goal: Improve Equity in Housing *[Homes]*

Structural racism in U.S. housing policies has contributed to racial disparities and housing segregation nationally and locally. Improving housing equity aims to address housing segregation and advance the City's commitment to advancing equity.

Objective H.1:

Reduce housing segregation and its effects .

ACTIONS:
H.1.1 Increase housing choice, including housing voucher mobility programs, which allow low-income families to live in the neighborhoods of their choosing.
H.1.2 Implement and continuously evaluate HUD Small Area Fair Market Rents, and associated payment standards, that allow for expanded Housing Choice Voucher mobility.
H.1.3 Investigate and enforce fair housing law abuses and educate the public, agency staff, landlords, and lenders about illegal housing discrimination, including source of income discrimination.
H.1.4 Collaborate with Southwest Fair Housing Council and others to affirmatively further fair housing.

What are Small Area Fair Market Rents?

Small Area Fair Market Rents (SAFMRs) are fair market rents calculated for zip codes. SAFMRs are required to be used to set Section 8 Housing Choice Voucher (HCV) payment standards in areas designated by HUD and are an important tool public housing authorities, like the City of Tucson, can use to increase choice for voucher holders. SAFMRs take effect in January 2025, requiring that HCV payment standards using Fair Market Rents be calculated at the zip code level, rather than a metropolitan area wide. SAFMRs allow for payment standards to be established that more accurately reflect the local market. This can be helpful in providing voucher holders greater access to low-poverty and/or high-opportunity neighborhoods.[113]

Objective H.2:

Target affordable housing investments in areas of opportunity.

ACTIONS:
H.2.1 Update zoning and code regulations to encourage more housing across the continuum in areas where zoning has historically been exclusive.
H.2.2 Strategically acquire property for affordable housing based on the site criteria for areas of opportunity in Housing Affordability Strategy for Tucson.
H.2.3 Promote housing in key revitalization area such as the Thrive in the 05 and the 29th Street Thrive Zones.
H.2.4 Prioritize equitable affordable housing development in areas near transit resources, and job centers, as well as neighborhoods at risk of displacement.
H.2.5 Advocate for the LIHTC program to change the basis boost program to focus on areas of opportunity instead of Qualified Census Tracts (QCTs).

P-CHIP Grantmaking

The Housing and Community Development Department (HCD) financially invests in the activities outlined in this plan through its P-CHIP grant program. City departments and non-profit organizations are eligible to apply for funding to support activities that achieve P-CHIP goals. Each Call for Projects released under this plan will include scoring criteria to help committees evaluate and prioritize proposals in alignment with P-CHIP and based on the current data and needs.

The P-CHIP grantmaking process is highly competitive and includes funding provided through a variety of sources including funds awarded to the City of Tucson by the U.S. Department of Housing and Urban Development and funding obligated for human services programming by Tucson Mayor and Council.

Funding Sources and Amounts

HCD's P-CHIP grantmaking issues funding to community partner organizations through five primary sources. These include:

HUD Community Development Block Grant (CDBG): Funding is awarded to organizations providing public/social services for low-/moderate-income Tucsonans and to support public facility and community infrastructure projects such as shelter renovations, fire trucks, and other improvements.

HUD Emergency Solutions Grant (ESG): Funding is awarded to community partner organizations to provide street outreach, emergency shelter, rapid rehousing, and homelessness prevention assistance for individuals and families experiencing or at risk of experiencing homelessness.

HUD Housing Opportunities for Persons with AIDS Program (HOPWA): Funding is provided to community partner organizations to provide an array of housing and supportive assistance services for individuals and families in which one or more resident are living with HIV/AIDS.

HUD Home Investment Partnerships Program (HOME): Funding is provided to community partner agencies including housing counseling agencies, affordable housing developers, and Community Housing Development Organizations in the form of gap financing for affordable housing development and down payment assistance for low-/moderate-income homebuyers.

City of Tucson General Fund: Funding is awarded to community partner organizations to address pressing community challenges and further the goals and community partner activities identified in this plan.

Funding Source	Purpose	Estimated Annual Funding
CDBG	Human Services	$760,000
CDBG	Residential Rehabilitation	$1,000,000
ESG	Homelessness Assistance	$460,000
HOPWA	HIV/AIDS Assistance	$1,054,000
HOME	Housing Counseling & Down Payment Assistance	$500,000
HOME	Affordable Housing Development and Preservation	$1,000,000
City of Tucson General Fund	Human Services	$1,400,000

The table above provides the estimated annual funding made available through P-CHIP grantmaking based on current HUD funding allocations and historical allocation of City of Tucson General Funds. These amounts are subject to change based on allocation changes and departmental goals.

P-CHIP Grantmaking Process

HCD manages a strategic, transparent process in its selection of organizations and projects to deliver P-CHIP funded activities. This process is outlined below and has been approved by the City of Tucson Mayor and Council.

STEP 1 – CALL FOR PROJECTS: HCD issues one or more Call for Projects which serves as community partners' formal notice of funding availability through the P-CHIP grantmaking program. Calls for Projects are published on the HCD website and through HCD's email listserv. Community partner organizations interested in receiving notices regarding P-CHIP funding opportunities should register for the HCD listserv at www.tucsonaz.gov/hcd.

Each Call for Projects includes the amount of funding available and specific guidance regarding the format and requirements for application, types of activities eligible for funding, and evaluation criteria against which applications will be scored.

STEP 2 - THRESHOLD REVIEW: HCD staff conduct a threshold review of all applications received to determine project eligibility and compliance with program requirements. Organizations deemed to fail threshold review are removed from consideration. The City of Tucson's threshold review criteria is provided within the Call for Projects and technical assistance is available throughout the application period to prevent disqualification. Organizations may be offered the opportunity to correct minor deficiencies to threshold review at the discretion of the HCD.

STEP 3 - COMMUNITY REVIEW PANEL: Applications which pass threshold review are forwarded to the Community Review Panel for evaluation. Community Review Panel members include representatives from the Mayor's Office, Ward offices, subject matter experts, and community members including individuals impacted by community challenges HCD aims to address. The Community Review panel scores applications using the Evaluation Criteria established within the Call for Projects.

STEP 4 - EQUITY AND IMPACT ANALYSIS: Using applicant responses and the recommendations by the Community Review Panel, HCD staff conduct equity and impact analyses for all projects. The Equity and Impact Analysis has been developed in partnership with the City of Tucson Office of Equity and considers each project's impact as it relates to geographic distribution of services and the breadth and depth of services to be provided, alignment with and anticipated achievement of City of Tucson program goals established in the Joint Tucson-Pima County Consolidated Plan, and the project's anticipated impact in promoting equitable access and outcomes among beneficiaries.

STEP 5 - PRELIMINARY RECOMMENDATIONS FOR MAYOR AND COUNCIL CONSIDERATION: Based on the results of Steps 1-4, the HCD Director prepares preliminary funding recommendations for review by Mayor and Council. Preliminary recommendations will be reviewed at a regularly scheduled public Study Session. Mayor & Council may adjust funding recommendations to ensure diversity of services and organizations funded, geographic areas of City covered, achievement of equity goals, and/or to further other City priorities.

STEP 6 - MAYOR AND COUNCIL APPROVAL: Following review of preliminary recommendations and subsequent adjustments, Mayor and Council formally approve funding decisions. The funding decisions of Mayor and Council are final and are not subject to appeal.

APPENDICES

Appendix A: Glossary of Key Terms

Accessory Dwelling Units (ADUs) / Casitas – An independent housing unit with its own kitchen, bathroom, living and sleeping space. These units are typically under 1,000 square-feet and are accessory to a primary residence. ADUs/ Casitas can be detached, attached, or interior to the primary residence (i.e., through the conversion of a garage, basement, or attic).

ADA Accessible – The Americans with Disabilities Act, or ADA, requires individuals with disabilities have equal opportunity access to public areas. Apartment and rental properties fall under this category.

