

*2010 City of Tucson
Community Challenge
Planning Grant*

Breaking Through Barriers: Directing Development for Livability

**August 23, 2010
DUNS #072450869**

An Integrated Corridor Plan

PROJECT BACKGROUND

Project Focus: An Integrated Corridor Plan

- Tucson seeks to change from a sprawling, auto-oriented city into a community of thriving, mixed-use, mixed-income neighborhoods with interconnected, multi-modal travel options.
- The project will create an Integrated Corridor Plan with a companion Implementation Strategy and Action Plan that will provide the necessary information and tools to break through regulatory, developmental, and perceptual barriers to create a livable environment serving a diverse population along the new modern streetcar corridor and future extensions.
- This project focus corresponds to Eligibility Activity (1) in the Community Challenge Planning Grant section of the Community Challenge and Transportation Planning Grant Notice of Funding Availability: "Development and implementation of local, corridor or district plans and strategies that promote livability and sustainability" (36248, column 3).

- The Integrated Corridor Plan Study Area focuses on an area one-quarter mile on each side of the currently funded streetcar route and potential extension. See Figure 1, "Project Study Area: Modern Streetcar Corridor."

Project Background: Tucson's New Modern Streetcar

- In May 2006, Tucson broke through a very significant barrier when voters approved a sales tax for a wide variety of transportation projects.

These include new and improved alternative transportation facilities with the most innovative being a Modern Streetcar line.

- This four-mile alignment is the prime link between our university, our major health centers, two major specialty shopping districts, the entertainment district, three of the area's major

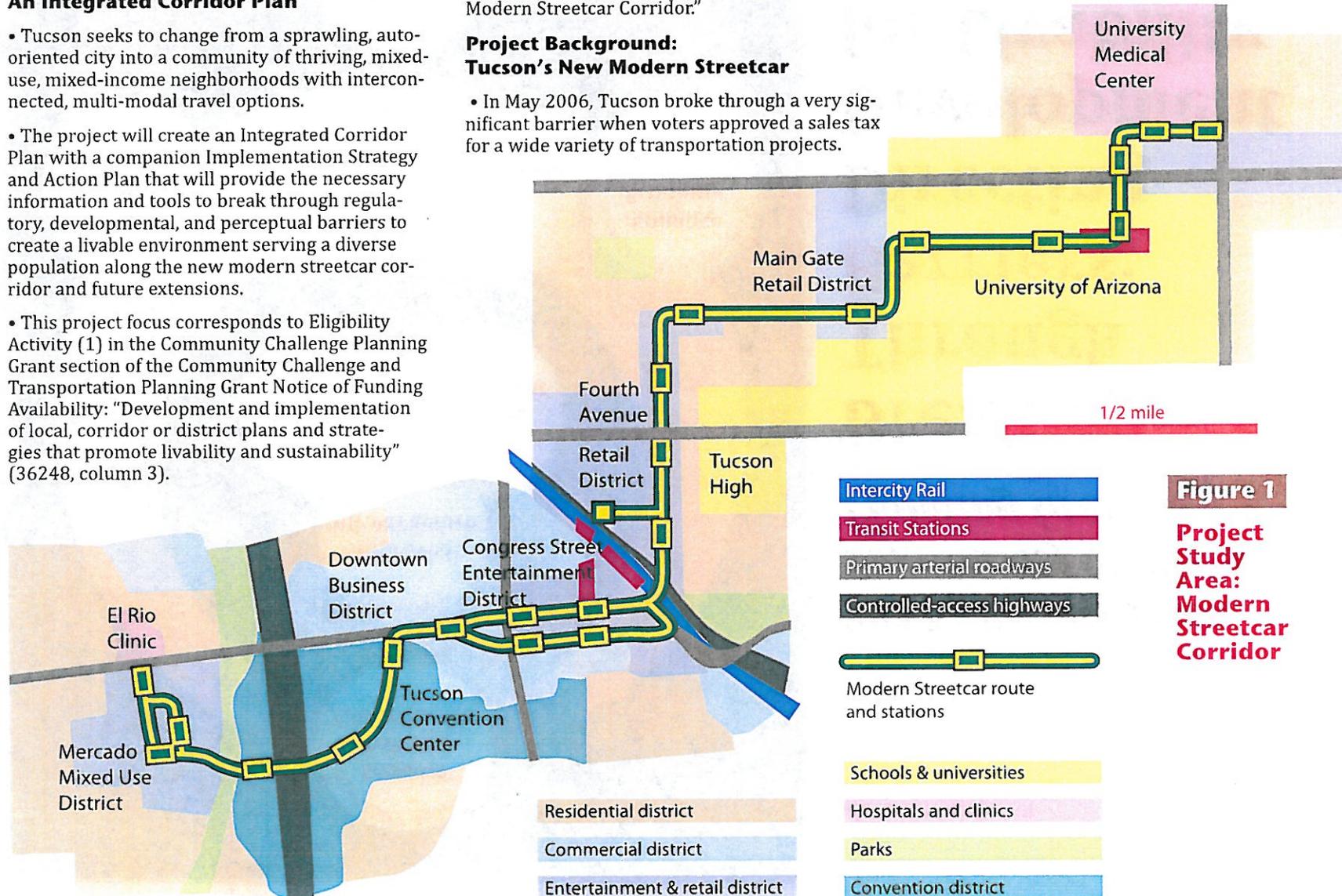


Figure 1
**Project Study Area:
Modern Streetcar Corridor**

employers—the University of Arizona, City of Tucson, and Pima County, and the largest piece of vacant developable land in the urban core (approximately 40 acres). See Figure 1, “Project Study Area: Modern Streetcar Corridor.”

- This Modern Streetcar line is scheduled to be operating within the next three years.
- In conjunction with the Pima County Association of Governments High Capacity Transit System Plan, September 2009, future extensions of the modern streetcar were mapped along with other types of alternative transportation.
- The initial streetcar line will have 7 streetcars in operation, with a service frequency of 10 minutes during the day and 20 minutes in the evening.
- In addition to an estimated \$87.2 million in local sales tax revenues, the streetcar project is primarily funded with a \$63 million grant received earlier this year in response to the City’s “Tucson Modern Streetcar Project TIGER Application.”

