DRAFT

TUCSON

norte-sur

NORTE-SUR PHASE II

A POLICY FRAMEWORK FOR EQUITABLE TRANSIT-ORIENTED DEVELOPMENT

SEPTEMBER 2024

NORTE-SUR PHASE II

A POLICY FRAMEWORK FOR EQUITABLE TRANSIT-ORIENTED DEVELOPMENT

SEPTEMBER 2024

PREPARED FOR:
CITY OF TUCSON & THE CITY OF SOUTH TUCSON

PREPARED BY:
THE PLANNING CENTER WITH ASSISTANCE FROM HDR

WITH ASSISTANCE FROM:

CITY OF TUCSON

- DEPARTMENT OF TRANSPORTATION AND MOBILITY
- DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
- PLANNING AND DEVELOPMENT SERVICES
- OFFICE OF EQUITY
- OFFICE OF ECONOMIC INITIATIVES
- PARKS AND RECREATION DEPARTMENT
- GREEN STROMWATER INFRASTRUCTURE PROGRAM

TABLE OF CONTENTS

TUCSON norte-sur

A Policy Framework for Equitable Transit-Oriented Development

CITY OF TUCSON

SOUTH TUCSON
THE PUEBLO WITHIN A CITY

Executive Summary

September 2024

Statement from Tucson Mayor Romero

"As an elected official deeply committed to the prosperity and inclusivity of Tucson, I am proud to endorse the Tucson Norte-Sur Plan, a transformative initiative set to shape our city's future. Funded by the Federal Transit Administration's Pilot Transit-Oriented Development Program, this 3-year project aims to strategically guide development along a pivotal north-south transit corridor spanning from the bustling Tohono T'adai Transit Center, passing through downtown Tucson, the City of South Tucson, to the vibrant Tucson International Airport.

This effort has been led by the City of Tucson's Department of Transportation and Mobility, in collaboration with the City of South Tucson. Other stakeholders involved include the Housing and Community Development and Planning and Development Services, as well as local businesses and organizations. Likewise, I want to thank the Community Ambassadors and Connectors for helping us meet our community members where they are, whether that be at a transit station, a restaurant, or a park.

The Norte-Sur Plan seeks to foster equitable transit-oriented development (eTOD). This approach not only enhances connectivity and sustainability but also prioritizes community well-being, economic vitality, and the preservation of our unique cultural heritage. By leveraging strategic land use and thoughtful planning, this initiative promises to create vibrant, inclusive neighborhoods where all Tucsonans can thrive."

In Community,
Mayor Romero

CITY OF TUCSON
Regina Romero
MAYOR REGINA ROMERO

Acknowledgements

Many thanks to all who contributed to this planning effort, including City of Tucson staff from the Department of Transportation & Mobility, Planning & Development Services, Housing & Community Development, Parks and Recreation, The Office of Equity, The Office of Health, Safety, and Wellness, the Office of Economic Initiatives, the City of South Tucson, and staff from the South Tucson Housing Authority. A special thanks to the Project Working Group and the Project Steering Committee members who put in many hours providing direction over a period of two years. And of course, all of the community members in Tucson and South Tucson that provided input through the engagement process.

Executive Summary Table of Contents

Norte-Sur is a Plan

Tucson Norte-Sur is a plan and policy document for communities to identify equitable Transit Oriented Development opportunities along a north-south transit corridor from the Tucson Mall/Tohono Tadai Transit Center in the north to the Tucson International Airport in the south. Transit oriented development (TOD) is a planning and design approach that seeks to create compact, mixed-use, pedestrian-oriented neighborhoods around new or existing public transit stations.

Many transit advocates, planners, community-based developers, and others have embraced TOD as a strategy to create more vibrant and connected neighborhoods, increase transit ridership, expand opportunity, and reduce the greenhouse emissions that contribute to climate change. However, the high demand for housing adjacent to transit can make TOD homes inaccessible to people with lower incomes, while the rapid appreciation sparked by new transit investments can lead to gentrification and displacement, countering equity goals.

The Tucson Norte-Sur plan is not a capital project and does not include:

- Funding for capital projects, such as the construction of transit
- Selection of a specific transit types
- Selection of specific corridor alignments or roadway changes
- Planning for transit operations

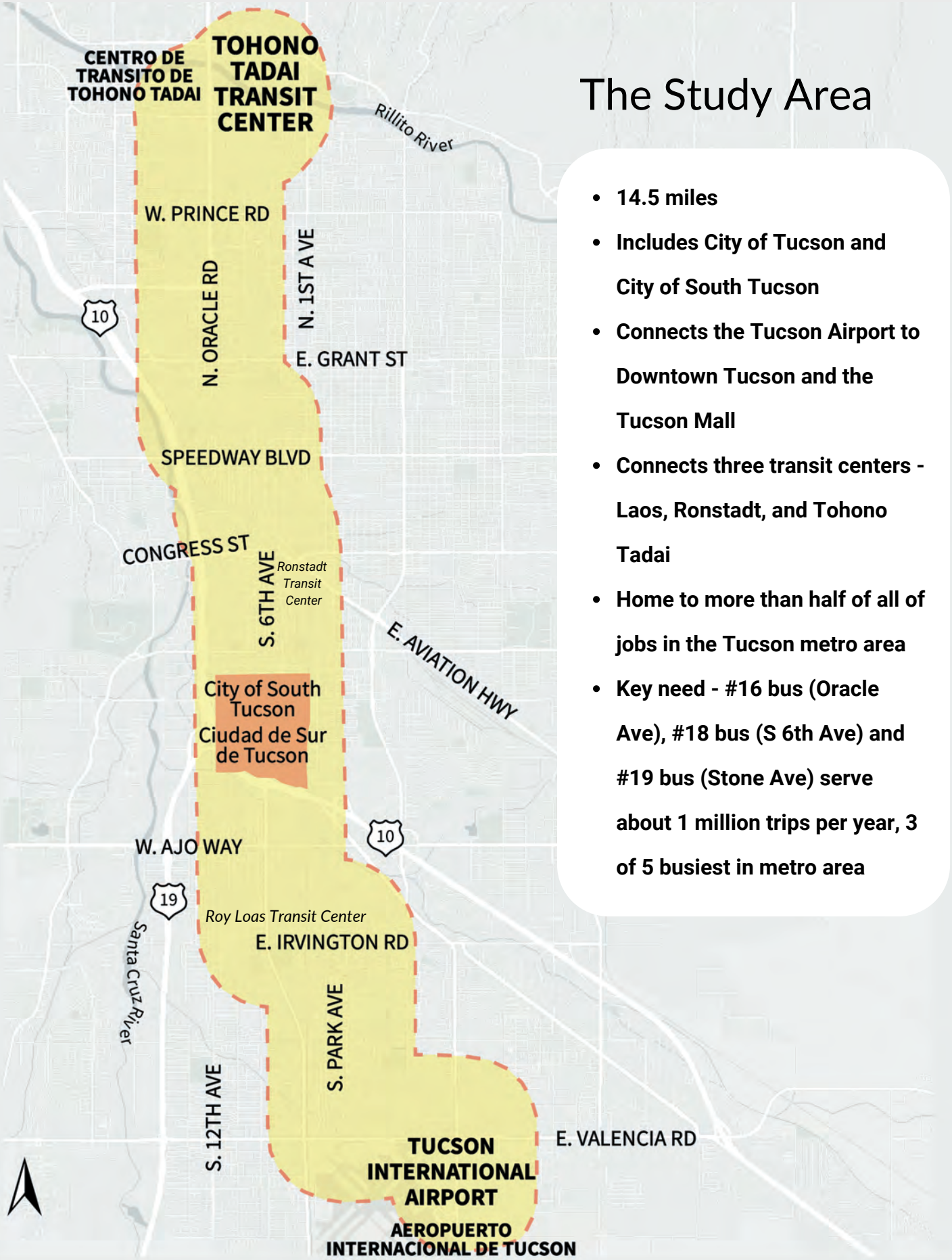
Tucson Norte-Sur is separate but complementary to the Tucson Rapid Transit Project, which is focusing on Bus Rapid Transit on Stone Avenue between Tohono Tadai Transit Center and Ronstadt Transit Center.Planning to identify the route and type of High Capacity Transit south of downtown will start in 2025. For more information see tucsonrapidtransit.com.

Tucson Norte-Sur (plan):

The land use planning and policy development along the transit corridors focused on **affordable housing, multimodal connectivity, cultural preservation,** and **equitable development outcomes**.

Tucson Rapid Transit (project)

The identification and implementation of a specific **bus rapid transit corridor**, stations, and transit technology.



The Study Area

- **14.5 miles**
- **Includes City of Tucson and City of South Tucson**
- **Connects the Tucson Airport to Downtown Tucson and the Tucson Mall**
- **Connects three transit centers - Laos, Ronstadt, and Tohono Tadai**
- **Home to more than half of all of jobs in the Tucson metro area**
- **Key need - #16 bus (Oracle Ave), #18 bus (S 6th Ave) and #19 bus (Stone Ave) serve about 1 million trips per year, 3 of 5 busiest in metro area**

Why We Need a Plan for Equitable Transit Oriented Development

Why is the Norte-Sur plan for eTOD important for neighborhood livability?

1) The **COST of HOUSING + TRANSPORTATION** in Tucson makes up almost half (46%) of the average household income, creating a burden for many. Policies that combine affordable housing with access to affordable transit can reduce living costs for existing and new residents.

Average Annual Transportation Cost

Costo Promedio Anual de Transporte

Average Annual Housing Cost

Costo Promedio Anual de Vivienda

2) Some neighborhoods within the Norte-Sur study area have been disproportionately burdened with **RAPIDLY RISING** housing costs, high **HOUSING TURNOVER** rates, and a high proportion of rental units. Referred to in the Norte-Sur plan as "*EQUITY PRIORITY AREAS*", these areas stand out for risks to housing instability and displacement even relative to other parts of the study area which already score highly in Tucson's Equity Priority Index.

3) There is **HIGH TRANSIT USAGE** in the Norte-Sur Study Area, combined with **POOR SUPPORTIVE INFRASTRUCTURE**. Bus routes 16 (Oracle Rd), 18 (S. 6th Ave), and 19 (Stone Ave) are among the top 5 best performing SunTran routes, while sidewalk coverage (59%) and tree coverage (7%) are low.

Work Completed - Phase I

Tucson Norte-Sur includes multiple plans and components that have been completed since the effort began in 2021. **Phase I included a Market Assessment and a heavy emphasis on data collection and community engagement. Phase II included additional community engagement, research, and policy recommendations.** These include:

Tucson eTOD Community Engagement Plan (2021)

Provides Guiding Principles for public outreach and strategies for community engagement.

Tucson Norte-Sur Market Assessment (2022)

An assessment of housing, retail, office, and industrial demand across the Tucson Norte-Sur study area, split into 4 distinct zones: the North side, downtown, City of South Tucson, and the South side.

A Plan for Equitable Transit Oriented Development Phase 1: Data and Community Input (2023)

The Phase 1 summary comprises two major components: Community Engagement and Data. Both components provided the basis for 3 primary themes that emerged and formed the basis for Phase 2: Affordability, Mobility, and Community.

Work Completed - Phase II

Tucson Norte-Sur Phase II: A Strategic eTOD Framework (2024)

The Phase II report encompasses the policy and program action strategies for land use, housing, cultural preservation, mobility and infrastructure.

Norte-Sur Sidewalk Connections Pedestrian Access Study (2024)

As part of the Norte-Sur project, this study was conducted to identify gaps in the pedestrian network surrounding the planned Stone Ave Bus Rapid Transit project. The existing pedestrian infrastructure in this area was evaluated to determine needed improvements to sidewalks, curb ramps, and driveways to increase access to transit.

Work Completed - Phase II Cont.

Tucson Bus Rapid Transit Assessment: Economic Development, Demographic, Commuting, and Rent Perspectives (2024)

This study was commissioned to address potential impacts and implications of bus rapid transit (BRT) on land use, commuting behavior, and residential, retail and office growth by reviewing comparable BRT systems.

Tucson Norte-Sur Study Area Roadway Safety Audits (2023, 2024)

The City of Tucson requested three Road Safety Audits in the Norte-Sur study area, specifically to identify short-term and long-term safety enhancements to the Stone Avenue and South 6th Avenue corridors.

Norte-Sur Timeline

JUNE 2020

The City of Tucson is Awarded a Grant From the Federal Transit Administration Pilot TOD Planning Program

La ciudad de Tucson recibe una subvención del Programa Piloto de Planificación TOD de la Administración Federal de Tránsito

Phase I

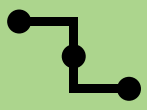
2021-2022

FTA Grant Tucson Norte-Sur Phase 1/*Subsidio FTA Fase 1 Tucson Norte-Sur*

- Community Engagement Phase 1 / Participación de la Comunidad Fase 1
- Technical Data Collection/ Recopilación de datos técnicos
- Market Study/ Análisis de Mercado

Phase II

2023-2024



FTA Grant Tucson Norte-Sur Phase 2/*Subsidio FTA Fase 2 Tucson Norte-Sur*

- Community Engagement Phase 2 / Participación de la Comunidad Fase 2
- Policy and Program Recommendations / Recomendaciones de políticas y programas

The Outreach Process

The Tucson Norte-Sur planning process included a wide range of community outreach and engagement strategies to help center community voices. This process acknowledges the systemic and institutionalized barriers to engagement such as languages used, the formats of receiving feedback, outreach methods, location and time of engagement events, and more.

We have therefore employed outreach and engagement efforts with a specific emphasis on engaging those communities that will be most impacted by the proposed high capacity transit route as well as intentionally reaching out to—and amplifying the voices of—communities and populations that have been historically left out of planning and decision-making processes. This includes low-income families and individuals, homeowners as well as renters in the study area, Latino/Hispanic and Spanish-speaking communities, Native American communities, people with disabilities, youth, workers, transit riders, small business owners, and more.

Meet the Connectors

Community Connectors meet the community where they are. Instead of asking people to attend public meetings, the Connectors meet the public where they are and engage community members in conversations about the Tucson Norte-Sur Plan. They host diverse community dialogues with small groups of residents at times and places that are convenient for them. They meet community members at places they congregate, such as transit centers, grocery stores, parks, libraries, or neighborhood events. They also bring their talents and creative connections to this project, whether getting people to fill out surveys while they wait for their food at a food truck or hopping on a bus and engaging the riders about the plan.

