



# Annual Report 2022





**Liz Morales**

Director, Housing & Community  
Development Department



## Letter From the Director

With pride and enthusiasm, I present the 2022 Annual Report for the Housing and Community Development Department (HCD). Our staff is passionate and committed to creating a stronger and more sustainable community, with inclusivity and equity at the forefront of our programs.

As our department employees and community emerged from the pandemic, we re-committed to addressing the issues that came before and were exacerbated during the worldwide health crisis. I know HCD met the challenge and rose above it in providing critical services to Tucson. Among the many tasks we accomplished in 2022 were:

- bolstered our efforts to restore dignity to our unsheltered residents through the new Housing First initiative;
- applied for and received low-income housing tax credits for the Milagro on Oracle affordable housing development for older adults;
- hired a new development manager and established a City of Tucson non-profit development arm;
- created the Public Housing and Housing Choice Voucher Waitlist;
- and entered into negotiations to buy several properties for housing.

Our Mayor and Council have driven HCD's expanding efforts to create more housing opportunities for our most vulnerable residents. Here at HCD, we are excited about new initiatives and ideas that we, along with our community partners and residents, will develop and put into action. With your continued participation, I know we will reach our goals. I hope you dive into this report and share it with others so that we can all strive for a better and healthier community.

A handwritten signature in blue ink that reads "Liz Morales".

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# Planning, Development, & Community Engagement

## Planning in Motion

In 2021, Tucson Mayor and Council adopted two department-wide plans, the People, Communities, and Homes Investment Plan (P-CHIP) and Housing Affordability Strategy for Tucson (HAST), to shape investments in housing, human services, and community projects. 2022 began the physical improvements and visibility in the community.



# AT A GLANCE

## PEOPLE, COMMUNITIES, AND HOMES INVESTMENT PLAN (P-CHIP)

*Adopted: January 20, 2021*

**Purpose:** Framework for investing in Tucson's most vulnerable populations. 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.

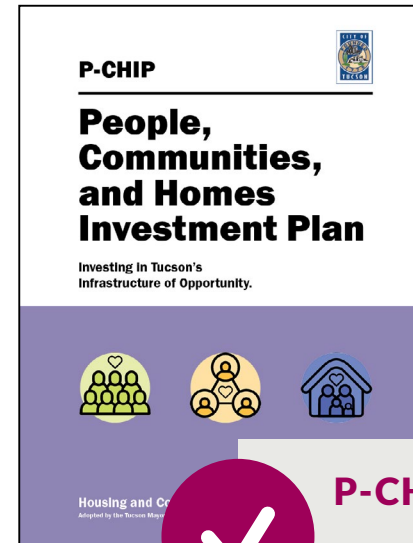
Visit [p-chip.tucsonaz.gov](http://p-chip.tucsonaz.gov)

## HOUSING AFFORDABILITY STRATEGY FOR TUCSON (HAST)

*Adopted: December 21, 2021*

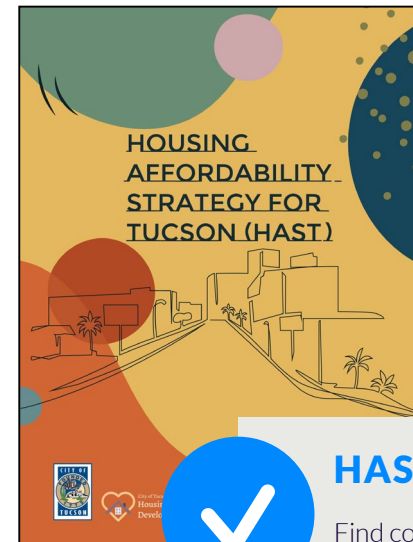
**Purpose:** Comprehensive affordable housing strategic plan with an emphasis on actionable goals. The plan provides an introduction to housing concepts, key data driving our decisions, and 10 policy initiatives to support the preservation and construction of housing units.

Visit [housingaffordability.tucsonaz.gov](http://housingaffordability.tucsonaz.gov)



### P-CHIP PRIORITY TRACKER

See where HCD and community activities align with P-CHIP priorities.



### HAST GOAL TRACKER

Find complete or in progress goals throughout this annual report.

# Housing Development

## EL PUEBLO HOUSING DEVELOPMENT

Tucson Mayor and Council directed HCD to create an affordable housing development arm, leading to the non-profit El Pueblo Housing Development. Municipalities and other governmental entities, including housing authorities, frequently use separate entities to serve as owners, developers, property managers, and guarantors in their low-income housing transactions.



**El Pueblo**  
Housing Development



Alison Miller, SPACE Manager, gathering feedback from Menlo Park residents about what they would like to see on a proposed housing development in their neighborhood.



**Sarah Meggison**

Housing Development Manager

In February 2022, Sarah was hired as HCD's Housing Development Manager to foster more affordable housing development in Tucson. Prior to joining HCD, Sarah worked as a planner in the Planning and Development Services Department (PDSD).

Before coming to Arizona, she worked in Summit County, Colorado as a housing planner, establishing the development arm of the County Housing Department where she learned all about Affordable Housing and the housing continuum.

With over 10 years experience in community development, Sarah has become passionate for the built environment and housing. Her mission is expanding affordable housing and opportunities for those across the housing continuum.



### HAST GOAL TRACKER

Build capacity in Tucson around affordable housing development.



### P-CHIP PRIORITY TRACKER

Increase affordable rental housing.

## Sites in Phase 1 Development

### Contzen Lots in Barrio Anita

Located in Ward 1 and one of the older neighborhoods surrounding downtown Tucson, Barrio Anita residents are concerned about rising housing costs and the neighborhood becoming less affordable.

In partnership with Pima County Community Land Trust and Cuadro Design, the former City of Tucson owned sites will become affordable housing through the community land trust.

### 11th Avenue in Dunbar Spring

The City of Tucson and the development team began the design process for an affordable homeownership project to create 11 homes in the Dunbar Spring neighborhood.

### Westmoreland Lot in Menlo Park

The City of Tucson is working with neighbors in Menlo Park to create affordable housing opportunities on a vacant lot.



### P-CHIP PRIORITY TRACKER

Expand affordable homeownership opportunities



### HAST GOAL TRACKER

Develop affordable and mixed income housing on City-owned properties.

Renderings of casitas in Barrio Anita. Images courtesy of Cuadro Design.



Exterior photo of the No-Tel Motel. Photo credit: Michael McKisson for AZ Luminaria



Mural on the side of the No-Tel Motel created by Tucson artist, Jessica Gonzalez.



## Milagro on Oracle

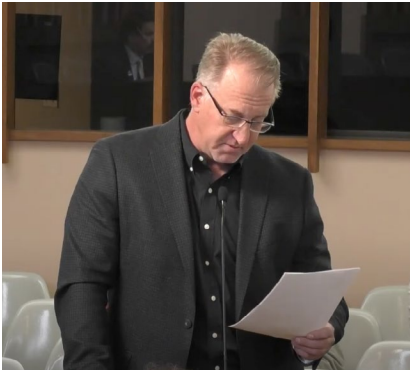
The City of Tucson purchased the No-Tel Motel, renamed Milagro on Oracle, to create 63 units of affordable housing for older adults. This project was made possible through Low Income Housing Tax Credits administered by the Arizona Department of Housing and is the first in 10 years for the City of Tucson. Milagro on Oracle will have 19 units of permanent supportive housing for individuals experiencing homelessness.