Affordable Housing – Housing that a household can pay for, while still having money left over for other necessities like food, transportation, and health care. An affordability metric often used is 'Housing Cost Burden' or housing in which the occupant(s) is/are paying m ore than 30% of their income on housing.

Affordable Housing Developer – A person or entity that performs professional work in the development of housing projects to provide affordable housing to those with low incomes including families, seniors, people with disabilities and people experiencing homelessness. The Housing Developer takes the lead role in managing the development process—e.g., identifying sites, evaluating project feasibility, securing financing, and supervising construction.

Area Median Income (AMI) – The midpoint of a region's income distributing, meaning that half of the households in a region earn more than the median and half earn less than the median.

Asset Repositioning – HUD has made various strategies available to public housing agencies (PHAs) to reposition public housing developments. These strategies may enable PHAs to provide thousands of families across the country with better-maintained units while creating opportunities to leverage public and private resources, easing administration, and preserving affordable housing. Repositioning moves families from a public housing platform to other forms of HUD rental assistance, such as Housing Choice Vouchers (HCV), or Project-Based Vouchers (PBV). This change can help PHAs preserve affordable housing units, address rehabilitation and physical needs, and place properties on a more stable financial foundation.

City – The City of Tucson

Climate Resiliency – The ability to anticipate, prepare for, and respond to climate-related events, trends, or disturbances, as well as the ability to recover from or reduce vulnerability to climate-related events like droughts or floods.

Code Enforcement – The City of Tucson Division that enforces property maintenance codes and ensures owners maintain their property which helps to protect citizens' health, safety, and welfare.

Co-Housing – An intentional, self-governing, cooperative community where residents live in private homes often clustered around a shared space.

Community Land Trust – A nonprofit organization that promotes affordable housing and community development by holding land on behalf of a community and manages it for the long-term.

Cooling Centers – Air-conditioned or cool spaces that provide relief from extreme heat and protect people's health during extreme heat.

Deed Restricted Homeownership – A way to preserve the affordability of housing units that were built with subsides or other affordability measures. They limit how homeowners can use their properties to ensure that they remain affordable for future buyers.

Displacement – Displacement occurs when residents and/or business owners – almost exclusively low-income and/or people of color – are unable to remain in or return to their historical communities due to a variety of factors including, but not limited to, gentrification and cycles of investment and disinvestment.

Emergency Shelter – Any facility, the primary purpose of which is to provide a temporary shelter for the homeless in general or for specific populations of the homeless and which does not require occupants to sign leases or occupancy agreements.

Equity – As defined by the Mayor & Council, for and within the City of Tucson, equity means: Our policies, policy-making processes, delivery of services, and distribution of resources account for the different histories, challenges, and needs of the people we serve.

Equity in Housing – Addressing the challenges that prevent equal access to affordable and quality housing in areas of opportunity.

Eviction – Eviction is the civil process by which a landlord may legally remove a tenant from their rental property. Eviction may occur when the tenant stops paying rent, when the terms of the rental agreement are breached, or in other situations permitted by law.

Extremely Low-Income – A very low-income household whose income does not exceed the higher of the poverty guidelines or 30% of the Area Median Income.

Fair Housing Act – According to the U.S. Department of Justice, the Fair Housing Act prohibits discrimination by direct providers of housing, such as landlords and real estate companies as well as other entities, such as municipalities, banks or other lending institutions and homeowners' insurance companies whose discriminatory practices make housing unavailable to people because of race or color, religion, sex, national origin, familial status, or disability.

Food Deserts - Geographic areas where residents' access to affordable, healthy food options are restricted or nonexistent due to the absence of grocery stores within convenient traveling distance.

Gentrification – A process of neighborhood change in a historically disinvested area. This often includes new investments in physical infrastructure and development, rising housing costs, and changes in the demographics of residents such as race/ethnicity, income, and education levels.

Green Stormwater Infrastructure (GSI) – Practices that use natural systems (or engineered systems that mimic or use natural processes) to capture, clean, and infiltrate stormwater; shade and cool surface buildings; reduce flooding; create wildlife habitat; and provide other services that improve environmental quality and communities' quality of life.

Harm Reduction - Harm reduction, as defined by the Substance Abuse and Mental Health Services Administration (SAMHSA), is an evidence-based approach that engages with people who use drugs, providing them with life-saving tools and information to create positive change and potentially save lives.

HAST – Housing Affordability Strategy for Tucson is the City of Tucson's plan for investing in affordable housing by supporting the preservation and construction of housing units.

HCD – The City of Tucson's Housing and Community Development Department

Heat Island Effect – According to the U.S. Environmental Protection Agency (EPA), heat island effects are urbanized areas experiencing higher temperatures than outlying areas. Structures such as buildings, roads, and other infrastructure absorb and re-emit the sun's heat more than natural landscapes such as forests and water bodies. Urban areas, where these structures are highly concentrated and greenery is limited, become "islands" of higher temperatures relative to outlying areas. Daytime temperatures in urban areas are about 1–7°F higher than temperatures in outlying areas and nighttime temperatures are about 2-5°F higher.

Homelessness – When a person lacks a fixed, regular, and adequate nighttime residence, and if they sleep in a shelter designated for temporary living accommodations or in places not designated for human habitation.

Housing Choice Voucher – The housing choice voucher program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses, and apartments

Housing Cooperatives (Co-ops) – An alternate form of ownership of homes and property, in which a property is owned by an organization and then sold as shares to the residents of the community. Cooperative housing splits costs on shared housing amenities and is frequently used as a part of an intentional community initiative.

Housing Discrimination – Arizona law protects your right to have a place to live and makes it unlawful for any person to discriminate in connection with housing because of an individual's race, color, religion, sex, national origin, familial status or physical or mental disability.

Housing First – An approach to connect individuals and families experiencing homelessness quickly and successfully to permanent housing without preconditions and barriers to entry. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing Navigator - Assists and advocates on behalf on individuals experiencing homelessness to locate, secure, and retain affordable permanent housing.

Housing Segregation – Housing segregation refers to the discriminatory treatment practiced on African American or other minority groups in U.S. It is the practice of denying equal access to housing or available units through the process of misinformation, denial of realty and financing services, and racial steering.

Housing Stock – The terms housing stock and housing inventory are defined as the total number of dwelling units standing at a given time within a specific area.

HUD – United States Department of Housing and Urban Development

Impact Fees - One-time payments that local governments impose on property developers to help pay for the costs of public infrastructure that new development creates.

Landlord – A property owner who rents or leases that property to another party in exchange for rent payments.

Low-Income – A household whose income does not exceed 80% of the Area Median Income.

Low Income Housing Tax Credit (LIHTC) – A tax incentive to construct or rehabilitate affordable rental housing for low-income families. LIHTC subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low and moderate-income tenants.

Manufactured Homes – completely constructed in a factory and then transported to the home site. Once they arrive at their destinations, they are indistinguishable from site-built homes. They are not usually moved again.

Market Rate Housing – Housing that is not restricted by income.

Missing Middle Housing – A range of multiple-unit or clustered housing types that is compatible in scale to single-family homes that help meet the growing demand for walkable urban living.

Mixed-Income Housing – Housing that is comprised of a mix of both affordable and market-rate units to serve a mix of incomes.

Mixed-Use Development – Mixed-use describes a development that contains two or more types of uses such as residential, retail, office, hotel, or other functions.

Mobile Showers – Portable shower trailers that offers warm showers for free to individuals experiencing homelessness.

Moderate-Income – A household whose income is between 80% and 120% of the Area Median Income.

Moderate to High Income – A household whose income is higher than 120% of the Area Median Income.

