



# 2023 Annual Report



CITY OF  
**TUCSON**

HOUSING & COMMUNITY DEVELOPMENT

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HCD staff posing for a group photo with HUD staff after a meeting at City Hall.



Housing technicians, Amjad and Mohammed, in the basement of Tucson House.

# Letter from the Director

I am honored and humbled to share the Housing & Community Development (HCD) 2023 Annual Report with you as the new department Director. Since joining HCD in 2020 amid the global COVID-19 pandemic, I have been awed by staff's unwavering commitment to serving our low-income neighbors with compassion and creativity. Under the leadership of Liz Morales and the Mayor and Council, HCD stretched its limits in recent years to implement new plans such as the Housing Affordability Strategy for Tucson (HAST) and build new programs like a housing development arm and Housing First to address the growing housing crisis.

2023 was a year of putting plans into action. This past year we:

- Received a \$50 million Choice Neighborhoods Implementation grant for the Thrive in the 05 neighborhood reinvestment initiative.
- Supported our unhoused neighbors by launching a new mobile shower program and expanding a variety of outreach, housing navigation, shelter, and supportive housing services administered by our Housing First staff and community partners.
- Increased focus on the creation and preservation of housing stock by purchasing new properties, rehabilitating existing units, and breaking ground on Milagro on Oracle, the City of Tucson's first Low-Income Housing Tax Credit project in over 10 years.
- Opened our Public Housing and Housing Choice Voucher waitlist for the first time in years.

In 2024, we will focus on sustainability. We must ensure that HCD's vital services continue, and that staff have the tools they need to serve our community. What's more, the impacts of climate change necessitate building more resilient housing and community infrastructure. In each of these pursuits, our community and impact will remain at the forefront, working alongside partners to achieve our collective goals. As you read this report, I invite you to pay particular attention to the stories of our staff and the people we serve. They are the heart of our work to ensure that every Tucsonan has a safe home and equitable opportunities to thrive.



*Ann Chanecka*

Ann Chanecka  
Director, Housing & Community Development

## 2023 Takeaways

**\$50M** Choice Neighborhoods Implementation grant for the Thrive in the 05 neighborhood reinvestment initiative

**643** people experiencing homelessness served by the new mobile shower unit

**905** people received outreach services

**1,657** people received housing navigation services

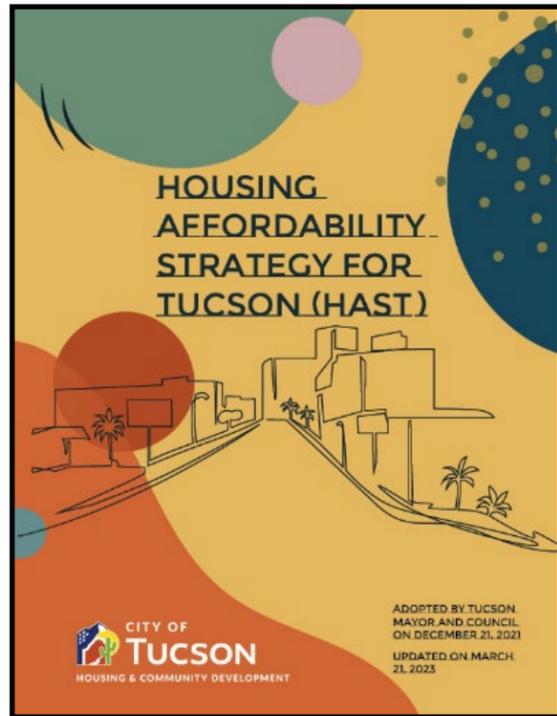
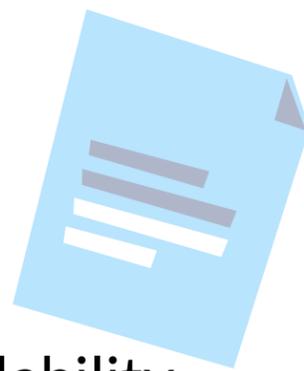
**451** people received emergency shelter at City managed shelters

**1,200** affordable housing units in planning by HCD

**20K+** housing waitlist pre-applications submitted



# Putting Plans into Action



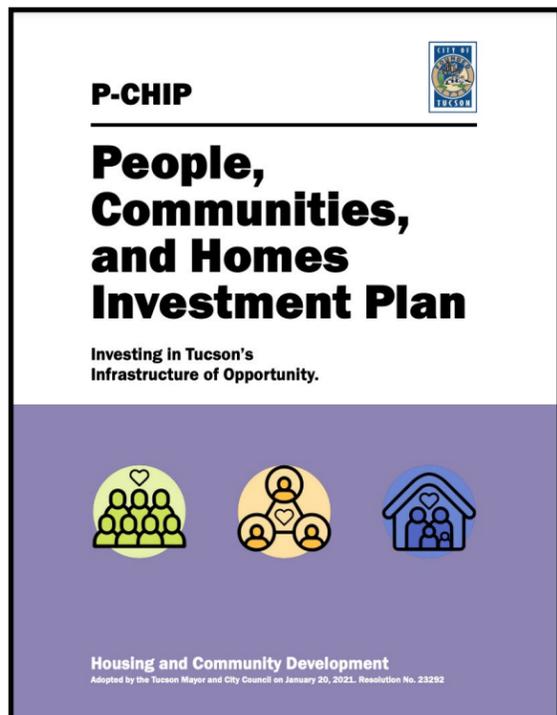
## Housing Affordability Strategy for Tucson

Adopted: December 21, 2021

Updated: March 21, 2023

The Housing Affordability Strategy for Tucson (HAST) is a comprehensive affordable housing strategic plan with an emphasis on actionable goals. The plan provides an introduction to housing concepts, key data driving our decisions, and 10 policy initiatives to support the preservation and construction of housing units.

Read the Housing Affordability Strategy for Tucson at [housingaffordability.tucsonaz.gov](https://housingaffordability.tucsonaz.gov).



## People, Communities, and Homes Investment Plan

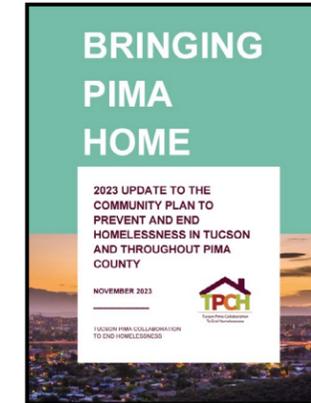
Adopted: January 20, 2021

Being updated for approval in 2025

The People, Communities, and Homes Investment Plan (P-CHIP) provides the framework for investing in Tucson's most vulnerable populations. This plan directs funding for homeless services, housing stability, neighborhood enhancements, and more. P-CHIP identifies priorities eligible for support from HCD's federal and local funding sources.

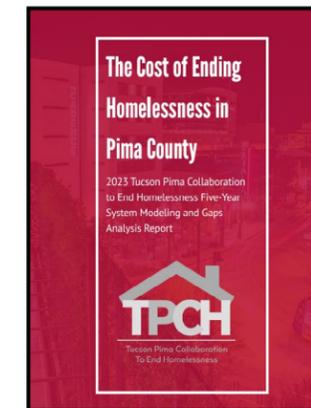
Read the People, Communities, and Homes Investment Plan at [p-chip.tucsonaz.gov](https://p-chip.tucsonaz.gov).