Lead Community Connectors

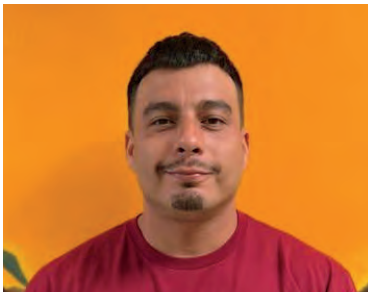
Selina Barajas
Southside Tucson
City of South Tucson

Selina Barajas, a native Tucsonan alum from both Sunnyside and Tucson Unified School Districts and the University of Arizona, holds a master's degree in Urban Planning from UCLA and has experience advocating for social, cultural and economic development initiatives for the community. Selina has worked on mobility projects such as the 12th Avenue Street Improvement Project, Proposition 407 Bicycle Boulevard's on Tucson's south side, and Move Tucson. It remains a top priority for Selina to promote and support local businesses, creatives and makers, especially those traditionally undervalued.

Valerie Sanchez
Northside Tucson
Downtown Tucson

Valerie is the founder and CEO of Juntos Communications, specializing in community betterment, economic mobility and positive social change. She is also a Community Outreach Manager in Arizona State University's School of Social Work Office of Community Health, Engagement and Resiliency (OCHER), working with communities to co-create interventions and initiatives that focus on inherent strengths to promote resiliency. Her work is guided by lived experience and professional history - experiential and rooted in relationship building to advance equity, social and economic impact, and social justice.

Community Connectors



Armando Sotelo

Erica Castaneda

Patricia G. Sanchez

Rosario 'Chayo' Bernal-Mendibes

D'Andre Silva

Mike 'S!ick' Edmonds

Lucky Salway

Karma Campbell

Jon-Lee 'Jonni' Campbell

Imelda G. Garcia

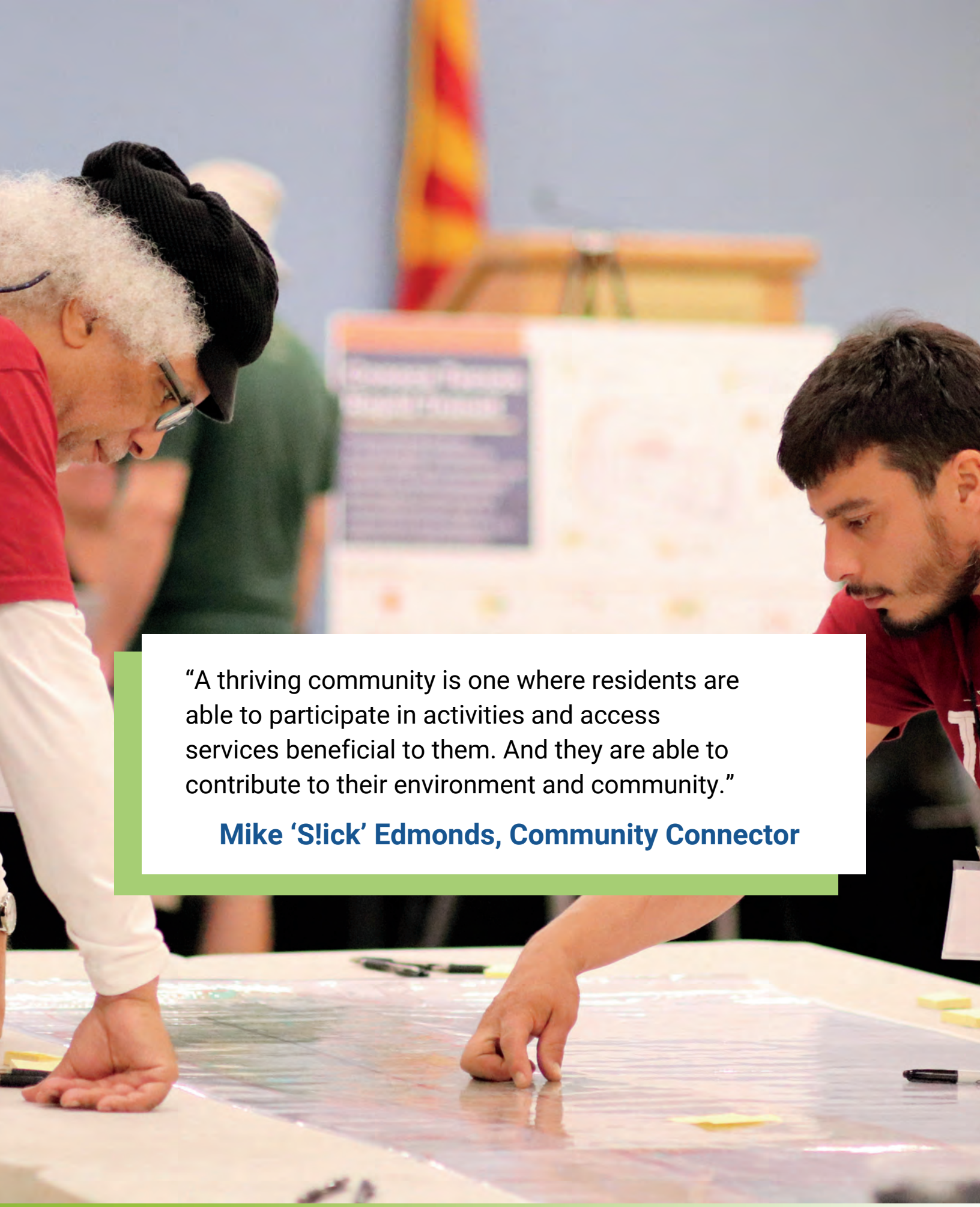
Stacey Sizemore

Eliza Garcia

Alejandro Bohon

Vanessa Gallego

Timothy Peth



"A thriving community is one where residents are able to participate in activities and access services beneficial to them. And they are able to contribute to their environment and community."

Mike 'S!ick' Edmonds, Community Connector

Phase I Outreach Methods

Phase I community outreach consisted of:

- **1** Norte-Sur website
- **1** Online Survey (2,417 responses)
- **10** Community Open House Events
- **1** Community Ambassador Training Program
- **6** Community Dialogues
- **16** Pop-up Events
- **7** Focus Groups

What We Heard Phase I

What did we hear most from our 30 + outreach events in Phase I?

Votes and responses across more than 30+ outreach events were tabulated to determine community priorities around transportation and housing. These comments were grouped into themes to provide a clearer picture of goals for Norte-Sur going into Phase II. The full summary of comments can be found in the appendix of A Plan for Equitable Transit Oriented Development Phase 1: Data and Community Input (2023)

Top 3 themes that respondents found most important to creating equitable TOD:

1. **THE NEED FOR FAST, RELIABLE, FREQUENT, WELL-CONNECTED, AFFORDABLE PUBLIC TRANSIT**

2. **WALKABILITY, BIKEABILITY, ACCESSIBILITY**

3. **CONCERNS AROUND HOUSING AFFORDABILITY, GENTRIFICATION, DISPLACEMENT**

Phase II Outreach Methods

Phase II community outreach consisted of:

1 Community Connectors Program with 15 connectors

21 Small Group Meetings or Cafecito's

17 Pop-ups

5 Open House Events

3 Community Workshops

2 Transit Center Walkabouts and Focus Group Discussions

2 Thrive in the 05 Business Forums

1 Business Outreach Survey

What We Heard Phase II

Based on the themes that emerged as priorities from Phase I (housing, mobility, community), the Norte-Sur team drafted specific goals and sought community feedback on the proposed goals by asking participants to vote for their favorites.

Phase II Top Overall Goals by Votes Received

1. Integrate tree canopy, water harvesting, and native plants in landscape design
2. Improve bicycle connectivity within Tucson Norte-Sur
3. Expand walkability within Tucson Norte-Sur
4. Improve access to affordable services; childcare, healthcare, healthy food options

"Equitable mobility is ensuring that all individuals, regardless of their socio-economic status, have access to safe, affordable, and efficient transportation options. When individuals have access to reliable transportation options, they are better able to access job opportunities, educational institutions, healthcare facilities, and other essential services. This can help break the cycle of poverty and create more equitable communities."

Erica Castaneda, Community Connector

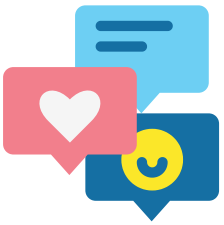
Erica Castaneda

Norte-Sur Business Survey Results

Norte-Sur Phase II also included a business survey, which was mailed to all businesses in the Norte-Sur study area. Additionally, Community Connectors canvassed many of the commercial corridors with the survey, such as S. 6th Ave, Oracle Rd, and Stone Ave. Full survey results can be found at tucsonnorte-sur.com/engage

The survey asked which challenges small businesses are facing, and what programs may be most beneficial. Respondents identified the following as the most beneficial programs:

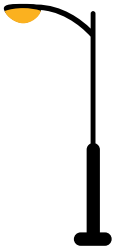
1. Social Media and Marketing Assistance



2. Façade Improvements

3. Business Access Signage (tied)

3. Street Lighting (tied)



Key Action Strategies

Based on the data collected and feedback from more than 70 outreach events and two surveys over two years, we've developed policy recommendations related to the three themes of housing, mobility, and communityThe following is a list of **10 action strategies** to advance the goals of Norte-Sur and carry momentum forward. The full list of policies and action strategies can be found in Part VI: Ensuring Equitable Outcomes.

#1 Formally Adopt and Establish Programming for Equity Priority Areas

What

Infrastructure investments provide community improvements and can therefore intrinsically increase redevelopment potential for properties, which in turn generates market interest and development from investors, which can lead to higher property values and other tangible impacts for residents living within the general vicinity of the transit corridor.

How

The Tucson Norte-Sur team coordinated with the Office of Equity to identify Equity Priority Areas within the Tucson Norte-Sur study area. While the Tucson Norte-Sur study area is already a focal point for the city's Equity Priority Index, these areas have seen rapid increases in housing costs and high rates of housing turnover and demographic change even relative to other areas in the study area and have been identified as having higher rates of housing cost-burdened households, higher poverty rates, higher rates of vulnerable age groups and residents with a disability.

Due to the risks for displacement and higher need in combination with fewer resources, TOD Equity Zones provide a physical basis for focusing equity policies and infrastructure improvements. For example, a business applying for a façade improvement grant or other program may score higher if they are located within an Equity Priority Area.

Themes Adressed

Housing, mobility, and community

Requires Funding?

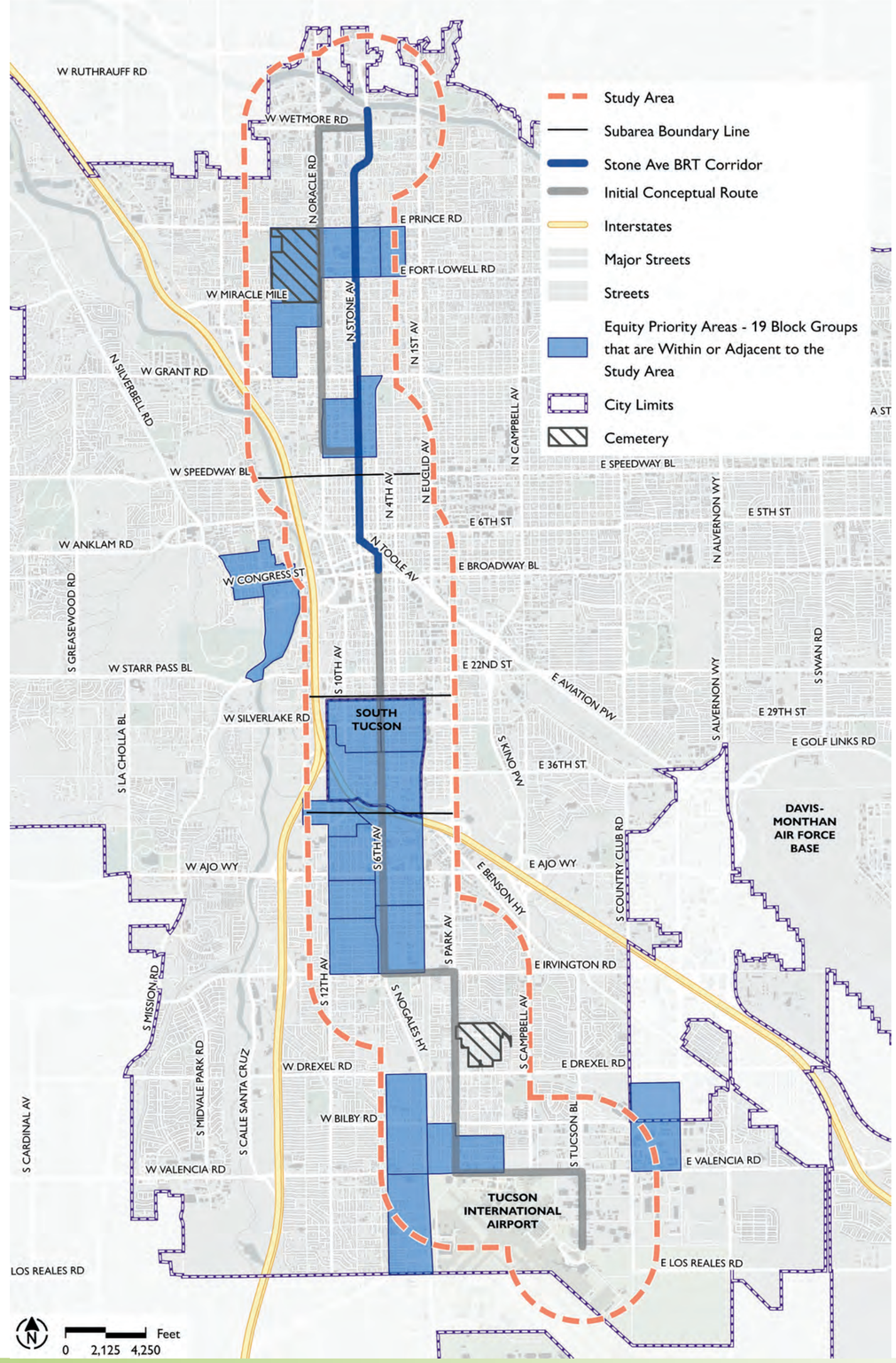
No

City of Tucson Lead Agencies

Office of Equity, Management Systems GIS Section, Planning and Development Services

Action Requested

Create an application process, eligibility criteria, and guidelines for programming; schedule for Mayor and Council adoption.



