City of Tucson
Transit Connections Focus Group

Strengthening Tucson’s Frequent Transit Network

November 1, 2018 Meeting
9-11am    TDOT, 201 N Stone, 4th Floor Conf. Room
Agenda

1. Welcome and Introductions

2. Review: Meeting Agenda & Discussion

3. Presentation: Update on Mayor and Council Discussion at 10/9/18 Meeting on Transit Universal Access and Transit-Oriented Development

4. Continuation of 10/04/18 Discussion:
   - Park Tucson Budget & Parking-related Policies
   - Enhancing Transit Ridership through Funding & Policy

5. Next Steps & Adjourn
2. Review: Meeting Agenda & Discussion

Jan Waukon, Facilitator
Jenn Toothaker, Project Manager
Agenda

1. Welcome and Introductions

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5. Next Steps & Adjourn
Purpose of Today’s Meeting

• Continue/conclude discussion on funding for parking and transit
• Discuss staff assessments of funding and policies
• Share staff recommendations that will frame the Recommendations Report
Return with List of Recommended Actionable Items that:

- Builds from the Transit Vision (the Frequent Transit Network) developed with transit expert Jarrett Walker
- Considers pedestrian and bicycle connections with high-use bus routes
- Identifies strategies for how to increase ridership
- Recommends locations of bus rapid transit (BRT) and modern streetcar routes
- **Considers how parking revenues can support the Transit Vision**, and
- Considers ways to expedite implementing pilot programs (e.g. future bus routes)
Focus Group 2018 Meeting Outline

- **2/22 Meeting 1:** Orientation
- **4/19 Field Observations Tour:** Experience
- **5/17 Meeting 3:** Best Practices
- **6/21 Meeting 4:** Preliminary List: Goals & Recommendations
- **7/19 Meeting 5:** Preliminary List: Potential Strategies & Tactics
- **8/16 Meeting 6:** Preliminary List Analysis; Funding: Boards, Committees, and Commissions
- **10/4 Meeting 7:** Budgets for Parking & Transit; Opportunities
- **11/1 Meeting 8:** Continue/Conclude Discussion on Budgets for Parking & Transit, and Opportunities
- **12/6 Meeting 9:** Review Draft Recommendations Report
- **2019:** Mayor and Council Presentation
Recommendations Progress to Date

- Project Team has been reviewing the Recommendations list with all the additional comments
  - **What is already underway, or will be?** (Planning processes, projects, day-to-day opportunities)
  - **What are things that can be undertaken in next 3-5 years? Or longer?**
- Identifying/organizing the Recommendations list as a way to document these connections
- Recommendations report will begin to be drafted
Meetings Outline & Progress to Date

- #1 Kick-off
- #2 Tour
- #3 Best Practices
- #4 Goals & Recomm.
- #5 Revise Goals & Recomm. & Values
- #6 BCCs
- #7 Budgets & Opportunities
- #8 Budgets & Opportunities
- #9 Draft Recomm. Report

Preliminary List of Actionable Recommendations

You are Here
3. Presentations:
Update on Mayor and Council Meeting Items –

Transit Universal Access and Transit-Oriented Development

(10/9/18)

Sam Credio, Interim Deputy Director
4a. Continuation of 10/04/18 Discussion:
Park Tucson Budget & Parking-related Policies

Donovan Durband, Administrator
Mayor and Council Directive to
Transit Connections Focus Group:

“Consider how Parking Revenues can support the Transit Vision”
Parking Revenue: Capacity to Fund Transit Needs

• **Current Revenues:**
  – No excess revenues relative to operating and debt expenses
  – Park Tucson Special Fund 005 balance: operating reserve
  – Given current market conditions and obligations, cannot support transferring funds to transit

• **Future Revenues:**
  – Expected to increase in the coming years as the City Center continues to develop, but...
  – Will likely be offset by increasing costs of maintaining aging facilities and general operations
Parking Funds: Increases through Rate and Policy Changes

• Revenue will increase in coming years as the following occur:
  – Geography of managed/paid parking extended
  – Days/times when metered parking is charged are extended
  – Parking rates increase
  – More development generates additional utilization
  – Monetization of other uses of Curb Space
  – Free parking alternatives disappear

