

MEETING SUMMARY

Finalized by Rebecca Ruopp, City Office of Integrated Planning, January 31, 2014.

ATTENDEES

Thirty-nine (39) people signed in for this meeting (excluding staff, who are noted below). See *Attachment A* for a list of attendee names and affiliations.

CITY STAFF PRESENT

Nicole Ewing-Gavin, *Office of Integrated Planning*

Lynne Birkinbine, *Office of Integrated Planning*

Rebecca Ruopp, *Office of Integrated Planning*

Maria Gayosso, *Office of Integrated Planning* (provided Spanish translation for several Spanish speaking attendees)

Becky Flores, *Office of Integrated Planning*

Kate Riley, *Sun Tran*

AGENDA ITEMS

1. Welcome, Introductions, Agenda
2. Brief Recap of January 14, 2014, Meeting
3. Solicitation Process: First Phase
4. Goal Refinement
5. Wrap-Up / Adjournment

Agenda Item #1: Welcome & Meeting Focus

Rebecca Ruopp, acting as facilitator, welcomed everybody and briefly reviewed items on the agenda (see above). R. Ruopp also noted that Susan Shafer had provided some striking photos of the Ronstadt Transit Center architecture, which were being passed around.

Agenda Item #2: Brief Recap of January 14, 2014, Meeting

R. Ruopp, using a PowerPoint slide show, reviewed:

- (a) the location and parcels comprising the RTC Project Area, including the existing RTC site, the triangle parcel currently used for parking, and the parcel north of Toole Ave., also used for parking.
- (b) key “givens,” including that transit will be located within the project area and that the RTC project will follow the Federal Transit Administration (FTA) Guidance on Joint Development. (R. Ruopp noted that the City will be reviewing the RFP approach with the FTA. R. Ruopp also updated information on where FTA funds had been invested in the project area, noting that in addition to there being FTA funds in the existing RTC site, there are also FTA funds in the triangle parcel.)
- (c) Mayor and Council direction regarding public participation and preparation of Request for Proposals as follows:

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- On February 5, 2013, the City Manager asked Mayor and Council to approve a contract from Poster Frost Mirto to begin public planning and to develop vision goals. (R. Ruopp noted that the outcome of this effort was the report that included goals now being considered by stakeholders in the refinement of goals for the RFP/Phase 1 document.)
 - Mayor and Council asked City staff to gather technical information on FTA requirements; Sun Tran operations, needs and requirements; and baseline information on the project area, such as zoning.
 - Using the vision goals and technical information, Mayor and Council requested that the City Manager return to Mayor and Council within 60-90 days with a draft request for qualifications. (R. Ruopp noted that the 60-90 day deadline was not met.)
 - City Manager went back to Mayor and Council in Sept 2013 with a revised timeline for a multi-faceted solicitation. The timing recommended for the first phase of the Request for Proposals was Jan. – Feb. 2014.
- (d) Examples of hopes and fears for the project shared by each participant at the January 14, 2014, stakeholder meeting as recorded by staff . *(See Appendix B for complete lists of hopes and fears.)*

Agenda Item #3: Solicitation Process: First Phase

Background re Project: Nicole Ewing-Gavin introduced herself as the director of the Office of Integrated Planning assigned to overseeing this joint development project, with Rebecca Ruopp assisting with public participation and Lynne Birkinbine with the Request for Proposal/Phase 1 process.

N. Ewing-Gavin provided background on the Joint Development project. She explained that since 2008 the City has been in a difficult budget situation. City has 25% fewer workers (that is approximately 1,000 fewer people) than it had in 2008. Mayor and Council has been looking for ways to build City's revenue base back up.

N. Ewing-Gavin went on to explain that the challenge is that key City departments are dependent on general funds, which come from sales tax. The City services using the greatest percentage of the City's general funds include the Tucson: Police Department (\$140 million); Tucson Fire Department (\$88 million); Transit (\$43 million); Parks (\$38 million).