#2 Advance Key Activity Centers Within Tucson Norte-Sur Study Area

What

As Tucson Norte-Sur progressed between 2022 and 2024, a few areas emerged as priorities for equitable Transit-Oriented Development based on community input and the selection of Stone Avenue Bus Rapid Transit in January 2024. These areas include major transit, educational, and job hubs, as well as areas with great potential for reinvestment.

How

The Tucson Norte-Sur plan recommends planning for Key Activity Centers for the following locations:

1) Tohono Tadai Transit Center/Tucson Mall together with with Pima County, SunTran, and surrounding stakeholders

2) Pima Community College campus BRT station area with PCC, Thrive in the 05 and surrounding stakeholders

3) North Downtown/Warehouse District as the Links transportation and utility project is reaching completion with the Downtown Tucson Partnership and other downtown and warehouse district stakeholders

4) Laos Transit Center/El Pueblo Center in conjunction with ongoing improvements and efforts by City of Tucson Parks and Recreation and others

Themes Adressed

Housing, mobility, and community.

Requires Funding?

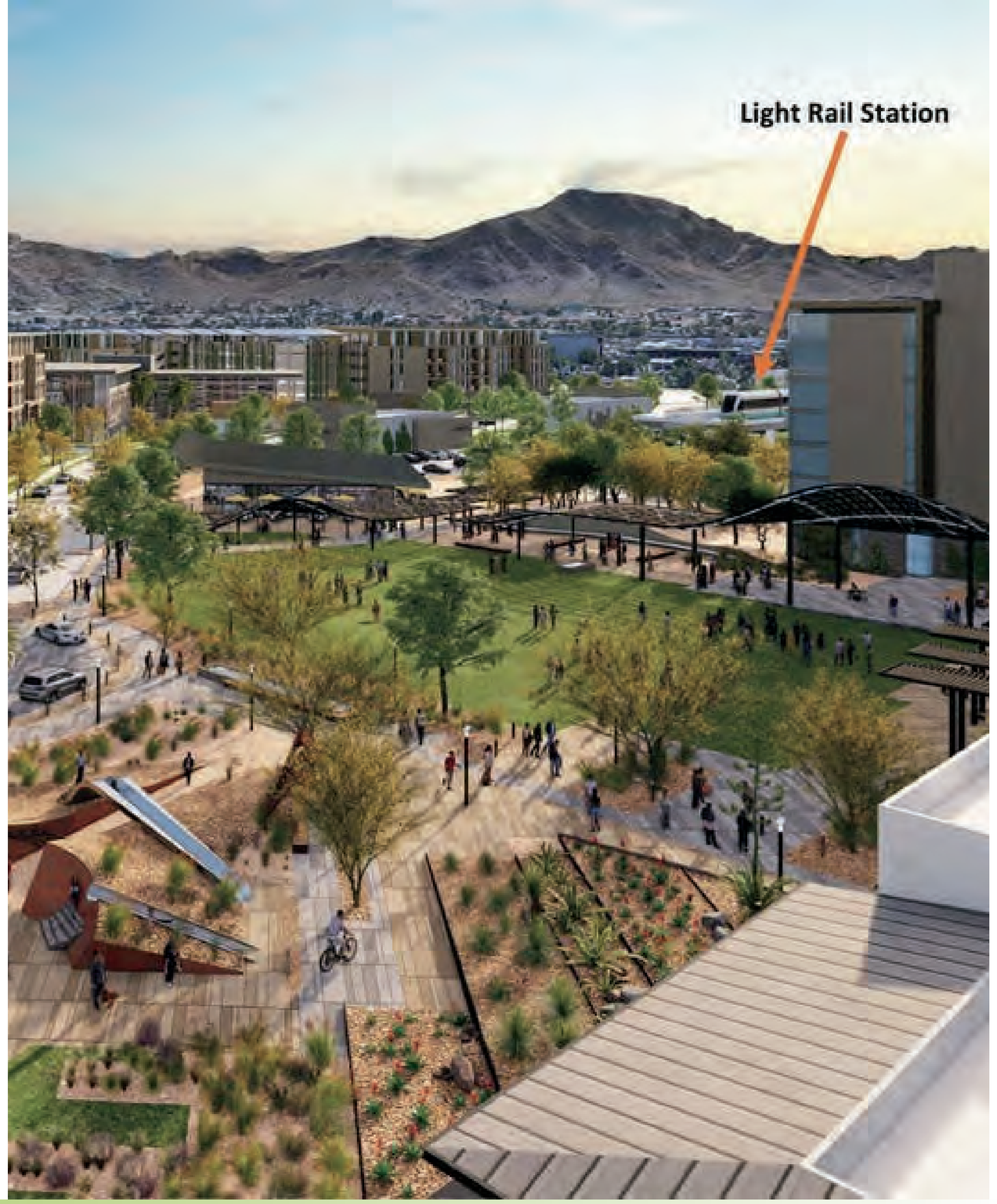
Yes

City of Tucson Lead Agencies

Planning and Development Services Department, Department of Transportation and Mobility, Parks and Recreation

Action Requested

Work with PDSD to identify budget, timeline, and work plan. Planning for Activity Centers may include working with neighborhoods to identify land use changes, activation/programming ideas, and infrastructure improvements.



#3 Initiate Development Code Updates to Support Transit-Oriented Development

What

Two-thirds of the Norte-Sur study area features transit-conducive zoning, yet current code regulations do not effectively facilitate Transit-Oriented Development or enable properties to achieve their maximum density potential under existing zoning. By making adjustments to the Unified Development Code and utilizing the Market Assessment (2022) to better understand market conditions, properties may be developed to their fullest potential without requiring rezoning or causing compatibility issues, especially considering most of the study area is transit-supportive.

How

To unlock the reinvestment potential of properties within the Norte-Sur study area, coordinate with PDSD's Corridor Redevelopment Plan to initiate code amendments that reduce barriers to constructing equitable TOD, such as outdated parking minimums, arbitrary setback and lot coverage requirements, and maximum heights/densities.

Themes Adressed

Housing, Mobility, Community

City of Tucson Lead Agencies

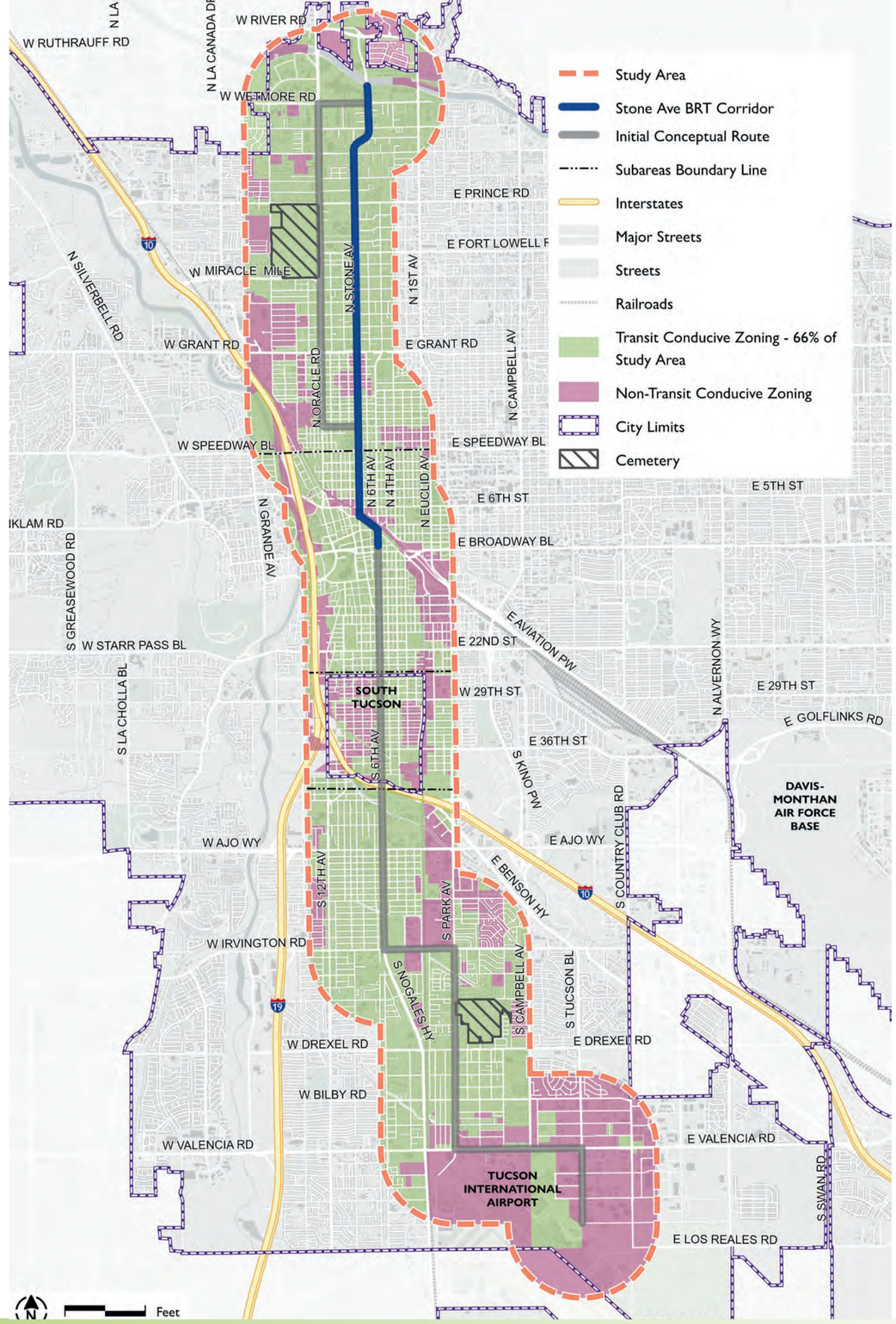
Planning and Development Services Department (PDSD)

Requires Funding?

Yes

Action Requested

Work with PDSD to determine the appropriate zoning changes and modifications to current development regulations in the UDC and incorporate into ongoing efforts, such as the Corridor Redevelopment plan.



#4 Acquire Vacant and Underutilized Properties for Affordable Housing in Key Areas

What

Much like other cities across the nation, Tucson is experiencing a housing crisis which is largely attributed to inadequate supply and rapid increases in costs that account for an overburdening share of personal monthly income. According to a study conducted by the City's Housing and Community Development Department, over 75,000 households across the city spend more than 30% of their income on housing, and therefore, are more vulnerable to housing instability. These challenges are most acute in the study area.

Recognizing that a significant amount of land within the study area is vacant or underutilized despite being zoned to support higher density residential uses or other TOD supportive land uses, Norte-Sur recommends that the City focuses on acquiring vacant/underutilized land and investing in city-owned properties to maintain long-term affordability within Equity Priority Areas and eTOD Focus Areas, near stations, and in areas with more vacancies and higher amounts of transit-supportive land uses and zoning.

How

1. Coordinate with HCD on existing opportunities for long-term affordable workforce housing on city-owned land, focusing on areas around the transit centers, near planned transit stations, and adjacent to city parks and basic services
2. Implement a tax or bond referendum for affordable/workforce housing, with a portion of available funding for land acquisition

Themes Adressed

Housing

Requires Funding?

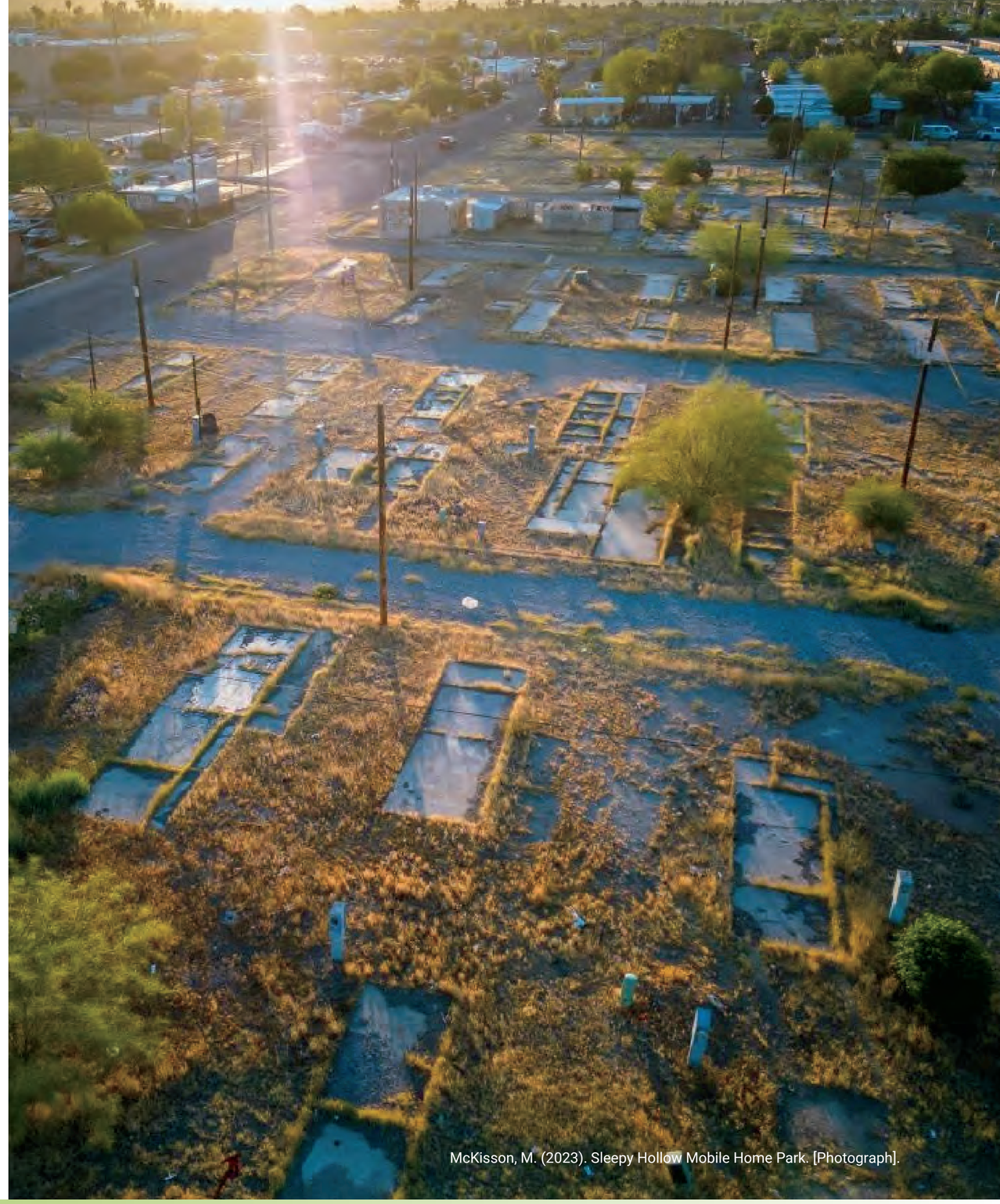
Yes

City of Tucson Lead Agencies

Housing & Community Development

Action Requested

Utilize funding strategies outlined in Tucson Norte-Sur.