• An increase in revenue from $6M to $7M/year is foreseeable over next 5-7 years

• Significant demands for parking facility capital improvements could easily absorb such increases in revenue
Transit-friendly Parking-related Policies: TDOT/Park Tucson

• Increased parking rates (as the market develops) will encourage:
  – Mode shift to transit, increasing ridership
  – Ride-share, which reduces need for parking

• Focus Neighborhood Reinvestment funds on infrastructure that improves connections to FTN

• Cost-sharing and collaboration re: Shared-benefit Infrastructure or Services (signage, way-finding, marketing, mobile apps, studies, etc.) with
Transit-friendly Parking-related Policies: City of Tucson and/or Other Jurisdictions

- Reduce/end public subsidies for parking and actively encourage use of transit:
  - Downtown/City Center employees
  - Recruitment of new businesses to City Center

- Development requirements to reduce parking provided, encourage transit support (IID and city-wide). Examples:
  - Reduce/eliminate parking minimums, add parking maximums
  - Residential Development: provide more transit support for tenants and less parking
  - Commercial Development: encourage employees to use transit
  - Private Development: provide park-and-ride facilities
Today’s Recommendations that will Frame the Recommendations Report

1. Recognize that the Park Tucson fund cannot provide a significant financial contribution to the Transit Fund currently or in the foreseeable future.

2. Park Tucson expenditures to incorporate transit-supportive elements and collaborations with Transit whenever possible.

3. Continue to incorporate parking facility, rate, and policy planning into the City’s overall transportation and development planning efforts.

4. Pursue the adoption of City Center and city-wide parking-related policies that reduce parking and encourage transit use, in the following endeavors:
   – Development Standards and Requirements
   – City Center commuting policies
   – Economic Development/Business Recruitment
Park Tucson Budget & Parking-related Policies

Discussion Questions:

• **Given the information provided, do you agree that parking revenues are not a significant funding source for transit at this time?**

• **Do you support the parking recommendations put forward?**

• **Is there anything missing?**
4b. Continuation of 10/04/18

Discussion:
Enhancing Transit Ridership through Funding & Policy

Steve Spade, Sun Tran General Manager
**Local Funding Options Review**

- Discounted Passes
- Fares
- Fees / Rents
- Geographic Districts with special fees
- Levies
- Taxes

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**Table 7: Potential Public Transport Funding Options**

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fare increases</td>
<td>Increase fees or change fare structure to increase revenues.</td>
<td>Wildly applied. Supports transit ridership.</td>
<td>Discourages transit use, is regressive.</td>
</tr>
<tr>
<td>Discounted pass sales</td>
<td>Discounted passes sold to groups based on their membership.</td>
<td>Increases revenue and transit ridership.</td>
<td>Increases transit service costs and so may reduce total revenue.</td>
</tr>
<tr>
<td>Property taxes</td>
<td>Increase local property taxes.</td>
<td>Wildly applied. Distributes burden widely.</td>
<td>Supports no other objectives. Is considered regressive.</td>
</tr>
<tr>
<td>Sales taxes</td>
<td>A special local sales tax.</td>
<td>Distributes burden widely.</td>
<td>Supports no other objectives. Is regressive.</td>
</tr>
<tr>
<td>Income tax</td>
<td>Special income tax for transit or transportation.</td>
<td>Progressive with respect to income. Relatively viable.</td>
<td>May be difficult to implement.</td>
</tr>
<tr>
<td>Feed taxes</td>
<td>An additional fuel tax in the region.</td>
<td>Wildly applied. Reduces vehicle traffic and fuel use.</td>
<td>Is considered regressive.</td>
</tr>
<tr>
<td>Utility levy</td>
<td>A levy to all utility accounts in the region.</td>
<td>Easy to apply. Distributes burden widely.</td>
<td>Is small, regressive and support no other objectives.</td>
</tr>
<tr>
<td>Employee levy</td>
<td>A levy on employees in a designated area or jurisdiction.</td>
<td>Charges for commuters.</td>
<td>Requires administration. Encourage spread if any benefits.</td>
</tr>
<tr>
<td>Road tolls</td>
<td>Tolls on some roads or bridges.</td>
<td>Reduces traffic congestion.</td>
<td>Costly to implement.</td>
</tr>
<tr>
<td>Parking fees</td>
<td>Special tax on commercial parking transactions.</td>
<td>Is applied in other cities.</td>
<td>Discourages parking pricing and downtown development.</td>
</tr>
<tr>
<td>Parking levy</td>
<td>Special property tax on parking spaces throughout the region.</td>
<td>Large potential. Distributes burden widely.</td>
<td>Costly to implement.</td>
</tr>
<tr>
<td>Exposed parking</td>
<td>Increase fees where public parking facilities (e.g. on street parking) are optimized.</td>
<td>Mitigated to large potential. Distributes burden widely. Reduces parking &amp; traffic problems.</td>
<td>Requires parking meters and enforcement, and imposes transaction costs.</td>
</tr>
<tr>
<td>Development or transport impact fees</td>
<td>A fee on new development to help finance infrastructure, including transit improvements.</td>
<td>Charges beneficiaries.</td>
<td>Limited potential.</td>
</tr>
<tr>
<td>Local value capture</td>
<td>Special taxes on property that benefit from the transit service.</td>
<td>Large potential. Charges beneficiaries.</td>
<td>May be costly to implement. May discourage TOD.</td>
</tr>
<tr>
<td>Station rents</td>
<td>Collect rents from station public or private developments.</td>
<td>Charges beneficiaries.</td>
<td>Limited potential.</td>
</tr>
<tr>
<td>Station air rights</td>
<td>Sell the right to build over transit stations.</td>
<td>Charges beneficiaries.</td>
<td>Limited potential.</td>
</tr>
</tbody>
</table>