Therefore, Mayor and Council has directed a variety of approaches be pursued to increase revenue. For instance, Mayor and Council directed staff to look at all City owned property to determine what might be sold. This includes the parcels that make up the RTC project area. Because Federal Transit Administration (FTA) funds have been invested in two of the parcels, this offers a unique opportunity to take advantage of the FTA's encouragement that jurisdictions consider joint development to increase revenue for transit services and transit riders.

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N. Ewing-Gavin went on to explain that when the City sells (or leases) a piece of land, it can do so outright or specify requirements. She said that in this case, the City is looking for stakeholder input on what types of requirements and what types of development should be considered for the RTC project area. She then pointed out that there is the possibility of conflicting purposes in a project such as the joint development of the RTC project area: on one hand there is the desire to maximize the revenue that is being generated by the site, and on the other hand there is the desire to accommodate the types of uses the community wants. For example, if the community thought the best use of the site was as open space, that would not generate revenue that could be used to make improvements to transit or help meet other City needs.

Request for Proposals (RFP)/Phase I: Lynne Birkinbine, who is overseeing the drafting of the RFP/Phase 1 solicitation, reviewed two handouts related to the RFP process. The first handout (*see Attachment C1*) outlined steps and an estimated timeline for the process. In summary, Phase I will focus on qualifications and experience, with a deadline to issue the solicitation by February 28, 2014, in keeping with Mayor and Council direction. Estimated due date for RFP/Phase 1 responses is May 2014; evaluation of submittals is estimated to take place in June 2014; issuance of the RFP/Phase II to top ranked teams is estimated for July 2014.

The second handout (*see Attachment C2*) provided a draft outline for the RFP/Phase 1 document for discussion. Participants provided comments and suggestions for staff to take into consideration in updating the outline for further review at the January 28, 2014, stakeholder meeting. Some key suggestions were: to develop a mission statement along with goals; to reference Plan Tucson and Imagine Greater Tucson, both of which had extensive public participation and provide vision relevant to joint development in the RTC project area; to address the larger, Tucson context, including demographic, cultural, and social information; to discuss transportation and circulation in the downtown area; to provide information on the City development process (e.g., approvals needs); to request a description of a submitting team's general business approach; and to include references to additional background material.

Attachment D provides the transcription of staff flip chart and other notes related both to the draft RFP/Phase I outline and to the goals that were the topic of discussion under Agenda Item #4 below. The recorded comments are organized into topics areas.

Agenda Item #4: Goal Refinement

Participants discussed goals presented in the report “Community Planning Process, Ronstadt Transit Center, City of Tucson,” May 2014, prepared for the City by Poster Frost Mirto. This was a continuation of a discussion begun at the January 14, 2014, stakeholder meeting. Poster-sized copies of 10 of the 20 goals were affixed to the meeting room walls. These 10 goals represented those that appeared most focused on the physical project (other goals appeared more focused on process and on desired developer expertise/experience).

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Points made regarding the goals are offered below and in *Attachment E*.

- Would be helpful to break goals into three groups so it would be easier to remember big ideas. One suggestion for groups was: “Transit Services (#5, #6, #7, #8); “Future Development and Economic Development Goals (#2, #3, #9); and “Downtown/Community Character;” Goals (#1, #4, #10)
- Others like the idea of groupings, but said they might group differently than suggested above.
- Economic development should be referenced in goals
- Project development should be in alignment with Plan Tucson and Imagine Greater Tucson visions
- Goals may need more specificity – perhaps general goals, followed by more specific goals
- Goals should take into consideration responses/addendums to the Community Planning Process report
- Goals should acknowledge longer-term transit needs
- Safety should include not only crime related issues, but also pedestrian, bicycle, and others types of traffic safety

Attachment E, provided as a separate, 11 x 17 document, presents all 20 goals in a matrix worksheet format with space for participants to indicate whether they “agree,” “partially agree,” or “do not agree” with each goal. This document was handed out at the meeting for participants’ use.