Multidisciplinary Outreach Team (MDOT) - The City of Tucson launched the Multi-Disciplinary Outreach Team (MDOT) in 2023. This innovative outreach program pairs skilled homeless outreach workers with behavioral and physical health providers who jointly conduct outreach to individuals and families living outside with the aim of providing basic needs and facilitating entry to shelter and longer-term housing solutions. The MDOT program is a partnership of the City of Tucson, Old Pueblo Community Services, and El Rio Health Centers.

Multi-Family Housing – Multifamily housing is defined as a building that houses more than one family at a time. Apartments, condos, townhouses, duplexes, and quadruplexes are all examples of multifamily housing options. The building can be owned by one person who rents out the units, or each unit can be owned individually.

Occupied Units – A house, an apartment, a group of rooms, or a single room occupied as separate living quarters.

P-CHIP – People, Communities, and Homes Investment Plan is the City of Tucson's Housing and Community Development Department's strategic goals and objectives over a five-year period.

Point-In-Time Count - The Point in Time Count is a count of sheltered and unsheltered people experiencing homelessness on a single day in January. The U.S. Department of Urban Development requires that Continuums of Care conduct an annual count of people experiencing homelessness who are unsheltered, as well as sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. The data collected delivers insights into the community's homeless population and service gaps and provides a snapshot of what homelessness looks like on a single night.

Project Based Vouchers – Project-based vouchers are attached to a specific unit whose landlord contracts with a housing agency to rent the unit to low-income families. Unlike old-style project-based rental assistance, PBVs do not require families to live in a particular location to receive help paying the rent.

Prosperity Initiative - The Prosperity Initiative is an intergovernmental effort in Pima County to reduce generational poverty and improve opportunity. It is led by Pima County and the City of Tucson, as well as many other municipalities in Pima County. The Prosperity Initiative identifies four policy areas, based on national research, that provide the greatest opportunity to break the cycle of poverty and contribute to growing wealth and prosperity across Pima County.

Public Housing – Established to provide decent and safe rental housing for eligible low-income families, the elderly and person with disabilities.

Rapid Rehousing – Rapid rehousing is a form of supportive housing which provides time-limited rental subsidy and supportive services for periods of time ranging from 1-24 months.

Racist Covenants – Racist Covenants are restrictive clauses that were added to deeds to prevent people of color from owning property.

Redlining – The practice of denying people access to credit because of where they live, even if they are personally qualified for loans. Historically, mortgage lenders once widely redlined core urban neighborhoods and Black-populated neighborhoods in particular.

Resiliency in Housing – Resilience is the ability to adapt to change positively, recover from difficulties and persist in facing challenges. When it comes to housing, challenges like extreme weather, the inability to pay one's rent or mortgage, rising housing prices, or sudden or deferred maintenance needs create housing instability. Investments like home repair, rental assistance, eviction prevention, and climate adaptation increase resilience in housing.

Restorative Justice – Restorative Justice is a way of thinking about behavior correction in a way that emphasizes healing the harm done—whether to a person, group, or object—rather than punishment for the sake of punishment itself. At its center, it is a flexible way of thinking, rather than a set of guidelines or steps.

Self-Sufficiency - Self-Sufficiency is the income working families need to meet their necessities without public or private assistance.

SNAP – Supplemental Nutrition Assistance Program. It is a federal program that provides nutrition benefits to low-income individuals and families that are used at stores to purchase food.

Social Determinants of Health - The Social Determinants of Health (SDOH) are conditions in the places where people live, learn, work, and play that affect a wide range of health and quality of life risks and outcomes.[25] SDOH can be grouped into five domains: economic stability, education access and quality, health care access and quality, neighborhood and built environment, and social and community context.

Substance-Use Disorder – A treatable mental disorder that affects a person's brain and behavior, leading to their inability to control their use of substances like legal or illegal drugs, alcohol, or medications.

Sun Tran – The Cit of Tucson's public transit system including Sun Tran/Sun Express Buses, Sun Link Streetcar, Sun on Demand, Sun Van, and Sun Shuttle.

Supportive Housing – Combines non-time limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities.

Tenants – A person or entity who leases an occupies property that is owned by another individual or entity.

Thrive Zones – Place-based community reinvestment efforts designed to improve quality of life in lower-income areas experiencing economic decline. It goes beyond typical neighborhood planning and look holistically at a place identifying a vision to transform both the built environment and opportunities for residents to thrive through education, services, and jobs. The approach also integrates resident-driven strategies for crime reduction and community safety.

Thrive in the 05 – Thrive in the 05 is a place-based, community-centered collaboration between residents, businesses, community organizations, and institutions with roots in years of planning and engagement that integrates three concurrent initiatives to build community and invest resources in the Oracle Road / Miracle Mile of the 85705 ZIP code: a Choice Neighborhoods Planning and Action Grant, an Innovations in Community-Based Crime Reduction grant, and a focus on Workforce and Economic Development.

Tiny Homes - A dwelling that is 400 square feet or less in floor area excluding lofts.

Transitional Housing – A project that provides temporary lodging and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period, but typically no longer than 24 months.

Tucson Pima Collaboration to End Homelessness (TPCH) – Tucson Pima Collaboration to End Homelessness is a coalition of community and faith-based organizations, government entities, businesses, and individuals committed to the mission of solving homelessness and addressing issues related to homelessness in the Tucson and Pima County community.

Unsheltered – Unsheltered include individuals and families who primary nighttime residence is a public or private place not designated for or ordinarily used as a regular sleeping accommodation including a car, park, abandoned building, bus or train station, airport, or camping ground.

Very Low-Income – A household whose income does not exceed the higher of the poverty guidelines or 50% of the Area Median Income.

Walkability – The ability to safely walk to services and amenities within a reasonable distance, usually defined as a walk of 20 minutes or less.

Weatherization – Home improvements that improve energy efficiency and comfort, including moisture control, air sealing, ventilation, insulation upgrades, and door and window replacement.

Workforce Housing – Housing for households making between 80-120% Area Median Income

Zoning – Zoning organizes a city into various zones to regulate land use and development on a site by height, density, parking, open space, landscaping, etc. Zoning districts can include residential, office, commercial, mixed-use, and industrial land uses.

29th Street Thrive Zone - Tucson Mayor and Council allocated federal funds to expand the principles of Thrive in the 05 to the area of 22nd to Golf Links and Alvernon to Craycroft. The Thrive approach goes beyond typical neighborhood planning and looks holistically at a place, identifying a vision to transform both the built environment and opportunities for residents to thrive through education, services, and jobs. The approach also integrates resident-driven strategies for crime reduction and public safety.

Appendix B: Community & Stakeholder Engagement Summary

Background

The People, Communities, and Homes Investment Plan was developed based on input from the Tucson community and stakeholders. This included engagement efforts that focused specifically on the P-CHIP but also based on conversations and community engagement happening in our community for other City initiatives, like Plan Tucson and Norte-Sur.

P-CHIP In-Person and Virtual Community Meetings

In-person and virtual community meetings were held throughout May 2024. These included in person community meetings held at the El Pueblo Activity Center and the Donna Liggins Recreation Center, as well as a virtual meeting conducted online for residents who were unable to attend an in-person meeting. Community meetings started with a brief presentation from staff and were followed by facilitated small group discussions. Topics discussed in the small groups included issues around the lack of affordable housing, increased homelessness services/emergency shelters/prevention resources, creative housing options for all Tucsonans, rent control or rent increase caps, high poverty rates in certain areas of the city, guaranteed income, and more.