## Other Key Reports



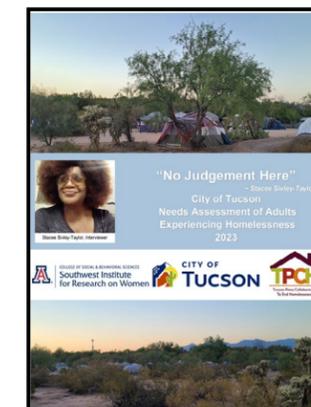
### 2023 Update to the Community Plan to Prevent and End Homelessness in Tucson and Throughout Pima County

This document, the 2023 Progress Report on the 2020 Tucson Pima Collaboration to End Homelessness Strategic Plan, revisits these goals and summarizes progress toward their fulfillment. The Plan endeavors to ensure that all programs and interventions employed to address homelessness function together with a common set of objectives and performance measures targeted at achieving measurable change in Pima County communities – and that the system's resources are being used to maximize impact the yield the greatest possible results. [Read the 2023 Update.](#)



### 'The Cost of Ending Homelessness' - A 5-Year System Model and Gaps Analysis of Homeless Shelter and Supportive Housing Needs in Pima County

TPCH estimates that between \$50M and \$70M is spent annually to address homelessness in Pima County. These funds come from a wide variety of federal, state, local, and philanthropic sources and support a multitude of programs ranging from direct cash assistance to supportive housing, street outreach, child care, nutrition, addiction recovery, and other services. [Read the Gap Analysis.](#)



### 'No Judgment Here' - A Needs Assessment of Adults Experiencing Homelessness in Tucson

'No Judgment Here' amplifies the voices, experience, needs, and resiliency of adults experiencing sheltered and unsheltered homelessness in the Tucson area. The 2023 report is based on nearly 400 in-person interviews and focus groups conducted in outreach centers, shelters, and other service environments. Interviews were conducted by University researchers and peer interviewers, current and former shelter residents, using a participatory action research model. [Read the Needs Assessment.](#)



### 2023 Point in Time Count and Shelter/Supportive Housing Utilization Report

The Annual Homeless Point-in-Time (PIT) count, designed to provide a snapshot of households experiencing homelessness on a single night, was conducted in Pima County on January 24, 2023. This survey was supported by the efforts of more than 200 community volunteers, government agencies, and partnering non-profit staff. The 2023 count identified 2,209 people in 1,666 households residing in shelter, transitional housing, or living without shelter in Pima County the night of January 23, 2023. [Read the Utilization Report.](#)

# Addressing & Ending Homelessness

Our Housing First Program operates street outreach, housing navigation, emergency shelter, and permanent supportive housing for 1,000+ Tucsonans each year. All services provided by the Housing First Program are low-barrier and center permanent housing solutions as the primary goal of services.

## Housing First Program

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

### STREET OUTREACH

Professional and volunteer outreach workers work in teams to visit encampments and other places frequented by unsheltered individuals and families. Street outreach workers provide basic needs assistance including but not limited to first aid supplies, clothing, food, warm and cold weather supplies, and other items with the aim of building rapport and trust with unsheltered persons. Street outreach workers use evidence-based strategies to engage persons experiencing homelessness and to connect them to emergency shelter, housing navigation, and other services to address their individual needs.

### HOUSING NAVIGATION

Housing Navigators assist individuals and families to develop long-term housing sustainability plans and to access available housing subsidies including supportive housing programs, Housing Choice Vouchers, Public Housing, and other assistance. Housing Navigators provide the hand-over-hand assistance and individual advocacy that is often needed to ensure smooth transitions from homelessness to long-term housing.



### 2023 Goal Acheived!

Continue to increase outreach and navigation for people experiencing homelessness.

Launched the Tucson Housing Emergency Action Response Team and other housing navigation services through which 318 individuals experiencing homelessness were connected to and supported to remain in permanent housing from June to December 2023.



Housing First staff, Alex and Jeanette, pose for a picture before taking donations from the Ward 3 Council Office to the Wildcat Shelter.



From left to right: Housing First director Brandi Champion, City of Tucson Mayor Regina Romero, Arizona Governor Katie Hobbs, and shelter manager, Allison Chappell, touring the Housing First property on Oracle Road.

## EMERGENCY SHELTER

Services are provided at four City-owned emergency shelter locations including former hotels and congregate shelter facilities. Shelter services are provided for individual adults, couples, and families with children. City-owned shelters house approximately 200 individuals nightly and provide short-term housing assistance while shelter residents work with a housing navigator to identify and obtain longer-term housing assistance.

### 2023 Goal Acheived!

Fund additional shelter and increase coordination.

In June 2023, the City of Tucson received \$2.7M from Arizona Governor Katie Hobbs to preserve existing emergency shelter beds and expand shelter services. The funding was directed towards purchasing a new hotel to help stabilize services.

## PERMANENT SUPPORTIVE HOUSING

Programs administered by the Housing First team provide long-term housing for individuals with disabilities who have experienced significant lengths of homelessness during their lifetime. This non-time-limited housing allows individuals at the greatest risk of returning to homelessness with long-term housing, intensive case management, and comprehensive wrap-around services to support their permanent housing stability.

## Kits To Support People Experiencing Homelessness

In October, the Housing First team partnered with community volunteers to assemble support kits containing essential items such as non-perishable food, water, hygiene products, and other necessities for the unsheltered population in our community.

Volunteers from Eller College, Goodwill Metro Youth Program, a non-profit Tucson organization, and 4Tucson, a faith-based, non-profit Tucson organization, assembled 300 kits.

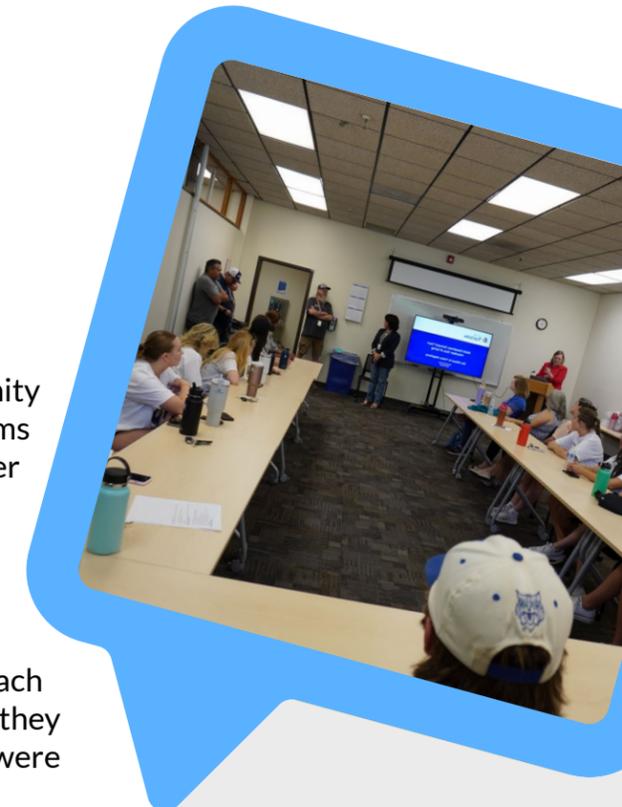
The distribution of these kits will be carried out by outreach workers during their daily outreach efforts, ensuring that they reach those in need. Distribution began shortly after the kits were assembled.



Residents at the Wildcat Shelter enjoying a holiday celebration put on by the Ward 3 Council Office.



Interior courtyard view of the Amazon Shelter, a City-operated shelter located on Miracle Mile.



## Mobile Shower Program

Continuing to address the needs of people experiencing homelessness in Tucson, the City used American Rescue Plan funds awarded by the State of Arizona to purchase a mobile shower unit in Spring 2023.

Throughout the week, the mobile shower is parked at various community non-profits and faith organizations providing services to people experiencing homelessness.

The trailer features an ADA accessible shower. Like street outreach, the mobile shower program is designed to address a basic human need while building trusting relationships that support individuals and families to exit homelessness through direct placement in local shelter and service programs.

Organizations you can find the mobile shower: Goodwill Metro, St. Francis, Casa Maria, Primavera Foundation, Caridad Kitchen



**643** people experiencing homelessness served by the new mobile shower unit

**911** total showers given



The mobile shower trailer parked outside one of the designated locations for people to walk up and use.



## Homeless Preference Program

Through the Homeless Preference Program, individuals and families experiencing homelessness are prioritized for entry to vacant public housing units and Housing Choice Voucher subsidies. This approach increases the number of permanent housing beds available to individuals and families experiencing homelessness in our community.



### Homeless Preference Program Participant: Zion

Zion became homeless when he chose to leave his marriage after experiencing domestic violence. He lived on the streets for several years with his pets. Zion had lost hope in getting help until he met Justin, a member of HCD's Housing First outreach team.