*This table summarizes potential funding options identified in this study.*
Assessment of Funding Options
‘Actionability’ by Degree of Control

Total COT
Control (Easier)

Local: Operational
• Advertising
• Station Air Rights
• Station Rents

Local: Public Body
• Deep discount passes
• Expanded Parking Pricing
• Parking Taxes
• Parking Levy
• Fare Increases

External Local: Public Body/Public Body/Vote
• Property Taxes
• Sales Tax

External Non-Local: Public Body
• Impact Fees
• Employee Levy
• Fuel Taxes
• Income Tax
• Land Value Capture
• Road Tolls
• Utility Levy
• Vehicle Miles Traveled
## Short-Term Gains vs. Long-Term Sustainability

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue focused</strong></td>
<td><strong>Ridership focused</strong></td>
</tr>
<tr>
<td><strong>Approaches include savings or revenue increases by:</strong></td>
<td><strong>Approaches include Universal Passes/Bulk Discount Passes and transit-supportive policies; results take longer to measure</strong></td>
</tr>
<tr>
<td>– Increasing fare rates, taxes, or levies</td>
<td>– Develops strategic partnerships and Champions</td>
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<tr>
<td>– Cutting routes</td>
<td>– Requires increased education about transit’s value, developing new fans</td>
</tr>
<tr>
<td>– Reducing investments</td>
<td>– May create ‘tax’ fatigue among voters</td>
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<tr>
<td><strong>Not sustainable over the long-term because:</strong></td>
<td>– May result in loss of riders and ongoing revenues</td>
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<tr>
<td>– Tend to be one-time only</td>
<td>–</td>
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<tr>
<td>– May result in loss of riders and ongoing revenues</td>
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</tbody>
</table>
Example Policies Supporting Transit Ridership

• **City/Employer Organizational Policies**
  – All public meetings provide instructions for how to arrive by various modes, not just vehicles
  – Coordinated campaigns to help people learn to ride
  – Cross-modal marketing for special events to get people out of their cars
  – Subsidies and related support to encourage employees to use transit

• **Transportation Policies**
  – Define transit corridors and design to facilitate faster service
  – Better coordinated design to support transit connections

• **Development Policies**
  – Transit-Oriented Development Design on transit corridors support higher densities of people and “live/work/play” lifestyles, and encourage multi-modal mobility options
## Implementing Transit-Supportive Policies

