

TUCSON'S EQUITABLE TRANSIT-ORIENTED DEVELOPMENT STRATEGIC PLAN

Our Commitment to Community Engagement



Our Commitment to Community Engagement

This project is made possible through grant funding from the Federal Transit Administration's Pilot Transit-Oriented Development Planning Program, awarded to the City of Tucson in June 2020.

TITLE VI AND COMPLIANCE

The City of Tucson is committed to ensuring that no person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, whether those programs and activities are federally funded or not. The City of Tucson will make every attempt to provide equal access to members of the public throughout the involvement process including, but not limited to strategies as outlined below:

The Americans with Disabilities Act of 1990 (ADA) states that "no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity." Sites for participation activities and the information presented must be accessible to persons with disabilities. (Sample Language) Physical location sites for participation have been carefully selected based on successfully meeting the ADA criteria for access. Online public participation opportunities have been created with vision, speech and hearing disabilities in mind to provide meaningful access. Interpretation services are available by request.

Title VI of the Civil Rights Act of 1964, together with related statutes and regulations, provide that "no person shall on the ground of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal funds. The entire institution, whether educational, private or governmental, must comply with Title VI and related Federal civil rights laws, not just the program or activity receiving federal funds." Executive orders regarding environmental justice and outreach to persons with limited English proficiency are also regulated under Title VI of the Civil Rights Act. Members of the public may submit requests for translation of documents. Translation of this and other documents vital to the public participation process are done using the 4-factor analysis as described under the Title VI act.

Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, 2000, requires that recipients of federal financial aid must ensure that the programs and activities normally provided in English are accessible to persons with limited English proficiency.

Limited English Proficiency Program (LEP)

Section 602 of Title VI of the Civil Rights Act of 1964, 42 U.S.C. is a law established to ensure that persons who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English be afforded meaningful access to programs, services and/or activities and information provided by any City of Tucson department receiving federal financial assistance. The City of Tucson has contracted with vendors to provide language services such as written translation and oral interpretation services.

- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, 1994, states that "each Federal agency shall make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies and activities on minority populations and low-income populations." Underserved groups such as low-income and minority populations must be identified and given increased opportunity for involvement to ensure effective participation.

Our Commitment to Community Engagement

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eTOD STRATEGIC PLAN PROJECT OVERVIEW

The City of Tucson, in partnership with the City of South Tucson, is working to develop a strategic plan to guide future land use and real estate investments, infill development, and growth within the communities surrounding an important regional North-South transit corridor. The eTOD Strategic Plan project area extends approximately $\frac{3}{4}$ -1 mile on both sides of the approximately 15-mile corridor, which begins at Tohono Tadaí Transit Center and includes Oracle Road on the north side of downtown, South 6th Avenue on the south side, and ending at the Tucson International Airport (see project map, at left).

While directly related to transit, the Equitable Transit-Oriented Development (eTOD) Strategic Plan will not detail construction or operations of new transit within the roadway. The Strategic Plan will develop policies, plans, and programs for land-use around transit stops and stations with connections to transit and mobility in mind. However, specific transit routes and transit technologies that will be most appropriate for the routes will be evaluated separately, but in tandem, with this project.

The eTOD Strategic Plan will focus on communities along the project corridors to:

- Conduct an intensive community engagement process to identify area-specific challenges and needs, “points of pride” and cherished spaces, and opportunity sites for future investment
- Develop a series of technical studies such as a Market Assessment and Financing Policies Memo
- Incorporate lessons learned through important current and previous community-wide initiatives including, but not limited to, Move Tucson, Plan Tucson, Thrive in the ‘05, and South Tucson’s Development Plan and Incremental Development initiative
- Build from Tucson’s successes and best practices with respect to local land use planning and projects
- Identify innovative approaches being used in other cities that could advance local priorities, with recommendations for how to implement them
- Be approved by local governing bodies and provide guidelines for future investments, incentives, development, and growth within this area

The City of Tucson was awarded a grant in June 2020 from the Federal Transit Administration’s *Pilot Transit-Oriented Development (TOD) Planning Program*. The funding will pay for needed technical studies including a housing market assessment, affordable housing financing study, and best practices memo. Importantly, the funding will also pay for activities and tasks that will allow for Tucson and South Tucson to build from existing demonstrated successes with TOD, and augment it to develop Equitable TOD (eTOD). This will be accomplished by holding intentional community conversations and activities, from which the eTOD Strategic Plan can emphasize equitable access, benefits, and opportunities for all of the people impacted within the project area – regardless of income, race, age, and ability. It will also be accomplished by “place keeping” and other protections to prevent loss and involuntary displacement of residents, businesses, and cultural assets within each community.

Tucson's Experience with Transit-Oriented Development (TOD)

Tucson's successful construction and operation of the Sun Link Streetcar, a 4-mile streetcar that began operating in July, 2016, represents the dynamic and impactful relationship between transportation and the land uses around it, also known as Transit-Oriented Development (TOD). As of 2020, more than \$3 Billion in public and private funding has been invested in and around the streetcar route.

In many respects, such as economic development, infill redevelopment, population, and business growth, this is undeniable success. Senior and low-income housing projects were part of the effort. As growth and investment in and around the streetcar continues, concerns are rising around the displacement of residents and businesses due to increased costs of living and real estate.