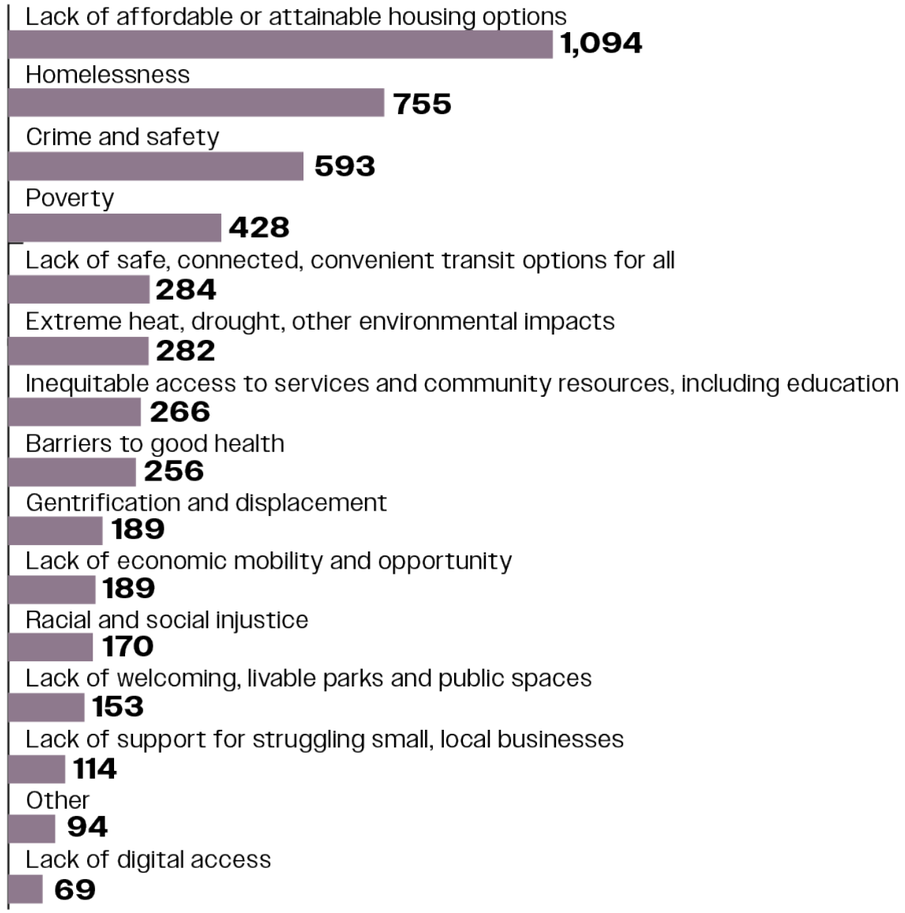
Attendance at City and Community Events

HCD attended several City and community events throughout April and May 2024 to gather additional input. Highlighted events including Día de la Niñez, Thrive in the 05 Resource Fair & Celebration, Fair Housing Resource Fair, various Plan Tucson events, and the United Way Financial Wellness Partnership Gathering.

Community Survey

Community outreach efforts also included an online survey to gather feedback on priorities most important to the Tucson community. 479 respondents completed the survey between April 15th and June 1st. The survey questions and results are below.

1. What do you see as Tucson's biggest challenge(s) in creating equitable access to opportunity for all its residents? 10 votes per survey respondent (479 survey respondents).



2. If not listed above, what other challenge(s) are important to add? (159 responses)

Topics discussed included:

- Poor infrastructure
- Drug/Fentanyl crisis
- Over-policing
- Food insecurity/grocery access
- Immigration reform
- Lack of regulation on short-term rentals
- Restrictive zoning, parking minimums
- Low wages

3. What should the City of Tucson fund to address the challenges you listed above? Please list up to 3 programs, human services, neighborhood enhancements, and/or housing opportunities that you think would make an impact. (479 responses)

Below are some of the top themes/topics for what the City of Tucson should fund to address the challenges.

Housing Development

- More affordable housing, including those for rent and homeownership (87 responses)
- More housing opportunities (61 responses)
- Diversify housing stock, more infill and density, building more housing across all levels (16 responses)

Subsidized/Public Housing

- More Housing Choice Vouchers/Section 8 (13 responses)
- More funding for public housing developments (8 responses)

Transportation

- Expand public transit connections (bus, streetcar, light rail, bus rapid transit) (42 responses)
- Bike infrastructure and bike and pedestrian safety (21 responses)
- Fair free transit, keep public transit free or reduced (17 responses)

Public Assistance/Social Services

- More human/social services and safety net programs (34 responses)
- Food assistance/SNAP, eliminating food deserts, food insecurity (10 responses)
- Guaranteed income (8 responses)

Housing Programs/Services

- First time homeowners' assistance programs, downpayment assistance, rental deposit assistance (16 responses)
- Legal/eviction protection for tenants and tenant education (12 responses)

Health

- Public/community mental health services (26 responses)
- Substance use disorder and drug treatment services (24 responses)
- Free or reduced, easily accessible general health care services (12 responses)

Homelessness

- More emergency homeless shelters (35 responses)
- Homelessness prevention and mitigation, homelessness services and outreach services (30 responses)
- Areas where people can legally sleep without harassment (14 responses)

Education/Youth

- More funding in quality public education (19 responses)
- Access to quality, affordable early childhood education and childcare (15 responses)

Policy, Processes, and Data

- Rent control or rent caps at the state level (36 responses)
- Stop large private companies from buying up rentals (13 responses)
- Better way to find existing resources with easy access and clear points of contact (9 responses)

Environmental

- More shade, plantings, and trees (16 responses)
- More park infrastructure, maintenance, and upkeep (9 responses)
- Curb cutting, native species planting, green stormwater infrastructure (5 responses)

Public Spaces, Neighborhoods, and Infrastructure

- Neighborhood enhancements and reinvestment (23 responses)
- Road maintenance (8 responses)
- Community green spaces and open space (7 responses)

Crime and Safety

- Public safety funding (41 responses)

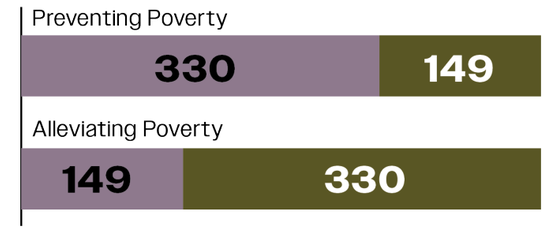
Jobs, Workforce Development, and Small Businesses

- Job assistance, services, and training (20 responses)
- Initiatives and support for small businesses to grow (10 responses)
- Stable, high-income jobs (6 responses)

Zoning & Code

- Zoning reform (12 responses)

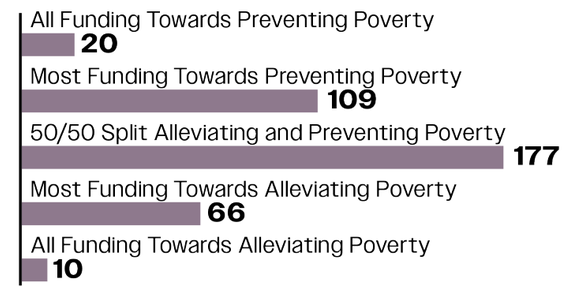
4. Should the City of Tucson prioritize funding for programs and initiatives that focus on preventing poverty or alleviating poverty? (Rank Choice) (479 responses)



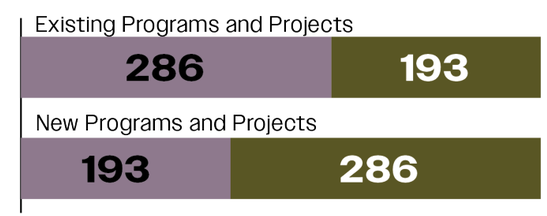
Preventing Poverty (Example: Access to early childhood education, increasing public transit options, building affordable housing, etc.)

Alleviating Poverty (Example: Emergency shelters, food assistance, debt relief, etc.)