### Examples of How Transit Supportive Policies Can Be Implemented Through Development Projects

<table>
<thead>
<tr>
<th>Phase</th>
<th>Project Concept &amp; Feasibility</th>
<th>Planning, Design, &amp; Engineering</th>
<th>Construction</th>
<th>Occupancy, Operations, &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Consider Site Location Options</td>
<td>Engage with Community Stakeholders</td>
<td>Obtain Permits</td>
<td>Activate and Promote Site</td>
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<tr>
<td></td>
<td>Conduct Environmental Assessments</td>
<td>Purchase Property</td>
<td>Construction of Site Elements:</td>
<td>Maintain Property</td>
</tr>
<tr>
<td></td>
<td>Complete Market Research &amp; Feasibility</td>
<td>Obtain Entitlements</td>
<td>Structures:</td>
<td>Remain Code Compliant</td>
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<td></td>
<td>Identify Incentives</td>
<td>Undertake Design Development (coordinated architectural, structural</td>
<td>Streetscape</td>
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<td></td>
<td>Determine Financing</td>
<td>building, and civil)</td>
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<td></td>
<td>Prepare Initial Project Concepts</td>
<td>Create Construction Drawings</td>
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<td></td>
<td>Purchase Property</td>
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<td>2</td>
<td>Utilize Recruitment and Business</td>
<td>Conduct Plan Amendment, Rezoning, and/or Variances</td>
<td>Utilize in Lieu Fees Options for</td>
<td>Obtain Certificate of Occupancy</td>
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<td>Assistance: Services Through: City</td>
<td>Develop Traffic Impact Analyses</td>
<td>Construction of Public Infrastructure</td>
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<td></td>
<td>Commerce Authority: Sun Corridor:</td>
<td>Create Private Improvement Agreements</td>
<td>Obtain Right of Way Permits</td>
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<td>Rio Nuevo: Visit Tucson: and others</td>
<td>Obtain Water System Permits</td>
<td>Submit Traffic Control Plans</td>
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<td>Obtain Site Location Assistance</td>
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<td>Obtain Track Access Permits (near Sun Link Streetcar/Route)</td>
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<td></td>
<td>Research Economic Initiatives &amp; Incentives</td>
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<td>As Appropriate, Establish Development Agreements</td>
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<td>Engage in pre-application discussions</td>
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<td>3</td>
<td>Require that on-site and offsite parking support sharing with surrounding properties and/or Park Tucson</td>
<td>Require Park-N-Ride parking spaces</td>
<td>Utilize in Lieu Fees Options for</td>
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<td>Incentivize enhanced transit stops</td>
<td>Construction of Public Infrastructure</td>
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<td>Require that parking is screened/not dominant</td>
<td>Go Through Development Review &amp; Permitting Process</td>
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<td>Require parking structures build 1-3 floors as convertible for future re-use</td>
<td>Obtain Right of Way Permits</td>
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<td></td>
<td>Support shared parking plans among uses promoted</td>
<td>Submit Traffic Control Plans</td>
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<td>4</td>
<td>Transit-Supportive Decision-Making: Parking Policies</td>
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<td></td>
<td>Intentionally promote site locations or existing routes: if not possible discuss altering options for adding a transit route or expanding FPN coverage</td>
<td>Traffic control plans support ADA access; and ensure safe pedestrian and cyclist through-access</td>
<td>City Leaders acknowledge and reward Partners and Champions that demonstrate leadership in encouraging transit and multi-modal transportation among employees, residents, customers, and neighbors through</td>
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<td></td>
<td>Highlight existing multimodal connectivity for promoted site locations, and potential for enhanced connections through site development</td>
<td>Transit service is not interrupted, or if it must be, is well-planned and coordinated with Sun Tran/Sun Link</td>
<td>Property and site design</td>
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<td></td>
<td>Market Deep Discount Pass Programs for future tenants, employees</td>
<td>Enhance multimodal connections as part of development</td>
<td>Campaigns that support less driving and encourage transit and multi-modal use</td>
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<td>High response rates on annual Travel Reduction Program surveys</td>
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<td>Health campaigns that support active movement</td>
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### General Site Development Tasks
- Consider Site Location Options
- Conduct Environmental Assessments
- Complete Market Research & Feasibility
- Identify Incentives
- Determine Financing
- Prepare Initial Project Concepts
- Purchase Property