The encampment community Zion belonged to was reported through the City's Homeless Encampment Protocol & Reporting Tool. There, Zion met Justin. The two later met for breakfast and Justin guided Zion where to get food for himself and his pets, and other resources.

Justin worked with his team to get Zion approved for Rapid Rehousing, which provides short-term rental assistance and services. Zion moved to the Amazon Shelter, a shelter operated by HCD. Later, Zion applied for and received a Housing Choice Voucher to rent an apartment.

Zion now serves as a temporary Housing First team member. Using his lived experience, Zion visits homeless camps with the outreach team to encourage people to get into housing. At the Amazon and Wildcat shelters, Zion works with families. He teaches the parents low-cost learning activities they can do with their children.

"I want to be able to help give others get the opportunities I have received. The Housing First team was honest and have fulfilled the promises they made to me. They walk the walk and talk the talk."



## HUD-Veterans Affairs Supportive Housing

The HUD-Veterans Affairs Supportive Housing program combines Housing Choice Voucher rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs. Services are provided for participating veterans at Veterans Affairs medical centers and community-based outreach clinics.

# 2023 Housing First Takeaways

The City of Tucson Housing First Program provides a comprehensive array of engagement, shelter, and housing services for individuals and families experiencing homelessness in the Tucson area. Specific services include homeless protocol, street outreach, mobile shower, emergency shelter, housing navigation, and permanent supportive housing programs.

- 451** people received emergency shelter at City managed shelters
- 905** people received outreach services
- 246** exited emergency shelter from City-managed shelters to permanent housing  
*+129 from 2022*

- 1,657** people received housing navigation services  
*+165 from 2022*
- 208** Emergency Housing Vouchers issued for people exiting domestic violence and homelessness
- 133** rehoused or had their housing stabilized since May 2023 through the Multidisciplinary Outreach Team
- 320** total households served through the Multidisciplinary Outreach Team



# Tucson Pima Collaboration to End Homelessness

HCD serves as the Lead Agency for the local HUD Continuum of Care, the Tucson Pima Collaboration to End Homelessness (TPCH). TPCH is a member organization overseen by an independent Board of Directors which awards more than \$12M to housing and homeless service agencies annually.

TPCH serves as the local regional planning body for homelessness response and elevates issues related to homelessness through a variety of reports and plans that can be found on page 7.

In November, TPCH released its [2023 Update to the Community Plan to Prevent and End Homelessness in Tucson and Throughout Pima County report](#). The key strategies highlighted in the report are:

1. Addressing the root cause of homelessness through system and policy change
2. Fortifying the housing safety net to meet community need
3. Improving quality of life among people experiencing homelessness in the region
4. Strengthening the role and effectiveness of the Continuum of Care in addressing homelessness



TPCH Board and Committee members convening to direct the continuum's work for the year ahead.



## ELAINE MACPHERSON, Homeless System Improvement Project Supervisor

When Elaine MacPherson was a college senior, she wrote her thesis on the federal law that created Continuum of Care, a federal program that encourages local coordination of services for unsheltered individuals. Today, 11 years later, Elaine oversees a team of 3 HCD staffers all of whom work to support the Continuum of Care in our community.

"I really thrive and am driven by finding small ways to fix broken systems," said Elaine who joined HCD in 2022 after having worked in youth development programs.

In her current role, Elaine cooperates and coordinates with organizations and individuals who work on the common goal of serving unhoused individuals. Collaboration is a driving component of Elaine's work with the Continuum of Care effort and her professional mantra. She seeks to use creative strategies to alleviate challenges faced by unsheltered people. Collaboration, Elaine said, can be fulfilling.



## POINT IN TIME COUNT

TPCH leads the Point in Time count each year, locally called Everyone Counts! —Pima County Street 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.



TPCH, Housing First, and Our Family Services staff at the 2023 Everyone Counts! Point in Time Count.

The data collected during Everyone Counts! gives insight into our community's homeless population and service gaps. It provides a snapshot of what homelessness looks like in Pima County.

### Key Findings from the [2023 Point in Time Count and Shelter/Supportive Housing Utilization Report](#) Include:

- 9%** decrease in unsheltered homelessness on the night of the Point in Time Count between 2022 and 2023. *The number of persons experiencing homelessness who were sheltered on the night of the Point in Time Count increased for the first time since 2018 (but still remains 30% lower than in 2018)*
  - 43%** decrease in the number of family households with children experiencing homelessness on the night of the Point in Time Count between 2022 and 2023, nearing pre-pandemic levels.
  - 39%** decrease in the number of youth households experiencing homelessness on the night of the Point in Time Count between 2022 and 2023, nearing pre-pandemic levels.
  - 48%** decrease in the number of adult survivors of domestic abuse experiencing homelessness on the night of the Point in Time Count between 2022 and 2023, but is still more than double the number reported in 2018.
  - 28%** decrease in the number of adults living with HIV/AIDS experiencing homelessness on the night of the Point in Time Count since 2018.
- ↑ Rates of homelessness have steadily increased in Pima County since 2018; however, this trend has begun to reverse with decreases in overall homelessness reported among many populations between 2022 and 2023.
- ↓ The number of U.S. military veterans experiencing homelessness on the night of the Point in Time Count has continued to decrease every year since 2018.

# Non-Profit Grantmaking

Our non-profit grantmaking is designed to further the goals of the People, Communities, and Homes Investment Plan (P-CHIP) with a focus on homelessness and housing insecurity, education and income, transportation access, physical and behavioral health, and community safety.



**NOEMI SANTANA, Community Services Project Supervisor**

Noemi Santana began her career with Housing and Community Development 27 years ago – as a youth employee at Tucson House, HCD’s largest public housing complex.

A year later she joined Community Services, HCD’s name at the time, as a general office employee. Since then, Noemi has worked as a customer service representative and housing service agent. She worked in the Family Self Sufficiency program, eventually becoming the program supervisor. Today, Noemi works in HCD’s Community Development Division where she leads the department’s non-profit grantmaking activities.

What has kept her in HCD? “You see the results of what you do. You see how you improve people’s lives. They tell you their whole life and they are grateful for the assistance. You see the need.”

In her current job she has gained a whole new appreciation and awareness of her work and HCD’s work.

“All this time I have been here I never understood how the money moved. Now, it’s like ‘wow.’ It’s very inspiring to see outside agency colleagues with people with lived experiences who are very passionate. It’s very inspiring to see how this is more than a job, more than a paycheck for them. That’s the reward that I get from being here.”

**\$9.9M** distributed to community-based organizations

**\$1.5M** in home repair funding to low-income homeowners in the city limits

**57** grants awarded to non-profit agencies for human services programs



## Eviction Prevention Legal Services

### Step Up to Justice

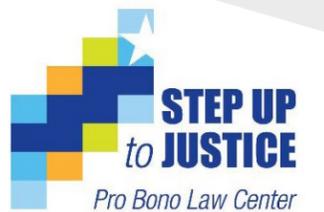
**Funding Type: Community Development Block Grant (CDBG)**

Rebecca, a 28-year old, had problems with her apartment complex, which included leaks from AC and caved-in ceilings. The complex demanded she be present during repairs.

Rebecca had to miss work to be present for the repairs, and she did not earn enough money to cover her monthly rent. When Rebecca could not pay her rent, the complex then charged her late and legal fees, totaling \$1,207.

When Rebecca came to Step Up to Justice, staff first connected her with community agencies to help her with rental assistance. Then, a Step Up to Justice volunteer attorney provided her with legal advice about drafting a letter to the landlord detailing continued non-compliance of the Landlord Tenant Agreement, with respect to leak and repairs, as well as failure to supply cooling in the summer.

Step Up to Justice drafted the letter for Rebecca, who then submitted it to complex management. Rental assistance was approved, and Rebecca was able to remain in her home without having to pay extra fees.