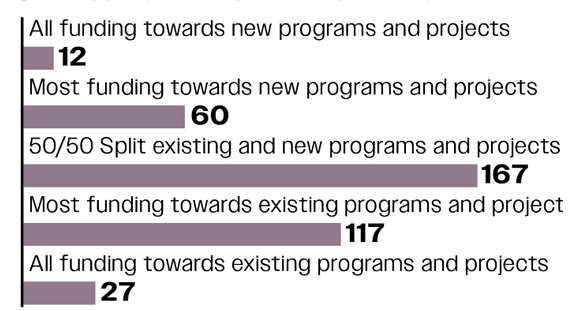
5. How should the City of Tucson divide funding for programs and initiatives that focus on preventing poverty and alleviating poverty? (382 responses)



6. Should the City of Tucson prioritize funding existing programs/projects or new programs/projects? (479 responses)

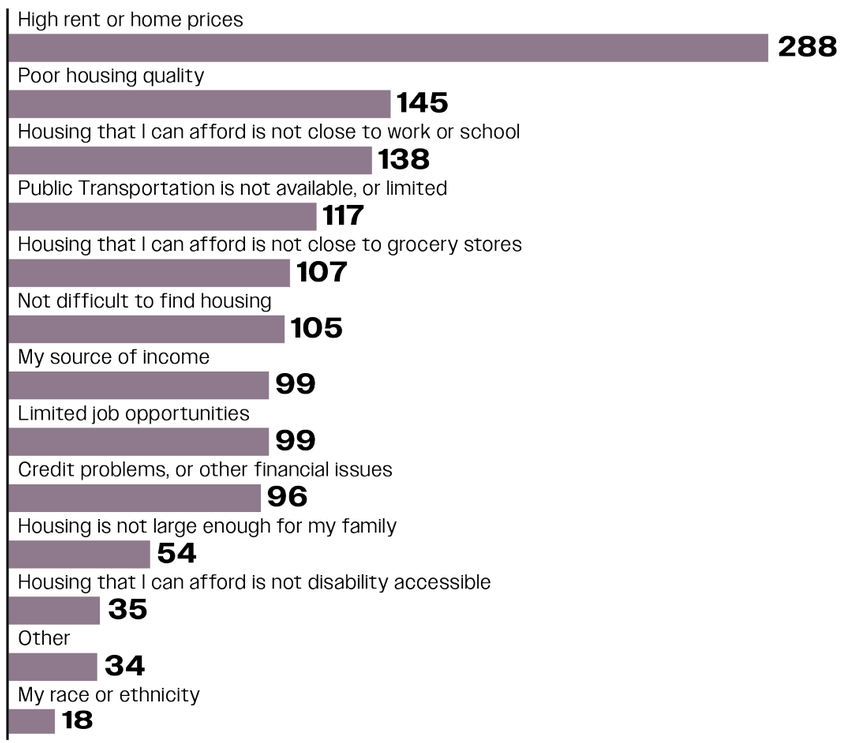


7. How should the City of Tucson divide funding for existing programs/projects and new programs/projects? (383 responses)

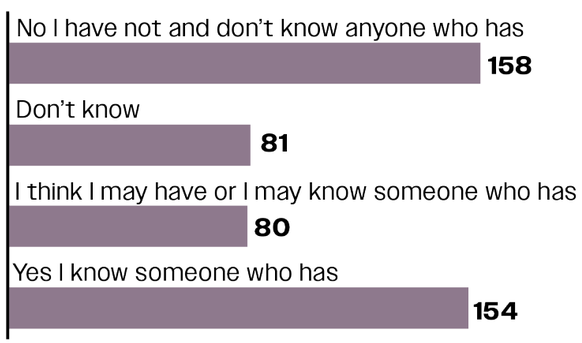


Housing Challenges

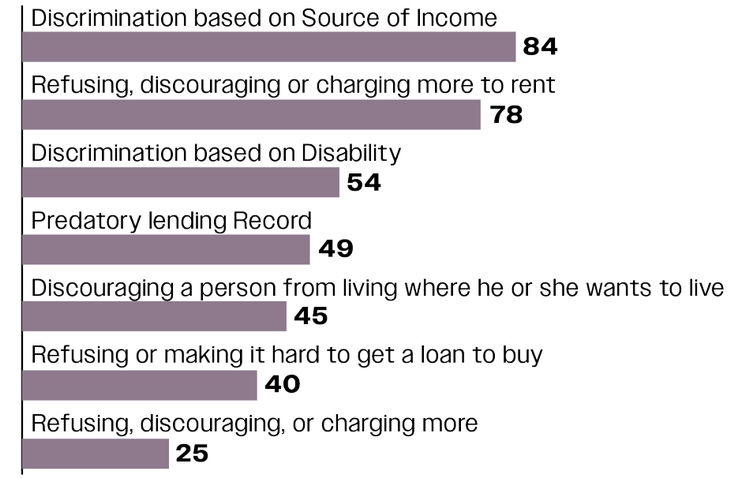
8. Have any of the following made it difficult for you to find housing? Please select all that apply. (452 responses)



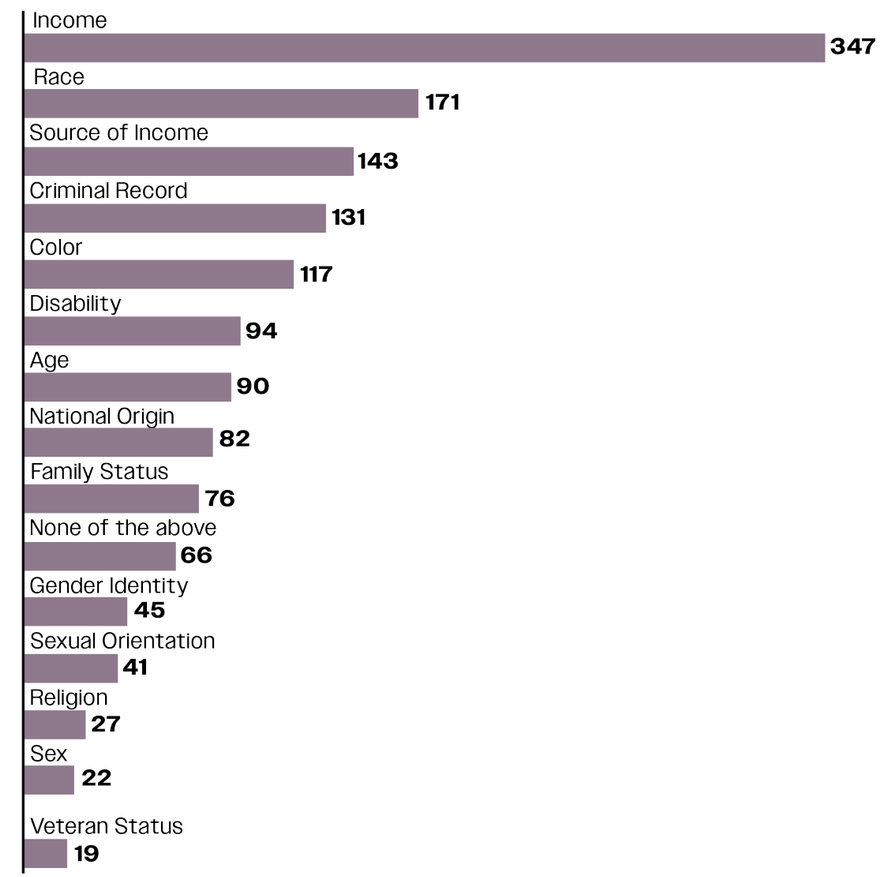
9. Have you or someone you know ever encountered one or more forms of housing discrimination?