### Development Tasks Involving Engagement with the City of Tucson
- Utilize Recruitment and Business Assistance Services Through: City Economic Initiatives Office: Az Commerce Authority: Sun Corridor: Rio Nuevo: Visit Tucson: and others
- Obtain Site Location Assistance
- Research Economic Initiatives & Incentives
- As Appropriate, Establish Development Agreements
- Engage in pre-application discussions

### Transit-Supportive Decision-Making: Parking Policies
- Require that on-site and offsite parking support sharing with surrounding properties and/or Park Tucson
- Require Park-N-Ride parking spaces
- Incentivize enhanced transit stops
- Require that parking is screened/not dominant
- Require parking structures build 1-3 floors as convertible for future re-use
- Support shared parking plans among uses promoted

### Transit-Supportive Decision-Making: Transit Policies
- Intentionally promote site locations or existing routes: if not possible discuss altering options for adding a transit route or expanding FPN coverage
- Highlight existing multimodal connectivity for promoted site locations, and potential for enhanced connections through site development
- Market Deep Discount Pass Programs for future tenants, employees
- Ensure Traffic Impact Analyses are equivalent to best practice Multimodal Transportation Impact Analysis
- Discuss participation in Travel Reduction Program for employees and residents
- Require that on site circulation supports pedestrians, bicyclists, vehicles, pedestrians, car share and bike share, and transit stops/access
- Require pedestrian access from sidewalks onto/to/transit site provided
- Require that rightways do not impede transit stops or safe pedestrian/bicycle access
- Enhance multimodal connections as part of development
- Traffic control plans support ADA access; and ensure safe pedestrian and cyclist through-access
- Transit service is not interrupted, or if it must be, is well-planned and coordinated with Sun Tran/Sun Link
- City Leaders acknowledge and reward Partners and Champions that demonstrate leadership in encouraging transit and multi-modal transportation among employees, residents, customers, and neighbors through
- Property and site design
- Campaigns that support less driving and encourage transit and multi-modal use
- High response rates on annual Travel Reduction Program surveys
- Health campaigns that support active movement
Examples of How Transit Supportive Policies Can Be Implemented Through Development Projects

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<tr>
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<td>Engage with Community Stakeholders</td>
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<td>3. Construction</td>
<td>Obtain Permits</td>
<td>Develop Traffic Impact Analyses</td>
<td>Incentivize enhanced transit stops</td>
<td>Discuss participation in Travel Reduction Program for employees and residents</td>
</tr>
<tr>
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<td>Construction of Site Elements: Structures, Landscape, Streetscape</td>
<td>Go Through Development Review &amp; Permitting Process</td>
<td>Require that parking is screened/not dominant</td>
<td>Require that on site circulation supports pedestrians, bicyclists, vehicles, ridehalls, car share and bike share, and transit stops/access</td>
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<td></td>
<td>Create Private Improvement Agreements</td>
<td>Require parking structures build 1-3 floors as convertible for future re-use</td>
<td>Require pedestrian access from sidewalks onto/info site provided</td>
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<td>Obtain Water System Permits</td>
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<td>Utilize In Lieu Fees Options for Construction of Public Infrastructure</td>
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<td>4. Occupancy, Operations, &amp; Maintenance</td>
<td>Activate and Promote Site</td>
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<td>City Leaders acknowledge and reward Partners and Champions that demonstrate leadership in encouraging transit and multi-modal transportation among employees, residents, customers, and neighbors through:</td>
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<td></td>
<td>Maintain Property</td>
<td>Submit Traffic Control Plans</td>
<td>Obtain Track Access Permits (near Sun Link/Streetcar route)</td>
<td>Property and site design</td>
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<td></td>
<td>Remain Code Compliant</td>
<td>Obtain Track Access Permits</td>
<td>Undergo Site Inspection</td>
<td>Campaigns that support less driving and encourage transit and multi-modal use</td>
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**Examples of How Transit Supportive Policies Can Be Implemented Through Development Projects**