McKisson, M. (2023). Sleepy Hollow Mobile Home Park. [Photograph].

5 Develop an Anti-Displacement Fund Directed at the Most Vulnerable Housing Types

What

An Anti-Displacement Fund is a direct response to significant community concerns raised by Norte-Sur neighborhoods and stakeholder organizations about gentrification pressures from reinvestment on long-term residents and businesses. This may take the form of direct financial assistance such as a grant to individual homeowners, renters, small businesses, or communities such as mobile home parks that are most at risk to rising property values.

How

Develop a Norte-Sur Affordable Housing Preservation Fund in partnership with a local financial institution to provide acquisition capital and housing cost increases to at-risk homeowners and landlords of existing affordable multifamily housing.

Themes Adressed

Housing

Requires Funding?

Yes

City of Tucson Lead Agencies

Housing and Community Development

Action Requested

Utilize funding strategies outlined in Tucson Norte-Sur and identify a local lending institution

Friendly Village of the Catalinas [Photograph]. https://grahammhsales.com/friendly-village-of-catalinas/

6 Create a Façade and Walkway Improvement Grant Program for Norte-Sur Businesses

What

The Norte-Sur Small Business Survey, conducted in Spring 2024, identified access and visibility as significant challenges and “Façade Improvement Assistance” was listed as a program that would be “most helpful” for businesses along the corridors. Similarly, two Road Safety Audits on Stone Ave in 2023 and 2024 identified the need for safe and direct pedestrian access between sidewalks and many of the businesses along the corridor, which are often separated by large, pedestrian-hostile parking lots. A Façade and Walkway Improvement Grant could assist with both challenges, giving businesses and property owners flexibility to enhance storefront visibility and provide walkways for people accessing on foot, bike, or transit.

How

1. Identify municipal funding sources, apply for grant program, or partner with lending institutions or community partners
2. Develop a program description, application requirments, grant parameters, evaluation criteria and grant tracking
3. Coordinate with PDSD’s Corridor and Underutilized Property Project to issue a call for funding and request proposals from landowners, strip mall owners, and individual businesses

Themes Adressed

Mobility, Community

Requires Funding?

Yes

City of Tucson Lead Agencies

Joint program of Department of Transportation and Mobility and Economic Initiatives

Action Requested

Identify funding or municipal set-aside of approximately $1 million annually.

7 Expand the Sidewalk Network

What

A successful transit system requires a supporting pedestrian network that is accessible, comfortable, and safe. Currently, a significant portion of the Norte-Sur study area lacks sidewalk connectivity, even on major arterials such as Stone Ave. An analysis during Phase 1 found that 23% of all streets within the study area, including local streets and major roads, are considered “high stress.” This means that factors like missing or minimal sidewalks and high vehicle traffic speed and volumes create unsafe or uncomfortable conditions for people walking. Just within the entire study area, there are 112.9 miles of sidewalk gaps. *(Phase 1: Data and Community Input, pg. 111)*

The data collected in Phase 1 of Norte-Sur led to the Norte-Sur Sidewalk Connections Pedestrian Access Study (2024), which focused on specific recommendations for sidewalk infill between Drachman Rd and Wetmore Rd, and Oracle Rd and 1st Ave in the North side subarea.

How

1. Utilize the Norte-Sur Sidewalk Connections Pedestrian Access Study, which recommends priority sidewalk projects based on set budget amounts
2. Undertake a sidewalk connections and pedestrian access study in the sourthern portion of the Norte Sur
   Corridor between I-19 and Irvington Road in conjunction with HCT planning & project development
3. Work with neighborhoods to identify priority sidewalk infill for when funding becomes available
4. Develop strategies to encourage private property owners to permit greater pedestrian connectivity and facilities through and to the corridor, including circulation within commercial areas (see Action Strategy #6 above)

Themes Adressed

Mobility

Requires Funding?

Yes

City of Tucson Lead Agencies

Department of Transportation & Mobility

Action Requested

Mobilize existing funding mechanisms such as Prop 411 and other sources to go towards sidewalk projects that support connectivity to high-capacity transit projects.

#8 Upgrade Tohono Tadai, Ronstadt, and Laos Transit Centers

What

The Tucson Norte-Sur study area includes three transit centers – Tohono Tadai, Ronstadt, and Laos. These transit centers were built to accommodate efficient bus transfer and access points for Sun Tran riders and include covered platforms, bus bays, restrooms, on-site security and information kiosks. Ronstadt is currently in the process of being redeveloped into a mixed-use downtown destination, while Laos is part of an effort to improve access and park space at the adjacent El Pueblo Center, and Tohono Tadai will need to be rebuilt to accommodate Bus Rapid Transit in the near future.

In June 2024, the Norte-Sur team worked with stakeholders, community leaders, and city department staff to review both Tohono Tadai and Laos Transit Centers for short-term and long-term programmatic and facility improvements.

How

1. Review findings from the June 2024 Tohono Tadai Facility Review and Recommendations and the Laos Facility Review and Recommendations as part of Norte-Sur Phase II
2. Review recommendations with DTM and Sun Tran staff to develop a plan for advancing short-term improvements
3. Incorporate long-term recommendations into Key Activity Center plans (see action strategy #2) for Tucson Mall and El Pueblo Center

Themes Adressed

Mobility, Community

Requires Funding?

Yes

City of Tucson Lead Agencies

Department of Transportation and Mobility, Sun Tran

Action Requested

Leverage recent Transit Center facility reviews to seek funding for improvements as part of FTA's Fleet & Facilities Discretionary Program.

9 Designate N. Stone Ave and S. Sixth Ave as Transit and Pedestrian Priority Corridors to Implement Multimodal Safety Improvements

What

Tucson ranked as the third most dangerous metropolitan area for pedestrian fatalities with most regional fatalities occuring withing the city limits in the 2024 Dangerous By Design report. The Norte-Sur corridors including Oracle Rd, Stone Ave, and S. 6th Ave are a part of Tucson's High Injury Network (HIN). The HIN is 4% of Tucson's street network, but accounts for 68% of severe pedestrian crashes. Many of these crashes occur on popular transit routes that were built as wide, high-traffic roads designed for moving vehicles through quickly. Establishing North Stone Avenue and South Sixth Avenue as "Transit and Pedestrian Priority Corridors" with proven safety measures can increase walkability and connect people to transit, housing, and jobs.

How

1. Review and implement recommendations from the three Road Safety Audits (RSAs) conducted in the Norte-Sur corridors as part of Tucson Norte-Sur Phase I and Phase II
2. Develop a schedule and coordinate with PAG to conduct Road Safety Audits on all high-capacity and frequent transit routes
3. Review the viability of reducing posted speeds in high-capacity transit corridors to 30 mph or less
4. Review the viability of access management and tactical engineering/safety treatments at major intersections along the corridor, such as No Right on Red and Leading Pedestrian Indicators
5. Formally endorse the goals of the Safe Streets and Roads for All (SS4A) initiative and approve the resulting action plan once finalized

Themes Adressed

Mobility

Requires Funding?

Yes

City of Tucson Lead Agencies

Department of Transportation and Mobility, Sun Tran

Action Requested

Coordinate with DTM as part of ongoing speed limit reductions to include high-capacity and frequent transit routes

10 Require Street Trees to be Installed in a Landscape Zone Adjacent to High-Frequency Transit Corridors

What

Requiring street trees on the high-capacity transit corridors will provide shade and mitigate the urban heat island effect while improving stormwater management. Some neighborhoods within the Norte-Sur project area are, on average, up to 6 degrees hotter than the mean surface temperature in Tucson (Tree Equity Dashboard). Heat severity is directly related to tree canopy cover, highlighting the need for an increased number of street trees where there is high pedestrian traffic. Currently, the study area tree canopy as a percentage of land area is only 7.5% (Phase 1: Data and Community Input, pg. 102). The Tucson Norte-Sur Project will improve access to transit and pedestrian-friendly urban design along the approved corridor, therefore, it is vital that barriers to planting street trees are lifted to maximize pedestrian safety, connectivity, and comfort.

How

1. Coordinate with the Storm to Shade program to ensure existing stormwater and tree planting standards are being addressed in design of transit corridors and streetscapes
2. Review and remove S2S Program restrictions around planting street trees on arterial streets
3. Identify funding for long-term maintenance of street trees on high-capacity transit corridors

Themes Adressed

Mobility, Community

Requires Funding?

Yes

City of Tucson Lead Agencies

Department of Transportation & Mobility, GSI Program (Storm to Shade), Tucson Million Trees Initiative

Action Requested

Administratively allow modifications to standard details for road cross-sections on all new public-private developments through an administrative approval.

Funding Strategies

The following table provides potential funding strategies and how each addresses one or more key action strategies requiring funding.

Funding Strategy	What and How?	Action Strategies This Funding Can Improve
VARI (Value Added Reinvestment Initiative).	Review tax revenue generated by the Streetcar and expected revenue from BRT to develop a dedicated "fund" for improvements or program implementation along high-capacity transit routes. Council at its discretion through the budget process could allocate funds equivalent to this amount for specific purposes whether near transit stations/corridors or elsewhere in the city.	**#2 #5 #6 #7 #8 #10**
INFRASTRUCTURE FUNDING PROGRAMS		
Proposition 407	This $225 million general obligation bond for parks, park amenities, and community connections is currently funding a number of projects in the Norte-Sur Corridor. Unallocated funding from this source could be used to fund proposed projects in the Tucson Norte-Sur Plan.	**#6 #7 #9**
Proposition 411	This is a half-cent sales tax that is expected to generate $740 million and allocates 80% of revenue to neighborhood street improvements and 20% to systemwide safety improvements. This source could fund sidewalk and traffic calming projects.	**#2 #6 #7 #9**
Proposition 101	This funding source generated about $250 million between 2018 and its sunset in 2023 through a half-cent sales tax. The remaining funds from this program could be used to fund short-term transportation improvements in the corridor. For example, segments of North Stone Avenue have been identified for repaving and remarking in CY2024.	**#9**
Storm 2 Shade (S2S)	Revenue from this source comes from a monthly fee added to residential and commercial customers' water/sewage usage (about $1 a month for most residential customers). While this is a small funding source, it could be used in conjunction with other sources to add trees and vegetation supported by stormwater runoff throughout the corridor.	**#6 #7 #10**

Funding Strategies Cont.

Funding Strategy	What and How?	Action Strategies This Funding Can Improve
Road Improvements and Main Relocations	This program could be relevant if there is a water main work in the Norte-Sur Corridor where right-of-way restoration can be coordinated with other improvements. Through Tucson Water, this program provides funds for the replacement of water main infrastructure as part of city, region, or state-funded capital improvement projects.	**#6** **#7** **#10**
LEVERAGING CITY LAND AND FACILITIES TO FOSTER JOINT DEVELOPMENT		
Create an affordable housing revolving loan program.	Uses annual general fund and/or bond funds to provide project gap funding for affordable housing projects.	**#2**
City and Land Facilities	The city can use its land and facilities (community centers, libraries, government offices) for mixed-use, transit-oriented development with private and non-profit developers. This strategy is already being applied to two city-owned parcels: one near the proposed BRT station at Lester Street, and another south of Downtown, formerly a public works storage yard.	**#8**
Existing Transit Facilities	The current transit use of the three transit facilities makes their site-specific joint-development potential distinct from the previous category. In the north segment, the Ronstadt Transit Center has a high potential for near-term joint development while the Tohono Tadai and Roy Laos Transit Centers have joint development potential in the medium term.	**#8**
CITY REAL ESTATE DEVELOPMENT PARTNERSHIP STRATEGIES		
Government Property Lease Excise Tax Program (GPLET)	This Program approved by the State Legislature gives the city authority to abate (reduce) property taxes for up to eight years for properties located within the Central Business District. In this strategy, the city would have temporary ownership of real property and lease it back to the prior owner while charging an excise tax in lieu of an ad valorem property tax (a tax based on the value of the property). Previous GPLET agreements have led to substantial new market-rate housing and retail space in and adjacent to Downtown.	**#2** **#4**
Tax Increment Financing	This tool is used to finance infrastructure improvements in an area from the incremental growth in tax revenues from an established base year. While there are two avenues for establishing TIF districts, a north-south district aligned with the Norte-Sur could spur redevelopment in a depressed corridor of the city using sale tax revenues.	**#2** **#8**

Funding Strategies Cont.

Funding Strategy	What and How?	Action Strategies This Funding Can Improve
BUSINESS-SPECIFIC FINANCIAL INCENTIVES		
Primary Jobs Incentive	The City offers a financial incentive for businesses that create quality new jobs. The incentive provides up to 100% reimbursement of construction-related sales tax related to a project and public infrastructure improvements, offsets impact fees, and costs of job training. This is a city-wide program applicable to all portions of the ETOD Corridor.	**#2** **#8**
Site-specific Tax Incentive	This City program is for retail projects that would not otherwise locate in the City of Tucson that can demonstrate significant and quantifiable economic benefits. The city can apply project-generated tax revenue to qualifying public expenses such as public infrastructure and employee job training. This tool may be applicable to an expansion of in-fill specialty retail at Tucson Mall.	**#2**
REGIONAL FUNDING PROGRAMS		
RTA Next	This is a draft 20-year multimodal transportation plan that will be dependent on voters approving the plan and the continuation of the half-cent regional sales tax for another 20-year period. It has been identified by City staff as the source of local funds for the Stone Avenue BRT project to provide local match for an FTA Small Starts capital grant application. The City's prioritized project list includes number of multimodal transportation safety and accessibility investments throughout the corridor. While several significant issues have been raised by the city regarding the draft plan, RTA Next is a potential source of funding for transportation improvements in the corridor.	**#6** **#7** **#9**
STATE FUNDING PROGRAMS		
Highway User Revenue Fund (HURF) 12.6	This is a state transportation funding by statute from a variety of dedicated sources that is suballocated to the Pima Association of Governments (PAG) area for use on arterial road/highway projects. There is an estimated $23,000,000 available in 2024 with that amount increasing incrementally each year. The Tucson and Pima County can request up to three projects on a biennial basis and while this is a modest funding source, it could provide partial funding for arterial street projects in the corridor.	**#7** **#9** **#10**

Funding Strategies Cont.

