

**Agency & Organization  
Stakeholders' Meeting  
May 20, 2011**

**Participatory Exercise:  
Challenges & Benefits of Meeting Those Challenges**

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The May 20, 2011, Agency & Organization Stakeholders' Meeting included an exercise that asked participants to respond to two questions as follows:

1. *What is one key challenge in the area(s) of primary interest to your agency or organization?*
2. *If your agency or organization were to successfully meet that challenge, would there be community benefits outside your primary areas(s) of interest? List some of those benefits.*

Following are transcriptions of the answers received. Answers to questions 1 and 2 are paired and these sets are organized based on the element upon which the challenge appears to be focused; these are then grouped under the appropriate Plan Tucson focus area (i.e., Socioeconomic Prosperity, Economic Integrity, or Smart Growth).

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**SOCIOECONOMIC PROSPERITY FOCUS AREA**

**Housing**

1. Making the case for the public benefit of quality housing affordable to median-income or lower household as housing is culturally seen as private benefit. With that case made, political, social, financial investment/capital will follow to solve housing infrastructure crisis. (Habitat for Humanity)
2. Performance in school, including attendance, graduates/matriculation rates; reduced healthcare costs, due to healthier/affordable housing; improved economic health of households, neighborhoods, businesses; improved public safety, including reduced crime; improved civil engagement, including voter participation. (Habitat for Humanity)

**Housing / Historic Preservation**

1. Abandoned buildings, vacant lots, old housing needing rehab, older residents who can't afford repairs/maintenance. Preserving buildings with historic significance for the neighborhood. (Barrio Kroeger Lane NA)
2. Improve environment by reducing hazards, probably making better use of environment leading to improvement in habitat. Working on issues can increase community involvement. (Barrio Kroeger Lane NA)

**Economic Development**

1. Tourism industry loosing community support. Our community should not consider tourism as a given. (MTCVB)
2. Revenue generated to support services for everyone in the community (even those not in the tourism industry) including fire, police, transportation (MTCVB)

**Economic Development**

1. Political agenda's against supporting film production in Arizona. (Coronado Heights NA; Film & Media Coalition; Business Representative Local 485 Studio Mechanics AZ)
2. Cultural Heritage & Economic Development/Recreation (Coronado Heights NA; Film & Media)

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**Economic Development**

1. Regional strategic plan, w/incentives, tools/political support to jump start job creation & economic growth (SAHBA)
2. Better jobs; better wages; better quality of life (SAHBA)

**Education**

1. Student achievement and preparedness for college and the work place and quality life skills. (TUSD)
2. All aspects of community health – quality of life; individual success and prosperity; economic development; civic engagement; emotional/intellectual and physical health and welfare; cultural engagement and awareness; awareness of self in relationship to others; personal responsibility – overall community development. (TUSD)

**Education**

1. Education at all levels; youth/adults. Access to quality education which will offer students the opportunity to obtain skills to enter workforce after graduation. Education available to older adults that need retraining to change or re-enter the workforce. Education should also include how to stay healthy. (Bravo Park Lane NA)
2. Level of educational attainment would increase; Increase job opportunities; Increase financial opportunity for families; Create financial stability. (Bravo Park Lane NA)

**Education / Communication**

1. Youth need to have an authentic way to regularly weigh in on the city/county policies that impact their lives. Youth need to engage now since they will be ones living with general plan. Currently youth are apathetic at best & more often than not, distrust government. (Greater Tucson Youth Commission)
2. Youth would stay in Tucson/pursue careers in local gov/become our next leaders/would be invested in being stewards of Tucson; Less crime (vandalism, graffiti) if youth thought they could express themselves in an authentic way with policy-makers; create critical thinkers/system thinkers that will allow them to be more effective decision-makers in the future. (Greater Tucson Youth Commission)

**Public Health & Well Being**

1. The key challenge is that of a diverse/aging population who find themselves on the cusp of major life changes, coupled with a dissolution of the "good life." (Brichta NA)
2. Were the quality of life to continue to improve, yes: children would face a better future, adults a stronger working life, and neighborhoods/cultures a stronger structure. (Brichta NA)

**Public Health and Well Being**

1. It is difficult to change human behavior related to diet/exercise. Reducing the trend in obesity across all age groups. (Communities Putting Prevention to Work)
2. Reduced health care costs. Improved overall health perhaps happiness. Increased tourism related to health. Children who eat better leads to more alert learning, improvements in education. (Communities Putting Prevention to Work)