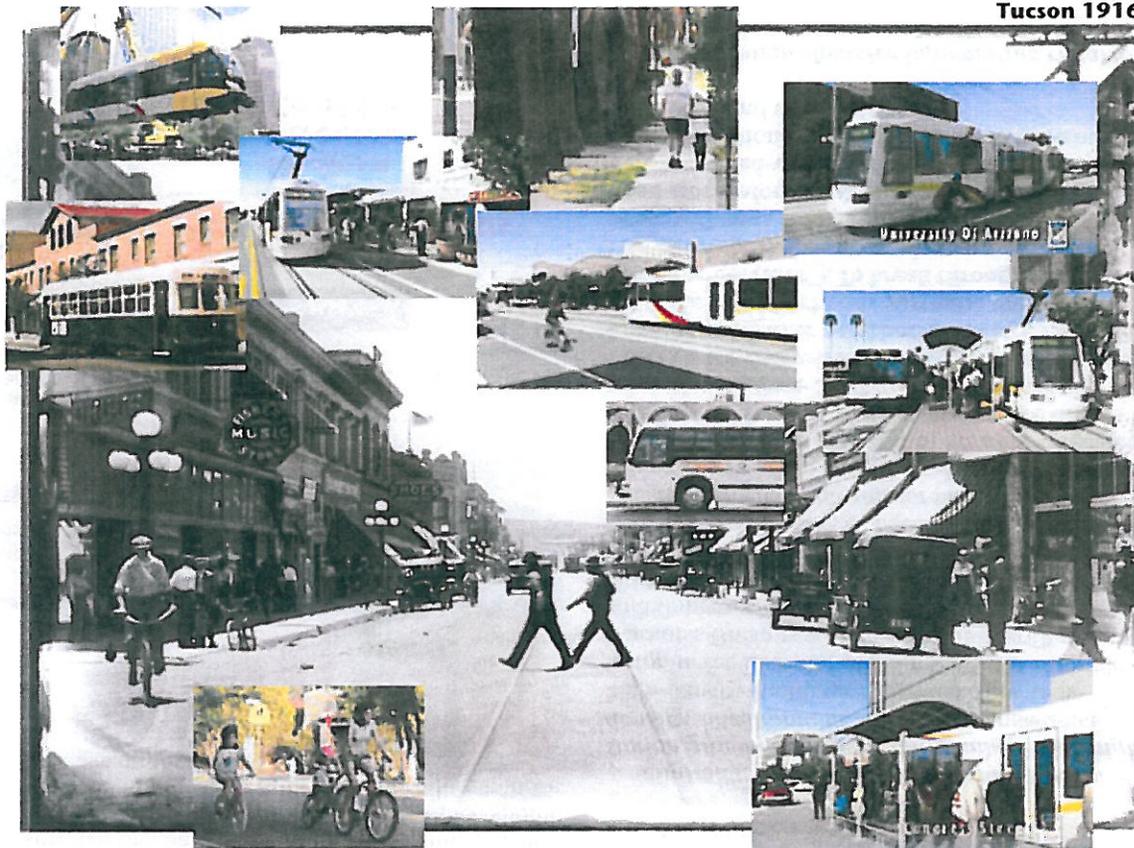
RATING FACTOR 1 Purpose and Outcomes

Project Vision: Achieve Livability

Once upon a time Tucson’s downtown featured many of the elements that are, today, closely associated with sustainable communities. The rise of the automobile during the mid-20th century and the subsequent sprawl drastically eroded the compact, mixed-use, pedestrian scale of the urban core as the city took on a low-scale suburban configuration.

In recent years, there has been an awareness that this growth pattern is not sustainable. This pattern of widely dispersed jobs and housing drives up household transportation expenses, drains urban cores of economic vitality, eats up natural resources and open space, and increases the generation of greenhouse gas emissions.

The Modern Streetcar contribution to a more sustainable community will be more fully realized with an Integrated Corridor Plan designed to help strengthen the relationship between transportation and land use. In other words, for the streetcar to realize true success, its ridership,



connectivity, and location efficiency potentials must be supported by higher residential and pedestrian densities. These densities will be driven by the Corridor Plan with its companion Implementation Strategy and Action Plan, which will help smooth the development process and improve infrastructure to achieve a more development-ready environment. Another critical component is to support existing and potential Corridor businesses, Basic Services, and cultural destinations to expand their market reach. All of this recycled land use and economic development momentum in conjunction with the construction of the Modern Streetcar is anticipated to result in increased property values and gentrification. The City intends to get ahead of the unintended consequences of gentrification by using this Plan to strategize how to maintain and grow affordable and mixed-income housing stock.

The livability vision this plan works toward is to create a dense, mixed-income, mixed-use, economically and culturally vital Modern Streetcar Corridor.

Priority Outcomes and Related Livability Principles

The activities in this Integrated Corridor Plan will focus on the following three interrelated and interdependent Priority Outcomes:

- Improvement of Economic Development.
- Increased Affordability and Accessibility.
- Improved Infrastructure.

These Priority Outcomes and their related activities are detailed in the Work Plan section of this proposal.

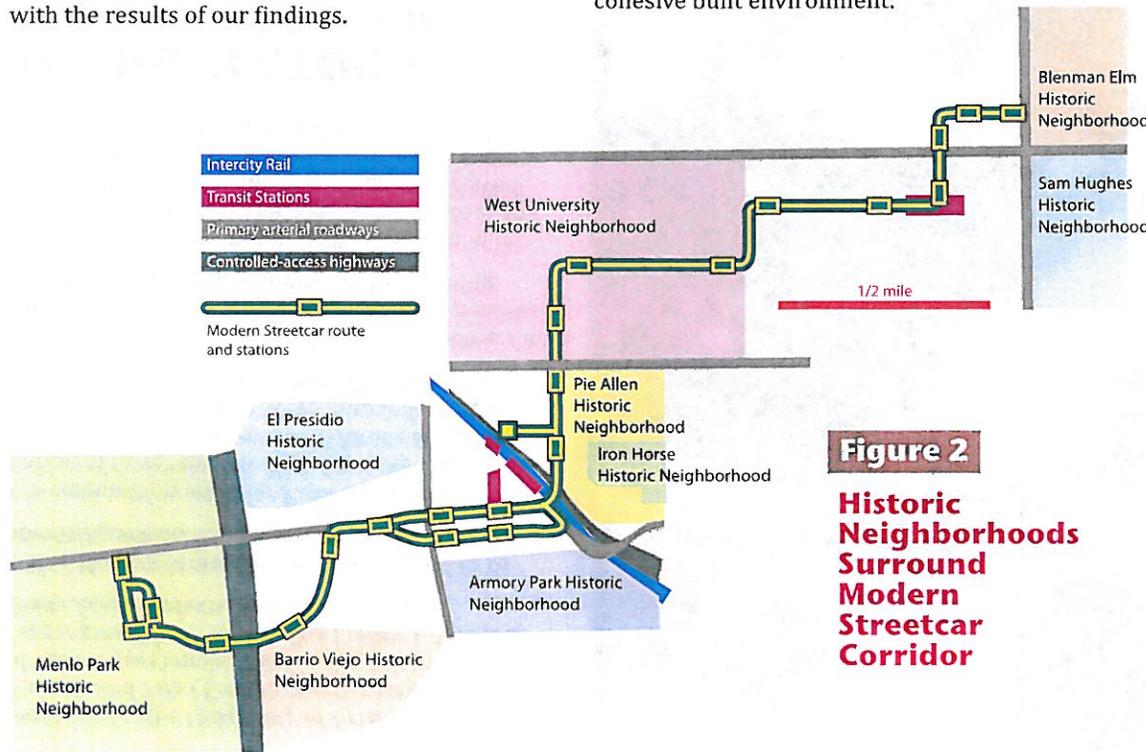
The relationships between the Priority Outcomes and all six of the Livability Principles are illustrated on the cover diagram. Actions and

implementation strategies that are employed to achieve the Priority Outcomes are interdependent and interrelated. Therefore, the City's position is that the Integrated Corridor Plan will not be useful in breaking through identified barriers, unless this interdependence is addressed. Four of the six of the Livability Principles—"Promote Equitable Affordable Housing;" "Coordinate Policies and Leverage Investment;" "Provide More Transportation Choices;" "Enhance Economic Competitiveness"—are directly related to development, and specific results in the built environment. The other two Livability Principles guide the scope and approach and qualitative measures that are an integral part of the planning process. "Support for Existing Communities" is the necessary foundational principle for the entire Integrated Corridor Plan. Livability Principle #6, "Value Neighborhoods and Communities"—enhancing the health, safety, uniqueness, and walkability of the neighborhoods and communities within the Corridor—will be demonstrated with the results of our findings.

Barriers to Break Through

To achieve the Priority Outcomes and the Livability Principles, the Integrated Corridor Plan must address major barriers that obstruct progress toward improving and aligning Economic Development, Affordability and Accessibility, and Infrastructure Improvements in the Modern Streetcar Corridor.