Funding Strategy	What and How?	Action Strategies This Funding Can Improve
Highway User Revenue Fund (HURF) 2.6	This is state transportation funding by policy from the same array of dedicated sources that is suballocated to the PAG area for use on state-controlled arterial roads and highways. In the Norte-Sur study area, Oracle Road north of Miracle Mile and Miracle mile are eligible for this funding source because HURF 2.6 requires the city to partner with the Arizona Department of Transportation (ADOT) on the identification and submission of projects and for all funds to be spent on planning, design, and construction of projects on the state-managed system of arterial roads and highways.	**#9**
AFFORDABLE HOUSING DEVELOPMENT PROGRAMS		
Arizona Low Income Housing Tax Credits (LIHTC)	The Arizona Department of Housing (ADH) manages the federal LIHTC program and credits are awarded to specific development projects pursuant to the ADH's LIHTC Qualified Allocation Plan. The State Housing Trust Fund makes additional program funds available to provide gap financing for projects awarded 4% and 9% LIHTCs.	**#4**
Arizona Industrial Development Authority (IDA)	The Arizona IDA serves as a conduit issuer of municipal revenue bonds with the ability to assist private and public borrowers. IDA issued bonds can reduce the borrowing cost for projects and the proceeds of these bonds may be exempt from federal income taxation and for projects in Arizona, from state income taxation. IDA's program has been used to fund a variety of affordable housing, education, health care and commercial projects around the state.	**#4** **#5**
SELECT FEDERAL TRANSPORTATION AND AFFORDABLE HOUSING PROGRAMS		
The Infrastructure Investment and Jobs Act (IIJA)	Also referred to as the Bipartisan Infrastructure Law, the IIJA provides multi-year funding for federal transportation programs through September 2026. Listed below are a few of the programs in the bill that are transportation infrastructure focused and relevant to Tucson and the Norte-Sur Corridor.	**See programs below.**
Surface Transportation Program/Surface Transportation Block Grant (STBG)	As part of the Federal Aid Highway Program (FAHP) funded by the latest multi-year infrastructure bill, the Federal Highway Program has a Surface Transportation Block Grant Program that allocates funding to states and Metropolitan Planning Organizations (MPOs) for transportation capital projects. At the state level, Arizona received over $263 million in STBG funds in FY24. The process for allocating these funds to localities that make up PAG follows the same framework as for the allocation of state HURF 12.6% funds. This is a viable source of funding for one or more transportation projects in the Norte Sur Corridor.	#7 #8 #9

Funding Strategies Cont.

Funding Strategy	What and How?	Action Strategies This Funding Can Improve
Safe routes for All Program (SS4A)	This is a new competitive safety program that provides approximately $1 billion per year for safety planning and safety program implementation funds with the overall objective of eliminating fatalities and serious injuries in the public right-of-way. This is a viable source for safety projects in the corridor that aim to address the large number of high injury network corridors within Norte-Sur.	**#7** **#9**
Highway Safety Improvement Program (HSIP)	As part of the Federal Highway Program (FAHP), HSIP allocates highway safety improvement funds to states. Given that the Tucson Norte-Sur Corridor has a number of arterial streets and intersections in the City's high injury network, projects could be advanced that meet the state's program criteria.	**#7** **#9**
Rebuilding American Infrastructure w/ Sustainability & Equity (RAISE)	This is a national, competitive grant program with a grant award cap of $25 million and a total of $1.4 billion available for awards in the 2024 funding cycle. While this program requires a 20% local match, the corridor's demographic characteristics, level of economic need, and major safety and accessibility issues, a well-defined project application could be competitive for program funding.	**#6** **#8** **#9** **#10**
Transportation Infrastructure Finance and Innovation Act (TIFIA) 49	This funding source authorizes borrowing up to 49% of eligible project costs to help close project funding gaps with low-cost, long-term financing to support the implementation of infrastructure projects. This funding program may be appropriate for a large-scale corridor project where other local, regional, state and federal programs cannot provide sufficient funding.	**#2** **#4** **#6** **#8** **#9**
Federal Transit Administration Grants for Buses and Bus Facilities Program	This program provides funding through a competitive allocation process to states and transit agencies to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. Major upgrades to the three major bus transit transfer centers, Tohono Tadai, Ronstadt, and Roy Laos Transit Center, would likely qualify for this competitive grant program.	**#8**
FEDERAL AFFORDABLE HOUSING FUNDING PROGRAMS		
Federal Low Income Housing Tax Credit (LIHTC)	This program provides tax incentives to encourage developers to create affordable housing. The two types of credits available, 4% and 9%, raises about 30% and 70%, respectively, of the cost of affordable housing development. This tool could be useful in advancing affordable housing development in the Norte-Sur Corridor.	**#2** **#4**

Summary

The information presented here is a synopsis of work completed over the past 2+ years as part of the FTA Pilot grant for equitable Transit Oriented Development. However, while the grant funding is for a set period of time, the work to ensure that transportation improvements, housing, and land use are coordinated and meet the needs of current residents and businesses continues.

The success of this plan will depend on:

1. **The ability for continuous and diverse stakeholder input at every stage of planning, design, and implementation of each project within the Norte-Sur study area.**

2. **Leadership that instills trust in the planning process by moving forward on ideas included here as a result of extensive community input.**

3. **A sense of community ownership in the type of development and transportation project that this plan believes is possible.**

The full report contains the detailed input received, the full analysis, and more than 50 specific recommendations. **The 10 Action Strategies listed here are meant to provide a focal point and framework for ideas to carry forward into the next phase of planning and design.** The funding strategies will make this work feasible. And in some cases, the work has already started. With these recommendations, we can move forward as a community that values equitable access to transportation and builds thriving neighborhoods.

norte-sur: phase II

INTRODUCTION

Over the past several years, the Tucson Metropolitan Statistical Area has grown at a slower rate than the state as a whole and particularly the greater Phoenix region. Much of the regional growth that is occurring is located in Marana, Sahuarita, and Vail, which are more at the edges of the Tucson MSA. However, as the Tucson population is anticipated to grow, so will pressures to proactively develop strategies to ensure that the inevitable impacts of gentrification are not the burden of the community's most vulnerable members. Unlike many other communities across the nation that have had to reactively implement policy strategies to prevent the furtherance of gentrification and displacement, the City of Tucson is uniquely positioned to develop policy frameworks and toolkits that aim to proactively address challenges associated with retaining affordability in areas of the community that are otherwise vulnerable to the impacts of growth and rising costs. The central tenet of this eTOD policy framework is the revitalization of existing neighborhoods and neighborhood centers that have been bypassed and subject to decades of underinvestment.

In June 2020, the City of Tucson was awarded a Pilot Transit-Oriented Development (TOD) Planning Program grant from the Federal Transportation Administration (FTA) to develop a technical strategy for a high-capacity transit corridor that fosters TOD with a focus on equity while building upon the momentum of investments that were stimulated as a result of the Tucson Modern Streetcar downtown. Utilizing the funding provided through the FTA grant, the city devised an equitable strategy to analyze the implications of TOD along a 15-mile corridor that ultimately connects Downtown Tucson and two other economic drivers within the community: the Tucson Mall and Tucson International Airport (refer to *Exhibit I: Tucson Norte-Sur Corridor*).

The FTA grant positioned the City to develop this strategy in two phases. *A Plan for Equitable Transit Oriented Development, Phase 1: Data & Community Input* (herein referred to as 'Phase I' or 'Norte-Sur Phase I') is an exploration of data and gathering of community input. *Tucson Norte-Sur Phase II: A Policy Framework for eTOD* (herein referred to as 'Tucson Norte-Sur' or 'Norte-Sur') examines transit-oriented development opportunities and potential impacts along a corridor with high transit ridership and vulnerable populations susceptible to displacement and gentrification due to historic disinvestment, socio-economic status, and an abundance of vacant land, and offers land use recommendations and policy guidance grounded in the realities expressed by the public. The culmination of these phases, in conjunction with an ongoing

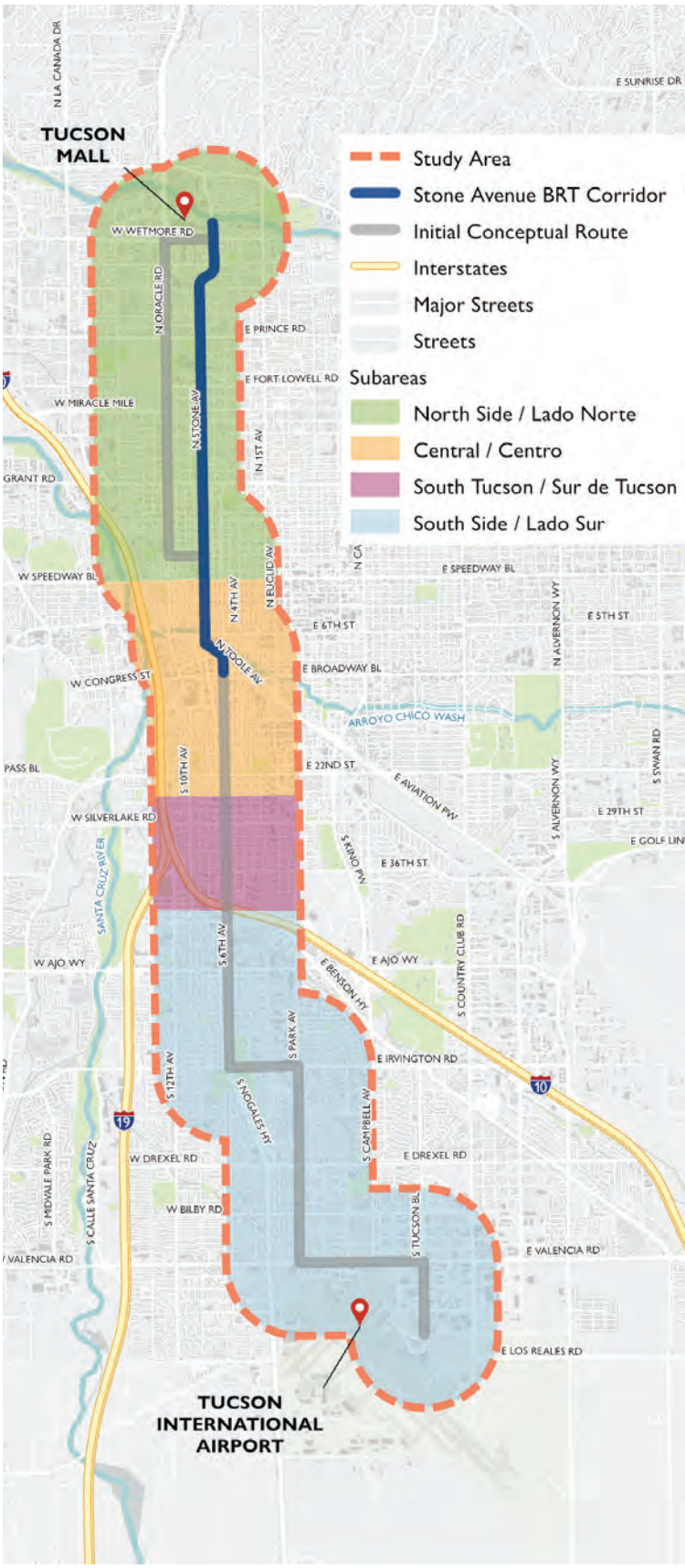


Exhibit I: Tucson Norte-Sur Corridor

effort known as Tucson Rapid Transit, establishes an equitable transit-oriented development framework that will enable the City of Tucson to evaluate community stability and vulnerability and set forth goals, policies, and recommendations that further support compact housing, walkability and mobility, and community character through modifications to current zoning regulations and infrastructure improvements.

A. FRAMEWORK GUIDE

Norte-Sur Phase II: A Policy Framework for eTOD has been structured into six intricately woven components that aim to foster a proactive and inclusive approach for implementing land use recommendations and infrastructure improvements within the study area grounded in the priorities expressed by the community in Phase I and reiterated as part of Phase II. These components serve as the backbone of this framework and are fundamental to guiding the creation of goals, policies, recommendations, and implementation strategies that are responsive and relevant to the needs of existing residents and legacy businesses within the study area, ultimately ensuring inclusivity is promoted, and affordability is maintained.

1. PART I: NORTE-SUR PROJECT OVERVIEW

Part I of this eTOD policy framework provides an overview of Norte-Sur, including a brief summary of each phase and a detailed background on what led to the ultimate formulation of this framework, which included an analysis of existing corridor characteristics, ongoing local planning initiatives, case studies, financing mechanisms, and implementation strategies, as well as a people-centered, equity-focused approach to engaging with the public.

2. PART II: ENGAGING THE COMMUNITY

Pertinent to meeting the community where it's at is garnering input from individuals who live or frequent the corridor, as well as business owners, subject matter experts, and other stakeholders who represent the interests along the corridor. *Part III: Engaging the Community* provides a discussion on the community engagement plan, the efforts employed as part of Phase II, and their findings, which serve as foundational for crafting the goals, policies, and recommendations of this eTOD policy framework.

3. PART III: MAINTAINING COMMUNITY STABILITY

Serving as the primary component for understanding vulnerability and displacement risk, *Part III: Maintaining Community Stability* focuses on quantifying the current level of stability of the Norte-Sur study area through an in-depth analysis of demographic data, real estate market trends, and existing land uses and zoning, which produced a series of benchmarkable metrics, or indicators that can be further refined over time. The indicators established herein represent the study area's vulnerability based on an Equity Priority Index, susceptibility to displacement based on change-over-time housing and demographic data (represented as Equity Priority Areas), and likelihood to support TOD based on the presence of transit-conducive zoning (represented as TOD Opportunity Areas). Where these areas intersect, otherwise known as eTOD Focue Areas, community stability is most likely to be compromised by development pressure and market forces. Policy interventions to prevent residential and commercial displacement will be crucial in eTOD Focus Areas.