Agenda Item #5: Wrap-Up/Adjournment

Participants were reminded that the next meeting would be on Tuesday, January 28, 2014, 11:30 – 1:30, City Hall, 1st Floor Meeting Room.

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Attachment A: Meeting Attendees

Following are names and affiliations of meeting attendees who signed in.

Name	Affiliation
1. Amy Stabler	Ward 6 Council
2. Barbie Urias	Tucson Bus Riders Union
3. Brain Flagg	Tucson Bus Riders Union
4. Carmen Alameda	Tucson Bus Riders Union
5. Cezar Glez	Tucson Bus Riders Union
6. Corky Poster	Poster Frost Mirto, Inc.
7. Crystal McGuire	2E, 1E Transamerica Building
8. David Cohen	Beach Fleischman
9. David Peachin	Transamerica Building
10. Elizabeth Burden	Downtown Neighborhoods and Residents Council (DNaRC)
11. Fletcher McCuster	
12. Gene Caywood	Transit Task Force
13. Jim Hannan	Friends of Sun Tran
14. Jimmy Ojeda	Tucson Bus Riders Union
15. Joel D. Mesik	WSM Architects
16. John Jacobs	
17. Kent Simpson	Tierra Antigua - Downtown
18. Kevin & Jill Madden	Madden Media
19. Kim Wolfarth	DLR Group
20. Laura Alameda	Tucson Bus Riders Union
21. Laurence Lucero	Tucson Electric Power
22. Les Pierce	Arroyo Chico Neighborhood
23. Linda Dobbyn	Transit Task Force
24. Lisette Barragan	Tucson Bus Riders Union
25. Maria Cadaxa	Tucson Bus Riders Union
26. Melissa Shafer	Carondolet
27. Mike Varney	Tucson Metropolitan Chamber
28. Richard Oseran	Tucson Business
29. Rick Goettel	
30. Robert Kaye	Sentinel Peak Ventures, LLC (real estate development)
31. Ron Shoopman	SALC
32. Steven Fenton	FICO
33. Susan Willis	Tucson Bus Riders Union
34. Suzanne Schafer	Tucson Bus Riders Union
35. Swain Chapman	Chapman Management Group (Real Estate/Development)
36. Tamara Prime	Ward 3 Council Office
37. Tom Warne	
38. Travis Reese	47 Scott
39. Zachary Fenton	FICO

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Attachment B: PowerPoint

Joint Development of
Ronstadt Transit Center Project Area
Tuesday, January 21, 2014



Agenda

- **1. Welcome, Introductions, Agenda** (5 mins.)
- **2. Project/Process Recap** (20 mins.)
- **3. Solicitation Process: First Phase** (15 mins.)
- **4. Goal Refinement** (75 mins.)
- **5. Wrap-Up / Adjournment** (5 mins.)



Project Area
Redevelopment Site

- 3 city owned properties – approx. 4 acres total
- Largest parcel serves as transit center
- Triangle-shaped parcel provides paved surface parking to nearby business
- Parcel north of Toole Avenue currently used as unpaved surface parking.



M&C Direction

- **M&C Study Session, Feb. 5, 2013**
Master Planning Process for RTC & Vacant Parcels to North. M&C motion, which passed 7-0, included:
 - City Manager to contract with Poster Frost Mirto to begin public planning process to develop a development vision & goals
 - City staff to gather technical information on: (1) FTA requirements; (2) SunTran operational needs and requirements; (3) baseline information on site
 - Using vision & goals and technical information, City Manager to return to M&C within 60 – 90 days with draft Request for Qualifications seeking qualified development team to plan, design, contract, and own/lease manage some components of integrated mixed use development/transit center.