Well-intentioned but uncoordinated planning efforts across local agencies. Over the last five years, thirteen different major planning studies—all of which overlap the current Modern Streetcar Corridor—have been generated. While well-intentioned, these planning efforts are not informed by each other. Therefore, it is hard to achieve a strategic, holistic understanding of Corridor conditions and opportunities. To break through this barrier, planning efforts must be better coordinated on an ongoing basis which should help avoid potential conflicts and produce a more cohesive built environment.



Problematic market investment conditions. A huge barrier to mixed-use/high-density development in Tucson's Modern Streetcar Corridor is economic conditions. First, capital is not flowing. The last major mixed-use Corridor project, completed in 2009, was an adaptive reuse of a 96-unit aging apartment building. It was put back into service with an investment of over \$80,000 per unit with rents ranging from \$550-\$850 per month. Even so, additional concessions had to be made to the lender—and this was in August of 2007. In the Post-2008 Crash fiscal climate, lenders are even more risk-averse to speculative projects. To break through this barrier, in-depth interviews and strategy sessions will be conducted with lenders, developers, and other relevant stakeholders to generate specific solutions that will be included in the companion Implementation Strategy and Action Plan of the Integrated Corridor Plan.

Limited local experience and expertise in supporting and/or developing mixed-use, high-density development. Multi-story, mixed-use high-density buildings have been slow to develop in the Corridor area. In 1986, for example, Tucson's Unisource Tower was built at Church and Congress. A new tower of 9 stories will be built on the adjacent pad—25 years later. Multi-story, multi-use projects in the Corridor that have lost momentum or been put on hold within the last two years include, for example, The Post (Congress west of Scott), Presidio Terrace (Paseo Redondo and Granada), and El Mirador (Franklin and Toole). Some of these projects were undermined by the Post-2008 Crash fiscal climate; others were delayed by serious political pressure brought by historic neighborhoods (see Figure 2, "Historic Neighborhoods Surround the Modern Streetcar Corridor"). To break through this barrier, developers, investors, planners, educators, neighborhoods, and political representatives need more information/education about high-density, mixed-use benefits and design-in-context issues. Additionally, regulations need to be more mixed-use and density friendly.

Lack of comprehensive information regarding below-ground infrastructure capacity and

condition, for the project area.

As stated in the May 2007 City of Tucson Downtown Infrastructure Study, “Perhaps the single most important issue that will ensure successful Downtown redevelopment is the provision of adequate infrastructure to support future uses.... Without sufficient infrastructure to support Downtown redevelopment, we will lose exciting opportunities because the cost for upgrading and/or extending utilities in the Downtown area are too great for any one project to absorb.” While there is some infrastructure information, it varies from data about where particular utilities are located to data about the capacity of those utilities to handle future development. Additionally, with the volatile market, the projections regarding future development have been a moving target and need to be reviewed and updated.

Not enough mixed-income and affordable housing.

Lack of Basic Services—e.g., major grocery stores.

Location inefficiencies.

Based on a 2004 Affordable Housing plan for Downtown, the City of Tucson designated the area encompassing the downtown neighborhoods (which basically comprises the Modern Street Car Corridor, see Figure 1) as an official Housing Development Area. This designation defines residential development as a “public benefit” based on a declared shortage of housing types and mix, and was intended to support the non-residential revitalization activities funded by the State-authorized Rio Nuevo Tax Increment Financing (TIF) District. The Plan also included an inventory of protected affordable housing, and it was determined that approximately 11% of the existing housing stock was affordable at that time. In 2008, the City completed an updated market analysis of Downtown housing and found that the housing mix is skewed between lower-cost rental property and higher-cost ownership property. Additionally, Downtown households are mostly renters, low-income, and have fewer families with children. It was also documented that construction costs were relatively higher. The housing stock did not match the surrounding employee base, and the area was lacking in

Basic Services needs. Due to the passage of time and major shifts in the market, these goals and the resources and mechanisms to accomplish a mix of housing in the modern street car corridor, need to be re-evaluated. A challenge in terms of mixed income, in particular, is the accessibility of Basic Services at a range of prices/costs. This is an issue that comes up in many of Tucson’s lower income neighborhoods and there is an opportunity with this Corridor Plan to think carefully about how such services might be attracted and integrated. Lack of such services as a larger grocery store is an issue for all residents. But for those with more income, buying higher priced goods at specialty stores and using a car to travel to a store are options not available to lower income residents. The recent focus on food security and health has helped to make people more aware of basic food needs. To break through this barrier, the City planners need to acknowledge this issue in the same way planners are beginning to acknowledge the cost relationship of transportation and housing and to think through mechanisms for attracting services that cater to a mix of incomes in the Corridor Study Area.

RATING FACTOR 2 Work Plan

Proposed Activities

The overall activity of this project is to provide an Integrated Corridor Plan with a companion Implementation Strategy and Action Plan to help ensure development that complements Tucson’s new Modern Streetcar. The City of Tucson, neighborhoods, businesses, property owners, and other stakeholders with interest in the urban core have been involved in a variety of planning and regulatory activities over the years. Some of these have included professional consultant teams, some have been sponsored by professional organizations, such as the American Institute of Architects, and some have been undertaken by internal City teams. Whatever the specific purpose of these plans, the overarching goal is generally the same – that is, to transform downtown Tucson and surrounding areas into a thriving

center for City residents, visitors, businesses, and organizations.

Although well intentioned, these planning efforts are often not informed by each other and, therefore, do not build on each other. Although an often stated goal of planning is to provide more certainty for future development, an array of plans, studies, and reports can contribute to an environment of uncertainty. While this may seem an obvious conclusion, it is a repeated problem in many communities, and happens for a myriad of understandable reasons, e.g., government organization, funding criteria, politics, and our cultural preference to look forward not back. However, the increasing interest at the federal level in interdisciplinary approaches to problem solving, the emphasis on sustainability, and tough economic conditions combine to make a case for looking carefully at the foundation already laid by the plans in hand and then determining where pieces of the foundation may be missing or need reinforcing. In short, what Tucson does NOT need is another plan cut from whole cloth, rather it needs to acknowledge and build on the extensive work already done.

Activity 1 – Project Management: HCD will manage the project, which will entail overseeing contracts for a consultant team (see Activity #7) and of several Working Partners, including the University of Arizona College of Architecture and Landscape Architecture (CALA) / Drachman Institute and the Tucson Pima Arts Council (TPAC); overseeing preparation, review, and completion of the majority of work products; scheduling, preparing for and facilitating the majority of meetings, and addressing and resolving concerns. Perhaps one of the more interesting aspects of managing this project is the opportunity to establish a meaningful and long-term partnership with other City departments.

Activity 2 – Core Team: This team will be comprised of core City departments directly involved with issues affecting transit oriented development, including Housing and Community Development (HCD), the Department of Transportation (DOT), the Planning and Development Services Department (PDS), and the Office of

Conservation and Sustainability (OCSD). Each of these departments has committed to this project as an internal Working Partner.

HCD will be responsible for scheduling meetings, preparing agendas, conducting meetings, preparing and/or providing materials for review and comment, and providing action minutes. The approach will stress collaboration for efficiency and effectiveness and to avoid redundancy and conflict. The long-term goal is that this Core Team become an interdepartmental standing committee that collaborates and communicates regularly.

Activity 3 – Stakeholder Working Group:

This group, which will function as an advisory committee, will be formed in coordination with the external Working Partners. The Stakeholder Group will meet at least once a month for the duration of the project to provide input on the activities and resulting work products. The UA CALA/Drachman Institute will work closely with this group during the development of the Implementation Strategy and Action Plan. Members of this group will be encouraged to participate actively in the UA CALA/Drachman community education program (see Activity #11) to share their practitioner and professional knowledge, to hear community concerns and ideas, and to learn.