# Commission on Equitable Housing & Development

*Established: July 7, 2020.*

This commission meets monthly and reviews, investigates, and recommends actions to the Mayor and City Council, based on research, data, and inclusive input, to increase housing affordability. The commission's three subcommittees focused on various housing issues also meet monthly.



Jim Tofel, Chair of the CEHD speaking to Tucson Mayor and Council.

## Recommendations to Mayor and Council:

- Reinstatement of the City of Tucson Housing Trust Fund as a supplementary source of financing on projects to fill funding gaps. (HAST Plan Item #9.1)
- Direct City of Tucson Planning & Development Services (PDSD) to review and change zoning regulations in order to encourage affordable housing projects. Specifically, with attention focused on project density, setback requirements, building height, and a more streamlined process for zoning changes. (HAST Plan Item #5)
- Direct staff to evaluate the potential of adding affordable housing in a future bond or tax measure to go to voters. Flagstaff and Phoenix are currently working on similar measures. This could provide a long-term solution for Tucson. (HAST Plan Item #9.2)
- Enact a provision for a fast-track approval process for affordable housing projects with PDSD.

## Provided Letters of Support for:

- Source of Income Protection Ordinance
- Impact Fee waiver to be at 100% AMI or lower for affordable housing projects
- Replenishing the Housing Trust Fund



**12** full commission meetings held virtually



**15** voting members



**27** subcommittee meetings held virtually



**4** ex-officio (non-voting) members

# Planning & Community Development

HCD's Planning and Community Development (PCD) division funds projects and programs to support strong communities and safe and decent living environments. Projects include new and rehabilitated affordable housing, shelters and outreach for persons experiencing homelessness, food security programs, and additional services for low- and moderate-income persons.

## HUMAN SERVICES

Through P-CHIP's Human Services funding, HCD is able to provide funding to local



Pima Council on Aging provides advocacy and dignified services for older adults across Tucson. Through leveraged funding, they provide multiple services to promote sustained independence, including home delivered meals.

organizations to provide an important variety of services to our most vulnerable community members, from homeless prevention services to meal delivery for older adults.

## Community Development Block Grant Public Services

HCD provides Community Development Block Grant (CDBG) funds to non-profit organizations to give housing, education, financial assistance, transportation, food security, and other social services benefiting low- and moderate-income Tucsonans. The City's CDBG funding is targeted to support programs benefiting children and youth, older adults, and people experiencing homelessness.



CDBG funding assists agencies that specialize in serving vulnerable populations. In 2022, Compass Affordable Housing was granted money for their Healthy Home Market events, providing fresh produce to low-income communities in Tucson.

## Community Grantmaking

PCD administers U.S. Department of Housing and Urban Development (HUD) Community Planning and Development funds (CDBG, ESG, HOPWA, HOME) in addition to pandemic relief and recovery dollars.

In 2022, \$11,010,763.38 in grant awards were made to local non-profit organizations for work in the community.

## Emergency Solutions Grant

Emergency Solutions Grant (ESG) funding assists homeless individuals and families through street outreach, emergency shelter, homeless prevention, rapid re-housing assistance, and the Homeless Management Information System.

## Housing Opportunities for Persons with AIDS

The Housing Opportunities for Persons with AIDS program provides stable housing for persons living with HIV/AIDS and their families.

## General Fund

Mayor and Council allocate \$1.4M annually to support a wide range of human service and community development activities administered by local non-profit organizations. Program funding is targeted to current community needs, such as homelessness, services for older adults, and domestic violence programs.



### P-CHIP PRIORITY TRACKER

Reduce poverty and the effects of poverty on people.

## Homeless Services

Jennifer entered the Housing First program at the end of 2021 with help from Old Pueblo Community Services (OPCS). She was homeless, had been using substances, and suffered a traumatic brain injury from a physical assault.

Jennifer began working on her recovery with the goal to reconnect with family. Over time, she slowly began to regain trust with her daughter and grandchild. Jennifer's daughter is now letting her babysit and help with household tasks. Jennifer is thrilled to have a healthy relationship with her family. Jennifer obtained permanent housing in June 2022 and now has family over to visit.



**Austin Puca**

Human Services Manager

In 2022, Austin accepted the position of Human Services Manager in PCD. This role oversees the City's responsibilities as Lead Agency for the Tucson Pima Collaboration to End Homelessness (TPCH) and non-profit grantmaking.

Initially hired to lead the Youth Homelessness Demonstration Project in 2020, Austin successfully managed a multi-million dollar cross-sector youth homelessness initiative in partnership with TPCH.

"With over ten years of experience in health and human services management, Austin is a true leader in every sense of the word – she brings exceptional skill, expertise, and compassion to every aspect of her work," said Jason Thorpe, Community Services Administrator.

Prior to working at the City of Tucson, Austin held management roles in local non-profits and healthcare organizations to address various community needs.

## FUNDED ORGANIZATIONS

### CDBG

- Emerge Center Against Domestic Abuse
- Interfaith Community Services
- Jewish Family & Children's Services
- Old Pueblo Community Services
- Our Family Services
- Pima Council on Aging
- Southwest Fair Housing Council
- Step Up to Justice
- TMM Family Services
- City of Tucson - Housing First

### CDBG-CV (CARES Act Funding)

- Emerge Center Against Domestic Abuse
- Compass Affordable Housing
- Community Bridges, Inc.
- Sister José Women's Center
- Community Food Bank
- Primavera Foundation

### Owner Occupied Rehabilitation

- Habitat for Humanity
- Direct Advocacy Resource Center
- Foundation for Senior Living

### HOME Downpayment Assistance

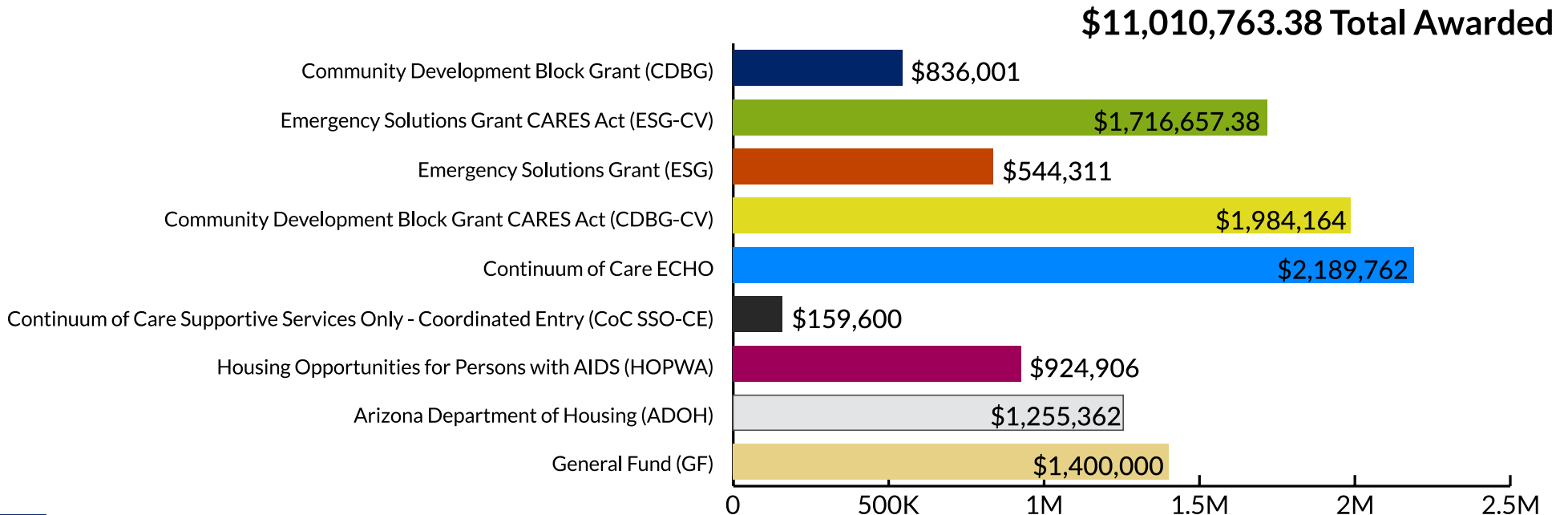
- Family Housing Resources
- Chicanos Por La Causa
- Pio Decimo Center
- Administration of Resources and Choices
- Pima County Community Land Trust
- Primavera Foundation

### Public Facilities

- Primavera Foundation
- Old Pueblo Community Services
- Southern Arizona AIDS Foundation

## GRANT AWARDS BY FUNDING SOURCE 2022

Total grant awards made to local non-profits for Human Services in 2022 by funding source.