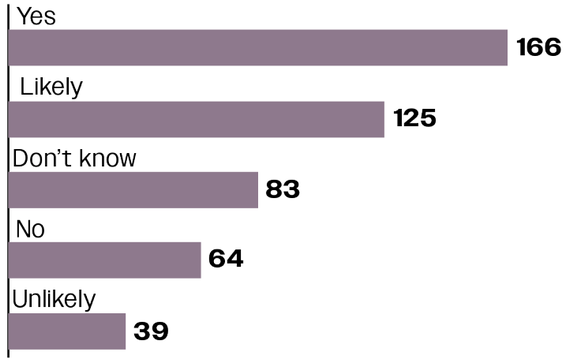
10. If yes, what kind of discrimination? (140 responses)



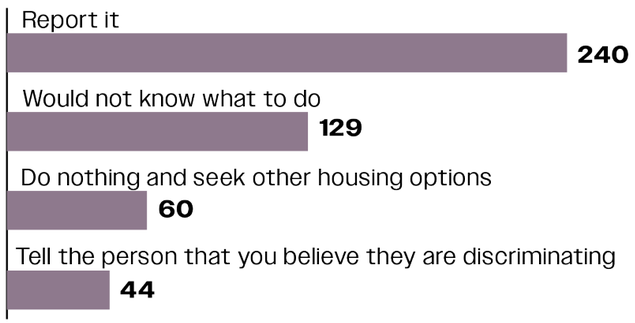
11. Do you feel housing choices are geographically limited to certain areas or neighborhoods in your community based on... Please select all that apply. (466 responses)



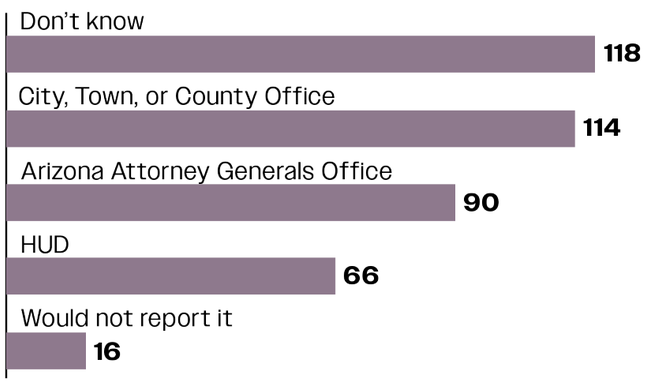
12. Do you believe housing discrimination occurs in your area? (477 responses)



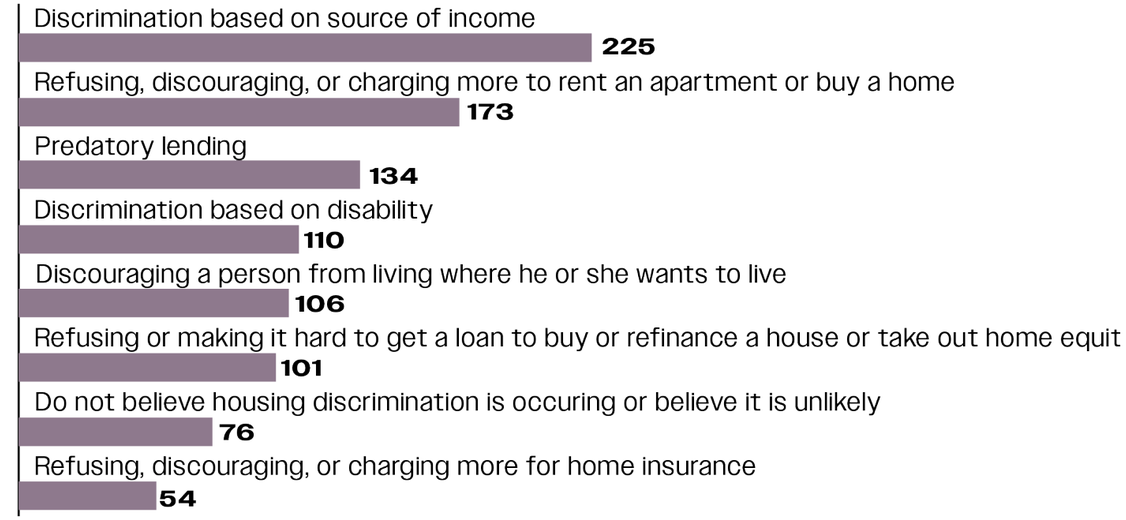
13. What would you do if you encountered housing discrimination? (473 responses)



14. If you wanted to report housing discrimination, who would you report it to? (474 responses)

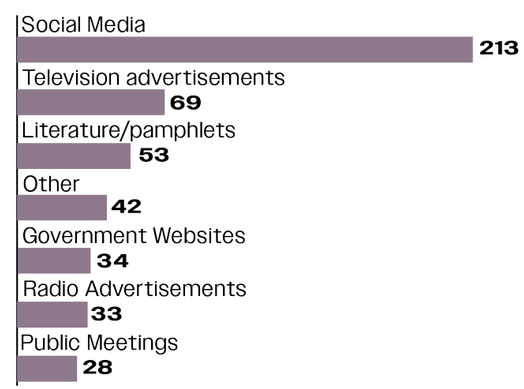


15. If you think housing discrimination is occurring in your local area, what types do you think are most prevalent? (429 responses)



16. Have you seen or heard information regarding fair housing programs, laws, or enforcement in the community?

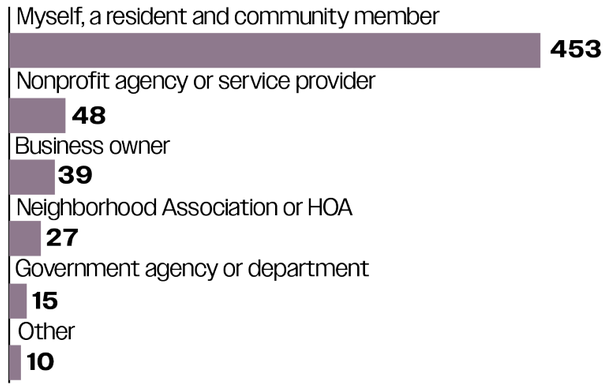
17. What do you feel would be the most effective way to inform residents about their fair housing rights and/or responsibilities?



Other responses include: Direct outreach/personal visits/door-to-door, neighborhood associations, mailers, local organizations/grassroots level efforts, a website, press releases, newsletters issued by City Council members and Board of Supervisors, tenants union, yard signs, libraries, neighborhood care alliances, ads on billboards/bus stops/buses, Ward offices, schools

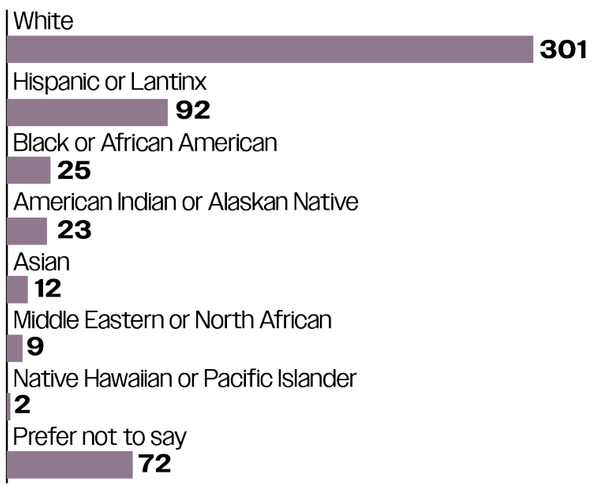
Demographics

18. I represent...



Other responses include: Tax payer, student, public school employee, nonprofit providing home sharing assistance for home providers and seekers, nonprofit chamber of commerce, the special needs community

19. Which of the following describes your racial or ethnic identity? Please select all that apply.



20. Which of the following best describes your Latinx or Hispanic origin? Please select all that apply.

- Mexican/Mexican American/Chicano (82)
- Puerto Rican (1)
- Another Latinx or Hispanic origin (9)
- Prefer not to say (4)

21. If you selected, "Another Latinx or Hispanic origin," write in your Latinx or Hispanic origin below.

Spanish (2)

Tucson (1)