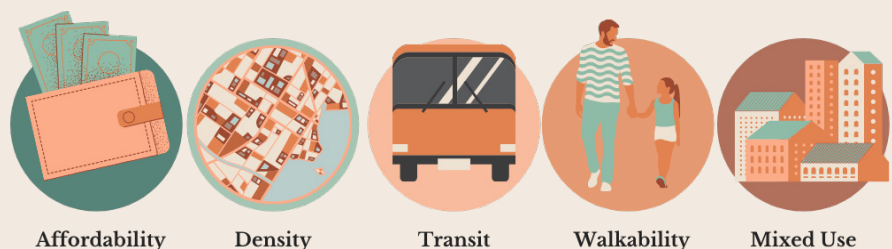
As the City looks to expand the reach of transit, and implement the next High Capacity Transit routes, it is paramount that the best, most successful practices from our streetcar TOD are strategically built upon to ensure:

- **Preservation of the history, character, and cultures that make Tucson so unique and special**
- **Protection against displacement of residents and businesses while creating ways to increase affordable options and wealth-building opportunities**
- **Innovative partnerships, investments, and incentives so that new development is sustainable, resilient, and context-appropriate**

What is Equitable Transit-Oriented Development?

Equitable TOD, or eTOD, incorporates the key areas above into traditional Transit-Oriented Development. This approach builds vibrant, walkable, mixed-use neighborhoods near transit stops and stations so that all people, regardless of income, race, age, or ability, have access to jobs, basic services, and amenities. The eTOD Strategic Plan will be guided by this approach. The accompanying recommendations will relate to attracting new housing, commercial space, jobs, and amenities along this 15-mile corridor, while mitigating the impacts of rising property and housing values on existing communities.

Because this is such a long corridor, it will take many years - if not decades - until this eTOD Strategic Plan and the future transit enhancements come to fruition. In the interim, a new Tucson-specific concept of equitable Mobility Oriented Development (eMOD) may provide a way to guide investments and growth until the transit enhancements are made. eMOD broadens the goals of eTOD beyond transit, and accounts for all potential mobility improvements along the study corridor, from improving conditions for people walking, biking, using shared micromobility services and existing transit facilities to adding high-capacity transit. This progressive approach will be explored during the development of the eTOD Strategic Plan.





What is Equitable Mobility Oriented Development (eMOD)?

Traditional TOD is most associated with light rail, streetcar, and Bus Rapid Transit (BRT). The people served by these transit types and the mixed-use developments that are built along them have a symbiotic relationship. Similar to eTOD, eMOD links transportation and land use policies and investments. It expands from a focus on 'transit' to 'mobility' - this change in terms signifies an approach that includes transit and prioritizes connections that are walkable and bikeable. This approach ensures that people have options for how they move from place to place throughout our community.

eTOD Strategic Plan -- Community Engagement Approach



eTOD Strategic Plan and Community Engagement

An eTOD planning process prioritizes neighborhood voices to ensure new development and investments meet the needs of the communities along the project corridor by incorporating their comments into the policies that guide those future changes. This may include a mix of desired affordable housing types, as well as a variety of businesses and services, transportation infrastructure, environmental sustainability goals, and public space.

To develop the eTOD Strategic Plan, outreach efforts to engage those communities that will be most impacted by the investment spurred by High Capacity Transit (HCT) will be intentional and will be integrated into the recommendations. Our commitment to community engagement on this project will involve an approach that emphasizes collaborating with and learning from residents, business owners, neighborhood leaders, and other stakeholders as we gather technical information. Our approach will involve sharing out information we develop to allow discussion, and the ability to incorporate comments and feedback at key decision points in the eTOD Strategic Plan process. This approach is reflected in the diagram at left (page 8).

eTOD Strategic Plan Process and Deliverables

The work to create the eTOD Strategic Plan will consist of two parts; information gathering, and completing the strategic plan.