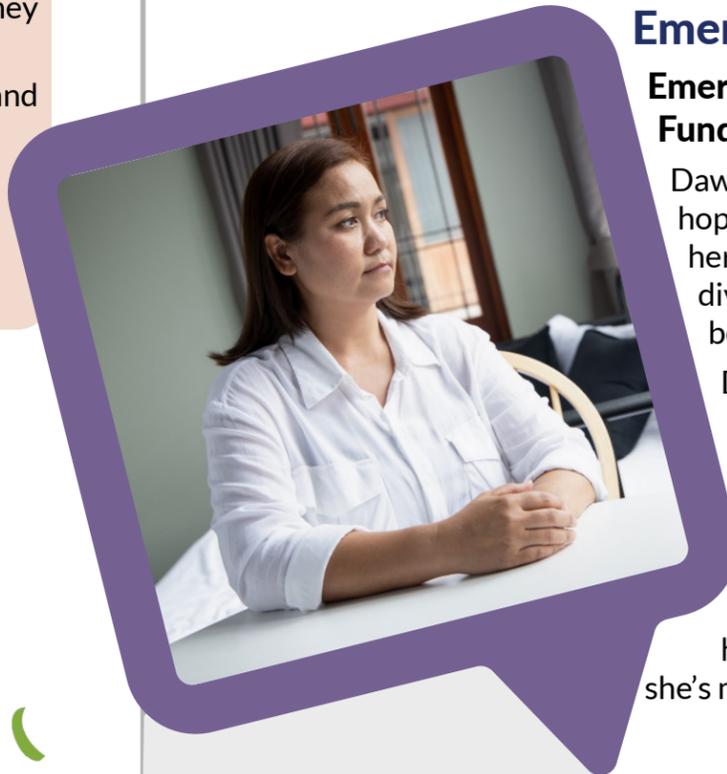


## Emergency Shelter

**Emerge Center Against Domestic Abuse**  
**Funding Type: General Fund**

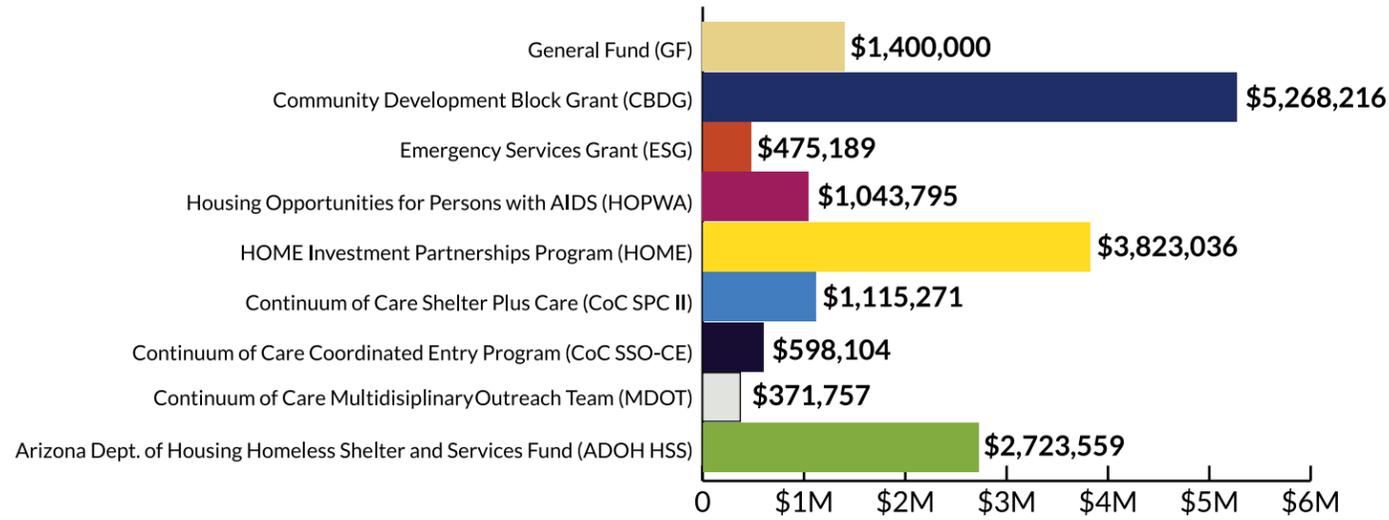
Dawn is passionate about providing care for vulnerable people and hopes to become a nurse. Before focusing on her dreams, though, her immediate goal is to settle into her new home and finalize her divorce. She was married for over two decades, Dawn is not sad to be ending her marriage. Instead, she is hopeful.

Dawn entered EmERGE’s emergency shelter after an episode of abuse threatened her life. At first, she was unsettled by having her own space for the first time in years, and not having to check in with her controlling husband throughout the day. With support from EmERGE staff, she worked toward her goals of obtaining an order of protection, finding an apartment in a safe location, getting a new job. Beyond giving her a safe place to stay while healing from the abuse, Dawn’s time in shelter showed her that she’s more than capable of living on her own.



# Grant Awards by Funding Source 2023

**\$16,818,927** total grant awards made to local non-profits for Human Services.



## TUCSON COLLABORATIVE COMMUNITY CARE

### Tucson Medical Center Foundation

#### Funding Type: General Fund

Gina, a 66-year-old woman with an extensive medical history, was homeless and living on the streets in freezing temperatures. She was referred to Tucson Fire when crews were called out to provide aid.

Gina received treatment at a local hospital and was discharged to a skilled nursing facility. While at the facility, the TC-3 navigator worked with Gina and the case management team to apply for Arizona Long Term Care Services (ALTCS). Prior to the process being complete, Gina was discharged and the TC-3 team found Gina living on the streets again. TC-3 was able to speak with Gina about going to a homeless shelter and once at a shelter, TC-3 began working with her to get connected to her primary care provider, get medications, schedule tests, and reconnect with ALTCS. Gina requires assistance due to her medical conditions and limited mobility.

Once Gina is approved for ALTCS the team will work with her to secure permanent housing where she can receive assistance for her medical needs. In the meantime, TC-3 is helping Gina with care and navigating the health care system. TC-3 has supplied Gina with food boxes, medical supplies, and a hospital bed.



## FUNDED ORGANIZATIONS

### General Fund:

- City of Tucson Housing First Program
- City of Tucson Thrive in the 05 Program
- Youth on Their Own
- Southern Arizona Senior Pride
- Emerge Center Against Domestic Abuse
- Tucson Medical Center Foundation
- Interfaith Community Services
- Southern Arizona Research Science and Engineering Foundation
- Southern Arizona Association for the Visually Impaired
- Old Pueblo Community Services
- Mobile Meals of Southern Arizona
- Our Family Services
- Jewish Family & Children Services of Southern Arizona
- Pima County Community Land Trust
- Tucson Clean and Beautiful
- Primavera Foundation, Inc.
- Community Home Repair Projects of Arizona
- Southwest Fair Housing Counseling

### Community Development Block Grant (CDBG)

- Community Food Bank, Inc.
- Old Pueblo Community Services
- Sister José Women's Center
- Pima Council on Aging
- Compass Affordable Housing
- Primavera Foundation, Inc.
- City of Tucson Housing First Program

### CDBG Community Facilities/Improvements

- City of Tucson Public Housing Authority
- Old Pueblo Community Services
- Emerge Center Against Domestic Abuse

### CDBG Decent Affordable Housing

- City of Tucson El Portal Affordable Housing Portfolio
- Habitat for Humanity Tucson
- DIRECT Center for Independence

### Emergency Services Grant (ESG)

- City of Tucson Housing First Program
- Emerge Center Against Domestic Abuse
- Community Bridges, Inc.
- Sister José Women's Center
- Compass Affordable Housing

### Housing Opportunities for Persons with AIDS (HOPWA)

- Southern Arizona AIDS Foundation

### HOME Investment Partnerships Program (HOME)

- El Pueblo Housing Development Corporation
- Pima County
- Habitat for Humanity

### Continuum of Care Shelter Plus Care (SPC II)

- City of Tucson Public Housing Authority
- Southern Arizona AIDS Foundation
- Old Pueblo Community Services
- TMM Family Services
- Community Partnership of Southern Arizona
- COPE Community Services, Inc.