Activity 4 – Gap Analysis: The kick off for the planning process is an analysis of the many plans, studies, and initiatives to identify gaps. Criteria to determine plans that are worth reviewing will be established, and would include such factors as age, relevance of subject to transit oriented planning and development, relevant existing condition information, and specific focus on economic development and/or affordability and accessibility.

The initial review of plans will be conducted by City planners, Core Team members, UA CALA/Drachman Institute, and other external Work Partners. This group will come together in several intensive workshops to assess the plans, gaps, and lessons learned.

Work Products: Annotated List of all plans reviewed, including date, author, and brief summary of plan highlights and the relevance of each plan to existing conditions in the study area and

to transit oriented development; Criteria used in selecting the plans for review; Working Memo that identifies gaps that need to be filled in support of this planning effort.

Activity 5 – Fill-in-the-Gaps Work Plan:

Based on the results of the Gap Analysis, staff will develop a “Fill-in-the-Gaps Work Plan.” This will include identifying what needs to be done, particular expertise needed, and a critical path analysis to determine the order in which the work should occur. The work plan will be shared for review and comment with the Core Management Team, the Stakeholder Working Group, and the Working Partners. The work will then be assigned as appropriate to a Consultant Team, City staff, or through the University seminars and studios.

Work Products: Work Plan specifying agreed on gaps to be filled and order if relevant, any recommendations on approaches to accomplishing the work, and the type of expertise needed to perform the work.

Activity 6 – Analytical and Technical Work in Support of the Corridor Plan:

In this activity, the tasks identified in the “Fill-in-the-Gaps Work Plan” will be undertaken. The City anticipates retaining a consultant team to perform the majority of the technical and analytical work needed for the Corridor Plan and to produce the Corridor Plan. The Consultant Team will be asked to integrate any relevant information or concepts identified during the earlier plan review. While the final scope of work for the consultant team will be informed by the Gap Analysis and resulting “Fill-in-the Gaps Work Plan,” the Integrated Corridor Plan is expected to include the following types of components::

- Vision and Goals
- Existing Conditions Inventory for Land Use, Infrastructure, Economic Development, and Socioeconomics
- Infrastructure Capacity Analysis (see also Activity #9)
- Economic Development Plan
- Mixed-Use, Mixed-Income Land Use Plan
- Parking Plan
- Affordable Housing Plan
- Streetscape and Open Space Plan

- Pedestrian/Bicycle Circulation Plan, with an emphasis on linkages to Modern Streetcar
- Zoning and Other Regulatory Recommendations
- Recommendations re Existing Plans Applicable to Study Area

While a public involvement plan will be part of the Consultant Team effort, that plan will be designed to acknowledge the extensive community education and participation component discussed under Activity #11.

Other sources for addressing some of the gaps are City staff with expertise in particular areas, such as streetscape design, and the UA CALA/Drachman Institute Interdisciplinary Design Studio on “Transit Oriented Development in Tucson,” which has been designed specifically for this project. This studio will not only provide additional resources, but will also serve as a creative venue in which faculty, graduate students, and professionals, including internal and external Working Partners, can collaborate on ways to overcome barriers. Studio participants will also work on tasks in Activity #9.

Work Products: Technical Analyses, Corridor Plan Components, Recommendations, and a Public Involvement Plan.

Activity 7 – Innovative Inputs: Two items will be addressed in this planning process that will be innovative for Tucson and perhaps for other communities. First is an exploration of how Basic Services should be addressed in thinking through livability and costs. The recent focus on the relationship of transportation and housing costs has been revealing. Simultaneously, more attention is being given nationally to the need to make nutritious food, medical services, childcare, and other services that enhance livability more accessible and affordable. City planners will work with UA CALA/Drachman professionals to explore this issue.

Work Product: Summary Paper and Recommendations on Basic Service Accessibility and Affordability

The second item is development of an asset-based cultural impact model that will give focused attention to a concentrated and important constituency in the vicinity of the Modern

Streetcar line, that is, artists and arts organizations. This activity, which will be led by the Tucson Pima Arts Council (TPAC) will provide a better understanding of the influence of cultural assets on economic development and overall sustainability. TPAC will work with Fractured Atlas, a nonprofit, which will provide an econometric framework that will illuminate the economic and social impacts of the arts along the Modern Streetcar Corridor.

Work Products: Interactive Map of Arts Assets in the Corridor Area; Real Estate Analysis of Arts Related Impacts in the Corridor; Paper on Social Impacts of Arts and Culture on Neighborhoods and Along the Streetcar Line

Activity 8 – Integrated Corridor Plan: While the Consultant Team will be in charge of the overall production of the Integrated Corridor Plan, City staff will work with the Consultant, Working Partners, and the Stakeholder Work Group to make sure the Plan reflects an integration of the work done under Activities #4, #6, and #7. A draft of the Integrated Plan will be shared with the above parties for review and comment. Staff will also be available to attend neighborhood association and other organization meetings to introduce, discuss, and receive feedback on the Plan.

Work Product: Integrated Corridor Plan, packaged to be as user friendly as possible.

Activity 9 – Implementation Strategy and Action Plan: This plan will be the critical companion piece to the Corridor Plan – i.e., the action element. Leading this planning effort will be the City’s key external Working Partner, the UA CALA/Drachman Institute. The primary goals of this Implementation Plan are:

1. To establish a structure and model for public/private partnerships that will be required to incent or implement transit oriented development along the Modern Streetcar line.
2. To provide an overall cost summary and funding strategy for implementing public projects that will incent or implement transit oriented development along the Modern Streetcar line.
3. To develop recommendations on the type, location, phasing, cost, and responsibility for

infrastructure improvements that will support redevelopment efforts. This work will build on the Infrastructure Capacity Analysis, which is one of the technical analyses for the Integrated Corridor Plan (Activity #6).

This activity will piggyback on several other project activities, including the stakeholder and outreach efforts, and the preparation of Base Information for the Corridor Plan. From there it will drill down to understand specific barriers to development in the project study area. Tasks will include:

- Further Consideration and Confirmation of Barriers to Development. Work Products: Summary Paper Identifying Barriers to Development; Potential Recommendations; Strategies for Removing Barriers
- Infrastructure Phasing/Sequencing Recommendations and Cost Estimates. Work Product: Summary Paper
- Implementation Strategy and Action Plan. Work Product: Plan
- Public/Private Partnership Model. Work Products: Partnership Guiding Principles; Organizational Recommendations; Model/Template Agreement

The Implementation Plan will go through a review process similar to the Corridor Plan. The two plans will then be packaged as a set and taken through a formal public process for ultimate adoption by Mayor and Council.

Activity 10 – Lessons Learned, Selection Criteria for Future Streetcar Line Planning, and Workbook. During the Corridor planning process, City staff will document the steps so that planning for the future lines will benefit from lessons learned. At the same time, City planners will work with the Working Partners to firm up a set of criteria that can be used in selecting the next area for which to develop a Corridor Plan. The goal is to select one or two future extensions for which planning work can be undertaken in the third year of the project using the Workbook.

Work Product: Working Memo re Lessons Learned; Checklist of Selection Criteria; and Workbook

Activity 11 – Community Education and

Participation to Increase Awareness of and Demand for Transit Oriented Development:

A plan only works if there are supportive constituencies who let their leadership know what they want, and leadership that is informed about issues of concern to constituents. A challenge for making TOD more the norm than the exception in urban Tucson, and in other lower scale communities, is a widely shared negative perception of density. Any planning for development in which density is likely to be proposed must be accompanied by a well thought out and sensitive community education and participation component.