Information gathering

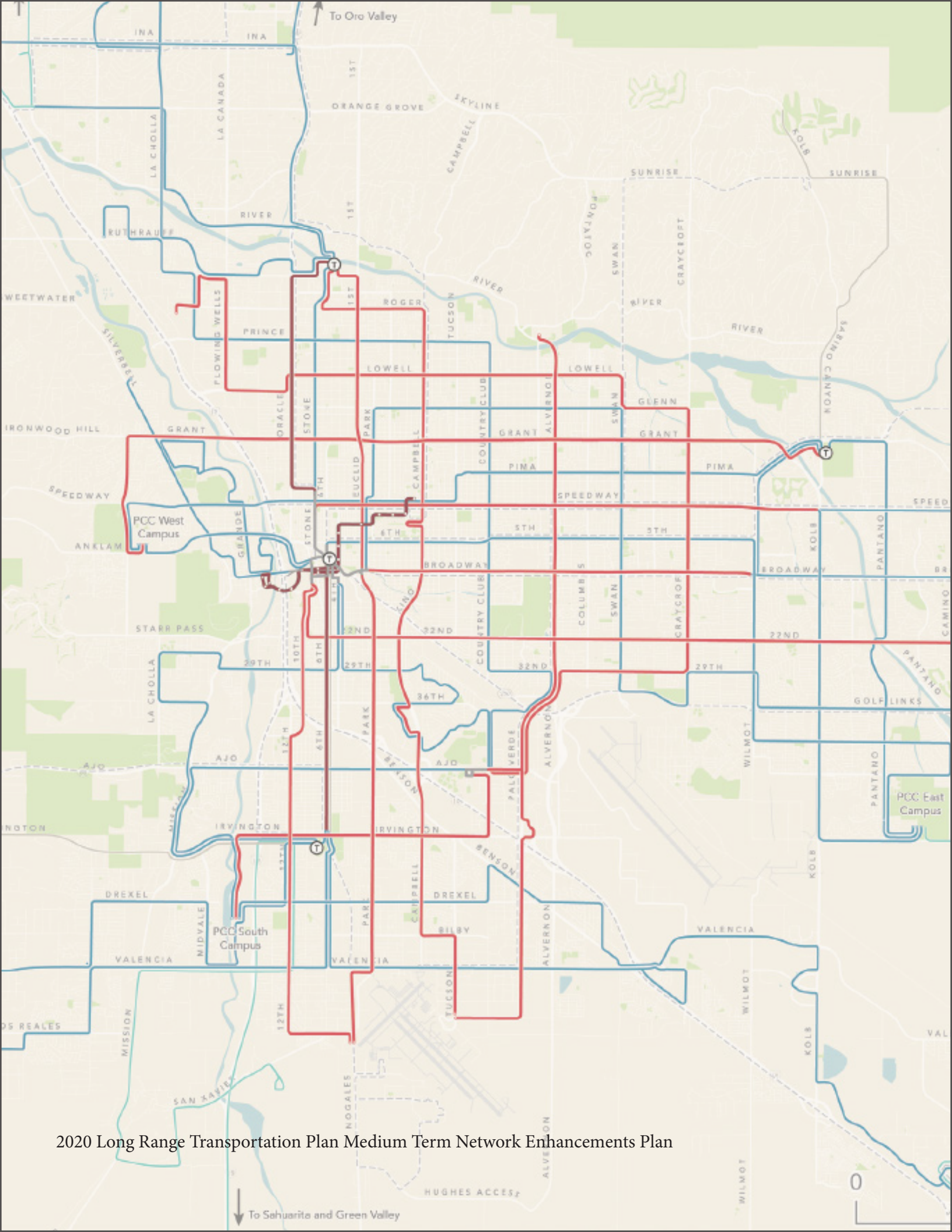
Phase 1 will focus on community engagement (and include the outreach strategies outlined in this document), collecting information on existing conditions (land use, housing, transportation), and data analysis based on various studies including a market assessment of the area, challenges and opportunities, best practices, and financial strategies.

Completing the eTOD Strategic Plan

Phase 2 will use the information from Phase 1 to complete the eTOD Strategic Plan and will be brought before the City of Tucson and City of South Tucson City Councils for final approval.

Elements of the eTOD Strategic Plan are expected to include:

- Vision, Goals, and Performance Measures
- Framework
 - Real Estate Market
 - Affordable Housing Strategy
 - Opportunities for Development
 - Public Facilities and Infrastructure
 - Policy and Regulation
 - Financial Strategies
- Implementation Recommendations



2020 Long Range Transportation Plan Medium Term Network Enhancements Plan

BUILDING FROM OTHER INITIATIVES

The 15-mile project corridor was selected for a variety of reasons, chief among them is the variety of plans and initiatives applicable to this area that are underway or have already been completed, which are listed below.

- Climate Emergency Declaration and Climate Action Plan
- High-Capacity Transit System Plans
- Long-Range Regional Transit Plan
- Move Tucson: Delivering Mobility Options
- Complete Streets Policy and the Complete Streets Coordinating Council (CSCC)
- Thrive in the '05
- People, Communities, and Housing Investment Plan (P-CHIP)
- Plan Tucson
- City of South Tucson Incremental Development Plan

Climate Emergency Declaration and Climate Action Plan

On Sept. 9, 2020, the City of Tucson Mayor and Council passed Resolution 23222-Climate Emergency Declaration requesting regional collaboration on an equitable and just transition, and urgent mobilization effort, to restore safe climate. With this resolution, the City committed to develop and implement a 10-year Climate Action Plan. Transportation and land use patterns impact climate change and have a role in climate change actions. The eTOD Strategic Plan will continue these efforts through sustainable land-use planning and transportation options that promote conservation, pollution reduction, and energy efficiency.

High Capacity Transit System Plans

This 15-mile North-South project corridor was selected because it connects Tucson's three regional transit centers and the international airport, Tucson's and South Tucson's city centers, and a number of historic neighborhoods, businesses, and destinations. The corridor reflects some of the Tucson region's highest bus ridership routes, and previous High Capacity Transit System Plans in 2009 and 2017 have highlighted the project corridor for potential services such as Bus Rapid Transit, streetcar, or light rail. These services are called "high capacity" because they may involve larger vehicles and/or more frequent schedules that translate into service to higher numbers of riders.

Long-Range Regional Transit Plan

In 2020, the Long-Range Regional Transit Plan also introduced the concept of expanding and enhancing the Frequent Transit Network community-wide. The current Frequent Transit Network, FTN, runs bus service every 10-15 minutes along select corridors, Monday-Friday, from 6am-6pm. The recommended enhancements would expand this into evening hours and on weekends.

The eTOD Strategic Plan will not – and cannot due to restrictions on the grant funding – focus on what form of transit will operate within the roadway. The eTOD Strategic Plan will focus on the land along and around the roadway, developing information and recommendations that will guide future development

Move Tucson: Delivering Mobility Options

The City of Tucson is preparing a city-wide transportation master plan that will create a mobility blueprint for the city's future in a world that is rapidly changing. Through digital engagement and other innovative approaches, this effort has been able to reach people living in communities that have not previously participated in long-range transportation planning and is on track to create a community-driven and community-reflecting plan by mid-2021. The community feedback and transportation priorities gathered during the Move Tucson public engagement process will help to inform multi-modal connections and land-use policies and programs that may be prioritized in the eTOD Strategic Plan.