Before exterior of Sister Jose Women's center before installation of solar panels.



Exterior of Sister Jose Women's center with solar panels installed using CDBG dollars.

**“Sister José Women’s Center is grateful for the City of Tucson’s support of installing solar panels at the Center. The panels make multiple improvements to the Center and positively impact how we serve women experiencing homelessness in ways we couldn’t have imagined. We are grateful that the electricity generated by the panels has dropped our electricity bills in half. The panels provide shade during the summer, where our guests can rest while waiting for services inside. We are so grateful for this structure and its benefits.”**

**— Nicola Hartmann**

## Working to Prevent and End Homelessness

In addition to providing grant funds to non-profit organizations working to address homelessness through its community grantmaking, HCD serves as the Lead Agency and Collaborative Applicant for the Tucson Pima Collaboration to End Homelessness (TPCH), the regional Continuum of Care. This community coalition serves as the regional planning body related to homelessness issues in Pima County and distributes approximately \$12M to homeless service programs in the region annually.

## Continuum of Care

TPCH, the Continuum of Care (CoC) promotes a community-wide commitment to the goal of ending homelessness. The program provides funding for efforts by nonprofit providers and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness. Old Pueblo Community Services (OPCS) is also part of the CoC and partners with HCD to provide services to individuals experiencing homelessness.



## Homeless Services

The Ortiz family is no stranger to life's challenges. They have known homelessness, unemployment, poverty, alcoholism, and serious health and mental health issues.

Staying afloat seemed impossible, but:

“OPCS saw our family was in need and they opened the door for us and immediately got us into a two- bedroom apartment. They helped us with clothes, food, and other essentials. They have been a real blessing in our lives.

They even took us to a hockey game and gave us gifts for the children for Christmas, which was very nice. I have nothing but great things to say about OPCS. They helped us with getting a Housing Choice Voucher (Section 8) and now we'll be moving into our new home.”



### P-CHIP PRIORITY TRACKER

Support non-profit organizations and important community assets.



**676** total persons served by OPCS



**\$1,988,934.36** total amount awarded to OPCS

## COMMUNITY DEVELOPMENT

### Community Development Block Grant Public Facilities

The Community Development Block Grant (CDBG) Program supports community development activities to build strong and resilient communities. Activities to support community development may address needs such as infrastructure, economic development, public facilities infrastructure, community centers, housing rehabilitation, homeowner assistance, and much more.



HCD staff touring 28 soon-to-be affordable housing units rehabilitated through CDBG funds.



**\$100,000** of grant awards for CDBG public facilities Safe, Healthy, and Green Program



**\$1,006,531** sum total of CDBG Rehab and Lead Hazard Reduction grants



**5** community facility projects completed



**226** units of affordable rental housing constructed and opened with help from HCD funds

## Supporting Affordable, Quality Homeownership

### Residential Rehabilitation Programs

The Tucson Home Repair Program (THRP) provides financial and technical assistance to low-income homeowners faced with urgent housing repair needs.

The program focuses on home repair, mobile home repair, home accessibility modifications, and lead hazard reduction.

### Down Payment Assistance

HCD offers assistance for low-income homebuyers purchasing throughout the City of Tucson and Pima County. Eligibility is based on their household income and other criteria.



### LOOKING FORWARD TO 2023

- New investments in homeownership development
- Upgrades to affordable housing development
- Solar empowerment program (up to 10 EI Portal units)
- Expanding non-congregate shelter operations
- ADU Pilot Program



### P-CHIP PRIORITY TRACKER

Ensure stable, healthy, and safe housing



**70** homeowners received home rehab services



**20** households given down payment assistance





Tucson Home Repair Program recipient, Mary Glenn, outside her home.



Exterior of Ms. Glenn's lead safe property and her new roof.

## Tucson Home Repair Program

Mary Glenn has lived in her home for 40 years. In those years she has experienced personal and financial difficulties. Her nearly 70 year old home is worn and weathered. The roof leaked. Shingles flew off during windy storms. She was stressed and felt hopeless.

She could not afford to leave. She and her son had to endure.

One day, she discovered the City of Tucson's Home Repair Program, which could pay for some repairs and improvements. But the waiting time was at least a couple of years away.

Fortunately for Mary and her son, HCD informed her that their home was eligible for another improvement program that would remove toxic lead paint which was detected on the house.

With her application in order, HCD contracted with a local construction company whose workers replaced the shingles and plugged up the leaks in the roof, as well as removing all the lead paint found in her home, located near Pueblo High School.

Scott Wilson, the HCD project supervisor, said that lead was found on the fascia, eaves, and other exterior wood of Mary's house. HCD conducted a paint mitigation project to remove all the lead-based paint. She now has a "Lead Safe Property." Scott estimated that about 100 hours of work time were devoted to Mary's house at a cost of more than \$15,000.

"They gave me a whole new roof and a pretty one too," Mary said.

The roof doesn't leak and, just as important, Mary's anxieties have been significantly reduced.

"I'm comfortable," she said. "I feel protected."

## Expanding and Preserving Affordable Rental Housing

### HOME Rental Housing Development & Preservation

The City of Tucson provides gap financing to develop affordable rental housing for low-income families. HCD provided over \$13M in gap funding for the development of 744 units of affordable housing that were in design or construction in 2022.

### El Portal CDBG Assistance

CDBG funds were used to rehabilitate and upgrade 3 multi-family housing properties, administered through the City of Tucson's El Portal affordable housing program.

## HOME Tenant Based Rental Assistance (TBRA)

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.



### P-CHIP PRIORITY TRACKER

Increase affordable rental housing.



**1,093** household receiving city-funded TBRA

Multi-family housing properties being rehabilitated using CDBG funds, which will be available for low-income households through the City of Tucson's El Portal affordable housing program.

# Thrive Zones

In 2022, HCD's Strategic Planning and Community Engagement (SPACE) division coordinated events and oversaw projects in the Thrive in the 05 areas.

## THRIVE IN THE 05 TRANSFORMATION PLAN

*Adopted: March 9, 2022*

The Thrive in the 05 Transformation Plan describes the goal to cultivate sustainable, community-driven, equitable change in the historic northern gateway.

[Read the Thrive in the 05 Transformation Plan at thriveinthe05.tucsonaz.gov](https://thriveinthe05.tucsonaz.gov)

## Action Activities

With a combined public investment of \$1.5M from Choice Neighborhoods, CDBG, and City of Tucson General Funds, Thrive in the 05's Action Activities represent the first phase of the Transformation Plan implementation. These neighborhood improvement and economic development projects were evaluated and selected by a subcommittee of the Steering Committee in 2020 and implemented through dedicated community partners in 2022.