4. PART IV: BUILDING THRIVING COMMUNITIES

The City's Unified Development Code (UDC) presents limitations for TOD. Recognizing the inherent connection between transportation improvements, land use implications, and public engagement, *Part IV: Building Thriving Communities* identifies development standards, such as parking requirements, building setbacks, density maximums, height restrictions, and lot coverage requirements that inhibit TOD from occurring along the corridor despite the significant presence of transit-conducive land uses and zoning. To address these limitations, this document provides a series of suggested code amendments that aim to better facilitate effective and equitable TOD investments within the corridor, followed by a detailed discussion on how TOD can be realized within each subarea.

5. PART V: IMPROVING MOBILITY AND INFRASTRUCTURE FOR ALL

Part V: Improving Mobility for All focuses on enhancing connectivity, accessibility, and safety by analyzing capital improvement projects and devising strategies that benefit all users within the study area. Key initiatives include developing a robust sidewalk and bikeway network, upgrading bus stops and transit facilities, implementing green infrastructure, and managing parcel access to streamline transit operations and create safer, more efficient corridors. Additionally, this component outlines measures for improving multimodal safety and access and enhancements to public facilities and infrastructure.

6. PART VI: GOALS AND POLICIES FOR ENSURING EQUITABLE OUTCOMES

Part VI: Ensuring Equitable Outcomes summarizes key recommendations for maintaining community stability, building thriving and inclusive spaces, and improving mobility and outlines crucial goals and policies aimed at addressing housing affordability and attainability, enhancing transportation connectivity and accessibility, and preserving character, culture, and community identity within the study area. These goals and policies were collaboratively developed through Phase I and iteratively refined with community input to proactively safeguard vulnerable residents against displacement risks and mitigate the impacts of gentrification. By aligning with the community's vision, these measures aim to foster equitable TOD, ensuring that all residents and businesses benefit from compact growth and other inclusive economic opportunities.

7. PART VII: LOOKING AHEAD

With the recognition that none of the work described in each component above would be made possible without evaluating a process for implementing this strategic eTOD framework, *Part VII: Looking Ahead* aims to identify action strategies and funding sources at the local, regional, state, and federal levels for furthering a high-capacity transit system, other eTOD initiatives, and public facility and infrastructure improvements within Norte-Sur and City as a whole.

norte-sur: phase II

PROJECT OVERVIEW

PART 1) TUCSON NORTE-SUR PROJECT OVERVIEW

Tucson Norte-Sur is a multifaceted initiative designed to enhance connectivity, equity, and sustainability across the cities of Tucson and South Tucson. This comprehensive project consists of two well-defined phases, each meticulously planned to ensure seamless integration and alignment with ongoing local planning efforts. By synchronizing with the community's long-term vision and strategic goals, Tucson Norte-Sur not only addresses immediate transportation and development needs but also lays a robust foundation for equitable and inclusive growth. This section provides a detailed overview of the project's phases and illustrates how Tucson Norte-Sur harmonizes with broader local plans, reinforcing its commitment to fostering an inclusive and resilient urban environment.

A. NORTE-SUR PHASE I: DATA GATHERING & COMMUNITY ENGAGEMENT

Phase I of Norte-Sur focused on creating a strong community engagement program to gather data for an inclusive eTOD framework. Beginning in 2021, this phase aimed to educate the public on TOD benefits and challenges and collect data on the corridor's physical, regulatory, social, and economic aspects. It used innovative outreach methods like open houses, an interactive website, and focus groups to get feedback from as many community members as possible. A unique feature was the Community Ambassador Program, which empowered local residents to engage their communities through dialogues, workshops, and events. This phase provided a baseline for future development and identified key themes expressed by the community, ultimately setting the stage for Phase II.

More information on Phase I can be found here.

COMMUNITY ENGAGEMENT THEMES IDENTIFIED IN PHASE I	
1.	Provision of fast, reliable, frequent, well-connected, affordable public transit
2.	Improved walkability, bike-ability, accessibility
3.	Concerns related to housing affordability, gentrification, displacement
4.	A more safe, comfortable, accessible, inviting public transit experience
5.	Community engagement, community voice, and power
6.	Improved safety
7.	Prioritization of culture, people, community, sense of place
8.	Creation of mixed-use neighborhoods and proximity to commercial services
9.	Addition of parks, green spaces, opportunities for sports and recreation
10.	Installation of trees, shade, greenery
11.	Support for small and local businesses
12.	Road maintenance
13.	Support for unhoused community members

B. NORTE-SUR PHASE II: A POLICY FRAMEWORK FOR ETOD

Building upon the community input and assessments gathered in *Phase I, Tucson Norte-Sur Phase II* aims to identify areas that are likely to support compact forms of development, and that may be susceptible to the impacts of gentrification and displacement. Phase II includes specific recommendations to encourage TOD while prioritizing equity, affordability, and inclusivity. This assessment was based on the presence of existing transit-conducive land uses and zoning and data analyzing rapid neighborhood changes. Utilizing the information distilled through the assessments, strategies actions and recommendations were crafted that focused on fostering inclusivity and accessibility, improving connectivity and mobility while maintaining affordability and preserving community character. These efforts are presented herein.

NORTE-SUR PHASE II VISION:

"The Cities Of Tucson and South Tucson support thriving communities and businesses along Tucson Norte-Sur through creative engagement, thorough analysis of current conditions, thoughtful land and policy decisions, equitable investment, and the provision of affordable housing and safe and affordable transit, prioritizing housing, mobility, and community."

NORTE-SUR PHASE II OBJECTIVES:

- **Help to close underserved communities' health and wealth gaps**
- **Preserve and increase housing opportunities that are affordable and attainable**
- **Expand access to high-quality job and career opportunities**
- **Support healthy neighborhoods with resources that meet daily needs**
- **Sustain Tucson and South Tucson's diverse cultural heritage and small and legacy businesses.**

C. NORTE-SUR PHASE II: FRAMEWORK BACKGROUND

Norte-Sur Phase II: A Policy Framework for eTOD was crafted through a comprehensive process that incorporated public outreach, an extensive evaluation of other TOD and affordability housing initiatives, and land use guiding documents implemented by the City of Tucson to ensure that Norte-Sur aligns with previous planning efforts, as well as analyses of case studies from different communities.

1. PUBLIC OUTREACH

Fundamental to formulating this policy framework for eTOD was employing a robust Community Engagement Plan that fostered meaningful input from residents, business owners, and transit users within the Norte-Sur study area to ensure that the framework was reflective and grounded in their realities. The feedback gathered through the public outreach process ultimately led to the formulation of goals, policies, and recommendations centered around expressed community priorities and three main themes: Housing, Mobility, and Community. *Part II: Engaging the Community* summarizes the engagement efforts of Phase II and how these efforts informed the creation of this eTOD policy framework.

2. ALIGNMENT WITH TUCSON RAPID TRANSIT

Initiated in 2023, Tucson Rapid Transit is an effort spearheaded by the City of Tucson Department of Transportation and Mobility (DTM) to simultaneously devise a strategy to implement a bus rapid transit system within the northern five-mile corridor of Norte-Sur, which ultimately connects the Tohono Tadai Transit Center/Tucson Mall to the downtown Ronstadt Transit Center along Stone Avenue. *Norte-Sur Phase II: A Policy Framework for eTOD* works in tandem with Tucson Rapid Transit to ensure future bus rapid transit station locations are well-thought-out and strategically located, associated improvements are grounded in the needs of the community, and funding mechanisms are identified for implementation.

3. ALIGNMENT WITH CORRIDOR REDEVELOPMENT PLAN

To lessen housing supply and affordability challenges and better support TOD within the city, the City of Tucson's Planning and Development Services Department (PDSD) is actively engaged in efforts to develop a series of updates to the Unified Development Code that aim to:

- **Make infill development, especially affordable housing, easier to build along major corridors;**
- **Remove barriers to affordable housing;**
- **Promote a compact urban form that furthers the City's climate action goals;**
- **Streamline zoning to allow for the full spectrum of housing types; and,**
- **Simplify the process of redeveloping vacant and underutilized sites.**

To achieve this, PDSD is proposing an optional zoning tool that can be utilized for any commercially zoned property within the city that directly fronts onto arterial or collector streets. If utilized, this tool would promote mixed-use (with ground floor retail) and mid-rise housing, remove or reduce parking minimums, modify density requirements, reduce setbacks, address split zoning, and increase allowable building heights based on the zone or for affordable housing projects.

For instance, by utilizing this zoning tool, a housing project on a C-1 zoned property along Stone Avenue would be able to develop with buildings consisting of four or five stories instead of the two or three stories that conventional zoning would otherwise afford. In other words, by opting into this tool, at least one additional floor of residential units would be possible.

Or, for an OCR-1 property located on Grant Road, where height is not necessarily a limiting factor, but rather parking and setback requirements are, this tool would allow that property to be developed with a more compact and walkable form as opposed to the current situation, which in part, prioritizes cars and not people.

The Corridor Redevelopment Tool is currently under public review and is anticipated to be presented to Mayor and Council for adoption in late 2024.

4. ALIGNMENT WITH OTHER LOCAL PLANNING EFFORTS

The City of Tucson has adopted a variety of policy directives, strategies, and plans to address a range of critical issues, including housing availability and attainability, transportation efficiency and accessibility, future growth, and compact urban form. Norte-Sur cohesively integrates aspects of several initiatives to create synergy and continuity that further departmental goals and aims to achieve community investment and stability. While the following is by no means an exhaustive list of city initiatives or policy directives, it paints a picture of some of the ongoing efforts being pursued by the City that Tucson Norte-Sur can further. To ensure the recommendations set forth in this policy framework were consistent with and in support of other endeavors that are in place, a variety of city-wide directives or policy plans were evaluated, including:

- **Plan Tucson, the City's General and Sustainability Plan**
- **Housing Affordability Strategy for Tucson (HAST)**
- **Urban Overlay Districts (Infill Incentive District, Sunshine Mile, Grant Road Investment District)**
- **Neighborhood Plans (North Stone, Pullman, Unit 6, El Presidio, National City)**
- **Area Plans (Cragin-Keeling, University, The Old Pueblo South, Greater South Park, Kino, 12th Avenue-Valencia Road)**

Upon a thorough evaluation of these plans, it becomes apparent that Norte-Sur supports each initiative as it emphasizes a walkable, accessible, and compact urban form as desired in Plan Tucson, aims to maintain housing affordability and increase supply much like the strategy outlined in the HAST, encourages infill and revitalization along major corridors like the overlay districts, and protects community character while fostering a sense of place. A complete discussion of how each planning effort described above aligns with Norte-Sur is provided in Appendix *A: Alignment with Other Local Planning Efforts*.

5. CASE STUDIES

Building upon the three overarching themes that emerged through the public outreach process, Phase II of Norte-Sur conducted a thorough analysis of strategies implemented by other communities to further advance these critical areas: housing, mobility, and community. Recognizing that successful, equitable transit-oriented development has been achieved in various contexts across the nation, the purpose of analyzing case studies was to extract valuable insights and best practices to identify practical approaches and innovative solutions that can be tailored to the unique context of Tucson and South Tucson. The following case studies were evaluated as part of Phase II efforts and are discussed at various points throughout the document where applicable. A complete discussion of how each of these case studies informed the creation of this eTOD framework is provided in *Appendix B: Case Studies*.

HOUSING

MOBILITY

COMMUNITY

CASES STUDIED

City of Las Vegas Maryland Parkway Corridor TOD Plan-Housing Workforce Plan

MKE United Anti-Displacement Fund City of Albuquerque Housing, Redevelopment, and Community Enhancement Bond

New York Plus One ADU Program/ Pima County Community Land Trust Mi Casita Project

City of Elgin Sidewalk Gap & Transit Stop Study

City of Milwaukee Safe Routes to Transit

City of Phoenix Cool Corridors Program

City of Tracy Façade Improvement Program

Washington Metropolitan Area Transit Authority's Art in Transit Program

T.R.U.S.T. South LA's Community-Driven Transit-Oriented Development Planning

Proposition M – City of San Fransisco's Vacancy Tax

City of Detroit's Land Value Tax

norte-sur: phase II

ENGAGING THE COMMUNITY

PART 2) ENGAGING THE COMMUNITY

Norte-Sur Phase II: A Policy Framework for eTOD is the culmination of extensive public outreach and rigorous analyses of existing conditions, a market assessment, industry best practices, and case studies from other communities. This phase reflects the collective input and aspirations of Tucson and South Tucson residents, ensuring that the framework is deeply rooted in local needs and experiences. Through a combination of community engagement, consultation with subject matter experts, and best practices from similar initiatives nationwide, the strategic eTOD framework has been carefully crafted to guide inclusive, equitable, and sustainable development. In this section, a comprehensive overview of engagement efforts is provided, as well as an examination of how the findings were instrumental in formulating this policy framework for eTOD.

A. COMMUNITY ENGAGEMENT PLAN OVERVIEW

Expanding upon previous outreach efforts related to Norte-Sur, Phase II implemented a Community Engagement Plan to ensure that residents, transit users, and businesses along the corridor fueled the creation of the strategies, actions, recommendations, and priority implementation strategies outlined in this strategic eTOD framework. Fundamental to this engagement plan was furthering the people-centered and equity-focused outreach approach established in Phase I and strengthening rapport with the community members who frequent the study area. For Phase II, this was achieved through various outreach efforts primarily led by individuals who represent the neighborhoods and businesses along the corridor. Upon hosting over 50 events, one-on-one meetings/cafecitos, and stakeholder groups, as well as soliciting feedback through the website and a community survey (which garnered thousands of comments) three primary themes emerged from the engagement efforts and served as the foundation for organizing and implementing Norte-Sur Phase II.

PHASE II PUBLIC OUTREACH EFFORTS STRIVED TO:

- Hear from a broad range of stakeholders who represent specific interests along the corridor, prioritizing input from residents, current users of the transit system, and owners of local and legacy businesses;
- Identify and develop adaptive, effective, and clear communication channels for elected officials, department staff, and community members of the City of Tucson and the City of South Tucson regarding Norte-Sur; and,
- Garner feedback to support a vision, strategies, actions, and recommendations for implementing Phase II grounded in common themes.