Complete Streets Policy

The City of Tucson passed a Complete Streets Policy in February 2019. This policy made explicit the City's commitment to ensuring that Tucson's transportation system promotes enhanced mobility for people of all ages and all abilities in a connected and equitable manner including, but not limited to, meeting the needs of people walking, biking, using wheelchairs or other mobility devices, taking transit, or driving (in both private and commercial vehicles). The policy includes a 14-item implementation chart with tasks such as creating a robust and meaningful community engagement plan; reviewing and updating relevant city procedures, plans, regulations, and processes; developing a project prioritization tool; and creating a Street Design Manual that draws connections between modal priorities and adjacent land use. The latter will influence the eTOD Strategic Plan.

Complete Streets Coordinating Council

A citizens committee called the Complete Streets Coordinating Council (CSCC) was formed in 2019 to work with City staff on the implementation of the Complete Streets policy. The CSCC has also been the primary public committee engaged to help guide the Move Tucson planning effort and will work on the eTOD Strategic Plan. Meetings are open to the public and records of meeting discussions are posted online.

THRIVE in the '05

Two major Federal grants have been awarded to support revitalization work in the northern portion of the eTOD Strategic Plan project area. These grants include a Department of Housing and Urban Development (HUD) Choice Neighborhoods grant and a Department of Justice (DOJ) Crime Reduction Strategies grant. The entities overseeing these grants, the City of Tucson Housing and Community Development Department and the Arizona State University School of Social Work, partnered and formally adopted "THRIVE in the 05" as the project name. The community felt this name reflected the primary goal of the

initiative, that is, to promote safety and well-being to ensure all community members have access to opportunities that empower them to achieve their full potential. The eTOD Strategic Plan will build on these efforts by providing land-use policies to promote economic development and supporting anti-displacement efforts.

People, Communities, and Homes Investment Plan (P-CHIP)

The People, Communities, and Homes Investment Plan (P-CHIP) was adopted by the City of Tucson Mayor and Council on January 20, 2021. The plan creates a framework for investing in Tucson's most vulnerable populations. It will direct funding for homeless services, housing stability, neighborhood enhancements, and more. Built on previous community plans, the most current data, and broad public outreach, the P-CHIP identifies priorities eligible for support from Tucson's federal and local funding sources, administered by the City of Tucson Housing and Community Development Department. One of the P-CHIP Priority Areas includes transportation and mobility for all forms of travel, including improved access to public transit, improved bike and pedestrian infrastructure, improved ADA compliance, and improved roadways (lighting, shade trees, etc.). P-CHIP seeks to address housing instability and neighborhood inequalities, issues that will also be addressed in the eTOD Strategic Plan.

Plan Tucson

Plan Tucson, the City's General & Sustainability Plan, lays out Tucson's vision for the future and a roadmap for how to get there. Plan Tucson was adopted by voters in 2013 after an extensive public outreach process. It established 180 policies organized into over 20 elements within four focus areas: the social, economic, natural, and built environments. Arizona State Law requires general plans to be updated every 10 years, so the City is preparing to begin engaging residents in the conversation about what the vision and goals for Tucson should be for the upcoming decade. The eTOD Strategic Plan will incorporate existing policies from Plan Tucson and through the planning and engagement process will assist with establishing new policies to be incorporated into the future Plan Tucson update.

City of South Tucson Incremental Development Plan

The City of South Tucson is partnering with the Pima County Department of Community Development and the Incremental Development Alliance to hold community workshops and complete a Targeted Market Assessment of Incremental Development. The workshops and Market Assessment will evaluate potential commercial and residential growth opportunities along S. 6th Avenue, with the planned High-Capacity Transit in mind. The goal is to understand community needs and promulgate value capture and wealth building for existing residents and business owners in South Tucson. This plan will feed into the eTOD Strategic Plan outreach efforts and policy recommendations.



OUR COMMITMENT TO COMMUNITY ENGAGEMENT

Fundamental to the eTOD Strategic Plan is robust community engagement. The general engagement framework will consist of four parts as outlined below.

- 1 **Goals and Objectives for Community Engagement**
- 2 **Methods for Communicating with the Public**
- 3 **Phases of Community & Stakeholder Engagement**
- 4 **Levels of Decision-Making**



GOALS AND OBJECTIVES FOR COMMUNITY ENGAGEMENT

Community engagement associated with the eTOD Strategic Plan will be:

- **Informed** by previous planning efforts, as well as an awareness of any historic injustices that have impacted the health and well-being of communities along the corridors
- **Clearly communicated** so that eTOD is well-defined and the purpose and goals of the project are relevant and well understood by all. The project team will work with the community to create a more approachable name and brand for the project
- **Accessible** for residents that don't have access to a vehicle or that may need accommodations for a disability. Outreach events will be scheduled and designed to encourage participation by people with kids and those that work outside the 9-to-5 hours
- **Inclusive** of as many of the neighborhoods and stakeholders along the corridor as possible. Inclusive of age, race, gender, LGBTQ, income, immigration status, limited-English proficiency, and people with disabilities
- **Reflective of the people that live in the neighborhoods** along the project corridors, with local, community-based outreach ambassadors
- **Personalized** by collecting stories from local residents around issues they face with finding affordable housing or getting from point A to point B, whether on foot, bike, car, or by transit
- **Collaborative and non-traditional** with a focus on those that go where people are, such as community events, neighborhood destinations, and transit centers
- **Engaging and fun** by inviting local artists, builders, and designers to demonstrate the ideas in the plan with creative popup projects and events
- **Action-oriented**, so that the feedback the Cities receive will directly impact the direction of the eTOD Strategic Plan, with frequent updates on the input the city has received and how it is being applied to the project



METHODS FOR COMMUNICATING WITH THE PUBLIC

Ensuring that public engagement is equitable and inclusive requires a mix of methods and techniques for reaching diverse populations and achieving the objectives highlighted above. This includes online platforms to efficiently reach and provide updates to neighborhood groups, but also reaching people where they are via creative and accessible in-person events.