### Continuum of Care Coordinated Entry Program (SSO-CE)

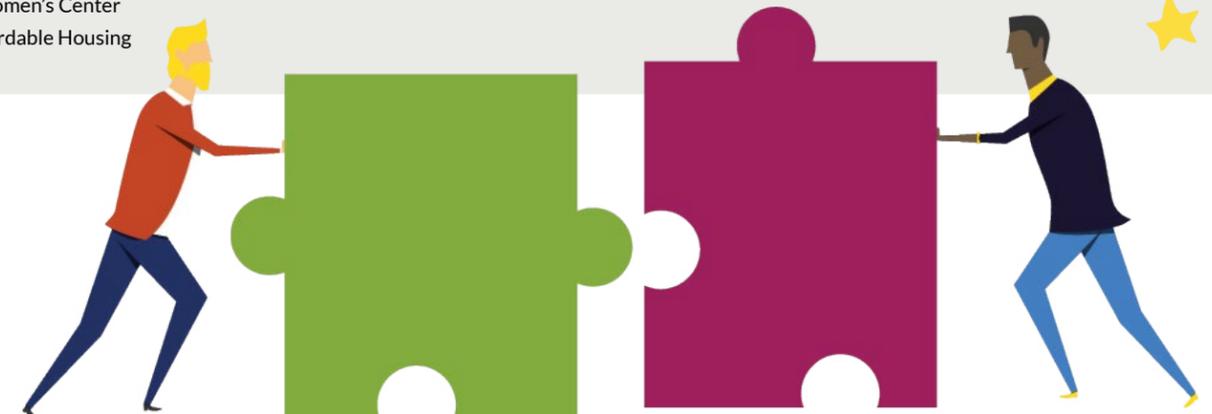
- Our Family Services
- The Salvation Army of Tucson
- Old Pueblo Community Services
- Primavera Foundation, Inc.
- Interfaith Community Services
- Pima County
- Emerge Center Against Domestic Abuse

### Continuum of Care Multidisciplinary Outreach Team (MDOT)

- El Rio Community Health
- Old Pueblo Community Services

### Arizona Dept. of Housing Homeless Shelter and Services Fund (ADOH HSS)

- Our Family Services
- The Salvation Army of Tucson
- Old Pueblo Community Services
- Primavera Foundation, Inc.
- Sister José Women's Center
- Emerge Center Against Domestic Abuse



# Affordable Housing

HCD is at the forefront of affordable housing development and preservation in Tucson. We do this through three primary approaches:

## Affordable Housing Financing

HCD provides financing for independent affordable housing development and preservation projects. Funds are loaned to non-profit and for-profit affordable housing developers and awarded through an annual funding competition.

## El Portal Affordable Housing

HCD manages a portfolio of more than 450 below-market affordable housing rentals available to low-income Tucsonans. Tenants pay 30% of their income for quality homes scattered throughout the City with a priority on neighborhoods of high opportunity. Units include single-family and multi-family properties.

### WILLARD APARTMENTS

After renovations to the midtown apartments, Tucsonans get to call them home again. Located off Speedway and Country Club, the City of Tucson has owned and operated the apartments for 9 years as El Portal affordable housing. The apartments were updated using Community Development Block Grant (CDBG) funds.



### El Portal Resident: Octavio

Octavio has a story to tell. About 30 years ago he told his wife that they should put their names on the City of Tucson's public housing waitlist. But why, she asked. Some day they might need help, he replied.

The years passed. Octavio's wife passed away nine years ago from cancer. Their son now has children of his own. Octavio, who worked in construction, fell into hard times.

One day he received a call saying that he was eligible for housing assistance. He had forgotten about that day when he and his late wife put their names on the wait list.

"I never believed that this day would come. I had given up hope."

Four years ago, Octavio moved into an affordable rental home leased from the City of Tucson at below market rates.

He enjoys his apartment and neighborhood. His grandchildren visit him often. "It's peaceful here," he said.

"If it were not for this program, I would not have a place to live."

**3**

Low-Income Housing Tax Credit projects awarded

**220**

additional affordable housing units to be created with gap financing provided to the three Low-Income Housing Tax Credit projects



**2023 Goal Achieved!**  
Improve El Portal housing stock.

**28**

units of affordable housing rehabilitated at an El Portal site in Midtown Tucson

# El Pueblo Housing Development Corporation

El Pueblo Housing Development is a non-profit development subsidiary of HCD. El Pueblo Housing Development rehabilitates existing low-income housing and builds new affordable and workforce housing for rental and homeownership.

## Milagro on Oracle Groundbreaking

**2023 Goal Achieved!**  
Begin construction at Milagro on Oracle.

The City of Tucson, led by Mayor Regina Romero, held a groundbreaking for Milagro on Oracle in August 2023. The redevelopment of the former NoTel Motel property will provide 63 units of affordable housing for older adults, including 19 units for individuals experiencing unsheltered homelessness. Milagro on Oracle is the City of Tucson's first state Low Income Housing Tax Credit (LIHTC) project in 10 years and the first affordable housing project from El Pueblo Housing Development, the City of Tucson's nonprofit development arm. The property is designed by the local architecture firm, Poster Mirto McDonald and the general contractor is Gorman & Co., a national affordable housing development firm. Milagro on Oracle is expected to be complete in early 2025.



**1,200** affordable housing units in planning by HCD

**63** units of affordable housing in construction at Milagro on Oracle for people 55+

**31** units in permitting for Amazon permanent supportive housing

**5** housing development projects in pre-development



**El Pueblo**  
Housing Development



# A Decade of CDBG Investments in Tucson

## About the Community Development Block Grant

The Community Development Block Grant Program supports community development activities to build stronger and more resilient communities. Activities address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, microenterprise assistance, code enforcement, homeowner assistance, and other efforts.

[View the Community Development Week StoryMap](#)

## INVESTING IN COMMUNITY

**\$642K** invested in services for older adults

**\$23.7M** invested in ending homelessness

**\$2.2M** invested in parks and recreation

**\$2.9M** invested in community safety

**\$2.8M** invested in neighborhoods

**\$2.8M** invested in homeownership

**\$29.4M** invested in affordable rental housing

## A DECADE'S IMPACT

**133,883** Tucsonans received social services funded through CDBG

**380** low-income Tucsonans achieved the goal of homeownership through HOME down payment assistance

**1,644** low-income Tucson renters received security deposit assistance through the HOME tenant based rental assistance

**51** community facilities improved or acquired through CDBG

**13** multi-family housing properties constructed or improved through HOME and CDBG

**1,506** units of affordable housing constructed or preserved through HOME



# Compliance

Environmental reviews are how we document our compliance and required for all federally funded projects. Environmental reviews the impacts of flooding, noise, contamination, airport hazards, threatening endangered species, historic properties, climate, energy, and environmental justice. We have a responsibility to our residents, community, and the government to deliver safe and environmentally responsible projects and services.



**80** residential rehab and lead projects completed environmental clearances

**6** Low Income Housing Tax Credit (LIHTC) projects completed environmental clearances

## ROLANDA MAZEIKA, Environmental Project Coordinator

When Rolanda Mazeika looks back at her work in 2023, she is surprised at the number of HCD-related projects she is involved in: more than 130.

“It was more than I thought,” she said.

Rolanda, who has been with the City for more than 20 years, is HCD’s Environmental Project Coordinator. She is responsible for conducting environmental reviews for all housing projects funded by the federal government. Her reports must show that HCD housing projects are environmentally safe for people and places.

It is a job she relishes. Her work makes HCD projects and neighborhoods better. And while some of her reviews take several days or a couple of weeks to complete, others can take several months due to the complexity of the projects.

As HCD initiates and develops more projects in 2024, Rolanda’s workload will also increase. But that’s alright with her. “I really love what I do!”



# SECTION 3

Section 3 ensures the housing and public facility projects funded by the government create job and training opportunities for local residents and support local businesses by offering contracts, particularly for low-income people.