**Public Health & Well Being**

1. 1)Access to healthy, reasonably priced food 2)Development of corner store model for food desert areas. (Community Food Bank)
2. Healthier community; micro enterprise through the development of neighborhood stores; reduced reliance on charitable food system; connection for local growers to sell products. (Community Food Bank)

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**Cultural Resources**

1. A dedicated funding sources for the city/county designated local arts agency (TPAC)
2. Community vitality; a sense of community belonging; a robust creative economy; an increase in cultural tourism; address the city's cultural facilities challenges; cross cultural understanding; civil society (TPAC)

**Cultural Resources**

1. We are failing to embrace culture and arts that is at the core of the essence of our city & region. (TPAC)
2. Richer life; better understanding of each other; promote diversity (TPAC)

**Communication**

1. Communication (Barrio Centro NA)
2. [No response }

**Communication**

1. Serving the community adequately with recent, devastating budget cuts - to meet local communication needs. (Access Tucson)
2. The development of Community Media Center which would enhance exponentially the local communication, interaction/engagement of myriad aspects of Tucson community, not only through television, but also dynamic, interactive electronic links, social media and the full range of developing electronic media. (Access Tucson)

**Communication**

1. Alignment, better communication between city/county/etc. (Pima County)
2. More effective policies; access jurisdiction boundaries (Pima County)

**Communication**

1. How do we implement a system that supports real dialogue between policy-makers and the grassroots, that steps around the risk managers to allow residents to apply their skills & experience to community problems? Really. (PRO Neighborhoods)
2. We could get things. Recognize/prioritize needs . Tap into vast resources & ideas of residents > buy-in. Economic development at NBH level. Maintain row, public areas-engage youth/design. Habitat preservation. (PRO Neighborhood)

**ENVIRONMENTAL INTEGRITY FOCUS AREA**

**Open Space**

1. How can we incorporate open space/habitat preservation into neighborhood preservation/revitalization to encourage communal action for improving quality of life for all residents.
2. We may provide experience/resources to other neighborhoods, city planners and public agencies.

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**Energy**

1. Lack of will/lack of funding for widespread installation of solar on city grounds/buildings to reduce electric bills and aid in reducing greenhouse gases/water use from generating electricity.
2. Yes – cleaner air; more local jobs; reduced greenhouse gases; reduced urban heat island effect; reduced water usage; promote electric vehicles

**Energy**

1. Achieving less reliance on coal for electricity & petroleum products for transportation & achieving energy conservation in homes, schools & businesses. (Metropolitan Energy Commission)
2. Yes-community-wide benefits including less reliance on personal cars(bikes, walking for mobility); greater health as the air becomes cleaner w/o reliance on fossil fuels for transportation & energy production(by solar, wind power, etc.) (Metropolitan Energy Commission)

**Energy / Economic Development**

1. To prepare for a future with much less available energy & resources, uncertain climate & collapsed "economy." We will not be able to depend on the war machine & tourism to prop up the local "economy." Convert to a "Steady State" economy based on local bioregion resources. (Transition Pima / Samos NA)
2. Improved quality of life instead of "Higher Standard of Living" - Truly livable neighborhoods sustainable co-existence with our natural environment. Improved public health - not having to cope with an insane infinite growth paradigm. (Transition Pima / Samos NA)

**Hazardous Materials & Contaminated Sites**

1. Limited funding for cleanup of contaminated sites; prioritize the importance of having clean land to develop on removing blight in our community. Vacant lots that just sit...
2. Yes. Projects could be finalized that would improve public health. Recreation, economic dev, housing, pub infrastructure/facilities, urban design, air quality, climate change, open space/habitat & more. (COT Environmental Services)

**Energy & Climate Change**

1. The lack of urban forest, canopy cover/maintenance has never been adequately managed/funded this needs to become a much higher priority esp. w/climate change (air quality, heat island, stormwater/water quality) issues.
2. Trees and vegetation are essential in mitigating climate change/heat island effects; managing water resources; mitigating runoff/provide for a better quality of life/a more beautiful city >increase commerce-people buy more/spend more \$ at bus. w/vegetation. (COT Landscape Advisory Committee)