|--------|--------------------------|-------------------------------|----------------------------------|-------------|---------------------------------------|
| 1      | General Site Development Tasks | - Consider Site Location Options  
- Conduct Environmental Assessments  
- Complete Market Research & Feasibility  
- Identify Incentives  
- Determine Financing  
- Prepare Initial Project Concepts  
- Purchase Property | - Engage with Community Stakeholders  
- Purchase Property  
- Obtain Entitlements  
- Undertake Design Development (coordinated architectural, structural, building, and civil)  
- Create Construction Drawings | - Obtain Permits  
- Construction of Site Elements:  
  - Structures  
  - Landscape  
  - Streetscape | - Activate and Promote Site  
- Maintain Property  
- Remain Code Compliant |
| 2      | Development Tasks Involving Engagement with the City of Tucson | - Utilize Recruitment and Business Assistance Services through:  
  - City Economic Initiatives Office, Arizona Commerce Authority, Sonoran Economic Council, and others  
- Obtain Site Location Assistance  
- Research Economic Initiatives & Incentives  
- As Appropriate, Establish Development Agreements  
- Engage in pre-application discussions | - Conduct Plan Amendment, Rezoning, and/or Variances  
- Develop Traffic Impact Analyses  
- Go Through Development Review & Permitting Process  
- Create Private Improvement Agreements  
- Obtain Water System Permits | - Utilize In Lieu Fees Options for Construction of Public Infrastructure  
- Go Through Development Review & Permitting Process  
- Obtain Right of Way Permits  
- Submit Traffic Control Plans  
- Obtain Track Access Permits (near Sun Link Streetcar route)  
- Undergo Site Inspection | - Obtain Certificate of Occupancy  
- Apply for Business Licenses  
- Implement Travel Reduction Program  
- Operate Business and Manage Property Subject to Code Enforcement |
| 3      | Transit-Supportive Decision-Making: Parking Policies | - Require that onsite and offsite parking support sharing with surrounding properties and/or Park Tucson | - Require Park-N-Ride parking spaces  
- Incentivize enhanced transit stops  
- Require that parking is screened/not dominant  
- Require parking structures build 1-3 floors as convertible for future re-use  
- Support shared parking plans among uses promoted | - Traffic control plans support ADA access, and ensure safe pedestrian and cyclist through-access  
- Transit service is not interrupted, or if it must be, is well-planned and coordinated with Sun Tran/Sun Link | - Encourage property managers and businesses to lead campaigns that support less driving |
| 4      | Transit-Supportive Decision-Making: Transit Policies | - Intentionally promote site locations that are near frequent transit routes, or existing routes; if not possible, discuss possibilities of adding transit  
- Highlight existing multimodal connectivity for promoted site locations, and potential for enhanced connections through site development  
- Require participation in Travel Reduction Program for employees and residents  
- Require that on site circulation supports pedestrians, bicyclists, vehicles, sidewalks, cars, and transit stops/access  
- Require pedestrian access from sidewalks onto/into site provided  
- Require that driveways do not impede transit stops or safe pedestrian/bicycle access  
- Enhance multimodal connections as part of development | - Traffic control plans support ADA access, and ensure safe pedestrian and cyclist through-access  
- Transit service is not interrupted, or if it must be, is well-planned and coordinated with Sun Tran/Sun Link | - City Leaders acknowledge and reward Partners and Champions that:  
  - Demonstrate leadership in encouraging transit and multi-modal transportation among employees, residents, customers, and neighbors through:  
    - Property and site design  
    - Campaigns that support less driving and encourage transit and multi-modal use  
    - High response rates on annual Travel Reduction Program surveys  
    - Health campaigns that support active movement |
Today’s Recommendations that will Frame the Recommendations Report

1. Focus on identifying and aligning Goals, Strategies and Tactics Recommendations on long-term sustainability in these areas:
   - Building Ridership
   - Develop Partnerships
   - Educate the Public about the Value
   - Create Connections to the System

2. Prioritize policies that support ongoing transit strategic planning, but also integrate transit, active transportation, parking, and land use into planning, operational, investment, and construction decisions
Enhancing Transit Ridership through Funding & Policy

Discussion Questions:

• Do you support the transit recommendations put forward?
• Is there anything missing?
Adjourn

Next Meeting: Dec. 6, 2018
9-11am
TDOT 4th Floor Conf Room

Meeting Topic: Review Draft Recommendations Report
Thank you!