**1,000+** employee work hours

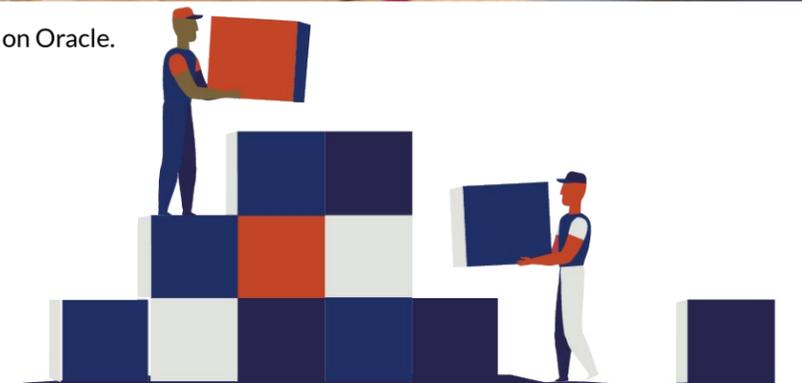
**34** prime Section 3 projects

**\$85M** in construction dollars represented

**184** subcontractors with Section 3



Construction work taking place at Milagro on Oracle.



# Public Housing

HCD manages more than 1,500 units of public housing including multi-family and single-family units scattered throughout the City and surrounding areas. Public Housing is HUD-subsidized and ensures low-income Tucsonans have a safe, healthy place to call home.



**ERNY NORIEGA, Residential Property Manager**

Erny Noriega has been with the City of Tucson for over 36 years, with 25 of those years being at Tucson House, and she prefers it that way. Tucson House is the largest public housing complex in the City of Tucson's public housing portfolio with over 400 units and houses older adults ages 55+, individuals with disabilities, and homeless preference program participants. Coined the "city within a city," there is a sense a community like nowhere else.

In 2023, she became the residential property manager after serving as the interim property manager and the assistant property manager for several years prior. Working at Tucson House has taught her appreciation and patience for the residents. Erny holds Tucson House near and thinks of the residents like her family. "Tucson House is my home away from home and it has been a joy to serve the residents here," said Erny.

## Snapshot of Tucson's HUD-Assisted Residents

**7,266**

total households in HCD programs  
(including public housing, Housing Choice Vouchers, El Portal, etc.)

**\$15,899**

average annual household income

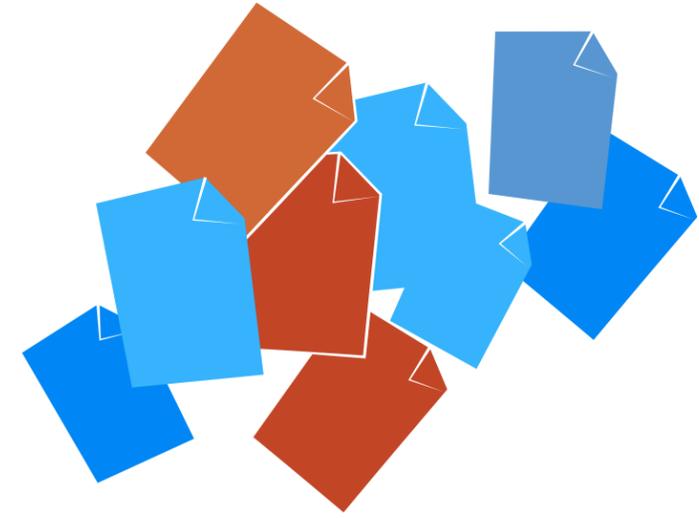
**55%**

of all households report a member with a disability



## Move-In Ready Units

Before new tenants move into their public housing unit, HCD staff ensure necessary repairs and a fresh coat of paint. While tenants are living in their unit, any maintenance issues are addressed promptly by HCD's team of professional housing technicians. HCD is committed to maintaining safe and decent housing for residents living in public housing.



**165** new resident move-ins  
**7,000+** work orders closed out by housing technicians

**98%** HUD-approved occupancy rate in public housing units



**JUAN LARA, Housing Technician**

When a Tucson family moves into a newly refurbished home owned by the City of Tucson, they can thank Juan Lara. He repairs houses for public housing residents.

It's a job he does with gusto and brings him satisfaction. More than that, it's a job he knows will provide stability to a family.

"I work for people who need a home," said Juan who has worked for Housing and Community Development for 27 years.

He started as a technician then became a housing technician at Tucson House, the City's largest public housing structure. When the new Martin Luther King apartments opened, Juan became familiar with that building's inner workings.

Currently his responsibility includes rehabilitating rental homes for public housing tenants. And when he works on improvements and repairs, he keeps in mind what a former supervisor once told him: "Always do the work as if the home is for a family member."

## Public Housing Waitlist

At the beginning of the year, the City of Tucson opened the housing waitlist pre-application for families and individuals seeking to be placed on a waitlist for public housing, and City of Tucson and Pima County Housing Choice Vouchers. The pre-application was preceded by several months of planning by HCD staff and collaboration with community partners. Partners made computers available to residents, who did not have access to the internet, to complete their applications.

With over 20,000 pre-applications received, it is clear there is a need for more affordable housing options in Tucson.

**20K+**  
housing waitlist pre-applications submitted



# Housing Choice Voucher

The Housing Choice Voucher program, previously known as Section 8, assists eligible low-income families or individuals in obtaining affordable, decent, sanitary, and safe housing in neighborhoods and units of their choosing. Rent is based on the household's income. The portion of rent paid by the Housing Authority is paid directly to the landlord and the participant pays the difference of the contract rent to the landlord directly.

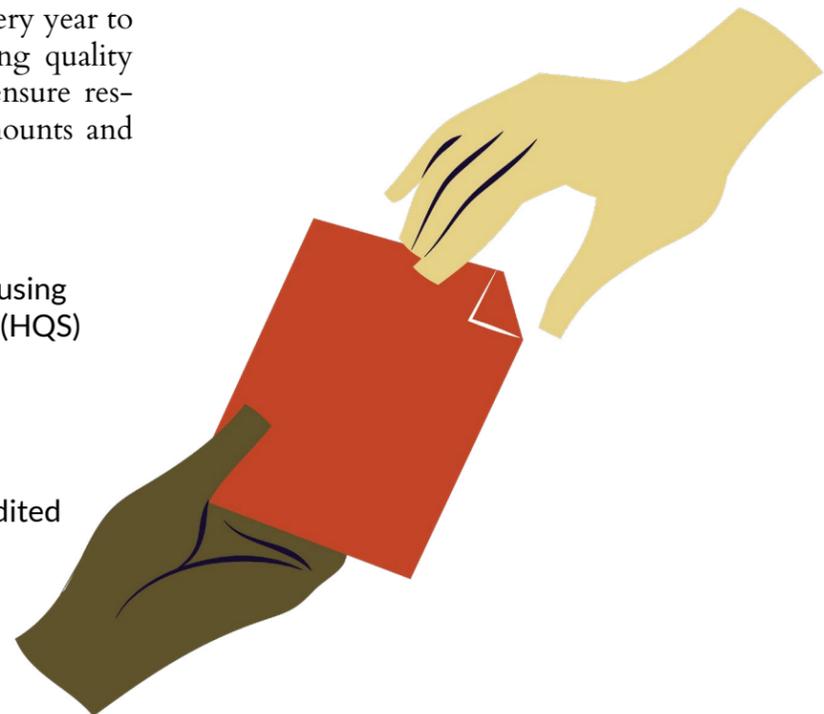
## Increasing Voucher Utilization

Since the beginning of the pandemic, HCD staff have made improvements to people using a housing choice voucher, such as permitting higher contract rent amounts, obtaining federal waivers for fair market rent, and establishing new subsidy room standards. The end result of these efforts is, more money available to better support residents most vulnerable to housing insecurity.

### ENSURING ACCESS TO SAFE, QUALITY HOUSING

HCD staff inspects thousands of units every year to ensure that voucher holders are receiving quality housing. Audits are also conducted to ensure residents are not overpaying their rent amounts and getting subsidies to families in need.

**6,152** inspections for Housing Quality Standards (HQS)  
**1,124** total files audited  
**168** files in public housing audited  
**5** HCD staff inspectors



**2023 Goal Achieved!**  
 Increase funding through lease up of new vouchers and applying for opportunities.

**334** increase in Housing Choice Vouchers  
**\$810,498** increase in Housing Assistance Payment (HAP) contracts

# Tenant Based Rental Assistance

HCD provides security and utility deposits for persons experiencing homelessness and other extremely low-income persons entering voucher programs administered by HCD through the Tucson Public Housing Authority. The program ensures that the cost of deposits do not prevent economically disenfranchised Tucsonans from accessing housing subsidies in the community.