**Open Space & Habitat?**

1. Both TAS and CSDP are involved in all areas of policy and planning that inform the preservation of ecosystem functions and biodiversity in balance that promotes stable, sustainable economy of increased quality of life for residents. (TAS and CSDP)
2. Yes – sustainability; economics, social development, etc.; permaculture concepts via planning/neighborhoods. (TAS and CSDP)

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**Water Resources**

1. Water reliability now (infrastructure) and for the future (resource). (Tucson Water)
2. Fosters one dimension of sustainable community. (Tucson Water)

**Water Resources**

1. Natural resources such as water, recycling water efficiently (Mountain/1<sup>st</sup> NA) (Mountain/1<sup>st</sup> NA)
2. Water is a mandatory resource at the most basic level to maintain life. (Mountain/1<sup>st</sup> NA)

**SMART GROWTH FOCUS AREA**

**Smart Growth**

1. Smart Growth (TEP)
2. Efficiency (TEP)

**Land Use**

1. Historic preservation, housing revitalization/renovation - pressure to densification of older areas that are established & have formed community. (Blenman Elm NA)
2. Preservation of desirable housing in area of infrastructure already in place & /close to center of jobs, UA & downtown. Keep having close to jobs. Therefore less commute, more possibilities for alternate modes transportation. Less spent on widening in the periphery - better use of existing infrastructure. Ultimately higher tax base & more \$ to COT. (Blenman Elm NA)

**Land Use**

1. Encroachment of incompatible land uses w/in & outside overflight areas, the AEZ/ADC's. Ensuring Tucson grows in a way that is compatible w/D-M needs to grow in a way that is compatible w/Tucson. (Davis-Monthan AFB)
2. Yes. Minimize noise/safety impacts. Would allow for continuation of D-M's flying mission, which results in large economic impact to Tucson/region. (Davis-Monthan AFB)

**Land Use**

1. Where should density go - how do we provide adequate buffers for established residential areas when high density goes into arterials/collectors. Mixed use can include a multitude of structures which each have its own challenges. (Neighborhood Activist)
2. Yes - transportation options. University of Arizona housing needs met in organized way. Preservation of established areas/improvements - not degradation. (Neighborhood Activists)

**Land Use**

1. Zoning and building codes block urban agriculture; paying residential rates for water when you are using it for agriculture. (Sustainable Tucson)
2. Economic development: jobs, real estate development (Sustainable Tucson)

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**Mobility**

1. We lack a multi-model regional network that not only makes it possible, but also makes it easy, safe & desirable not to drive on a daily basis (Living Streets Alliance)
2. Families would save \$ currently spent on transportation; individuals get exercise/be healthier; It would create safer/vibrant neighborhoods/bus. dists >Jane Jacobs "eyes on the street"; improve air quality (less negative outputs) Maintenance cost less/infrastructure reduced (Living Streets Alliance)

**Mobility**

1. Transportation & paying for it. (PAG)
2. Everything links to transportation (PAG)

**Mobility & Infrastructure**

1. How to build infrastructure/change cultural values so that use of alternate transportation modes like bicycling is the preferred choice for transportation needs. (TPC)
2. Improved quality of life for residents; improved public space through traffic reduction; improved public health through obesity reduction; strengthened communities through social interactions; improved air quality; reduction in cost of transportation. (TPC)

**Mobility & Infrastructure**

1. We are concerned that our public r/w infrastructure is dominated by the automobile. We need to more equitably re-allocate our infrastructure r/w so that it serves: children, pedestrians, bicyclists, greenery, transit, etc. (Living Streets Alliance)
2. Community interaction improved; better health; cleaner air; less dependable on fossil fuel; happier, safer, healthier kids; less cost. (Living Streets Alliance)

**Historic Preservation / Revitalization / Redevelopment**

1. Teardowns & incompatible infill in historic districts; Deterioration of historic properties than neglect & misuse + rest of challenges in historic preservation list; Greed of certain developer who are willing to violate city zoning ordinance to do whatever they want for ex build group dwellings inappropriately in R1/R2 single family zoning neighborhoods, along with the city's lack of willingness to enforce it's own ordinances! (Jefferson Park NA)
2. Yes-enriching Tucson with historic tapestry (Jefferson Park NA)

**Historic Preservation**

1. Historic preservation/revitalization (Jefferson Park NA)
2. Sure, it would benefit property values all historic neighborhoods: stabilization; community integrity; lower crime; reduce vacant housing; increase in tourism. ((Jefferson Park NA)