The Department of Transportation and Mobility (DTM) will use a mix of the following methods to engage the public in the eTOD planning process.

PUBLIC MEETINGS

Meetings will be held throughout the eTOD Strategic Plan project. Presentations and activities will be scheduled to engage residents, businesses, property owners, and other stakeholders along the project corridors. Every effort will be made ensure these meetings are ADA-accessible, provide accommodations to attendees, and are held at transit-accessible locations. Examples of different types of meetings include the following:

Virtual Open Houses

During the pandemic, Virtual Open Houses enabled continuing participation while allowing people to social distance. A Virtual Open House can be an effective tool for communicating project updates and gathering feedback, particularly at key points in the project. An online Open House can attract input from a wider audience and can be designed to function well on a mobile device, improving accessibility. Not everyone is comfortable with technology, and to be inclusive, a mix of meeting approaches will be used.

Workshops

The project team may hold workshops extending from several hours to multiple days that are focused on specific geographies/corridors, themes, or areas of concern (affordable housing, displacement, incremental development). Trainings by topic area experts may be included to kick off the workshops and spur constructive conversation.

Popups and Demonstration Projects

Temporary projects, or popups, can demonstrate public space improvements with limited resources. Popups may create or activate parklets, alleys, empty lots, or storefronts, and simulate safety enhancements or traffic calming. These events are a fun way to engage the community, make use of local creative talent, and break down barriers in the process. They are also effective way to gather comments on the type of improvement the popup is seeking to address.

DRAWING PEOPLE TO EVENTS AND PROVIDING INFORMATION

Project Website

A website dedicated to the eTOD Strategic Plan will provide information about the eTOD Strategic Plan effort, project team contact details, resources on eTOD practices, a calendar of events, meetings notes and videos, and draft documents for review. Opportunities for the public to comment will be made available, such as through interactive surveys and maps.

E-Notifications and Social Media

Email (E-blasts) and social media will be an important way to communicate project information. E-blasts can provide regular updates much like a newsletter, and can give important updates about upcoming events and other progress. The Department of Transportation and Mobility (DTM) uses a variety of social media accounts to interact with the public and inform them of events, projects, and updates, including Twitter, Facebook, Instagram and NextDoor, and can target social media users in the project area.

Surveys and Polls

Surveys and polls will be conducted on specific topics and plans. They may be offered through the project website, conducted in person as intercept surveys in the project area, or during public meetings.

Visualization Techniques

A broad range of visualization techniques will be used, such as maps, online story maps, pictures, and preference surveys to help promote a better understanding of land use concepts and ideas and assist with conversations.

REACHING PEOPLE AND MEETING THEM WHERE THEY ARE

Neighborhood – Based Ambassadors

In early outreach stages, the project team will utilize local, neighborhood-based ambassadors to encourage residents to gather input for eTOD and to provide information to neighborhood associations and community groups. Outreach Ambassadors may be long-time community members and people who are active in neighborhood groups and can reach diverse populations. Outreach Ambassadors may communicate neighborhood input/feedback to the Complete Streets Coordinating Council (CSCC) and existing committees. Community walks, bike rides, and bus rides led by ambassadors may be an effective way to kickstart interest and conversation at a neighborhood scale.

Partnering to Expand Engagement

The project team will coordinate with partner agencies to conduct outreach at health care centers, food banks and food stamp offices, schools, offices on aging, and retail establishments. The project team will also develop alliances with faith-based institutions, cultural centers, and community-based organizations. Partners in outreach are encouraged to take a leadership role in public participation efforts in the area. The purpose is to build relationships and identify strategies to bring former non-participants into the planning process.

Community Dialogue and Storytelling

Many of the people and neighborhoods along the project corridors have dealt with historic injustices related to poor access to jobs and services, underinvestment, destruction of historic community fabric, and environmental degradation. For some of these neighborhoods, the planning process will be new. Rather than kicking off the eTOD Strategic Plan with technical jargon, schedules, and deliverables, it will be important for the project team to listen. This may take the form of an event that allows community members – new and old alike – to tell their stories, and help the project team understand their neighborhoods. Community dialogue can help build trust and provide clues as to how to communicate effectively.

Focus Groups

Focus groups are small meetings of less than twenty or so people that represent a diverse cross-section of community members and stakeholders, typically organized early in an outreach process. These gatherings function best as an informal conversation and are effective for gaining an understanding of community history, concerns, and needs. Focus groups may be organized around a group of common stakeholders (landowners, developers, business owners, residents, etc) but are usually organized within a small geography, such as a neighborhood or commercial center.

Corridor and Land-Use Assessments

Assessments of the proposed transportation corridors may be combined with in-person audits of existing land use. These would take the form of in-person events with a mix of traditional stakeholders (e.g., City staff in transportation planning, engineering, land use planning, housing, and law enforcement; educators; business owners; and community advocates) and non-traditional stakeholders (e.g., arts groups, cultural leaders, designers, and journalists). Transportation and land-use assessments of the project corridor will provide data to aid in bridging the transportation and land-use fields to develop a unified vision for future land-use planning.