1. COMMUNITY ENGAGEMENT SPECIALISTS/COMMUNITY CONNECTORS

Key to the success of Norte-Sur Phase II was employing an engagement team that consisted of members of the community who live along the corridor and understand the unique intricacies, rich histories, and diverse social and cultural values of each neighborhood. Many Community Connectors own businesses, represent traditionally underrepresented communities and use public transportation.

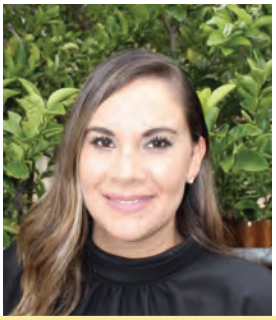
Community Engagement Specialists

Relying heavily on their local knowledge of the corridor and deep roots in the community, the Community Engagement Plan identified two Community Engagement Specialists, one to represent the northern half and one to represent the southern half of Norte-Sur, to facilitate community conversations, business forums, and one-on-one cafecitos with community members and lead the Community Connectors through various outreach efforts.

Community Connectors

Serving as the bridge between the project and individual community members, 15 Community Connectors representing various neighborhoods or entities within each subarea of the study area were recruited based on their breadth of knowledge, community involvement, and valuable perspectives. These individuals were instrumental in carrying out various on-the-ground engagement activities, sustained the project's momentum, and empowered community members to engage in crafting the strategies and actions that are the foundation of this eTOD policy framework.

Meet the Community Engagement Specialists

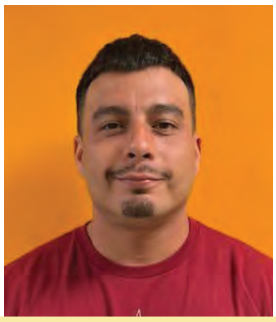


Selina Barajas

Valerie Sanchez

Meet the Community Connectors

Alejandro Bohen

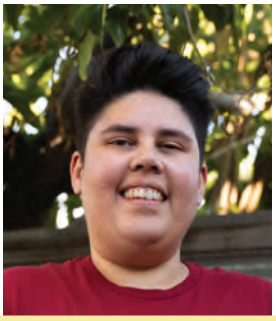


Armando Sotelo

D'Andre Silva

Eliza García

Erica Castaneda



Imelda G. Cortez

Jon-Lee 'Jonni' Campbell

Karma Campbell

Lucky Salway

Mike 'Sl¡CK' Edmonds

Patricia G. Sanchez

Rosario 'Chayo' Bernal-Mendibes

Stacey Sizemore

Timothy Peth

Vanessa Gallego

2. OPPORTUNITIES FOR INPUT

In order to meet the community where they are, the Community Engagement Plan provided a variety of opportunities for community members to solicit feedback. These included:

Community Events

The following community events were conducted in the four subareas of the Tucson Norte-Sur Corridor: community connector pop-ups, open houses, pop-ups at other community events, workshops, and stakeholder groups. The business outreach included a Local/Legacy Business Survey and a South Tucson Local/Legacy Business Mixer. A number of one-on-one cafecitos were hosted in Spanish to engage the predominantly Hispanic/Latino population within the study area and the City of South Tucson, which account for approximately 61% and 75%, respectively, based on the 2020 US Census.

- Community Connector Pop-Ups:

Pop-up engagement stations were set up at everyday destinations along the Norte-Sur corridor where people naturally convene, such as grocery stores, transit centers, libraries, and parks to engage with people who live, work, or travel in the Tucson Norte-Sur study area and were instrumental in meeting community members "where they are" to test major themes, the vision statement, strategies, actions, and other recommendations identified in an informal setting.

- Open Houses:

To focus efforts more pointedly, a series of open houses were organized and conducted at key locations identified by the Community Engagement Specialist and Community Connectors within the study area, such as Pima Community College Downtown Campus (North Side/Central), Sam Lena Library (South Tucson), El Pueblo Activity Center (South Side), Donna Liggins Recreation Center (North Side), and Amphitheater High School (North Side). Open houses often featured stations with hands-on activities where participants could interact with Community Engagement Specialists and Connectors, as well as other members of the public, to provide feedback on the project, major themes, strategies and actions.

- Pop-Ups at Other Community Events:

Recognizing the momentum created when outreach efforts are joined, Community Engagement Specialists and Connectors hosted a Tucson Norte-Sur table at a variety of events, such as Cyclovia, resource fairs, and neighborhood association meetings, that were held along the corridor to inform the public about Norte-Sur, and the efforts ensued as part of Phase II. Notable to hosting these types of events was the ability to attract participation from members of the community who may not live or work along the corridor or hadn't previously participated.

Local/Legacy Business Survey

Recognizing that the business community represents a large segment of those who could be impacted by a future high-capacity transit system, a survey was conducted to solicit feedback from local and legacy businesses located within the entire study area. The information gathered from the Local/Legacy Business Survey assisted with the formulation of strategies and actions to support local business retention, facilitate façade improvements and prevent displacement.

City of South Tucson Local/Legacy Business Mixer

Coordinated in conjunction with the City of South Tucson, a Local/Legacy Business Mixer was organized to primarily inform local and legacy businesses owners in the City of South Tucson about Norte-Sur, solicit their feedback, and encourage participation in the Local/Legacy Business Survey. The commentary gathered through this forum directly informed the development of policies and strategies supporting local businesses, particularly those located in the City of South Tucson.

Workshops

To garner feedback specific to where the community would like to see future TOD along the corridor, a series of workshops were hosted in conjunction with other community events. The workshops provided opportunities for the community to provide input on possible locations for higher density, mixed-use, and neighborhood-scale eTOD using precedent imagery examples of existing development in Tucson. The information gathered through the workshops served as a metric for validating TOD Opportunity Areas and Equity Priority Areas, and, ultimately, informed the strategies, actions, and recommendations presented herein.

One-on-One 'Cafecitos'

Unique to furthering the people-centered outreach approach was the notion of hosting cafecitos, or informal one-on-one meetings, with key stakeholders who represent a variety of interests along the corridor. The purpose of hosting cafecitos was to provide individuals or specific groups with an opportunity to ask questions and voice concerns specific to the topics of discussion that they found important. In total, the Community Engagement Specialists hosted 36 informal cafecitos with residents, local and legacy business owners, transit users, local community leaders, or representatives of small groups, such as neighborhood associations, non-profit organizations, or special interest groups. The information gathered through these meetings significantly informed the creation of strategies, actions, and recommendations relative to preserving the community.

Stakeholder Groups

Two stakeholder groups were organized at the Tohono Tadai Transit Center and Roy Laos Transit Center. The primary purpose of these stakeholder groups was to engage community representatives, City staff, and subject matter experts through a walking tour and a facilitated post-tour discussion to define potential direction for improvements that enhance the mobility, accessibility, enjoyability, and safety of each center and its surroundings.

3.TWO-STEP OUTREACH PROCESS

To ensure continuity between Phase I and Phase II, a two-step outreach approach that focused on continual education and opportunities for robust community engagement and feedback was utilized to inform the development of this eTOD framework.

Step I: Additional Information Gathering, consisted of a variety of pop-ups at existing transit stops along the corridor and at community events as well as open houses, primarily aimed at:

- Continuing to educate the public about TOD and its benefits and develop an understanding of residents', business owners', and transit users' desires and apprehensions associated with a high-capacity transit system;
- Providing a refresher on findings and 13 Community Engagement Themes established during Phase I;
- Refining Phase I Community Engagement Themes to create all-encompassing Phase II Community Engagement Themes; and
- Soliciting feedback on Phase II Community Engagement Themes to formulate a vision statement, stragtegies and actions for Norte-Sur.

Step II: eTOD Framework Feedback, consisted of several pop-ups at transit stops along the corridor and at community events similar to those conducted in Step I, as well as open houses and workshops. Step II of the Norte-Sur Phase II community engagement process primarily aimed to:

- Further understand residents', business owners', and transit users' desires and apprehensions associated with a high-capacity transit system;
- Present a draft vision statement as well as strategies and actions organized in the Phase II Community Engagement Themes distilled in Tier I;
- Iteratively refine the vision statement, strategies, actions, and Community Engagement Themes based on community feedback; and
- Garner feedback on suitable locations for TOD.

Simultaneous with the two-step outreach efforts previously mentioned, continual feedback was provided through public comments on the website, one-on-one cafecitos with key stakeholders, and steering committee/interdepartmental reviews.

B. PHASE II COMMUNITY ENGAGEMENT SUMMARIES

The following provides a detailed summary of the community engagement efforts that were employed as part of Phase II of Norte-Sur.

1. COMMUNITY ENGAGEMENT PROCESS – STEP I: ADDITIONAL INFORMATION GATHERING

Fundamental to the outreach efforts pursued in Step I was ensuring the efforts of Phase I progressed to ensure that elements of the thirteen Community Engagement Themes that emerged during Phase I engagement efforts (refer to Part I.A) were represented in this eTOD framework. Recognizing that many of the themes that emerged in Phase I contained common topics or ideas, this step of the Phase II community engagement process simplified the thirteen themes that emerged as part of Phase I and reorganized them into four main priorities of Phase II, which included:

- Affordable housing;
- Multimodal connectivity (pedestrian, bicycle, and transit);
- Heritage, History, and Cultural Preservation; and
- Local/Legacy Residents, Families, and Businesses Protection.

To test that the four newly established priorities accurately reflected what was previously discussed during Phase I, a series of Community Connector pop-ups and pops-ups at other events were held at various locations along the corridor between August 2023 and September 2023. In total, eight events were held, 146 community members participated, and approximately 372 comments were received. A complete listing of the events held and the number of responses received as part of Step I can be found in *Appendix C*.

The results of Step I indicated:

- Continual support of affordable housing as the top priority, with participants' comments ranging from a desire to see affordable housing to ownership programs, mixed-income development on large lots, improving infrastructure without raising housing costs, and addressing homelessness.

- Multimodal connectivity as the second priority, with participants' comments ranging from safety for all transportation modes and at transit stations and on buses to improving multimodal connectivity, providing shaded transit benches at bus stops, and supporting the Stone Avenue alignment.

- Local and Legacy Business Protection and Heritage, History, and Cultural Preservation ranked similarly, with participants' comments ranging from protecting local and legacy businesses and the need for clean-up efforts to addressing drug use and homelessness. They also mentioned climate mitigation and adaptation through the implementation of efficient building standards and historic preservation.

A summary of the priorities expressed by the community under each of the three themes is provided in *Table II.B.1*.

TABLE II.B.1: EXPRESSED COMMUNITY PRIORITIES

HOUSING PRIORITIES

- Improve access to affordable services, including childcare, healthcare, and healthy food options
- Maintain housing affordability
- Prevent rent increases, out-of-town investment and displacement
- Improve housing quality and increase supply
- Increase affordable homeownership opportunities
- Provide a mix of housing types for all income levels

MOBILITY PRIORITIES

- Improve safety, accessibility, and connectivity for all users of the corridor regardless of their age and abilities
- Create more walkable spaces with complete sidewalks, seating, and shade
- Create convenient and safe routes between residences, stations, and destinations for all users

COMMUNITY PRIORITIES

- Protect local and legacy businesses from rent increases
- Preserve and promote rich histories and cultural values
- Promote the creation of jobs and support services
- Protect the existing character of the corridor and preserve historic spaces
- Integrate tree canopy, water harvesting, and native plants in landscape design
- Ensure that new public spaces and development reflect local culture and identity
- Support and include local artists in design decisions

2. COMMUNITY ENGAGEMENT PROCESS – STEP II: FEEDBACK ON ETOD FRAMEWORK

Through the various analyses conducted to inform this eTOD framework, a vision statement for Norte-Sur and themes to organize strategies and actions aimed at addressing the refined community priorities were created. Imperative to Step II was actively engaging the community as strategies were being formulated and ensuring actions could be crafted to address community concerns. This ensured that the voices of residents, business owners, and transit users who frequent the corridor were heard.

The draft vision statement and descriptions of themes as well as the strategies contained within each theme, were presented to the community and ultimately tested through a series of events, including pop-ups at other community events and open houses for both Norte-Sur and Tucson Rapid Transit at strategic locations along the corridor between October 2023 and November 2023. Input on the draft vision statement, themes, and strategies was also gathered by way of comments submitted online through the website and through cafecito conversations similar to these efforts.

DRAFT VISION:

"The cities of Tucson and South Tucson support thriving communities and businesses along Tucson Norte-Sur through creative engagement, thorough analysis of current conditions, thoughtful land and policy decisions, equitable investment, and the provision of affordable housing and safe and affordable transit, prioritizing:

DRAFT THEMES:

- HOUSING – Includes strategies to preserve and expand affordable housing as well as provide affordable transportation options, reduce barriers to the development of affordable housing, and improve access to homeownership and affordable childcare services.
- MOBILITY - Includes strategies to improve multimodal connectivity and access, reduce barriers to creating all ages and abilities communities, improve access to local jobs, increase transit connectivity between existing and proposed new services, and address roadway safety issues.
- COMMUNITY - Includes strategies to preserve and retain local culture and businesses, preserve historic properties and neighborhoods, expand arts and cultural opportunities, improve access to parks and public spaces, and increase public safety.

In addition to soliciting feedback on the draft vision statement, themes, and strategies, Step II focused on asking the community where their preferred locations and level of intensity for TOD along the corridor. Feedback on the community's preference for TOD locations and development types was garnered at two workshops that were facilitated at events hosted by the City of Tucson Housing and Community Development department in May 2024.

As part of Step II, a total of eight events were held, approximately 231 individuals were reached, and 1,978 comments were received. The results of Step II indicated community support of the vision statement as well as the community's top goals, which are organized by theme in *Table II.B.2*. A complete listing of the events held and the number of responses received as part Step II can be found in *Appendix C*.

TABLE II.B.2: COMMUNITY'S TOP STRATEGIES

TOP HOUSING STRATEGIES

- Improve access to affordable services, including childcare, healthcare, and healthy food options.
- Preserve existing affordable housing and prevent displacement of existing residents.
- Expand affordable housing options within Tucson Norte-Sur.
- Develop affordable and mixed-income housing on city-owned properties.