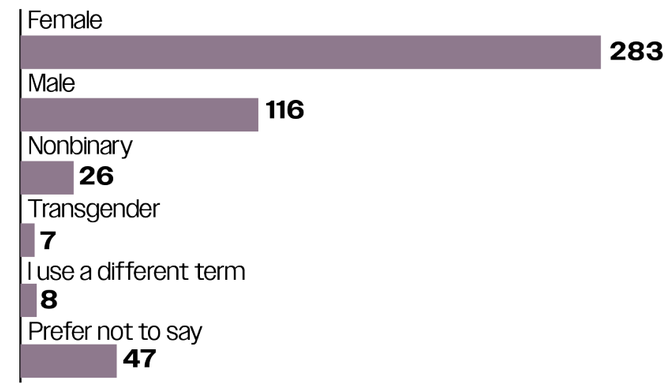
Peruvian (2)

Dominican (1)

Columbian (1)

Central America (1)

22. What is your current gender? Select all that apply.



23. If you selected, "I use a different term," what is that term?

Genderqueer (3)

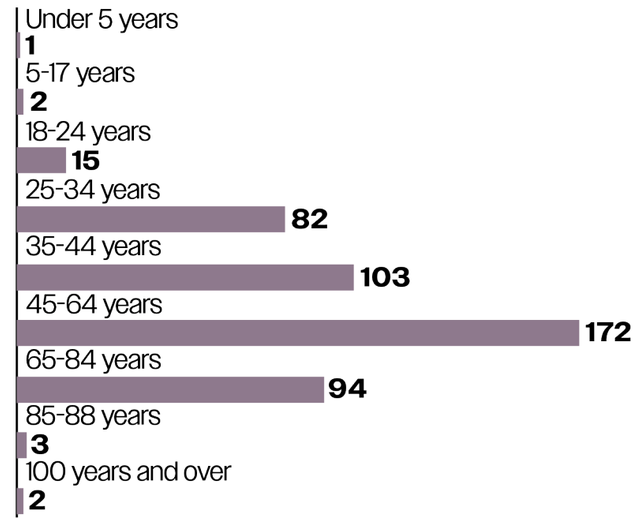
Woman (1)

Trans man (1)

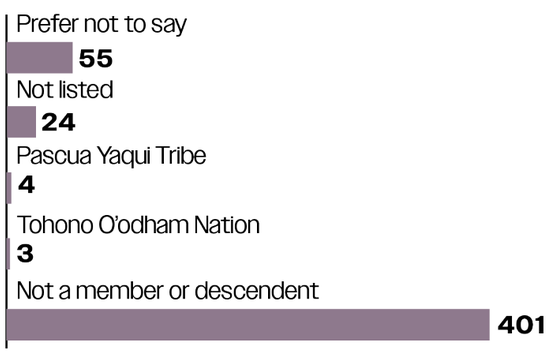
Gynoandro (1)

Agender (1)

24. What is your age?



25. Are you an enrolled member and/or descendant of a Federal or State recognized American Indian Tribe? Which one(s)? Please select all that apply.



26. If your tribe was not listed, write the name below.

Hopi (2)

Cherokee (2)

Yoeme (1)

White Earth Nation (1)

Minnesota Chippewa Tribe (1)

Texas Band of Yaquis (1)

Tewa Pueblo (1)

San Carlos Apache Tribe (1)

Pima and Yaqui Mayo (1)

Osage (1)

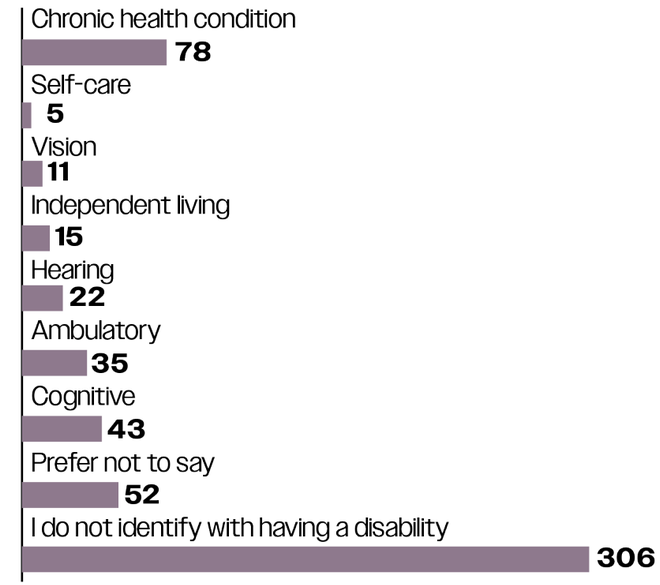
Navajo (1)

Catawba (1)

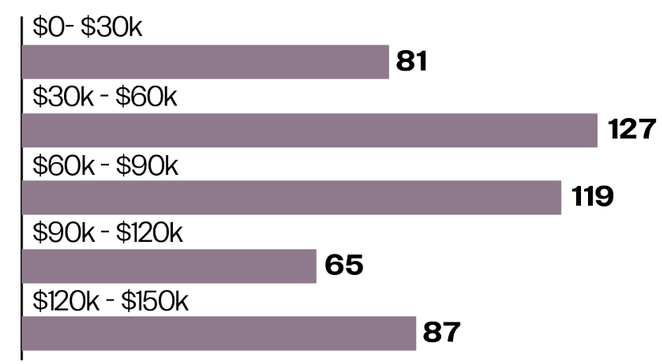
African Luhya (1)

Abenaki (1)

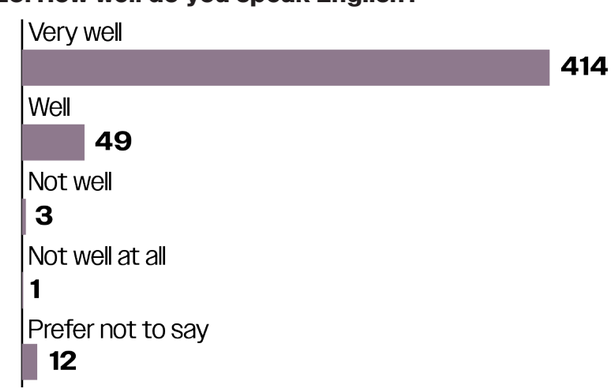
27. Do you have difficulty with any of the following? Please select all that apply.



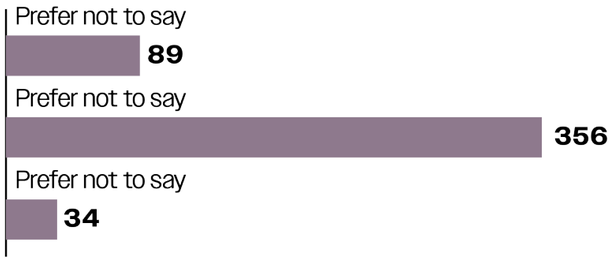
28. What is your annual household income?



29. How well do you speak English?



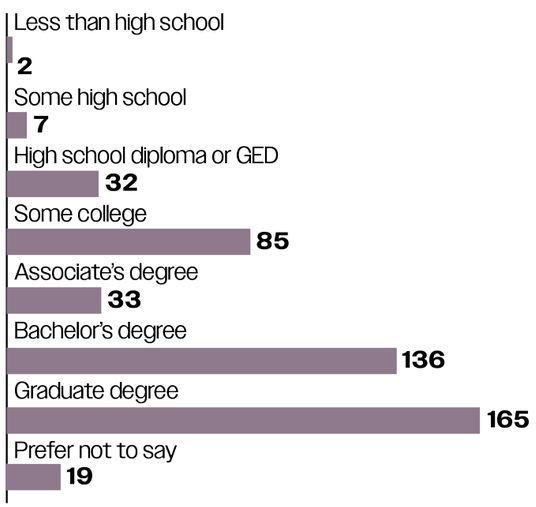
30. Do you speak a language other than English at home?