## Family Self-Sufficiency Program

The Family Self-Sufficiency program works with low-income households receiving government assistance to develop a five-year action plan with a case worker to support their goals and break the cycle of poverty. Examples of goals include continuing education, increasing earning power, and saving money.

### What a Home Means to Me

The What Home Means to Me Poster Contest has recognized the art of children who live in affordable housing and shares a child's thoughts on what a home is. Their heartfelt messages about homes show the important work that public housing and community development professionals do.

The national contest is part of the Housing America public awareness campaign, raising national awareness of the need for and importance of safe, quality, affordable housing through education, advocacy, and empowerment.



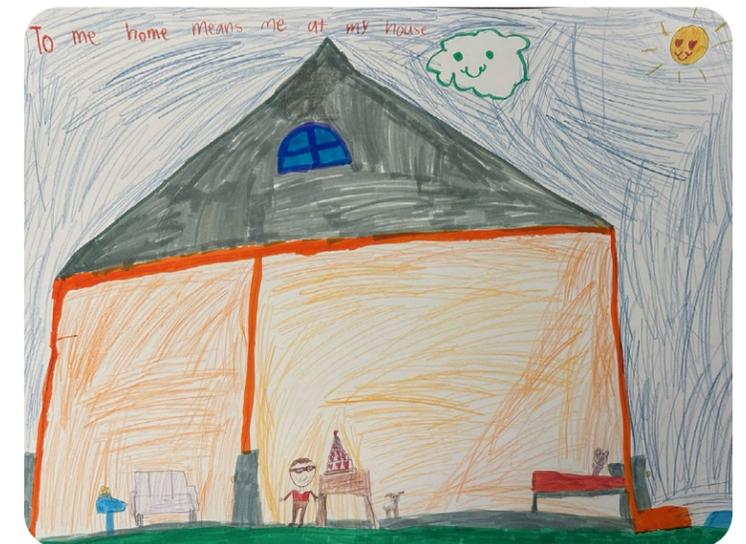
**177** households receiving city-funded Tenant Based Rental Assistance

**115%** increase in FSS enrollment

**125** total FSS participants

**7** FSS graduates

**\$66,261** in escrow disbursed to FSS program participants



## Family Self-Sufficiency Participant: Phyllis

Phyllis is a single mother of three. She joined the Family Self-Sufficiency program with the goal of pursuing a career as a childcare provider. However, her interests evolved, and she decided to focus on a career as a financial advisor.

Phyllis joined an insurance company as a representative and progressed to division leader, boosting her annual income.

With her sights set on her next promotion to regional leader, Phyllis displays a strong focus to her career growth.

Motivated by her aspirations, she aspires to become an investment advisor and acquire various investment licenses, demonstrating her drive to gain expertise in a diverse range of financial services. Recognized for her strong work ethic, Phyllis is determined to advance her career and envisions utilizing her FSS Escrow to reach the milestone of homeownership in the future.



Phyllis and her family with gifts that were sponsored by the Family Self-Sufficiency team at HCD.



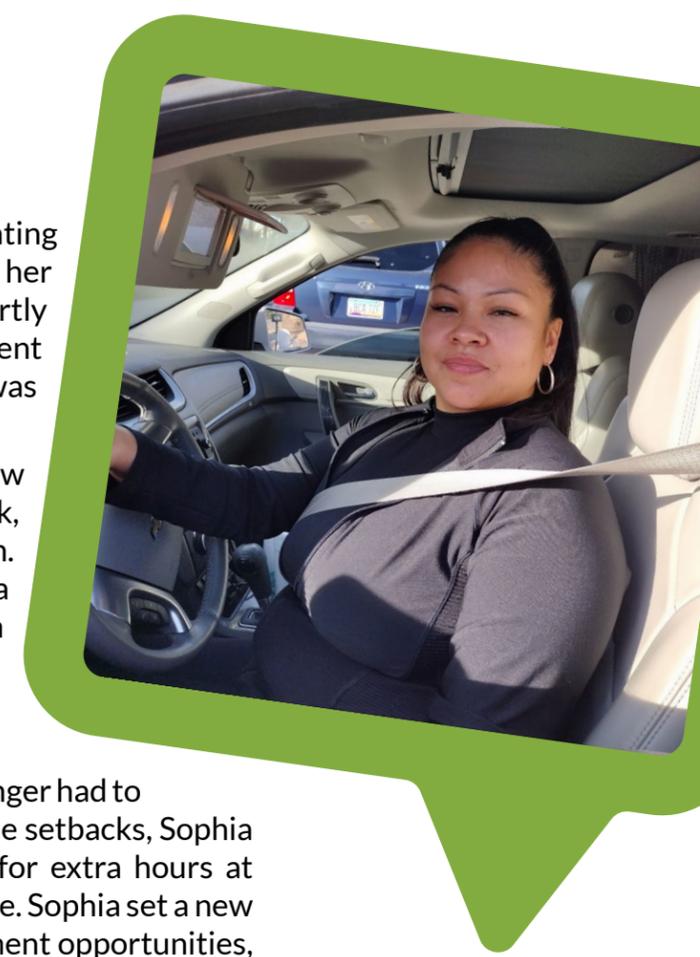
## Family Self-Sufficiency Participant: Sophia

Sophia is a single mom of four and is currently participating in the Family Self-Sufficiency program (FSS). One of her goals in her 5-year plan was to pay off her car loan. Shortly after reaching her goal, Sophia was in a serious car accident that resulted in the total loss of her vehicle. This was devastating for Sophia and her family.

Due to the accident, Sophia could only work for a few hours and had to rely on other transportation for work, doctor appointments, and transporting her children. Recognizing the need for reliable transportation, Sophia reached out to her FSS coordinator to request an interim escrow disbursement to use as a down payment to purchase a car. Her request was approved as it aligned with her FSS goals, and she was able to buy a car.

Removing that barrier lifted a huge burden. Sophia no longer had to find rides and pay for private transportation. Despite the setbacks, Sophia remains dedicated to achieving her goals. She asked for extra hours at work and she recently reported an increase in her income. Sophia set a new goal to focus on seeking gainful and long-term employment opportunities, further demonstrating her commitment to attaining self-sufficiency.

"I am so thankful for the FSS program, I wouldn't have been able to do it without the extra help and support from my FSS coordinator," said Sophia.



# Homebuyer & Homeowner Assistance Programs

HCD provides a variety of homebuyer and homeowner assistance programs to promote equitable housing access and opportunity for low- and moderate-income Tucsonans. Specific activities include:

## Down Payment Assistance

Through the HOME Down Payment Assistance program, HCD provides forgivable loans to low-/moderate-income homebuyers within the City of Tucson to aid in the purchase of a primary residence.

**30** families received housing down payment assistance

**\$1,315,425** total down payment assistance given

## Home Repair Programs

HCD provides home repair assistance for low-income homeowners through its Community Development Block Grant. The program provides major rehabilitation including but not limited to roof replacement, HVAC system repair and replacement, and other major home projects to help low-income homeowners remain in safe, healthy, and sustainable homes.



## LEAD HAZARD REDUCTION PROGRAMS

HCD's lead hazard reduction program provides testing and abatement services for homes built before 1978 in which children under the age of 5 reside or regularly visit. The program is aimed at reducing lead hazard risks which can result in behavioral, physical, and developmental health issues for young children.

**101** low-income homeowners received residential rehab and/or lead hazard abatement



Before and after pictures of lead abatement of a property in Tucson. HCD partners with local organizations like the Sonoran Environmental Research Institute (SERI) to pre-qualify candidates for services.

# Community Reinvestment

## Thrive in the 05

**2023 Goal Achieved!**  
Receive the Choice Neighborhoods Grant.

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.

**\$50M** Choice Neighborhoods Implementation grant for the Thrive in the 05 neighborhood reinvestment initiative



Tucson Mayor Regina Romero, Ward 3 Council Member Kevin Dahl, City of Tucson staff, HUD staff, and various Thrive in the 05 partners from the Pascua Yaqui Tribe, Pima Community College posing with the \$50 million dollar check from HUD.