[Learn more about Thrive in the 05's Action Activities at thriveinthe05.tucsonaz.gov](https://thriveinthe05.tucsonaz.gov)



Rendering of proposed improvements to Esquer Park, including a new dog park, walking path, and bridge across the Bronx Wash.



## LOOKING FORWARD TO 2023 - UPCOMING ACTION ACTIVITIES:

- Visual Improvement Program
- Miracle Mile Branding Signage
- Storytelling Public Art
- Esquer Park Improvements
- Richey Resource Center Playground Improvements

## Fiesta in the 05 Kickoff

After two years of emergency pandemic response, the Action Activities kickoff revived momentum in the neighborhood transformation and re-engaged residents. On June 4, 2022, neighbors were invited to the Richey Resource Center, where Action Activity partners shared their upcoming projects with the community.



Thrive in the 05 resident being interviewed by Southwest Folklife Alliance.



A young man, dressed in a Mexican charro outfit, entertains the audience with ranchera songs.



Thrive in the 05 partners, ASU OCHER, passing out information at the Fiesta in the 05 Kickoff.



A crowd gathers to watch the ballet folklorico performers at the Richey Resource Center.



Barrio Blue Moon neighbors and Living Streets Alliance volunteers painting a traffic circle. Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.

**“The Thrive in the 05 is a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.”**

## Tucson Inn Sign Restoration

In December 2022, about 200 people attended the unveiling of the Tucson Inn Sign. The Ignite Sign Museum restored the sign to its former glory in collaboration with Pima Community College and the City of Tucson.



**800** feet of neon



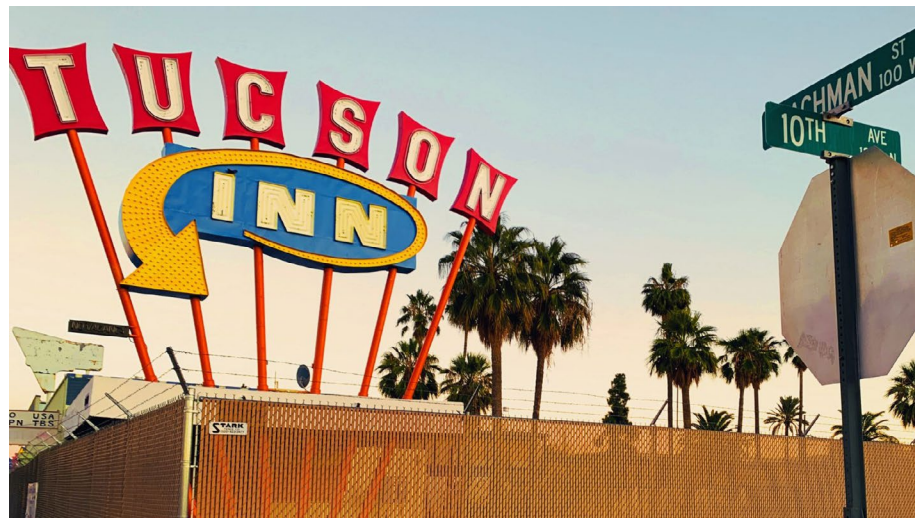
**22** transformers



**800** lightbulbs used



Tucson Inn sign before and during construction.



Tucson Inn sign fully restored at the corner of Drachman and 10th Avenue.

## Asphalt Art and Traffic Calming

Neighbors were invited to block painting parties to make safer streets and reconnect with their neighbors. Living Streets Alliance, a local champion of making streets safe, administered this project.



Residents painting traffic circles during painting events. Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.

## Corridor Tree Plantings

Multiple tree planting events were coordinated by Tucson Clean and Beautiful and led by youth and adult leaders from nearby neighborhoods and Tucson House. Volunteers, staff, and contractors planted hundreds of trees along the major roadways, bike/pedestrian corridors, neighborhoods and parks in the area.



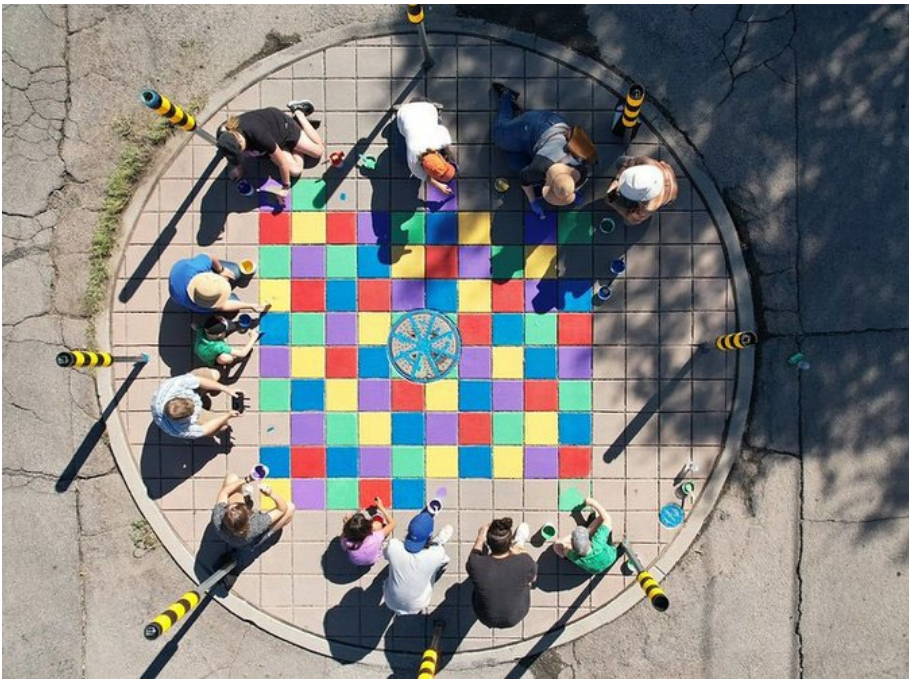
Volunteers in Miracle Manor planting trees. Photo credit: Tucson Clean and Beautiful.

## Community Garden Improvements

The Blue Moon Community Garden received new fencing and lighting, increased signage between Tucson House and the neighborhood, and a composting toilet with collaboration from the Community Gardens of Tucson.