31. What language(s)?

- Spanish (70)
- German (2)
- Togan (2)
- Swahili (1)
- American Sign Language (1)
- Hebrew (1)
- Native English (1)
- Somali (1)
- Russian (1)
- Polish (1)
- Japanese (1)
- Italian (1)
- Greek (1)
- French (1)
- Dansk (1)
- Arabic (1)

32. What is the highest degree or level of education you have completed?



Community Stakeholder Focus Groups

Throughout June 2024, twelve focus groups were held with community stakeholders. Focus group topics were selected based on priorities identified through the community survey and used as a strategy to further explore areas of need within the Tucson community.

Summarized results from each focus group are below.

Focus groups were conducted with:

CHILDREN AND YOUTH SERVICE PROVIDERS: Key challenges facing youth include a lack of livable wage jobs, affordable housing, and accessible mental health resources. The impact of COVID-19 on education and family dynamics, increased youth independence due to parental work demands, and the erosion of safety nets were also discussed as key issues. To address these challenges, the group recommended strategies such as enhancing partnerships with corporations, schools, and nonprofits, improving access to affordable education and basic needs, supporting staff through better wages and mental health resources, building relationships with landlords, and facilitating funding for essential services.

OLDER ADULT SERVICE PROVIDERS AND ADVOCATES: Challenges that older adults face include affordable housing, rising rental costs, and basic living expenses. Issues like in-home care, medical costs, vulnerability to exploitation, and isolation further strain their well-being. The growing financial gap, lack of technology adaptation, and declining community support exacerbate these challenges. Strategies to address these issues should focus on creating mental health support, rent stabilization, partnerships with agencies, and outreach initiatives. The city could develop elder-specific housing, advocacy programs, and provide assistance with daily expenses, utilities, and healthcare. Strengthening community ties and bridging intergenerational gaps will also be essential for fostering better support systems.

AFFORDABLE HOUSING DEVELOPERS: Challenges in housing development include issues like lack of properly zoned land, restrictive zoning and parking regulations, high costs of insurance and construction, and outdated building codes. Financial constraints are compounded by shrinking tax credits, high interest rates, and limited state funding. Negative community backlash and NIMBYism also hinder progress. Proposed solutions include reforming zoning codes, waiving impact fees, creating land banks, leveraging funds for affordable housing, and supporting small-scale development. Additional steps included advocating at the state level, providing loans to developers, and preserving affordable housing units.

HOUSING JUSTICE ADVOCATES AND ORGANIZATIONS: Challenges in achieving housing justice include hostile architecture targeting people experiencing homelessness, a lack of cohesive collaboration among city, county, and advocacy organizations, and barriers for individuals with disabilities. There is a need for consistent navigators to connect people with services, better coordination with community organizations, and long-term solutions over short-term deterrents. Key strategies included continuing the Housing First approach, reducing jail populations, and enhancing public works investments. The group also recommended models like medical respite programs and intensive residential treatment, as well as advocating for tenant rights, utility assistance, and improved living conditions for renters. Strengthening partnerships and fostering trust within the community were seen as crucial steps toward meaningful change.

DISABILITY SERVICE PROVIDERS AND PEOPLE WITH DISABILITIES: Challenges that individuals with disabilities face, including financial constraints, lack of accessible housing and shelters, difficulties for hard of hearing/deaf seniors, and barriers to accessing services like transportation and mental health support. The group emphasized the need for more flexible policies, smaller caseloads, and better guidance for landlords on modifications to units for persons with disabilities. Successful strategies from other cities, such as Denver and San Francisco, were highlighted, along with ideas like peer support services, specialized housing, and improved outreach and resource hubs. The group also noted the importance of emergency shelters that accommodate medical and disability needs.

COMMUNITY SAFETY OFFICIALS AND ADVOCATES: Challenges for community safety include substance abuse, rising rents, slumlord issues, and a lack of low-barrier shelters and safe housing options. There is a need for more cohesive strategies that go beyond crime prevention, such as building stronger community relationships, addressing gun violence, and improving infrastructure for pedestrian and cyclist safety. Proposed strategies include a harm reduction approach, capacity building, increased access to treatment beds, and tenant education on rights and eviction prevention. Successful models from other cities, like trauma recovery centers and alternative response teams, were discussed as potential solutions. The group also emphasized the importance of revitalizing neighborhoods and increasing community engagement to enhance safety.

HOMELESSNESS AND HOUSING SERVICE PROVIDERS: The most pressing issues related to homelessness in Tucson include the lack of affordable housing, insufficient wages that do not reflect the cost of living, and the challenge of securing funding for non-profit agencies. Rising rent costs, corporate greed, and the absence of rent control exacerbate the problem, making it difficult for low-income individuals to afford housing. Additional concerns include safety issues for single women, rampant drug abuse, and the need for more transitional housing and low-barrier shelters. The fallout from COVID-19, including the end of rent freezes, has also contributed to increased homelessness. Strategies proposed to address these challenges include expanding City-owned housing, increasing subsidies, providing more supportive care for mental health, and developing programs that offer more than just housing, such as life skills training and community support. Examples of best practices include transitional housing programs, community sharing models, and initiatives that address both housing and substance abuse issues. However, securing consistent funding and addressing systemic issues like rent control and substance abuse remain critical to long-term solutions.

ECONOMIC DEVELOPMENT PROFESSIONALS: Achieving economic mobility in Tucson faces challenges such as predatory lending, inadequate financial literacy, and rising living costs without wage increases. Additional issues include difficulty maintaining employment, limited workforce development programs, and barriers like the benefits cliff. Strategies to improve economic mobility should include expanding financial education, reducing stigma around finances, and increasing support for programs like VITA. Best practices to consider include successful models like Tulsa's Financial Empowerment Center, Milwaukee's eviction prevention program, and matched savings accounts, alongside initiatives such as shallow subsidies and guaranteed basic income programs.

INDIVIDUALS WITH LIVED EXPERIENCE OF HOMELESSNESS: The greatest needs facing people experiencing homelessness in Tucson include access to basic necessities such as food, hygiene supplies, showers, and safe places to stay cool and hydrated. There is a critical need for low-barrier shelter and housing opportunities, as well as storage for personal belongings, especially for those who are employed or attending appointments. Employment services, particularly for individuals with criminal histories, and assistance with navigating the job application process are also essential. Additionally, there is a strong demand for more supportive services, including neurological care, addiction treatment, and resources for those with behavioral health issues. Addressing these needs requires flexible and comprehensive solutions, such as reopening abandoned properties, reducing barriers to housing, improving public transportation, and enhancing collaboration among agencies to better serve the homeless population.

HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT STAFF AND INTERNS:

The challenges related to affordable housing, homelessness, and mental health in Tucson are multifaceted, with a significant shortage of housing and excessive fees for new tenants making it difficult for individuals to secure stable housing. Rising utility costs, particularly for the elderly on fixed incomes, and the lack of job training opportunities exacerbate these issues. Additionally, there is a lack of awareness about available services from the Housing and Community Development (HCD) department, and a need for ongoing support to sustain residents' health and wellness. The ripple effects of the COVID-19 pandemic have further strained the community, with rising costs and isolation impacting vulnerable populations. Within HCD, staff face emotional challenges due to limited resources and support, and there is a need for better communication, education, and collaboration across departments. Proposed solutions include creating more job opportunities, providing subsidies for the elderly, implementing rent control, and advocating for better financial resources for residents. There is also a call for creative approaches, such as homesharing, shallow subsidies, and sustainable building practices, to address these ongoing challenges.

Appendix C: Endnotes

1. ACS 1-Year Estimates Data Profiles (2013-2023); Table DP05 ACS Demographic and Housing Estimates, Table DP02 Selected Social Characteristics in Tucson city
2. ACS 1-Year Estimates Data Profiles (2013, 2023); Table DP05 ACS Demographic and Housing Estimates
3. Ibid
4. Ibid
5. Ibid
6. Ibid
7. ACS 1-Year Estimates Data Profiles (2023); Table DP03 Selected Economic Characteristics
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