M&C Direction *continued*

- **M&C Regular Session, Sept. 24, 2013**
Under Item #10 on Planning Process for Ronstadt Transit Center Joint Development
City Manager's Recommendation for Timeline for Multi-Phased Solicitation – Adopted by M&C with a provision that additional input be solicited from stakeholders.
 - Jan./Feb. 2014:* Phase I – Request for Qualifications and experience.
 - Mar./Apr. 2014:* Phase I – Evaluation begins. Short-listed teams will be invited to participate in Phase II.
 - May 2014:* Phase II – Request for preliminary design, cost estimate, tangible benefits to City, timeline, etc.



Key “Givens”

- The RTC Redevelopment Project site will consist of those parcels shown on Project Redevelopment map. Transit services will be part of the project and will be located within the RTC Redevelopment Project site.



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Attachment B continued

Key “Givens”

- The RTC Project will follow the Federal Transit Administration Guidance on Joint Development.




Hopes

Worded to complete the sentence, “A hope I have about the project is that...”

Process-related

- There is a productive public conversation
- There is a transparent process that is not fake
- We don't blow it

Project-related

- Transit will be the focus, not just incorporated
- Transit will be improved
- It includes multi-use with retail, residential, and transit

Social-related

- We deal with homelessness, poverty, and joblessness
- Justice happens for transit riders

Economic-related

- This will increase investment in our center
- There is an expanded view of economic development
- The economic development potential of the site is realized

Down town-related

- It transforms Downtown and creates improved public transportation and economic opportunity for years to come



Fears

Worded to complete the sentence, “A fear I have about the project is that...”

Process-related

- There will be a lack of public input
- There will be a lack of courage to develop the site
- We don't get around “us” vs. “them”

Project-related

- The RTC's beauty, architecture, and space will be lost to boxes
- It will not integrate best practices into facility's design and function

Social-related

- Gentrification will continue
- Poor people will be hidden

Economic-related

- Our city will not embrace real economic development that creates jobs. Jobs are key to a pathway out of poverty.

Transit-related

- Routes will be discontinued and affect how I get to school
- Transit will be marginalized



Attachment C1: Handout

Draft for Discussion

Joint Development of the Ronstadt Transit Center Project Area

Estimated Request for Proposal Timeline

Note: Solicitation will be referred to as a “Request for Proposals,” which will include two phases as referenced in timeline below.

- **Issuance of Phase I Request for Proposal: *by February 28, 2014***
 - *Focus on qualifications, experience, financial ability to deliver, general approach*
- **Due Date for Phase I Responses: *Est. May 2014***
- **Completion of Phase I Evaluation & Short List of Qualified Firms: *Est. June 2014***
 - *Will include proposal review committee made up of selected subject matter experts and stakeholders*
- **Issuance of Phase II Request for Proposal to Short Listed Firms: *Est. July 2014***
 - *Request for details of proposed project including the site layout and circulation, land uses, project design, transit center elements, proposed deal structure, etc.*
- **Due Date for Phase II Responses: *Est. September 2014***
- **Completion of Phase II Evaluation: *Est. December 2014***
 - *Opportunity for presentation of proposals and/or design competition in some form would be included here; proposal review committee will provide review of Phase II*
- **Recommendation for Award to Mayor and Council & Negotiations: *Est. February 2015***

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Attachment C2: Handout

Draft for Discussion

Request for Proposal (RFP) Phase I Outline

Note: Below is the type of information that will be supplied and requested in the RFP Phase i.

Project Overview

- City seeks a qualified development team to plan, design, construct, and own/lease/manage some components of an integrated mixed-use/transit development on the project area site, which includes the existing Ronstadt Transit Center and two additional vacant parcels.
- The project will be developed per the Federal Transit Administration (FTA) March 2013 Proposed Circular to provide Guidance on Joint Development
- Transit services will remain part of the overall project site and should be integrated with the development
- City of Tucson and FTA will need to maintain satisfactory continuing control over the transit center to ensure that it continues to have a public transportation purpose