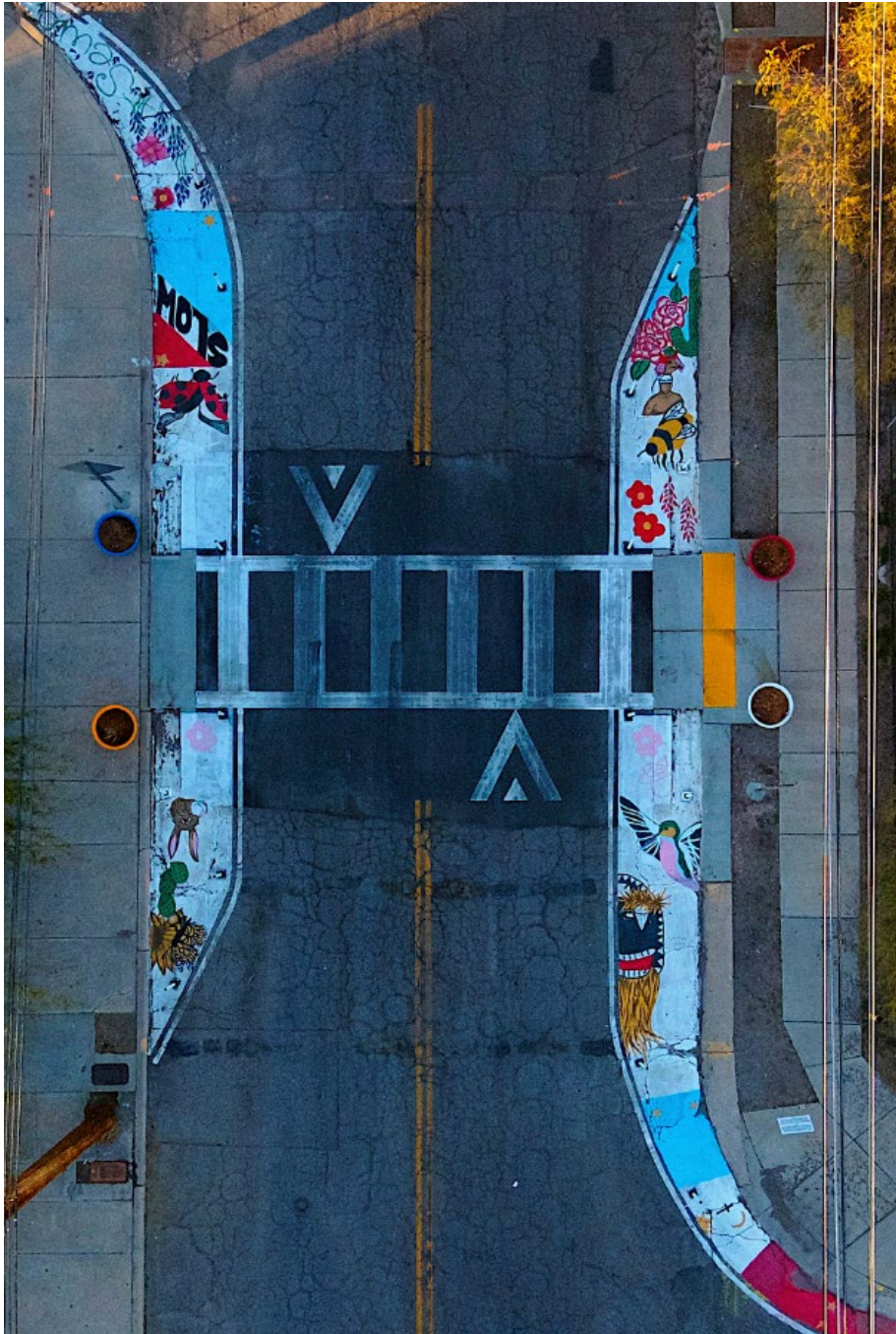
Garden plot with free vegetables at the Blue Moon Community Garden.



Volunteers painting asphalt art on a traffic circle in Barrio Blue Moon. Artwork by Mando Sotelo. Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.



Miracle Manor traffic circles. Artwork by Jessi Rosas. Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.



Curb extensions and asphalt art in Old Pascua. Artwork by Brandon Varela and Old Pascua Youth Artists. Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.



Photo credit: Ernesto Raul Aguilar for Living Streets Alliance.

**“The Old Pascua Mural depicts elements related to the Yaqui people. All designs reflect the relationship that the Yaqui share with plants, animals, and culture—all elements we find here in the Sonoran Desert.”**

**— Brandon Varela**





Photo credit: Kathleen Drier Photography.

## Cyclovia

Fall 2022, Cyclovia was held in the Thrive in the 05 boundaries. Cyclovia Tucson is Living Streets Alliance's biannual celebration of community that brings people together to walk, bike, socialize, and play in car-free streets.

Cyclovia attendees got to see a-frames describing upcoming projects taking place in the area made possible through Action Activity funding.



**45K** average event participants



**43%** were first time Cyclovia attendees



Cyclovia participants visiting the HCD booth. Photo credit: Kathleen Drier Photography.



Members of HCD, the Mayor's Office, ASU OCHER, Pima Community College, Poster Mirro McDonald, the Planning Center, and Tucson House receiving Metropolitan Pima Alliance's Common Ground Award for their work on the Thrive in the 05 collaborative.

## 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.

[Get connected at:  
29thstreet.tucsonaz.gov](https://29thstreet.tucsonaz.gov)



Looking west on 29th Street from the pedestrian bridge at Columbus Boulevard.



**11,139** area population



**4,717** area households



**578** area businesses



29th Street Block Party attendees participating in activities provided by the City of Tucson's Ready, Set, Rec! vans.

## 29th Street Block Party

Neighbors in the 29th Street area were invited to a block party and resource fair at Freedom Park in December 2022. Residents gave feedback on what they like about the area and what they want to see in the new Thrive Zone.



**Laura McAndrews Gomez**  
29th Street Thrive Coordinator



Event attendees were able to access community resources at the block party.



HCD director, Liz Morales, and city staff serving food to attendees.



**360+** attendees



**20** organizations

Since her hiring as the new 29th Street Thrive Coordinator in September 2022, Laura McAndrews Gomez has been busy doing community outreach to neighbors and businesses in the 29th Street Thrive Zone to launch initial efforts in the area.

Laura brings 14 years of experience in community and program development to her role. Before working at HCD, Laura previously worked at the City of Tucson Parks and Recreation department and Tucson Unified School District. Laura has been an advocate for individuals with disabilities, experiencing homelessness, or with refugee status.

# Community Engagement

The best way to get resources out to the community is to meet people where they are. This past year, HCD attended several community hosted events to provide resources available to Tucson residents.



HCD staff with SERI at a Resource Fair at EC Nash Elementary School.



HCD Human Resources staff at a job fair for social service providers.



HCD staff providing resources to the community at the Tucson Association of Realtor's resource fair at the Reid Park Zoo.

## Fair Housing Town Hall

To celebrate Fair Housing Month in April, a panel comprised of City of Tucson Mayor Regina Romero, HCD Director Liz Morales, and the executive director of the Southwest Fair Housing Council, Jay Young, talked about the successes and challenges in achieving fair housing in Tucson.

[Read Mayor Regina Romero's Fair Housing Month Proclamation](#)

[Watch the Fair Housing Town Hall](#)



At the beginning of the Fair Housing Town Hall, District 3 Congressman Raúl M. Grijalva reiterated the importance of Fair Housing.



**Ernesto Portillo**

Public Information Officer

In January 2022, the City of Tucson hired former Arizona Daily Star Journalist, Ernesto Portillo Jr., as HCD's new Public Information Officer. Ernesto brings nearly 40 years of journalism experience to the position. Before working at HCD, Ernesto served as a council aide to Ward 3 City Council Members Paul Durham and Karin Uhlich.

"I am excited that in this role I will remain connected to Tucson's residents and neighborhoods. My goal is to provide the public with correct information about HCD's growing list of programs and initiatives to support individuals, families, and our neighborhoods," said Portillo.

# Addressing Homelessness

Due to growing concerns that led to increased numbers of unsheltered persons over the pandemic, City of Tucson Mayor and Council directed the expansion of efforts and invested significant funding to address the needs of individuals experiencing sheltered and unsheltered homelessness.

## Housing First

Housing First is an approach that gives immediate housing to people experiencing homelessness and provides other services. Tucson Mayor and Council committed more than \$1.5M of Federal Relief funding to support the Housing First program and transitional shelters. An additional \$1.5M was committed to low barrier congregate shelters.