User Group Surveys

While online and paper surveys can provide information from a broad spectrum of the city or project corridor populations, user group surveys can add valuable data. These surveys focus on specific user groups, such as by mode (pedestrians, cyclists, transit users), and are conducted in-person to reach people where they are and take minimal time to administer. Transportation-based user group surveys may be undertaken at bus stops, transit centers, group bike rides, and along popular trails.

Community Outreach Events

The project team will host community outreach events, or participate in activities hosted by other agencies or organizations, at public venues, fairs, and festivals to inform the public about the project and how individuals or groups can get involved. Surveys, newsletters, maps, or comment forms may be distributed at these events.



PHASES OF COMMUNITY AND STAKEHOLDER ENGAGEMENT

Our commitment to community engagement for the eTOD Strategic Plan is framed on using best practices focused on learning about the project area from residents, businesses, property owners, and others so we can incorporate their voices into the final plan and implementation. To achieve the ‘e’ in equitable TOD, the approach will be deliberate and non-traditional and will focus on engaging vulnerable, underserved populations. This includes low-income and minority groups, immigrants, low or zero-vehicle households, people with disabilities, and Limited English Proficiency (LEP) communities. The process will also focus on groups that are typically hard to reach with planning efforts, such as working families with kids, 18 – 25-year-olds and adults that are 65+. The Move Tucson equity mapping, the Poverty and Urban Stress Report, Thrive in the 05, and other efforts will help identify these communities.

The public engagement process will be continuous throughout the grant timeline and organized into phases to align with and inform project goals.

Phase I - Kickoff and Initial Listening

Initial community engagement efforts will be focused on introducing the eTOD Strategic Plan project to the communities. This may include a website, story maps, fact sheets, and kickoff presentations that describe what an eTOD Strategic Plan is and is not, the overall schedule and process, and the grant deliverables. A key focus of the Project Team during this phase will be meeting residents, business owners, neighborhood leaders, and others in the communities and learning through various activities and conversations more about the character, histories, and cultures of the communities themselves.

The 15-mile project corridor includes a diverse array of built environments and landmarks, and each area has unique challenges and opportunities. Therefore, outreach efforts may be split into sections according to geography, built environment, council districts, or other shared traits/features.

Phase II - Sharing of Findings and Consultation

The second phase of community engagement will summarize the input collected from Phase I and will seek agreement or additional thoughts. Findings from the technical studies completed will be shared and input sought.

Phase III - Development of Draft and Final eTOD Plan

The third phase of community engagement will focus on developing the eTOD Strategic Plan, including the vision, goals, and objectives. Several rounds of community engagement are expected to occur in this phase to develop multiple deliverables including the land use plan, zoning overlay, policy, and program recommendations, and the eTOD Implementation plan.

At a minimum, following each of the three engagement phases detailed above, a summary of input/feedback will be presented back to the public identifying: 1) Themes and topics that were heard, 2) How what was heard will be incorporated into the eTOD Strategic Plan, and 3) The impact of including what was heard into the eTOD Strategic Plan



Methods for Communicating with the Public, by Phase

The chart below lists potential communication elements by Phase. Some methods are best suited to early outreach, such as focus groups, while others will provide continuous channels for communication (project website, social media).

COMMUNICATION ELEMENT	PHASE I	PHASE II	PHASE III
Kickoff Events and Presentations			
Project Website			
Visualization Techniques			
Public Meetings			
Virtual Open House			
Workshops, Trainings, and Charettes			
Popups and Demonstration Projects			
E-Notifications and Social Media			
Surveys and Polls			
Earned Media			
Partnering with Existing Venues and Events			
Community Outreach Events			
Community Dialogue and Storytelling			
Focus Groups			
Community-Based Ambassadors			
User Group Surveys			
Corridor and Land Use Audits			