Joint Development & Goals

- *[To be filled in per stakeholder meetings]*

Site Description

- Location of RTC project area site
- Downtown Tucson context
- Descriptions of parcels that make up the RTC project area site, including
 - size
 - zoning
- Description of Transit Center elements
- Surrounding property uses
- Utilities
- Environmental/archaeological
- Traffic circulation
- Public transit context – Sun Tran and Sun Link systems

Incentives

- Financial: Government Property Lease Excise Tax, Primary Jobs Incentive, HUD Section 108 Loan Program
- Zoning Flexibility: Downtown Core Sub-district of the Infill Incentive District (DCS-IID)
- Ombudsperson: City will assign a staff member to shepherd the process through review and permitting

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Submittal Requirements

Qualifications and Experience

- Description of team (include resumes)
- Experience in the following areas:
 1. Transit integrated with mixed-use development
 2. Development in urban setting
 3. Public involvement process
 4. High quality architecture and design including building massing, scale, rhythm and streetscape to maintain design compatibility with historic elements and surrounding area
 5. Property leasing and management
- Evidence of successful execution of similar projects
- Evidence of financial capacity to deliver project

General Project Approach

- Description of overall vision the team has for the project including the general approach that will be taken to meet the joint development goals for the site.

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Attachment D: Flip Chart Notes

Following is a record of staff flip chart and other notes; notes are organized under similar topics. These notes reflect a mix of comments made during discussion of RFP/Phase I outline and during discussion of the goals presented in the Community Planning Process, May 24, 2013, report. Comments directly related to the RFP/Phase I outline or to the goals are grouped as such.

RFP/Phase I solicitation related

- The tight schedule for completing the first phase of the RFP was brought up at the January 14, 2014, meeting. Has anything been done about that?
- RFP – Phase I deadline is still February 28, 2014
- Your deadline is not our problem.
- The value of a two-stage process is that there can be substantial involvement
- How you weigh the responses to RFP/Phase I is important.

Suggestions for revisions to draft RFP/Phase I outline

- Under site description, suggest including steps in City development process, including schedule to let potential offerors know what's involved
- Suggest asking for an offeror's "Business Approach," along with "Project Approach"
- Suggest adding FTA Circular on Joint Development Guidelines or a link to access the Circular
- Suggest indicating some about the different interests – "warring factions"
- Need more content/context as starting point for RFP/Phase I
- How you weigh the responses to RFP/Phase I is important [*Staff Response: Evaluation criteria will be shared.*]
- When we lay out format are we staying on track?
- RFP should provide enough context, while still allowing creativity and flexibility
- You have to look at entire streets/routes – they need to be accommodated; the RFP/Phase I outline provided does not provide that information

Expertise needed

- Need transit expertise on team
- What is the City process to put together the RFP / public participation, etc. costing? Incredible staff time involved. That is what is getting the potential additional money for transit costing?

Mission or Vision Statement related

- Should have a mission statement – such as "to enhance system, downtown area, and Tucson overall." Could use to see if proposed ideas are consistent with mission statement.
- A mission statement is needed for 20-25 year horizon
- There may be some goals related to vision
- We do have a vision – Plan Tucson/Imagine Greater Tucson
IGT has a robust vision – it is a vision statement
- Am struggling to provide more vision in context

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Goals for inclusion in RFP/Phase I related

[Note: While this category includes comments that referenced “goals” directly, it should be noted that other categories also include comments made during the discussion of the goals.]