[Watch Video: Housing First](#)





**1,598** persons served through Housing First



**318** persons housed permanently



**29** individuals and families housed in the first two months of the Care Coordination team



Wildcat Inn, one of the City of Tucson’s Housing First sites. Photo Credit: Mamta Popat, Arizona Daily Star.



**1,432** persons received outreach services



**1,492** persons received housing navigation services



**449** persons received emergency shelter at City managed sites



**117** persons exited emergency shelter to permanent housing

## WILDCAT INN

The City of Tucson purchased a former motel on Oracle Road to convert to a Housing First site, beginning to accept residents in February 2022. The average anticipated stay is between 90 and 120 days.



**Allison Chappell**  
Housing First Manager



Wildcat Inn residents about to participate in the Homeless Work Program. Photo Credit: Mamta Popat, Arizona Daily Star.

Allison was recognized by the Arizona Housing Coalition for her work helping houseless individuals in the community. She is the recipient of the Kevin Collins Award for Excellence in Direct Service. The award is given to direct service employees who go above and beyond to get clients into housing.

Allison manages two of the four City-operated shelters for individuals and families needing long-term shelter.

“Allison has been a leader in implementing the first ever City-operated shelters and the outreach to unsheltered individuals and families needing shelter,” said Brandi Champion, director of the Housing First program.

## ENCAMPMENT REPORTING AND CLEANUP

There are multiple factors that contribute to a person becoming homeless. It impacts not just the individual, but our community. As a result, the City is working across departments, Pima County, numerous organizations, and neighborhood groups to find solutions.

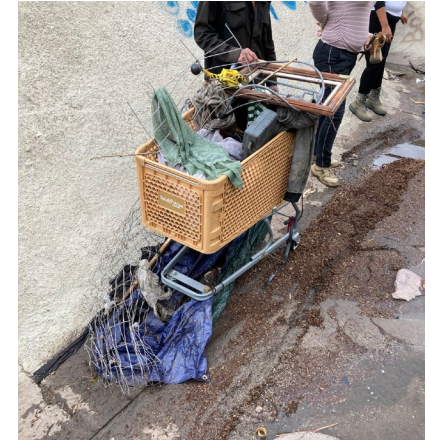
In 2022, the City of Tucson launched an encampment online reporting tool that allows our community to help the City identify encampment locations and assess the level of response needed, including outreach, clean-up, and enforcement. The Homeless Encampment Protocol is initiated when an encampment is located on City property or private property and poses a threat to public safety, causes a major criminal or health concern, or when there is camping in a City park after hours.

## HOMELESS WORK PROGRAM

The Tucson Homeless Work Program is a collaborative effort lead by Old Pueblo Community Services (OPCS) to provide day labor and temporary employment opportunities for people experiencing homelessness while addressing municipal clean-up needs. The program is supported by HCD and City of Tucson Environmental and General Services department, and not-for-profit organizations.

The City of Tucson received short-term supplemental funding from the Arizona Department of Housing (ADOH) to temporarily expand the Tucson Homeless Work Program through June 30, 2023.

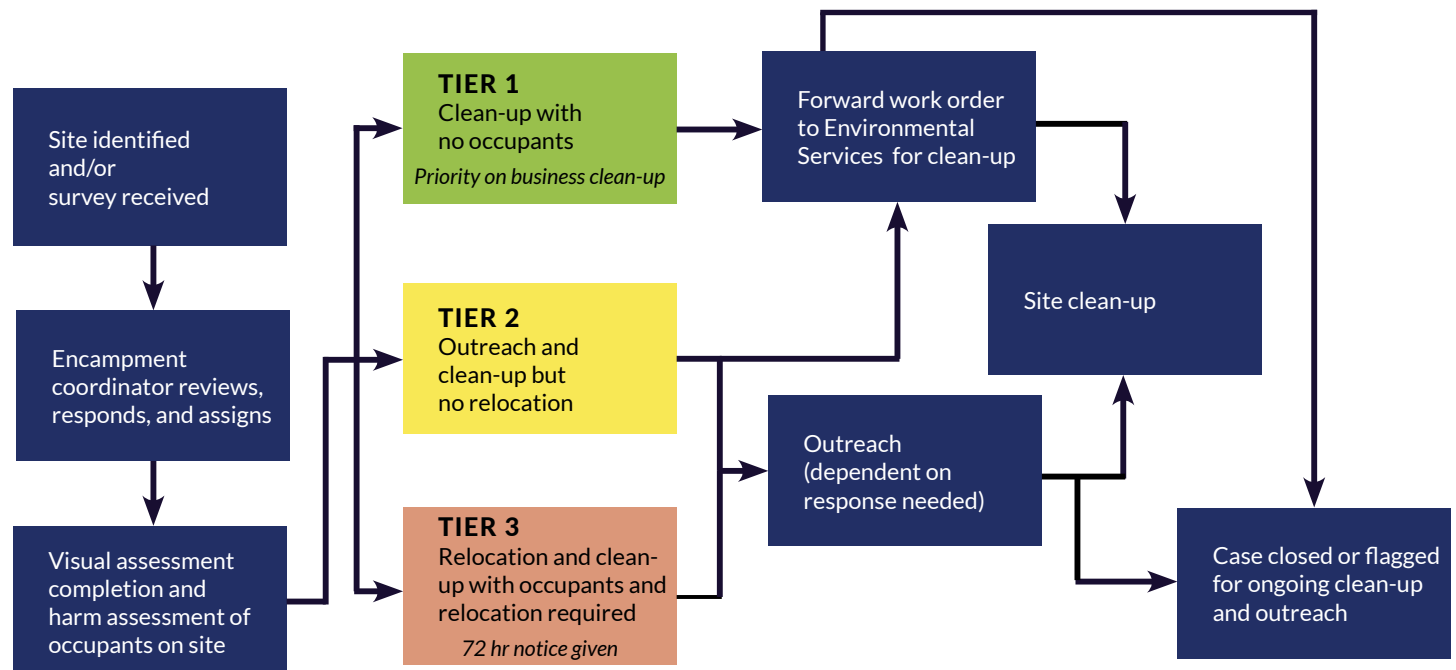
[Homeless Work Program](#)



Shopping cart filled with discarded items in a wash picked up by the Homeless Work Program.



**\$2M** from ADOH to expand Homeless Work Program



## Tucson Homeless Vaccine Incentive Program

The Tucson Homeless Vaccine Incentive Program took place from July to September 2022 to promote COVID-19 vaccination among people experiencing homelessness. The program exceeded the goal to give initial and booster doses to 300 Tucsonans experiencing homelessness — over 500 people were vaccinated.

The City of Tucson, Pima County Health Department, and the Tucson Pima Collaboration to End Homelessness partnered since the beginning of the COVID-19 pandemic to prevent and respond to outbreaks of COVID-19 among people experiencing homelessness.

[Read the Tucson Homeless Vaccine Program Infographic](#)

[Read the Impact Report](#)



**57%** vaccine recipients were Black, Indigenous, and People of Color



**502** persons vaccinated



**19** vaccine clinics held



**46** incentives provided



**39%** received booster doses



**61%** given initial two-dose vaccine



**\$23K** cash incentives provided



### P-CHIP PRIORITY TRACKER

Optimize health - behavioral, emotional, and physical.

## CHARTING A PATH TOWARD ENDING HOMELESSNESS

HCD and the Tucson Pima Collaboration to End Homelessness held a two-day community strategy session to guide the shared efforts to address unsheltered homelessness in the Tucson area.