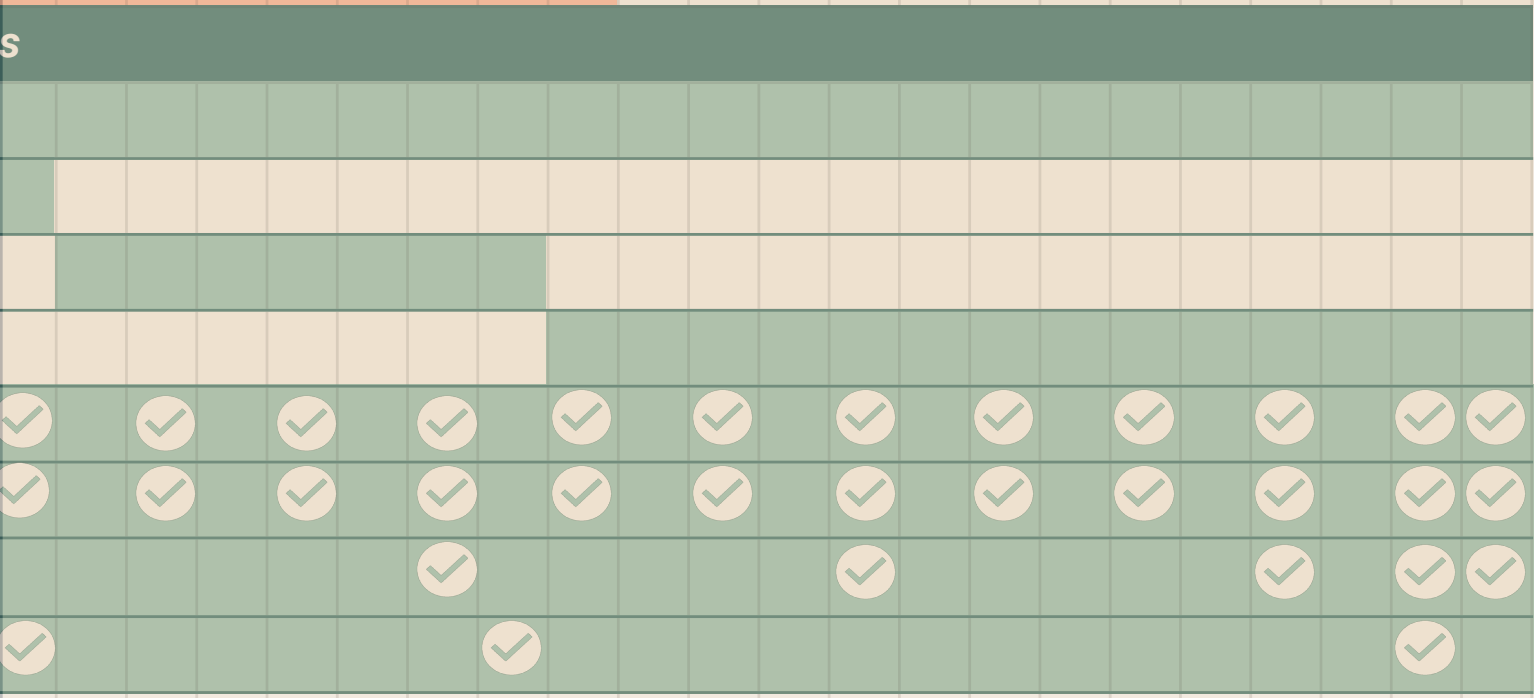
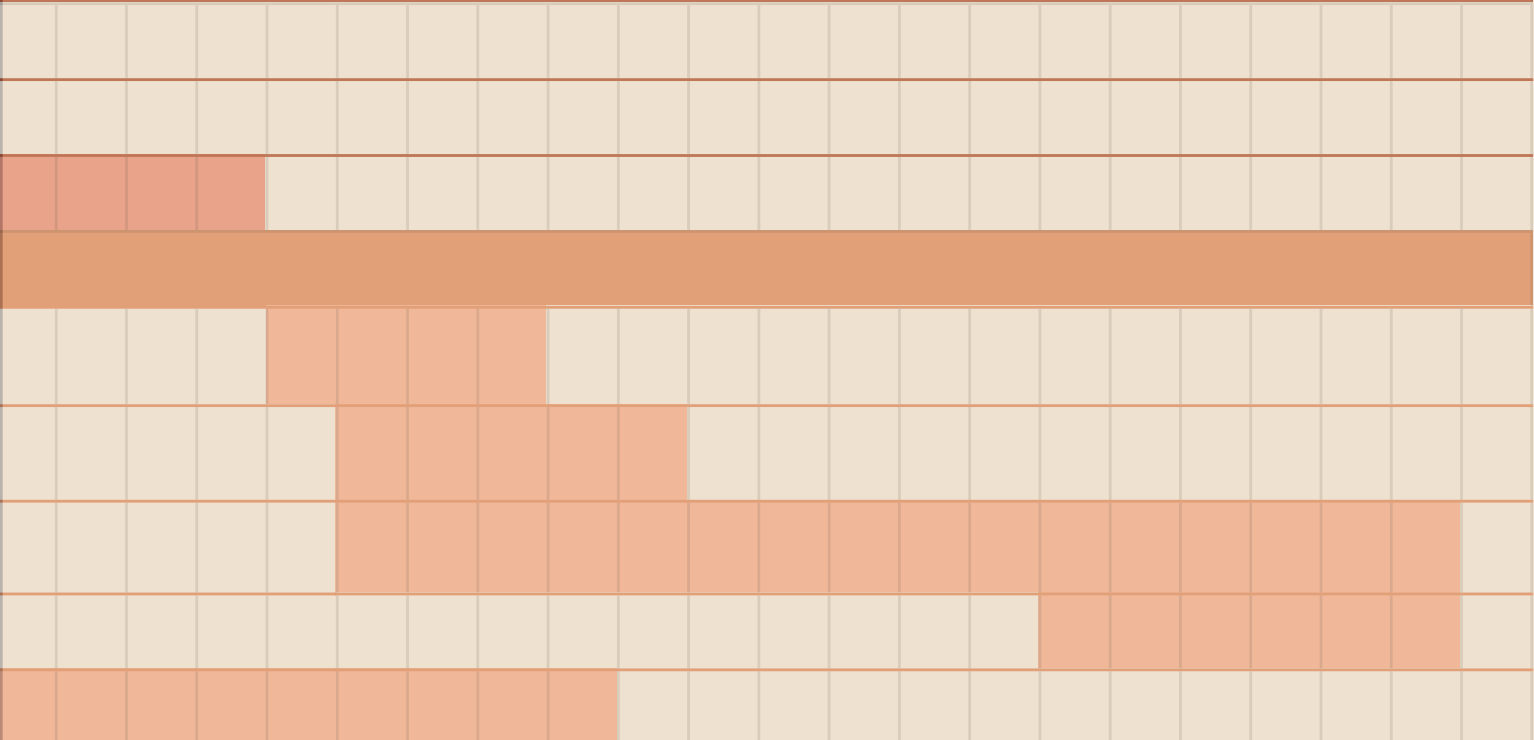
eTOD Strategic Plan Tasks and Engagement Activity Phasing Schedule