The University of Arizona has put together a Community Education Program based on the premise that for the streetcar to be truly successful people must want to “grow it” and to do that they must be aware it exists, beware of and experience its benefits, be comfortable with changes to the built environment, and then voice their demand for more streetcars and more lines. The Drachman Institute program, which is designed to be accessible to a broad population, is made up of several key components.

- Sunday Evening Forums: Monthly community-wide event held on the UA campus with invited guest speaker or panel to share their community experience with streetcar transit and streetcar-related development
- Community Outreach Program on Infrastructure, Land Use, and Planning for Transit Oriented Development. The Drachman Institute will offer interest-based presentations and hands on exercises to (a) Neighborhoods, (b) Businesses, and (c) Elementary-Middle-High Schools, with teacher training.

Uses of Funds/Budget

See document on following page (Page 8).

Project Completion Schedule

The project duration is 3 years (36 months) with the most intense work occurring in the first year and a half (18 months) to two years (24 months). Below is a breakdown of the schedule

Uses of Funds/Budget

	Activity	Funds Budgeted		Responsible Entity
		Grant	In-Kind	
ADMIN.	1. Project Oversight & Management Salaries	47,584	111,089	COT - Housing & Community Development
	a. Supplies, including Printing & Reproduction, Display Boards, Tour and Workshop expenses, computer software	21,700	-	COT - Housing & Community Development
		46,800	44,300	Drachman Institute
	b. Equipment: color copier, plotters, computer hardware, digital still and video camera, projectors	25,000	-	COT - Housing & Community Development
		9,600	1,600	Drachman Institute
	c. Travel: Bus rental for neighborhood tour and misc travel in-state/other, conferences as required	20,000	-	COT - Housing & Community Development
		6,300	-	Drachman Institute
DIRECT	2. Core Management Team	33,476	78,111	COT - Housing & Community Development
	3. Stakeholder Working Sessions	25,598	59,728	COT - Housing & Community Development
		-	36,000	Tucson Downtown Partnership
		-	16,380	COT - Transportation Department
		-	21,060	COT - Planning & Development Services
		-	21,060	COT - Office of Community & Sustainable Devel.
	4. Gap Analysis	12,943	30,201	COT - Housing & Community Development
	5. Gap Work Plan	7,962	18,579	COT - Housing & Community Development
	6. Technical & Conceptual Work			
	a. Interdisciplinary Seminars & Studios with graduate students & professionals	3,268	7,624	COT - Housing & Community Development
		391,359	88,563	Drachman Institute
	b. Internal – Professionals	19,615	45,768	COT - Housing & Community Development
	c. External – Professionals	850,000	-	COT - Housing & Community Development
	7. Innovative Inputs:			
	a. Exploration of basic services in housing / transportation cost model	4,835	11,282	COT - Housing & Community Development
	b. Asset-based cultural impact model	-	-	COT - Housing & Community Development
		200,000	40,000	Tucson Pima Arts Council
	8. Integrated Corridor Plan for Modern Streetcar Corridor (funded line)	16,030	37,402	COT - Housing & Community Development
	9. Implementation Strategy and Action Plan	2,238	5,223	COT - Housing & Community Development
		409,246	18,000	Drachman Institute
		-	75,000	Gadsden
10. Lessons Learned and Working Manual Prepared and applied to up to two possible future streetcar extensions (streamlined version of activities #3 – #9)	69,388	161,906	COT - Housing & Community Development	
11. Community Education – to increase awareness of and demand for TOD				
a. Sunday Night Forums	-	-	COT - Housing & Community Development	
	92,659	39,035	Drachman Institute	
b. Elem./MS/HS Teacher Training	2,051	4,786	COT - Housing & Community Development	
	92,659	39,035	Drachman Institute	
c. Neighborhood & Business Programs	5,879	13,717	COT - Housing & Community Development	
	92,659	39,034	Drachman Institute	
12. INDIRECT - Employee Related Expenses	291,151	70,087	Drachman Institute	
TOTAL	2,800,000	1,134,570		

for each activity, with work products, and primary responsibilities.

Activity 1: Project Management, HCD

- Month 1 – Month 36

Activity 2: Core Team Meetings, HCD & Internal Working Partners

- Month 1 – Month 24, 2 meetings per month
- Month 24 – Month 36, 1 meeting per month

Activity 3: Stakeholder Working Group, HCD & External Working Partners

- Month 2 – Month 36, 1 meeting per month

Activity 4: Gap Analysis, HCD, Internal & External Working Partners

- Month 2 – Month 3, Collection and review of documents
- Month 3 – Month 4, Two intensive workshops to identify gaps
- Month 4 – (Work Products: Annotated List of Plans, Selection Criteria Used; Gap Memo)

Activity 5: Fill-in-the-Gaps Work Plan, HCD & Internal and External Working Partners

- Month 5, Develop Work Plan
- Month 6 – Month 10, Consultant Selection Process, including Request for Proposal

Activity 6: Analytical & Technical Work for Corridor Plan, HCD & Consultant Team (to be retained), UA CALA/Drachman Institute

- Month 10, Develop Detailed Scope of Work, including Public Involvement Plan
- Month 11 – Month 24, Begin Technical and Analytical Work
- Month 11 – Month 24, Public Involvement Activities, 1 meeting per month
- Month 16 – Month 24, (Work Products: Technical Analyses Reports, Corridor Plan Components, Recommendations)

Activity 7: Innovative Inputs, 7A: HCD & UA CALA/Drachman Institute, 7B: TPAC & Fractured Atlas

A: Month 3 – 6, Research and Analysis (Work Product: Paper & Recommendations on Basic Services)

B: Month 4 – Month 12, Data Collection, Modeling, Results (Work Products: Interactive Map of Arts Assets; Real Estate Analysis; Paper on Social Impacts)

Activity 8: Integrated Corridor Plan, HCD & Consultant Team (to be retained)

- Month 20 – Month 26, Assemble and Review Plan (Work Product: Plan)

Activity 9: Implementation Strategy and Action Plan, UA CALA/Drachman

- Month 6 – Month 20, Data Collection & Analysis (Work Product: Summary Papers on Barriers, Infrastructure Phasing/Sequencing, Public/Private Partnership Model)

Activity 10: Lessons Learned, Selection Criteria for Future Streetcar Line Planning, & Workbook, HCD, UA CALA/Drachman, Internal and External Working Partners

- Month 20 – Month 26, Assemble and Review Plan (Work Product: Plan)

Activity 11: Community Education & Participation, UA CALA/Drachman Institute, Internal and External Working Partners

- Month 24 – Month 28, Evaluation (Work Product: Working Memo re lessons Learned, Checklist of Selection Criteria for Future Extension Planning; Workbook)
- Month 1 – Month 36, Sunday Evening Forums, 9 Forums per year, Sept. – May
- Month 1 – Month 36, Community Outreach Program, 6 Neighborhood Programs per year, Sept. – May; 6 Business Programs per year, Sept. – May, 3 School Programs per year, Sept. • May

Performance Measures

The list below provides a variety of measures that HCD will use in determining how well the department and its Working Partners performed on this project. Some measures can be taken over the course of the project, others must wait until the conclusion of an activity or phase of the project (such as completion of the Integrated Corridor Plan for the funded Modern Streetcar line).

The first set of measurements is focused on undertaking and successfully completing activities set out in the work plan.

- Produced each of the Work Products as specified in the work plan and within the estab-

lished timeframe. (Activities #4, #5, #6, #7, #8, #9, #10)

- Conducted the meetings and working groups (Activities #2 and #3), and forums, interdisciplinary design studios, neighborhood and business programs, and school programs (Activity #6 and #11) as specified in the work plan and within the established timeframe.