[Watch Day 1](#)

[Watch Day 2](#)

### Community Listening Session

After the community strategy session, a virtual community listening session was held to provide an update on the findings. Participants met in small groups to develop action plans and identify resource and capacity needs related to unsheltered homelessness in the Tucson area.

[Watch the Listening Session](#)



Interested members of the public, local service providers, and City of Tucson staff attending the Charting a Path Toward Ending Homelessness event.



### P-CHIP PRIORITY TRACKER

Transition from managing homelessness to ending homelessness.



# Housing

As the local Public Housing Authority (PHA), HCD provides direct housing and assistance to thousands of Tucsonans.

## Public Housing

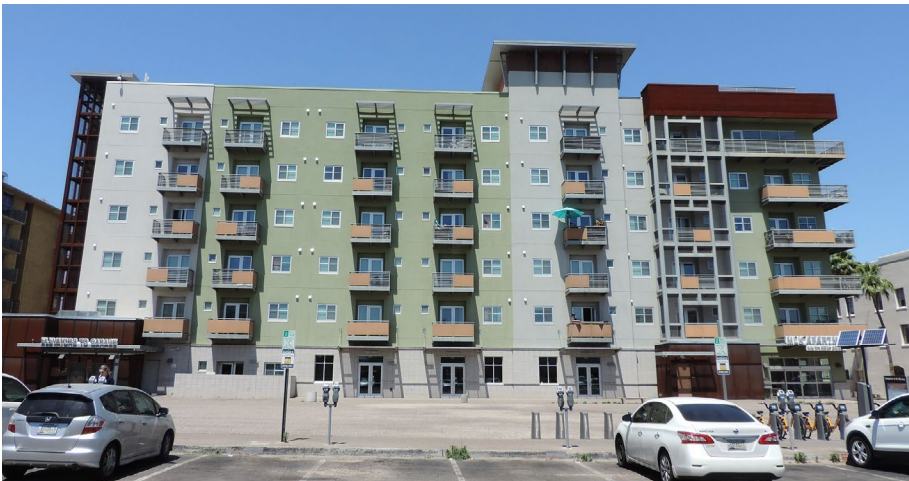
Public housing was created to provide decent and safe rental housing for eligible individuals and families who are low-income, older adults, or persons with disabilities. Public housing comes in all sizes and types, from single-family homes to high rise apartments.

When a family or household applies for public housing, they are placed on the waitlist. The PHA screens applicants on the waitlist and, if they are found eligible and are accepted, the PHA offers the applicant a unit. If the applicant accepts the offer, the PHA will enter a contract with the applicant known as the lease.





Craycroft Towers public housing, located in Tucson's East side.



Martin Luther King Jr. public housing for older adults, located in downtown Tucson.



**1500+** public housing units



**97%** occupancy rate



**3,733** people living in public housing

## Living in Public Housing

Marilee Lewis says she is blessed. Because she lives in public housing. Because she lives downtown in the Martin Luther King Jr. apartments. Because she is surrounded by good people — both residents and HCD employees.

“The whole atmosphere here is welcoming and comfortable,” she says. And it’s been like that for more than 12 years since she moved into her apartment in November 2010.

“I’m one of the originals,” she says.

Before moving into her apartment, Marilee was living in a house sorely damaged by rain. The owners sold it, and Marilee went hunting for a place to live. Even then, when rents were lower, she couldn’t afford a new place. Then she found a blessed place at the MLK apartments.

From the beginning, Marilee became active in residential life.

For the first three years, she worked at the front desk assisting residents. She and a couple of her neighbors set up the MLK library. She coordinated a coffee klatch with baked goodies on Wednesday mornings, held bingo nights and potlucks. And she cooked breakfast for residents once a month.

As the years passed, she slowed down. But it was the pandemic lockdown that put a kibosh on residents’ activities. But Coffee Wednesdays have returned, if only for once a month, she says.

Marilee remains active with the residents’ council and continues to find joy with her neighbors and the location of MLK.

“This is a nice place to live because we have a variety of people of different faiths and nationalities who are interested in many things,” she says. “We all seem to enjoy each other. It’s amazing.”

## PARTNERSHIPS AND INITIATIVES

Housing and Community Development has continued to build upon and create new partnerships to better serve those with the most need.

### Homeless Preference Program Support

As a result of the COVID-19 pandemic in 2020, the City's Hotel Shelter Service offered permanent housing for those experiencing homelessness in public housing thanks to the Homeless Preference Program (HPP). HCD staff provide support to these residents, including resources as they transition to housing.

### On-site services for public housing residents

Residents at Tucson House, the City's largest public housing site, are able to access multiple on-site service providers to help them navigate various issues they may be facing.

### Tucson CARES

Through a collaboration of ASU's Office of Community



Denise Lopez, community services project coordinator for Tucson House, organizes supplies for HPP residents.  
Photo credit: Mamta Popat, Arizona Daily Star

Health, Engagement, and Resiliency (OCHER), and the University of Arizona's Department of Family and Community Medicine, Tucson House residents were able to receive assistance with food and nutrition, basic medical assessments, assistance with transportation, and medical referrals.

### Compass Affordable Housing Tenant Services

Compass Affordable Housing's Tenant Services team were also on-site at Tucson House to assist residents with food and nutrition needs, assistance with benefits and transportation, and tax/finances.



ASU OCHER assisting with the Healthy Harvest resource fair at Tucson House.



**80** families moved into public housing as HPP referrals



**3,770** total families served in all programs



**6,916** PCOA meals given to Tucson House residents



**4,620** interactions with Compass Affordable Housing



**2,000** interactions with ASU OCHER



Tucson House residents receiving produce and food resources from various organizations.



A Tucson House resident reciting poetry to art show attendees.



Four-legged Tucson House residents receiving wellness checks with PACC.



## Resource Events for Residents

Tucson House held several on-site resource events for residents in 2022, providing the opportunity to directly access community resources that may have been difficult to reach otherwise. Events were made possible through management and on-site service provider collaborations.

The resource events featured a variety of themes important to residents, such as:

- A food resource fair gave residents free produce, information about local programs, and benefits for discounted healthy food options.
- A Healthy Harvest fair offered yoga classes for people with mobility options, hosted partners to provide information about available programs based on need.
- Pet clinics provided vaccinations, microchips, and wellness checks courtesy of Pima Animal Control Center (PACC).
- An art show that featured resident artwork, poetry readings, musical performances, and daily creativity workshops.



### P-CHIP PRIORITY TRACKER

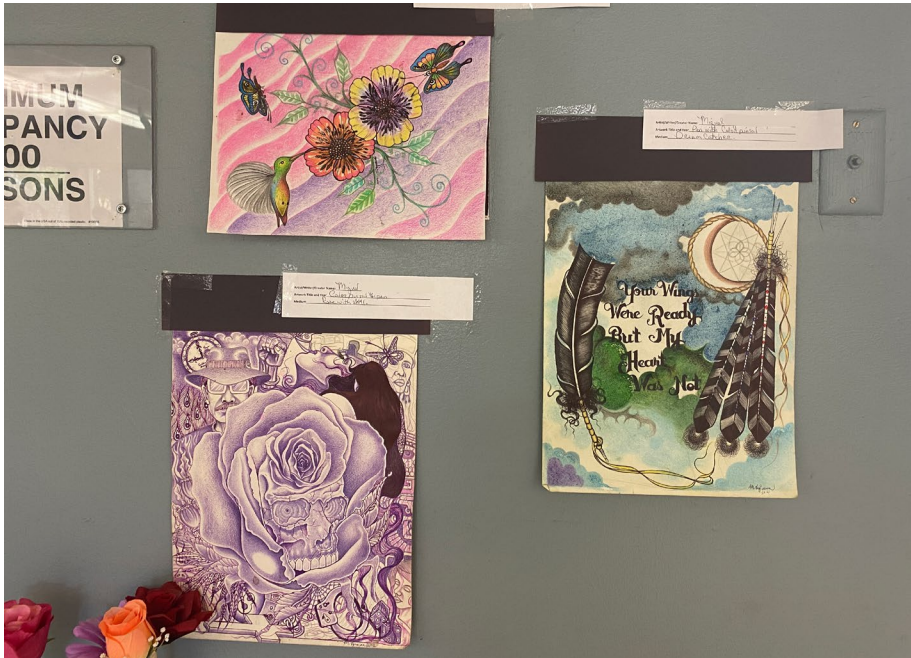
Optimize health - behavioral, emotional, and physical.