- Will ten (10) goals be related to RFP/Phase I? *[Staff Response: There are actually 20 goals; have put 10 related to physical project on wall to start with. The goals to be included with the RFP/Phase I will be based on what group decided.]*
- Isn't City's primary goal economic development? If so, don't see that in goals. Should be clearly stated.
- Seems goals should be more clearly transit oriented
- 10 goals is a big number to remember; suggest dividing into three categories as follows:
 - Goals #5, #6, #7, #8 relate to “Transit Services”
 - Goals #2, #3, #9 relate to “Future Development and Economic Development”
 - Goals #1, #4, #10 relate to “Downtown/Community Character”
- Like idea of sorting, but would sort differently
- Look at these sets of goals – two possible directions in goals
- Goal #7 is most limited
- There are platforms that could be used to allow participants to respond to goal; opportunity for folks to rank on-line and offer more specificity
- If provide goals for ranking; integrate comments made today *[Note: This comment came in response to a suggestion that perhaps a survey tool could be used to allow stakeholders to rank goals.]*
- These 10 goals capture a lot – but some of us would prioritize differently. *[Response: Staff noted that the although the goals were numbered, the numbers were not intend to suggest priorities.]*
- Development should be in alignment with Plan Tucson and Imagine Greater Tucson
- Some of these goals need to be refined, including amenities; potential developers need defined specifics

Public Participation related

- Public participation should not be compromised.

Project area description related

- The triangle parcel and parcel north of Toole should not be referred to as “vacant parcels.” Both are being used for parking.

Multi-Modal related

- What does multi-modal mean as City's uses term?
- Will pedestrians and multi-modal be considered in making improvements?
- Need to be clear about multi-modal connections – Greyhound facility, walkability, bike routes
- Congestion – we don't have too many buses, we have lack of pedestrian nodes

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Development related

Don't forget the possibility of air rights.

Transit facility needs related

- If air rights were to be pursued and development were to be constructed over the existing RTC, would that mean air conditioning would be provided for the people waiting at the center?
- Air conditioning is important

Transit long-term related

- Need to take potential long-term use into account (10 – 20 yrs.)
- Tucson's economic future is dependent on a dependable transit system; need to focus on transportation (not meaning car, but meaning bus, pedestrian, etc.)
- How much transit can site and surrounding roads accommodate?
- How many bus bays will be need in future?
- CM Uhlich was supposed to put transit study on list.
- Transit center very well used now. If riders increase how will that be taken into account?
- Current Comprehensive Operations Analysis – looking at system today
- Procurement has room for more elaborate involvement
- Is there anyone here from transit?
- Firm [I am with] was doing a study – transit is well aware of what they are going to fund over next 5 yrs.
- On long-term needs will rely on Sun Tran and those that know more about transit services
- Long-term affect is missing. How is community going to be impacted?

Environmental related

- Is there a need for NEPA process? On Toole property?

Revenue related

- If the revenue is for General Funds, what about an appraisal of the project parcels?
- Monies can only be used for transit – *[Staff Clarification: Not all revenues will go into transit.]*

Incentives related

- Incentives are important to developers.
- Important to have development incentives
- Why do we need an ombudsman?

Safety related

- Safety should be considered – image is that area is not safe
- Safety should be expanded beyond crime to pedestrian, bicycle, and other types of traffic safety

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Downtown Transportation Circulation

- You have to look at all the routes (“spokes of the wheel”); the RFP/Phase I outline provided does not provide that information *[Note – Comment also included in “Suggestions for revisions to draft RFP/Phase I outline “]*
- Traffic use is going to be an element – maybe use long-term traffic language
- SunTran [doesn’t handle oversight of] transportation – Department of Transportation [does]
- There is an assumption that buses cause congestion
- Changes related to Downtown Links, Streetcar, and Sun Tran Operational Analysis leave uncertainties

Stakeholder meeting related

- Is it possible to get meeting minutes?
- How much money is COT making from those parcels?
- COA has been talked about for quite a long time; is there a way for COT staff to get a draft of transportation information related to the analysis. We have requested and not received that information. *[Staff response: Will look into this.]*
- Is the COA going to answer? *[Staff response: Look under Goal #20; think it is mentioned.]*
- Have an “us” vs. “them” mindset
- Many bus riders speak Spanish; need it translated

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Attachment E: Handout

GOAL WORKSHEETS: Goals to Inform Solicitation Preparation

This 11 x 17 attachment is presented as a separate document. This handout was provided to stakeholders on the project contact list in an earlier email in preparation for the Jan. 21, 2014, meeting.