Performance for the following groups would be measured by pre and/or post evaluations or surveys or interviews.

The second set of measurements addresses the output of the Core Team meetings (Activity #2), the Stakeholder Group Workshops (Activity #3), public participation activities (Activities #6 and #9) and the education and participation activities outlined in Activity #11 of the Work Plan. Interdisciplinary design studio expanded knowledge of participants about how to design for transit oriented development.

- Sunday Evening Forums expanded participants' knowledge about the topics discussed.
- Neighborhood and Business Programs helped participants better understand concepts related to transit oriented development.
- Stakeholder Working Group participants felt their input was acknowledged and made a difference in the planning process.

The third set of measurements considers whether planning process goals were met:

- Over the course of the planning process meeting attendance reflected a diversity of participants.
- Working Partners found the collaborative approach made a positive difference in the outputs.
- Media coverage of topics germane to transit oriented development increased over the project period.

The fourth set of measurements addresses the successful use of project products:

- Corridor Plan and companion Implementation Strategies and Action Plan (Activities #8 and #9) are being actively used by City, neighborhoods, and developers based on both anecdotal and tangible evidence.

- Awareness of and demand for additional streetcar lines has increased based on information from Ward office, Department of Transportation, and on other sources.

Internal and External Working Partners and Roles

Working Partners—Internal	Role
 <p>City of Tucson Housing and Community Development (HCD)</p>	<p>HCD will serve as the lead for this project and be responsible for all contractual obligations.</p>
 <p>Tucson Department of Transportation</p>	<p>TDOT is contributing 468 in-kind hours for interagency core team activities to assist implementation of the Corridor study work plan and review of project outputs and deliverables. This department will serve as the critical link between this Corridor Plan, the actual construction of the Modern Streetcar, and all multi-modal transportation linkages in the Corridor.</p>
 <p>Tucson Planning and Development Services Department (PDS)</p>	<p>PDS is contributing 468 in-kind hours of professional planning services for interagency core team activities to assist implementation of the Corridor study work plan and review of project outputs and deliverables.</p>
 <p>Tucson Office of Conservation and Sustainable Development (OCSD)</p>	<p>OCSD is contributing 468 in-kind hours over the duration of the project that relates to their assessment of the City's land use code and the implementation of a Neighborhood Sustainability Program in the Corridor area.</p>
Working Partners—External	Role
 <p>THE UNIVERSITY OF ARIZONA. University of Arizona (UA)</p>  <p>College of Architecture and Landscape Architecture (CALA)</p> <p>Drachman Institute</p>  <p>THE DRACHMAN INSTITUTE OFFICE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE THE UNIVERSITY OF ARIZONA, TUCSON, ARIZONA</p>	<p>Drachman Institute is a research and public service unit of UA's CALA. The strategic activities that CALA and Drachman will provide include an education and an implementation component. The educational activities will serve community, academic, and professional audiences to increase experience and expertise in relation to transit-oriented development. The implementation activity will result in a Corridor Implementation Strategy and Action Plan to establish a structure and model for public/private partnerships and to provide an overall cost summary and funding strategy for implementing public projects.</p>

Working Partners—External

Role



Tucson-Pima Arts Council (TPAC)

TPAC is a collaboration between the City, County, and local arts community. TPAC recently completed the Pima Cultural Plan, which analyzes how to economically leverage Tucson’s cultural and artistic assets—many of which exist within the Corridor. In partnership with Fractured Atlas, a national nonprofit that provides technology-based infrastructure support for the cultural sector, TPAC will help generate strategies to increase Corridor cultural economic development, including an asset-mapping process to inventory cultural and arts-related audience activities and opportunities, a real estate analysis of arts-related impacts in the Corridor, and a study of the social impact of arts and culture on Corridor neighborhoods and spaces along the streetcar alignment.



The Gadsden Company, LLC

Gadsden, a private development company, is in partnership with the City of Tucson and non-profit partners to build out over 28 acres surrounding the western end of the Modern Streetcar Corridor. This \$400 million transit-oriented, sustainable, mixed-use concept is in various stages of planning and development and is key to the overall success of the proposed Corridor Plan. Gadsden has created a case-based foundation for analyzing the barriers and drafting strategies for future transit-oriented development. Critical data will be generated from ongoing study of this case, regarding how to improve the development of mixed-use, mixed-income projects along the entire Corridor.



Downtown Tucson Partnership (DTP)

DTP is a public/private partnership created in 1998 to act as a catalyst for the revitalization of Downtown Tucson. Its 40-member Board of Directors encompasses property owners, merchants and retailers, arts and cultural organizations, historic neighborhoods, and utilities. Pima County, the City of Tucson, and the University of Arizona are also represented on the Board. Activity areas where DTP can strategically contribute include: (1) streetscape planning and development of streetscape design standards; (2) marketing and promoting the streetcar in connection with the Corridor’s entertainment district; and (3) providing new and existing business support and development—e.g., long-term professional business training and facilitating access to microloans and bank financing.



RATING FACTOR 3 Leveraging and Collaboration

Evidence

Please see our 10 pages of support material. Herein are letters of support from our major Working Partners. These letters comprise the City of Tucson's evidence that there is a firm commitment from these Partners and appropriate and effective use of leveraged or matched resources. Each letter has been signed by an official of the organization legally able to make commitments on behalf of the organization. Each letter explains the purpose of the contributed resources in relation to the Integrated Corridor Plan's proposed activities and outcomes.

Please also refer to the "Internal and External Working Partners and Roles" Table for additional clarification of the Working Partners' roles. These tables are found on Pages 10 and 11.

Per Capita Income in the City of Tucson Relative to the Metropolitan Average

According to the Pima Association of Governments (PAG) the 2009 per capita income for the City of Tucson/Pima County metropolitan Area was \$32,321; this is within \$600 of the 2009 per capita income for the State of Arizona (\$32,935); but 82% of the 2009 per capita income in the U.S. of \$39,138.

RATING FACTOR 4 Capacity

Capacity

The internal and external partners for this project represent the diversity of disciplines and perspectives needed to break through barriers to livable, sustainable urban development. Further, each agency and organization represented has selected individuals with skills, knowledge, and experience particularly suited to the demands of this project.

Lead Agency: City of Tucson Housing and Community Development (HCD) Department

The City of Tucson Housing and Community Development Department (HCD) will serve as lead for this project and be ultimately responsible for all contractual obligations. The department has a long history working with HUD and managing federal, state, and local grants. The Department is both the City's Public Housing Authority and Neighborhood and Redevelopment Administrator for HUD-funded projects.

Procedures for Allocating Resources, Setting Goals, and Settling Disputes—HCD is the entry point for low- and very-low income residents; therefore, HCD policies and procedures are designed with federal criteria in mind. These policies and procedures are consistent with running a public housing authority and the City's other HUD-funded contracts. These include built-in procedures for dispute resolution, allocating resources, and setting goals.

Albert Elias, HCD Director, AICP. An urban planner by profession, Mr. Elias served as director of Tucson's former Planning and Urban Design Department, as well as Deputy Director of the City's Transportation Department. This interdisciplinary background makes Mr. Elias an excellent candidate to have final responsibility and oversight of this project.

Chris Kaselemis, HCD Administrator. As Administrator of HCD's Planning and Community Development Division, Mr. Kaselemis will handle key administrative duties. He will have the support of all HCD's Administrators who meet weekly to discuss such issues as resource allocation. Mr. Kaselemis is skilled at grasping both the big picture and the details, and has a long history of allocating resources to complete projects in a timely manner. Mr. Kaselemis was an active participant in the preparation of the 2007 Infrastructure Study, which was completed with the Downtown Tucson Partnership, one of the external Working Partners for this Integrated Corridor Plan.