**150** pets received wellness services from PACC



**75** health and wellness partners on-site at events



Artwork from Tucson House residents showcased in the Art Show.

[Watch a video highlighting the Tucson House Art Show, produced by Denise Lopez](#)

## Equitable Economic Mobility Initiative

The City of Tucson was selected by the National League of Cities as a community for its Equitable Economic Mobility Initiative to expand economic mobility for residents while eliminating longstanding racial inequities.

The City of Tucson Community Safety, Health, and Wellness Program, HCD, and the United Way of Southern Arizona are collaborating to develop specific economic mobility strategies for public housing residents and other economically vulnerable populations in the Thrive in the 05 area.

Through on-site workshops with community partners, Tucson House residents learned about financial wellness, such as how to make extra money while on a fixed income, education and job training, tax preparation, and entrepreneurship.

## ConnectHomeUSA

HCD, a ConnectHomeUSA participant through HUD, continued partnerships with the Pima County Public Library to provide custom digital literacy classes for public housing residents to better utilize their tablets, cell phones, and laptops.



### P-CHIP PRIORITY TRACKER

Reduce poverty and the effects of poverty on people.



### P-CHIP PRIORITY TRACKER

Actively support inclusive economic development.



Public housing residents attending a tablet class provided by the Pima County Public Library and receiving one-on-one support from City of Tucson staff and volunteers.

# Housing Assistance

## HOUSING CHOICE VOUCHERS

Housing Choice Vouchers (HCV), formerly known as Section 8, assist eligible low-income families or individuals in obtaining housing in Tucson, where 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.

## Emergency Housing Vouchers

The Emergency Housing Voucher program is available through the American Rescue Plan Act.

PHAs are given extra Housing Choice Vouchers to assist individuals and families that have a high risk of housing instability.

## SOURCE OF INCOME PROTECTION

Unanimously approved by Tucson Mayor and Council, Tucson became the first city in Arizona to pass a Source of Income Protection ordinance.

Source of Income Protection makes it unlawful for landlords or property managers to reject a rental application solely based on the applicant's source of income, including income from social security or disability insurance, veterans' benefits, rental assistance from the HCV program, Rapid Rehousing, and other federal, state, or local assistance programs. Federal housing laws do not guarantee source of income protections.

[Learn more about Source of Income protection at sourceofincome.tucsonaz.gov](https://sourceofincome.tucsonaz.gov)



Public meeting attendees listening to a presentation on Source of Income from Ann Chanecka, HCD's deputy director.



**13,832** individuals served through the HCVs



**154** households given Emergency Housing Vouchers



**40** requests for tenancy per day (increased from 14)



### HAST GOAL TRACKER

Prioritize and facilitate affordable housing in areas of opportunity.



### P-CHIP PRIORITY TRACKER

Increase housing equity.



Catalina Village Apartments, now accepting Housing Choice Voucher holders.

## Housing Choice Vouchers

In November, a big change came to Kimberly Adams, property manager for Catalina Village Apartments. The property, near East Speedway and North Craycroft Road, converted to rental units after years of being an assisted living facility.

Moreover, the 107-unit property opened its doors to Housing Choice Vouchers, or Section 8.

“When I first started, I didn’t know what I was doing,” Kimberly said.

But guidance came immediately to Kimberly and the complex of studio and one-bedroom apartments on several acres. HCD’s Landlord Tenant Team, headed by Fernando Moraga, went to work to help Kimberly navigate the process of renting to Section 8 voucher tenants. The HCD team inspected the units and worked with Kimberly and her staff to ensure safe and quality living units.

Kimberly gave her stamp of approval.

“I can call them, and they will answer all my questions,” she said.

Last year, when the Tucson Mayor and Council passed the Source of Income Protection ordinance, which says landlords and property managers can not reject applicants with alternative forms of legal income or housing assistance, 119 new properties were added to the Section 8 program.

Currently, there are several properties enrolled in the Housing Choice Voucher program. The Landlord Tenant Team is ready to take more.

Take it from Kimberly, who gave high kudos for the HCD’s response and collaboration.

“The City of Tucson has been wonderful.”



## FAMILY SELF-SUFFICIENCY

The Family Self-Sufficiency program helps break the cycle of poverty and reduce dependency on government support within the low-income subsidized housing community. Participants work with a case manager to develop a five-year plan of action to continue education, increase earning power, and save money.



**23** FSS graduates



**\$168,355** in accumulated escrow



### Family Self-Sufficiency Graduate, Ms. Kay

Ms. Kay was a participant in the Family Self Sufficiency (FSS) Program for five years. She is a single mom to a 13 year old daughter. She was enrolled in the Low-Income Public Housing Program, then signed off to go into the Homeownership Program. Ms. Kay successfully graduated from the FSS program, and manages a convenience store.

Upon graduation, she received \$8,391 in escrow savings and planned to use this as a down payment for land. Her dream became a reality in June 2022, when she purchased over 4 acres and now lives on the property in a manufactured home with her daughter. Ms. Kay stated that "Making the change to homeownership was scary but worth it," and "Working towards your goals and using the program to your advantage is worth something."



**Norma Peterson**

Community Services Manager

In September 2021, Norma was hired as the Community Services Manager to oversee compliance of the Housing Choice Voucher Program. Norma brings over 30 years experience in public service, managing local, state, and federal grants. This has allowed her to work for several Counties across Arizona.

Prior to coming to the City of Tucson, Norma was with Maricopa County Community Services, where she ensured compliance for Federal organizational standards under the Community Services Block Grant. The majority of her experience is focused on community action, where she started as a case manager to managing Pima County's Community Action Agency. Norma managed several programs including social and senior services, housing rehabilitation, utility services, and entrepreneurship.

She is committed to serve families in need, and sees her current role in HCD as a natural fit.

# Looking Forward to 2023

HCD looks forward to the upcoming year with continued support from Mayor and Council, increased investments in staff, and strengthened community partnerships.

## FUNDING OPPORTUNITIES

- Increase funding through lease up of vouchers and applying for new opportunities
- Expecting to hear if we will receive funding for a Choice Neighborhoods Grant in July 2023

## HOUSING DEVELOPMENT

- Close on Milagro on Oracle
- Repositioning Plan approval by Public Housing Authority Board of Commissioners
- Submit first Rental Assistance Demonstration application
- Complete analysis and report on South 10th Avenue

## PUBLIC HOUSING

- Improve El Portal housing stock
- Hire asset manager and Capital Asset Program coordinator and revisit Capital Asset Program plans

## HOUSING FIRST

- Fund additional shelter and increase coordination
- Implement Housing Emergency Action Response Team (HEART)
- Open Housing First resource center