**Historic Preservation**

1. Preserving Tucson's unique built environment. The (?) in ability to create protective zones, preserve values of historic resources, to make preservation a core value in community redevelopment. How do you (?) preservation. How do densify while making preservation a priority. (Tucson Historic Foundation) (Tucson-Pima County Historical Commission / Tucson Historic Preservation Foundation)
2. Would impact community values. And tourism. Creating a "sense of place" builds neighborhoods, city pride, and civic engagement. Great cities have a great sense of place. (Tucson-Pima County Historical Commission / Tucson Historic Foundation)

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**Revitalization / Redevelopment**

1. Getting the Rio Nuevo projects done that we voted for in 1999; Work on improving the area west of I-10, the Congress St area; Develop a River Park utilizing the Santa Cruz Rvr & water from the CAP. (Barrio San Augustin / Menlo Park)
2. Preserve Tucson's rich history; create solar power, make Tucson a solar power capitol; (?) sea water to pump water into the Tucson area; Learn to live with the desert. (Barrio San Augustin / Menlo Park)

**Revitalization**

1. Beautification of neighborhood instilling pride to us as a whole. Help local companies (or create small business) to hire within community. More green space for recreation. Smart growth; mandatory shade trees in parking lots! -Make it possible for everyone to have solar energy (Keeling NA)
2. Less crime. Self-supporting and pride of residents. (Keeling NA)

**OTHER (The following responses to the two questions could not be easily categorized under a specific Plan Tucson focus area element as currently defined or represent multiple elements.)**

**Innovation**

1. Innovation is needed in how basic public services can be met. Almost by definition, innovation occurs outside hierarchies and in social networks & movements. Innovation inevitably runs a foul of public policy. The flexibility needed in policy puts the policy at risk of failure. How can policies fail in ways that allow learning - by refining the policy more rapidly than every 10 years? an ongoing process of dialogue is missing - these 10 ye engagement sessions make the difficulty of dialogue in interim years even more palpable. (Limberlost NA, Michael Ray)
2. If policy supported experiments and pilots with a learning cycle, we could prove new capabilities for effective policy in all three areas, i.e.: food production, marketing, in neighborhoods, creating jobs. (Limberlost NA)

**Sustainability/Energy**

1. Sustainability; right livelihood, balance 7 prosperous economic environment; really sustainability in all areas. Energy independence. (Southern AZ Green Chamber of Commerce)
2. More solar>free of fossil fuels>reduced climate change>save the world!! (Southern AZ Green Chamber of Commerce)

**Sustainability**

1. Once community members become involved in taking on an issue or interest, the challenge is having them look to each other to sustain efforts & not at an agency. (PRO Neighborhoods)
2. Communities would feel empowered to address any issue; Communities become their own resources (PRO Neighborhood)

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**Sustainability**

1. Sustainability & Resilience (Sustainable Tucson)
2. Greater community cohesion; more healthy food; reduced cost of living, cooler city; greater resiliency with respect to outside disruption reduced; environmental impacts & lower GHS; more stable jobs for Tucson citizens; development of wide variety of locally (Sustainable Tucson)

**Economic Development/Mobility/Land Use/Recreation**

1. Economic development; transportation; land use/recreation (Old Spanish Trail NA)
2. Yes. Jobs, air quality, family stability (Old Spanish Trail NA)

**Process - Value**

1. Making connections (links) between values explicit to demonstrate that we are working w/in a system. Carrying (particularly those deemed "spatial" and all the "showed Regional values" forward "non-spatial" i.e. those things we throughout the process/connecting can put on a map and those we put them in a meaningful manner. Identifying can't) Our prime mover, or the lens through which these will be approached. (Imagine Greater Tucson)
2. To build public awareness about those connections/to get out of a certain tendency for very silo'd thinking/either-or approaches. Also, to have those discussions about trade-offs in all areas. (Imagine Greater Tucson)

**Communication/Public Health/Energy/Infrastructure/Education**

1. Changing the conversation/culture as to living a healthier lifestyle; energy efficient housing; better infrastructure; education (PRO Neighborhoods Connector)
2. Healthier folks; green and sustainability; providing better food access (PRO Neighborhoods Connector)

**Governance**

1. Local, state, federal limitations affect community needs & quality of life. Often the local, state & federal policies often don't translate to positive change in the quality of life. (Samos NA)
2. Improved health, education, economic security (Samos NA)

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