Rebecca Ruopp, HCD Principal Planner. Ms. Ruopp, also Head of HCD's Neighborhood Planning and Support Section, will be responsible for day-to-day project management and the liaison

with the University. Ms. Ruopp has extensive experience managing large, multidisciplinary teams for complex projects featuring mixes of uses, including housing, office, retail, institutional, and industrial, and a variety of transportation modes, including by foot, bicycle, rail, bus, ferry, and air. Ms. Ruopp worked for private architecture, engineering, and planning firms before joining the City of Tucson. Ms. Ruopp has taught courses in New Urbanism and Sustainability at the University of Arizona and has been a key proponent of more inclusive and interactive methods of engaging the public in planning efforts. She has been on the management advisory team for the Grant Road Improvement project, Tucson's first Context Sensitive Roadway Design. She is currently completing a revitalization plan for a high risk area of the City west of the modern streetcar corridor.

Joining Ms. Ruopp will be three planners with a diversity of skills all highly suited to the project:

Ann Vargas, HCD Project Supervisor /Housing Planner. Ms. Vargas is both knowledgeable about and experienced in what it takes to provide quality affordable housing in the downtown Tucson area. Ms. Vargas just completed managing the construction of the mixed-use Martin Luther King Apartments, which are located in the heart of the Modern Streetcar Corridor. She also plays an active role in the coordination between the City and The Gadsden Company, LLC, the developer for the western end of the streetcar corridor and an external Working Partner on this project. Ms. Vargas's experience with both public and private projects has given her considerable insight into the barriers to transit-oriented development and reality-checked approaches to overcoming those barriers.

Gina Chorover, HCD Landscape Architect and Planner. Ms. Chorover's experience includes planning, designing, and implementing landscape projects. She has recently completed a conceptual level streetscape plan for the network of streets in a 2.9-acre urban area of Tucson; a neighborhood plan, in which she invited neighbors to accompany her on field visits to inventory the existing streetscape; and is currently planning a community garden for a 12-story, 400-unit public housing complex that is lacking convenient access

to fresh produce.

Maria Gayosso, HCD Planner. With experience in both zoning and long-term planning, Ms. Gayosso will be the liaison between this Integrated Corridor Plan and the City of Tucson's General Plan, for which the update is due by 2015. This is particularly important since two key elements for this plan update are Economic Development and Affordable Housing. Maria is also the division's representative to a recently initiated regional effort called "Imagine Greater Tucson," which will work with a diverse public to think through potential growth scenarios for the region's future. Maria is fluently bilingual and this combined with her planning background has allowed the planning group to run public participation activities in Spanish along with English.

Jonathan Mabry, PhD, HCD Historic Preservation Officer. Since the Modern Streetcar Corridor interacts with the largest concentration of historically designated neighborhoods in the City, Mr. Mabry's involvement is essential to this project. He already has considerable experience working in the project area where he has been involved in addressing historic preservation issues related to the Downtown Façade Revitalization Program, cultural assessments for public projects such as the streetcar, and consulting with developers on ways to address and mitigate potential cultural resource impacts.

Consultant Services:

The project assumes retention of a consultant or consultants to provide the technical analyses identified by the internal and external Working Partners and other stakeholders and to assist assembling the Integrated Corridor Plan. Any consultants working on this project will be thoroughly and carefully informed of previous work and its relevance. This directly connects to a critical goal of the Corridor Plan: to integrate and strategically leverage past efforts.

HCD will be in charge of the procurement process for any consultant, but will coordinate the preparation of any Requests for Proposals with the partners and other stakeholders, as appropriate, to make sure that there is an understanding of and agreement on the scopes of work. Any

consultants being seriously considered for the job will be asked to do a public interview so that partners and others can meet the candidates in advance, hear their approach and ask questions. HCD will make sure that neighborhood leaders, businesses, developers, and others in the corridor area are aware of this interview and that it is accessible to a full range of potentially interested parties.

Internal Partners

While HCD will have the ultimate responsibility for the administration of the Integrated Corridor Plan, department staff will work closely with their colleagues in other departments representing disciplines particularly important to the development of the Modern Streetcar Corridor. In addition to HCD, the interdepartmental partnership will include the **City of Tucson's Transportation Department, the Planning and Development Services Department, and the Office of Conservation and Sustainability.**

Staff from each of these departments has been assigned to this project and will make up the internal, interdisciplinary core team that will advise on the detailed scope of work, participate in collaborative meetings, workshops, and educational activities, and review and comment on the project deliverables.

The Department of Transportation, which is the lead agency on the implementation of the modern streetcar line, is contributing the time of two key staff to ensure a coordinated effort between the streetcar design and construction work, which is underway, and planning for the development of the corridor. The staff is Shellie Ginn, the City Streetcar Project Manager, and Jesus Guitierrez, the Engineering Manager for the Streetcar Project. Ms. Ginn has considerable experience working with stakeholders within the Streetcar Corridor and will be an invaluable and well-known link between the projects.

The Planning and Development Services Department is contributing the time of two planning professionals who have led the initial efforts to revise and update land use codes and ordinances to accomplish the goals of more transit oriented and sustainable development. Among these efforts are a diagnosis of the City's

Land Use Code to make it more user friendly; creation of design guidelines for several historic neighborhoods trying to balance new, denser development with preservation of their historic resources and character; ordinances to reduce parking restrictions; and efforts to make the Infill Incentive District a stronger and more enticing tool for developers. Jim Mazzocco is a Planning Administrator and the City's most knowledgeable professional on the land use regulations affecting the streetcar corridor area and their limitations and approaches to transforming that regulatory environment. Joining Mr. Mazzocco will be Adam Smith, the Principal Planner actively involved in the creation of new and revised regulatory language to allow mixed-use, pedestrian friendly development. Both Mr. Mazzocco and Mr. Smith involve stakeholders through working committees and are familiar with areas of common interest and areas of tension among neighborhoods, businesses, and developers.

Again their involvement with this project should help reassure stakeholders that there is continuity in planning efforts for the corridor area.

The Office of Conservation and Sustainable Development is contributing the staff time to ensure coordination of the corridor planning with initiatives underway to contribute to neighborhood sustainability through energy saving programs and landscape management. Included will be Leslie Ethen, founder and Director of OCSD and Irene Ogata, the City's Urban Landscape Manager. Ms. Ogata, a landscape architect, is actively involved in the development of several of the streetscape plans for the Corridor area and has reviewed many more.

External Partners

Complementing the City's internal core group of departments are four external Working Partners representing a diversity of interests, as well as future users of the modern streetcar and associated development. These include the **University of Arizona College Of Architecture and Landscape Architecture/Drachman Institute, the Downtown Tucson Partnership, the Tucson Pima Arts Council, and the Gadsden Company.**

University of Arizona, College of Architecture and Landscape Architecture/Drachman Institute

The Drachman Institute has been a key player in community development work in the City and surrounding communities. The institute is the research-based outreach arm of the College of Architecture and Landscape Architecture at the University of Arizona. It is dedicated to environmentally-sensitive and resource-conscious planning and design with a focus on underserved and vulnerable communities. The institute engages students, staff, faculty, and citizens as an interdisciplinary collaborative that works to make communities healthier, safer, more equitable, and more beautiful places to live. The Drachman acts as a nexus between community needs and CALA's skills and knowledge in architecture, landscape architecture, and planning with a specific focus on sustainable affordable housing, design-build, community and neighborhood planning, and historic preservation. The institute has worked under contract with a variety of governmental agencies. Three professionals will constitute the primary Drachman team for this project.