### CHOICE NEIGHBORHOODS GRANT FOCUS AREAS



- People Strategy: ~\$10M**  
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: ~\$30M**  
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: ~\$7M**  
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 15<sup>th</sup> Avenue.

### ALISON MILLER, Planning Administrator

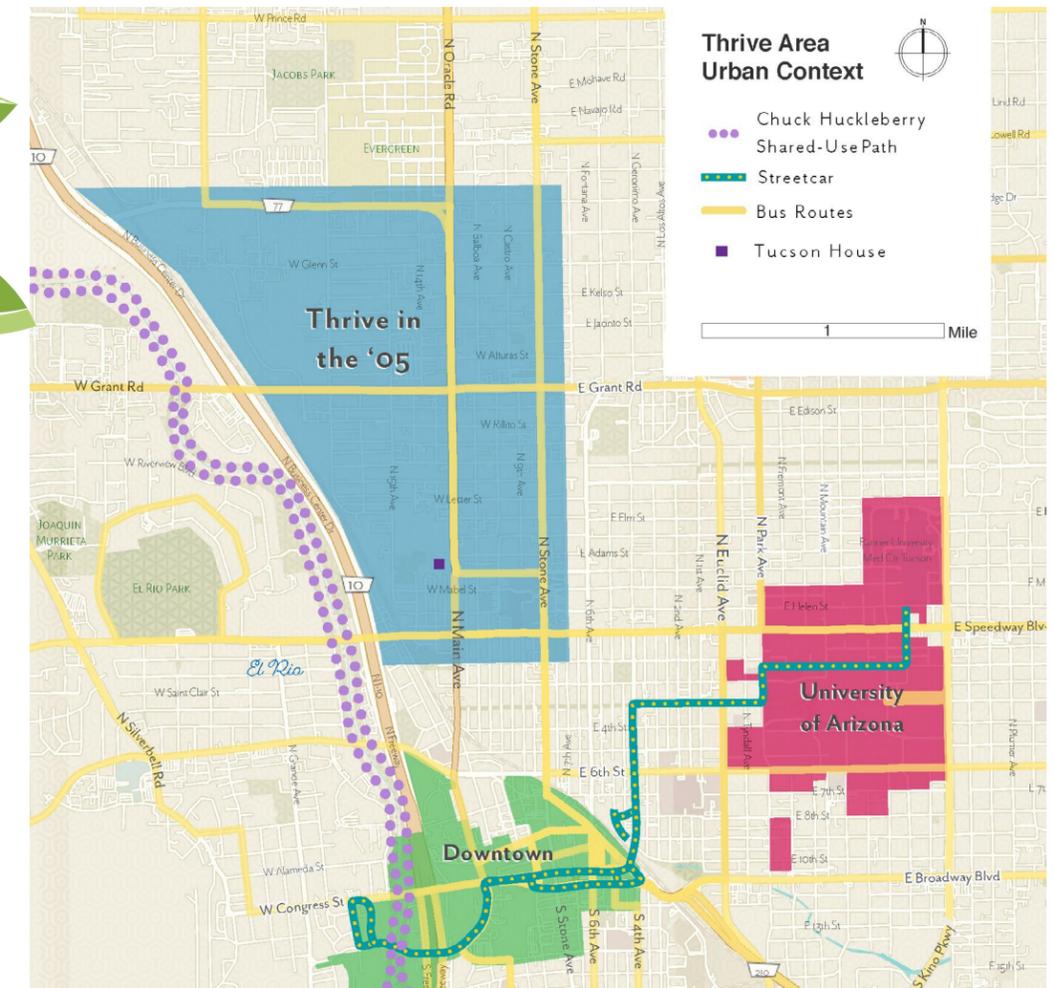


Alison has been with Thrive in the 05 since its start in 2018. Thrive in the 05 focuses on a 2.3-square-mile area that is home to a unique history as the original settlement of the Pascua Yaqui Tribe in Tucson, the Miracle Mile Historic District, and Tucson's largest public housing complex, Tucson House.

Leading up to receiving the \$50 million grant from HUD, Alison spearheaded several neighborhood planning efforts to get feedback on what residents in the Thrive area wanted in their community. She was also essential in putting together the application and connecting the partners to implement the grant.

Before her involvement with Thrive in the 05, Alison began her work in Tucson at the Ward 6 Council office, where she was involved with various City of Tucson planning efforts and neighborhood associations.

"I love to work in partnership with Tucsonans to move forward the changes they want to see in their neighborhoods, especially in underinvested and underrepresented communities. It's important to me to make sure those decisions translate into real world, tangible quality of life improvements for the residents of Tucson," said Alison.



## ACTION ACTIVITIES

Thrive in the 05's Action Activities are the first phase of the Transformation Plan implementation with a combined public investment of \$1.5M from Choice Neighborhoods, CDBG, and City of Tucson General Funds. Neighborhood improvement and economic development projects were implemented to reinvigorate momentum in the transformation of the neighborhood and re-engage residents and partners after two years of emergency pandemic response.

### Storytelling Public Art

Murals were designed to communicate the history, culture, and identity of the residents of the Thrive in the 05 neighborhoods. In coordination by the Arts Foundation of Southern Arizona, a representative panel of neighborhood stakeholders consulted on a public call to and selection of artists. A desire to build community through art has been a consistent theme in feedback from Thrive in the 05 neighborhood surveys and from transformation team meetings. This project kickstarts that vision with the opportunity to build a coalition of arts-focused stakeholders who will guide and direct arts projects throughout implementation of the Transformation Plan.



### Miracle Mile Branding Signage

Signs were posted at street crossings and larger neon signs at major traffic areas to foster an enhanced sense of place and create a highly visible message that you are in a special place with a unique identity. These physical elements will be complemented by coordination and expertise from the Tucson Historic Preservation Foundation and the inclusion of educational activities designed to share the area's rich and colorful history so it can be woven into the area's future.



Above: Miracle Mile sign in Tucson at Stone and Drachman lit, the sign pays homage to the historic signs from Tucson's past in the area.

Top right: Muralist, Pen Macias, with the complete Thrive in the 05 Storytelling mural in Barrio Blue Moon.

Bottom right: Muralist, Salvador Sahuahui, and volunteers with the Yoeme mural at the Old Pascua Community Center during the unveiling celebration.



Muralist, Salvador Sahuahui (right), during the mural unveiling at the Old Pascua Community Center. The Yoeme mural celebrates the area's rich and diverse history, paying homage to the Pascua Yaqui Tribe and Old Pascua's cultural heritage.



The Thrive in the 05 storytelling mural located at Bailey's Fabric & Supplies, Inc. across the street from Esquer Park. This mural features stories collected from neighbors in the area and landmarks identified by the community.

# 29th Street Thrive Zone

Based on the success of Thrive in the 05, Tucson Mayor and Council allocated federal funds in 2022 to expand the 'Thrive Approach' to the area of 22nd to Golf Links and Alvernon to Craycroft.

# 29TH STREET THRIVE

**53** total community events in the 29th Street Thrive Zone  
**476** active 29th Street Thrive Zone participants

## Community Safety Academy

For six weeks, the City of Tucson's Housing & Community Development and Community Safety Health, & Wellness held safety academy and resource fair events in the 29th Street Thrive Zone for neighbors and businesses.

Safety academy topics included mental health and substance misuse, resources for people experiencing homelessness, crime prevention through environmental design (CPTED), and de-escalation techniques.

Residents and business owners that completed the safety academy were eligible to receive free flood lights and security cameras to reduce crime on their properties.



**72** households participated in the Community Safety Academy

**13** local businesses/organizations participated in the Community Safety Academy

**24** local properties received CPTED improvements



29th Street Thrive community residents that completed the Community Safety Academy with their free items they can use to deter crime on their property.



29th Street Thrive Coordinator, Laura McAndrews Lopez, providing information during a movie night at Freedom Park.



HCD Director, Ann Chanecka, helping residents in the 29th Street Thrive area participate in an activity to gather feedback.



Volunteers participating in a clean up event off of Swan Road in the City of Tucson Autumn Corridor Clean Up.



# Stay Connected

with Housing & Community Development

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