TASKS	2021													
	J	F	M	A	M	J	J	A	S	O	N	D	J	F
STUDIES														
Transportation Infrastructure														
Market Assessment														
Technical Memos														
ETOD STRATEGIC PLAN														
Vision, Goals, Objectives & Performance Measures														
ETOD Strategic Plan Framework														
Draft ETOD Implementation Plan														
Final ETOD Strategic Plan														
General Plan														
ENGAGEMENT ACTIVITIES - Focusing on outreach activities at multiple levels														
Community Stakeholders														
Phase 1 Outreach														
Phase 2 Outreach														
Phase 3 Outreach														
Project Team						✓	✓	✓	✓	✓	✓	✓	✓	✓
CSCC						✓	✓	✓	✓	✓	✓	✓	✓	✓
Executive Steering Committee						✓		✓						✓
Mayor and City Council														

2022

2023

M A M J J A S O N D J F M A M J J A S O N D



LEVELS OF DECISION-MAKING

As the work is undertaken to develop and complete the eTOD Strategic Plan, it will be necessary to create an ecosystem of collaboration. The following lists intended teams, and their roles and responsibilities as it relates to decision-making.

- **Project Team**
- **Complete Streets Coordinating Council (CSCC)**
- **Executive Steering Committee**
- **City of Tucson Mayor and City Council, City of South Tucson Mayor and Council**

Project Team

This working team of staff from Tucson and South Tucson will engage on a regular basis to complete this project. The Tucson Department of Transportation and Mobility (DTM) Project Manager will coordinate and manage the work of the Project Team, and of any consultants hired to undertake tasks for which additional capacity and/or expertise are needed. The Project Manager and the Project Team will draft the scopes of work for consultants, managing consultants work, providing their expertise and understanding of City policies, engaging with the community, and assisting with navigating the project to a successful completion.

Complete Streets Coordinating Council (CSCC)

Representatives from existing City commissions and committees will feed into two working groups that will meet regularly throughout the 3-year project; a sub-group of the Complete Streets Coordinating Committee (CSCC), and the Executive Steering Committee. A sub-group of the CSCC will serve as the medium for public updates on the eTOD planning process. This sub-group will be composed of a mix of existing CSCC members and new members with experience in high-capacity transit, climate change, energy, sustainability, business and economic development, historic preservation, land use, and affordable housing. The CSCC will play an important role as the public body that makes decisions on the direction of the eTOD Strategic Plan.

Executive Steering Committee

An Executive Steering Committee will guide the coordination across the multiple agencies that will be engaged on this project. Initial members include executive leaders from the City of Tucson and the City of South Tucson City Managers' Offices, elected officials' offices, and departments (i.e., transportation, transit, planning, housing, and economic development), Tucson International Airport, Pima Association of Governments, Pima Community College, and the University of Arizona. Membership may grow as the project progresses.

The Executive Steering Committee will meet regularly throughout the grant process. Meetings will be used to coordinate information on various City programs and projects and may include brief update presentations by the eTOD Project Team and representatives of departments represented on the Executive Steering Committee. The Committee will have decision-making responsibilities related to partnerships, policy, and strategic coordination and can inform the project work and recommendations based on members' expertise, knowledge, and experience. Meetings will be coordinated by the Tucson Department of Transportation and Mobility (DTM) director, with assistance and coordination by the DTM Project Manager.

City of Tucson Mayors and City Council, City of South Tucson Mayor and Council

The project team will provide frequent progress updates to both Tucson's and South Tucson's Mayors and Councils. Prior to community engagement, the Project Manager will present the outreach plan and discuss the project with the City of Tucson Ward Offices. The project corridors are within City of Tucson Council Wards 1, 3, 5, 6, and within the City of South Tucson. The project team will regularly communicate with Ward Offices about outreach efforts and community engagement opportunities and will provide all elected officials with documents to review at key decision points and when major deliverables are drafted. At the conclusion of the grant, the eTOD Strategic Plan will go through the formal city council adoption process (see section V). The Mayors and City Councils of both the City of Tucson and City of South Tucson will have ultimate approval authority of the final eTOD Strategic Plan and Implementation Recommendations.



ADOPTION OF THE eTOD STRATEGIC PLAN AND IMPLEMENTATION RECOMMENDATIONS

Even though the community engagement activities will be complete, opportunities for the public to provide input on the eTOD Strategic Plan and Implementation Recommendations will remain as part of the public hearings process.

The formal public review process will depend on the specific strategies included in the final eTOD Strategic Plan. A formal review of the eTOD Strategic Plan by the Mayors and Councils may include issuing a resolution endorsing the plan.

For example, in the past, a specific strategy the City of Tucson has used to accomplish TOD land use goals is a zoning overlay. An overlay requires a rezoning, which include the following formal steps:

- Formal Neighborhood Meeting. Invitations must be mailed to all property owners within 400' and Neighborhood Associations within 1-mile
- Zoning Examiner Public Hearing. Legal notice requirements – all property owners within 400', all Neighborhood Associations within 1-mile, physical posting on the site, and legal advertisement
- Mayor and Council Review. If a public hearing is requested, the same notice requirements as described above apply

Following the anticipated adoption of the eTOD Strategic Plan and Implementation Recommendations in December, 2023, work will continue on implementation. Specific polices and strategies may be prioritized for immediate adoption by the Mayors and Councils. With the eTOD Strategic Plan in place, the framework for community collaboration and policy will be established for building a sustainable eTOD ecosystem.