Marilyn Robinson, an urban planner, serves as the Institute's Associate Director. Ms. Robinson has a strong background in community planning and affordable housing, and served as Housing and Community Development Director for the Tucson Urban League for eleven years. She has worked on a variety of HUD projects, including the Building Healthy Neighborhoods and the Community Futures Demonstration Project. Ms. Robinson, who will be the primary liaison between the City and the Drachman Institute for this project, has worked with a majority of the professionals on the project. She has worked with neighborhoods, developers, and businesses in the Corridor area and is familiar with many of the barriers to transit oriented development.

Matt Brown, who will be working with the Drachman on this project, has a particular interest in and focus on creating development-ready environments for mixed-use development that emphasize the integration of public transit as a driving component to the success of urban neighborhoods. It is this interest and expertise that makes him an ideal candidate to lead the develop-

ment of the Implementation Strategy and Action Plan, the companion document to the Integrated Corridor Plan. Mr. Brown learned about development barriers and opportunities in the Corridor when he worked on several development projects in past years. Currently Mr. Brown resides in Portland where he is the president and founder of Loci, Inc., a planning, urban design, and development services firm. For this project he is committed to being in Tucson on a regular basis to work with the City, the Working Partners, and graduate students in the UA CALA/Drachman Institute sponsored Interdisciplinary Design Studio.

Bill Mackey, an architect, who balances being a practitioner with being a teacher at the UA College of Architecture, has worked on a variety of urban projects and has been on several design and planning teams retained to do master planning in the Corridor. Bill is an invaluable resource regarding past plans relevant to the downtown area having recently organized a show at the Downtown Museum of Contemporary Art for which he collected, and displayed many plans that had been produced for Tucson's downtown area over the years.

Downtown Tucson Partnership (DTP)

DTP is a twelve-year old public/private partnership dedicated to the revitalization of the City's downtown area. The 40-member Board of Directors represents the cross section of people who live, work, and play in the area making the organization a great resource for understanding different perspective regarding downtown issues.

Michael Keith, DTP's Director, will represent the Partnership on this project. Mr. Keith, who has been involved actively with the Modern Streetcar project and with various development projects in the corridor area, has learned firsthand and hears from his members about the barriers to development, to small businesses, and to change in the Corridor.

Tucson Pima Council on the Arts (TPAC)

TPAC represents collaboration between the City, County, and local arts community. While TPAC is known for its role in overseeing public art projects, the organization has been spending an increasing amount of time working to understand the economic impact of Tucson's cultural and

artistic assets, many of which are concentrated in the Corridor. Because this exploration is directly related to the issues of economic development, HCD invited TPAC to join the Working Partners. For this project, TPAC will work with Fractured Atlas, a national nonprofit that provides technology-based infrastructure in support of the cultural sector.

Roberto Bedoya, TPAC's Director, will represent TPAC in this collaborative effort. Mr. Bedoya led TPAC in completing the Pima Cultural Plan: Needs Assessment and Strategies, which provided evidence that the arts are a major economic catalyst for Tucson.

Gadsden Company

The Gadsden Company rounds out the external Working Partner team with a demonstrated knowledge of and commitment to transit-oriented development based on New Urbanism principles, and more specifically to this type of development within Tucson's first Modern Streetcar Corridor. Adam Weinstein, a planner and developer with a strong commitment to transit oriented development, will serve as liaison for this project.

Comparable Projects

Together the extended partnership described in the previous paragraphs brings considerable, firsthand experience with projects that are similar in whole or in part with this project.

A few examples include:

- The Martin Luther King Mixed-Use, Mixed-Income Project, located in the Corridor, completed 2010
- The Modern Streetcar Project, under design and construction
- The Oracle Area Revitalization Project, completed 2010, Catalyst projects underway for this heavily bus dependent area
- The Stone Avenue Livable Measures Project, completed 2000, an example of more inclusive participation and a truly interdisciplinary project team
- The Downtown Façade Revitalization Program, ongoing.
- The Mercado, an award winning New Urban-

ist project at the western end of the Modern Streetcar line, ongoing

Public Participation

The HCD planners and the University of Arizona College of Architecture and Landscape Architecture / Drachman Institute have a commitment to and considerable experience with interactive, inclusive public participation processes. Additionally, their staffs have worked closely together on several highly visible public processes and share a belief in constantly fine tuning these processes to draw in a broader diversity of participants. Additionally, HCD planners have formal facilitation training and experience.

Below are some highlights of public participation activities, some custom tailored to socially and economically disadvantaged people, non-English speaking people, and people with disabilities.

- To increase participation for neighborhood visioning sessions with large Hispanic populations, provided Spanish speaking breakout groups with Spanish speaking facilitators and scribes.
- To help ensure adults without babysitting options could attend meetings, offered childcare, using Parks and Recreation staff with qualifications to manage children. Created special visioning activities for young participants.. Also provided food that constituted a meal rather than just snacks for evening meetings, so that meetings could be started a bit earlier to include children and to help people focus who might be distracted by hunger.
- In addition to checking that any facility we use is ADA accessible for the disabled, we have assisted with transportation to and from meetings and activities. Recently for a tour, we provided a wheelchair accessible vehicle.
- We try to go to people rather than having them come to us. When people must travel to a site, we look for sites that are accessible by public transportation.
- In preparing materials we work to take into account different learning styles and different levels of education. However, we try not to talk down or patronize anybody—a piece of advice received from the Urban League when we

consulted with them on how to best reach out to their constituents.

- We consult with organizations that represent and are trusted by disadvantaged populations to seek their advice on the best ways to engage their constituents and we implement that advice as reflected in the previous bullets.
- We try to piggyback on activities and events and utilize newsletters, radio, and other forms of media that disadvantaged populations are familiar with and trust.
- We work to be sensitive to people's time and

try very hard to let all participants know how their input has been used or not used and why so they will not feel their time has been spent in vain.

- We work to avoid making assumptions about the best ways and techniques to engage with people; we prefer to ask for their ideas. For instance, we are sensitive to the increasing use of websites as a key form of information sharing and/or participation, which often excludes disadvantaged populations from meaningful engagement in a project.

In Conclusion

An absolute priority of the City of Tucson is the success of the modern streetcar to which substantial federal and local funds have been dedicated. Just the idea of the streetcar has increased developer interest in the area. The Tucson Department of Transportation recently reported that it has been receiving an increasing number of inquiries from developers as the streetcar construction becomes more imminent. The City, however, knows that a truly successful streetcar line is dependent on the right type of adjacent development. As referenced in other sections of this proposal, the City has already begun to examine the barriers and address the barriers to transit oriented development affecting the streetcar corridor. This effort now needs to be ramped up through a collaborative and focused planning process that provides coordinated Corridor Plans accompanied by an Implementation Strategy and Action Plan for the funded streetcar line and potential future extensions. The true measure of the success of this project would be if it heralds the change in the City from a sprawling, auto-oriented city into a community of thriving, mixed-use, mixed-income neighborhoods with interconnected travel options.

While all jurisdictions are struggling with fewer resources to do more, this project is considered of such import that the City has worked very hard to identify the best people for this particular job and to commit to their involvement. The City has been joined in this effort by partners who understand the value of thoughtful planning in making a place livable and sustainable.

* Build on work already done

- TOD manual - opportunity sites - best practices
- Challenge and App - study area
- Comm Art Street Plan - shade strategy
- U-Design Reg Manual - street design - best practices
- staff comments land use plans / rezoning