TOP MOBILITY STRATEGIES

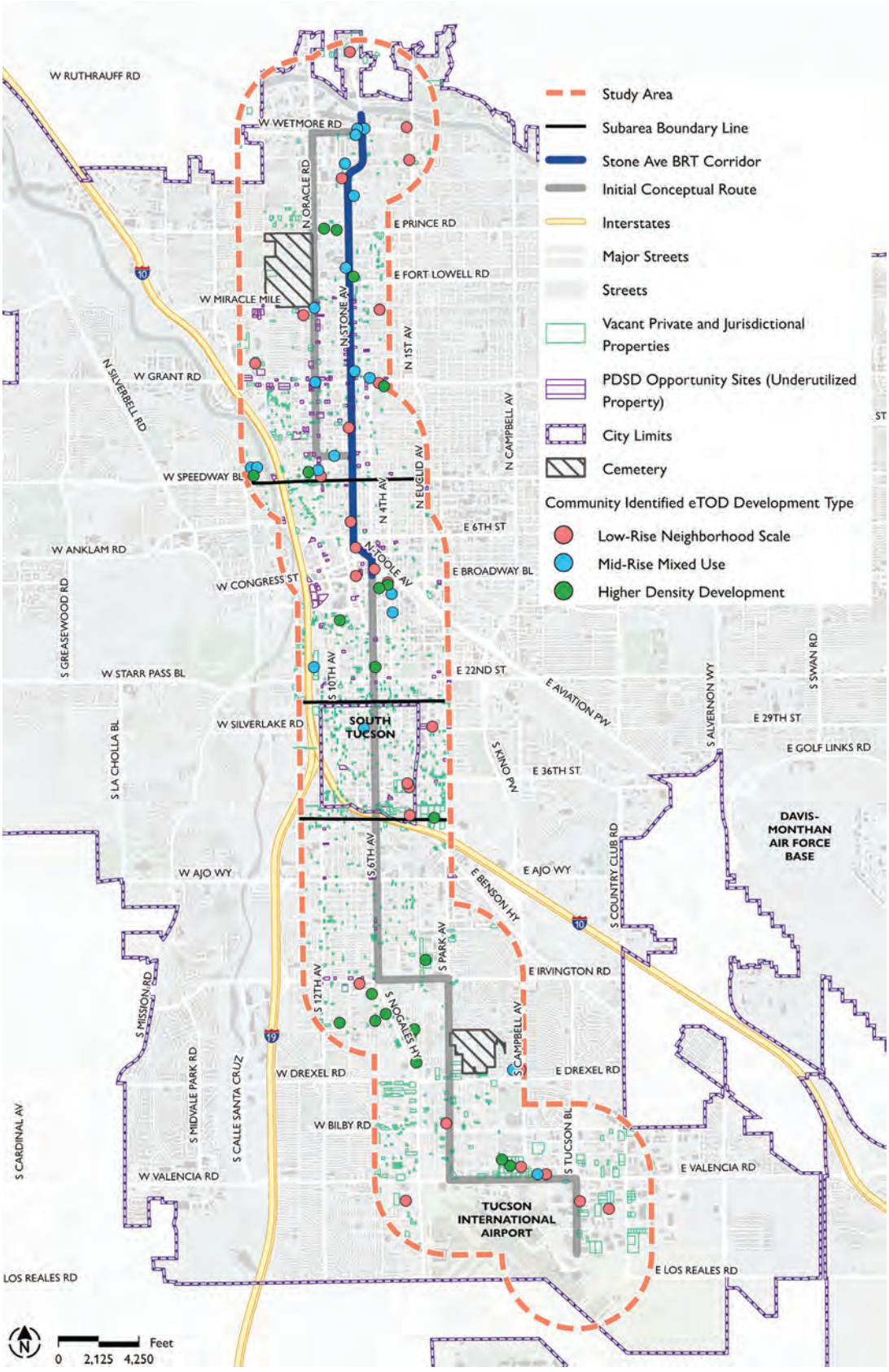
- Improve bicycle connectivity within Tucson Norte-Sur.
- Expand walkability within Tucson Norte-Sur.
- Increase pedestrian safety.
- Create Complete and Safe Streets for all users along proposed transit corridors

COMMUNITY STRATEGIES

- Integrate tree canopy, water harvesting, and native plants in landscape design.
- Ensure that new public spaces and development reflect local culture and identity.
- Support and include local artists in design decisions.
- Preserve local landmarks, historic buildings, and historic districts within the Tucson Norte-Sur Corridor.

To garner feedback on the community's preferred locations and intensity level for TOD along the corridor, a mapping exercise was conducted at two workshops where participants were asked to place three different colored dots representing varying levels of intensity in locations where they preferred to see TOD along the corridor, with a special emphasis on the development/redevelopment potential of vacant and underutilized parcels. The three levels of intensity that the community was asked to reflect upon in their considerations for placing dots included higher density development similar to buildings located in the downtown area or other high-rise developments like Tucson House in the Thrive in the 05 (green dots), mid-rise mixed-use development similar to One North Fifth, the mixed-use building located on Congress Street south of MLK Apartments (blue dots), or low-rise neighborhood scale development consistent with the newly developed apartments, Newport at Amphi, located along the corridor at the northwest corner of Prince Road and Stone Avenue (red dots). In total, participants indicated 24 preferred locations for high-rise development, 16 preferred locations for mid-rise mixed-use development, and 15 preferred locations for neighborhood-scale development. *Exhibit II.B.2: Preferred TOD Locations Expressed by the Community* depicts the preferred locations where the community suggested TOD development would be appropriate along the corridor. The locations the community selected directly informed the overall study area recommendations and the sites analyzed for TOD potential presented within *Part IV: Building Thriving Communities*.

EXHIBIT II.B.2: PREFERRED TOD LOCATIONS EXPRESSED BY THE COMMUNITY



3. LOCAL AND LEGACY BUSINESS SURVEY/FORUM

As part of Phase II's community engagement efforts, a survey was conducted to solicit feedback from participating local and legacy businesses with the purpose of assisting in goal refinements and policy formulation.

The Local/Legacy Business Survey, written in both English and Spanish, asked business owners questions related to:

- Type of business (general service/office, retail, food service, hospitality);
- Number of employees (if applicable);
- Whether the building is owned or rented;
- Years in business;
- Challenges impacting the business (affordability, building condition/cost of repairs, access, etc.);
- Type of assistance desired during construction to minimize impacts (access signage and other measures);
- Types of improvements most helpful to the business, such as façade, sidewalks, streetlights, and other; and,
- Small Business Administration (SBA) ownership categories (Women-owned, Native American-owned, Veteran-owned, etc.)

Community Connectors reached out to local and legacy businesses along the Tucson Norte-Sur corridor on a one-on-one basis and conducted follow-up visits during the Winter and the Spring to ensure that those without access to technology had an opportunity to complete the survey. In addition, the project outreach team distributed surveys at the following local business events:

- Cafecito Empresarial (Spanish), Entrepreneur Coffee Chat (English), Business Expo, and Build Academy Graduates hosted by the YWCA of Southern Arizona
- SuVida HealthCare Grand Opening
- Thrive in the 05 Business Forums (2)
- South Tucson local/Legacy Business Mixer

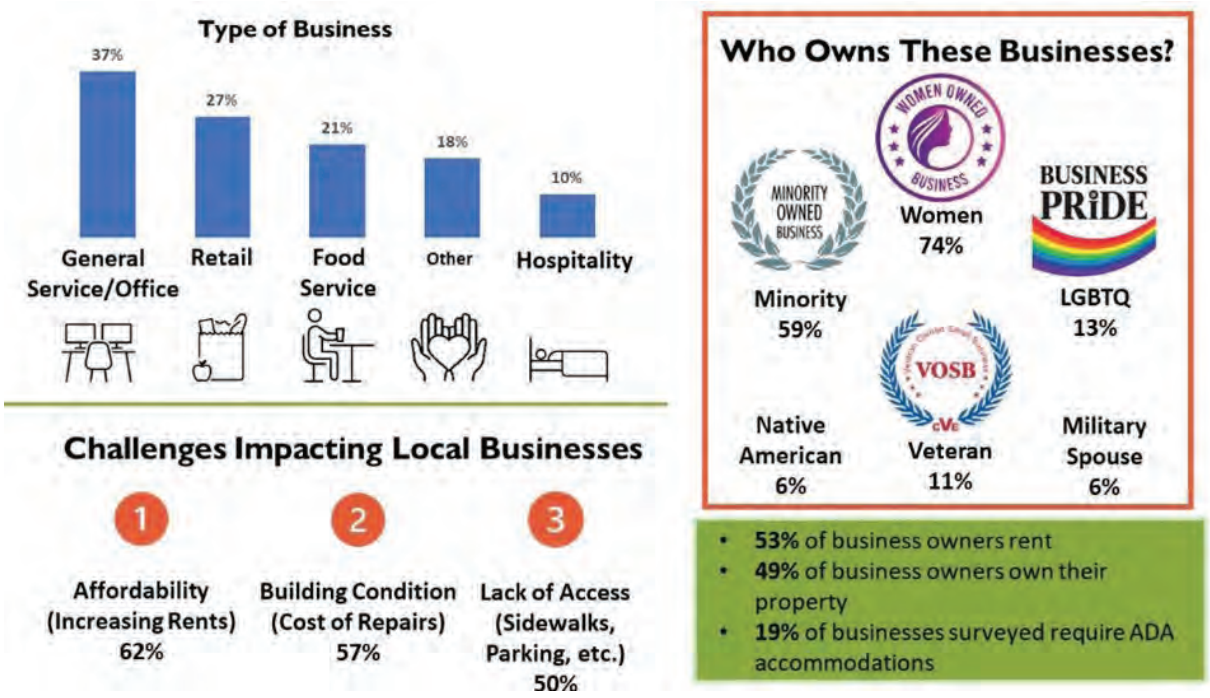
Of the 95 surveys conducted between February 2024 and May 2024, 90 were completed in English and five in Spanish. *Figure II.B.3.a* represents survey results for business owners located throughout the study area, while *Figure II.B.3.b* represents the results of surveys conducted by business owners located in South Tucson.

In addition, the following input was received by business owners as part of the South Tucson Business Mixer:

- Business owners in South Tucson expressed a desire for responsible development that:
    - o Matches the character of the surrounding area
    - o Does not displace residents and local businesses
    - o Protects affordable housing
    - o Protects/preserves local culture and businesses
    - o Takes advantage of Community Benefits Agreements (CBAs)
    - o Preserve historic buildings
    - o Create neighborhoods that you don't want to leave.

- Business owners in South Tucson expressed a desire to create a South Tucson Business Coalition (the name LIBRE was suggested among participants) to:
    - o Lock in rents (4th Avenue Merchants Model)
    - o Inform South Tucson local businesses about available programs and resources
    - o Support local hiring preference
    - o Improve public safety through crime prevention.

FIGURE II.B.3.A: TUCSON NORTE-SUR LOCAL BUSINESS SURVEY RESULTS FOR ALL SUBAREAS



MOST HELPFUL TO YOUR BUSINESS

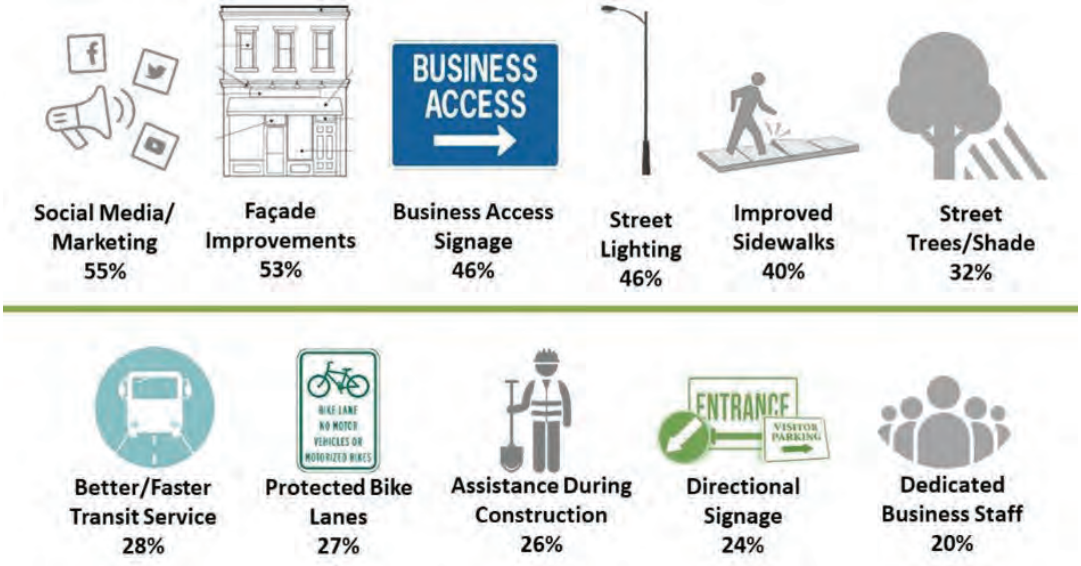


FIGURE II.B.3.B: TUCSON NORTE-SUR LOCAL BUSINESS SURVEY RESULTS SOUTH TUCSON

Type of Business

Of the 12 businesses participating in the South Tucson Business Mixer, five (5) completed the Norte-Sur Local Business Survey. Of these five businesses:

- One (1) provided General Services/Office (Barrio Restoration)
- One (1) engaged in retail (The Descendants)
- One (1) engaged in Food Service (McDonalds – Locally owned Franchise)
- One (1) reported Museum as the type of business
- One (1) reported Public Library (County Division) Information access as the type of business.

Top Challenges Impacting Local Businesses

1. **Affordability Increasing Rents (2 out of 5)**
2. **Lack of Access (Sidewalks, Parking, etc.) (1 out of 5)**

Participating Businesses

South Tucson Businesses that participated in the Survey included: Sam Lena Library, Old Pueblo Trolley Transit Museum, Barrio Restoration, McDonald's, and True Descendants.

Business Ownership

- Four (4) respondents reported not owning the property (renters)
- One (1) respondent reported owning the property

Who Owns These Businesses?

- One (1) respondent reported being a Women-owned Business
- One (1) respondent reported being a Native-American-owned Business
- Three 3) respondents did not answer the questions

ADA Accommodations Needs

- One (1) respondent reported requiring ADA accommodations.

MOST HELPFUL TO YOUR BUSINESS

- Social Media/ Marketing: 3
- Façade Improvements: 0
- Business Access Signage: 3
- Street Lighting: 1
- Improved Sidewalks: 3
- Street Trees/Shade: 2
- Better Connections to Parks: 1
- Affordable Childcare: 1
- Better/Faster Transit Service: 1
- Protected Bike Lanes: 1
- Assistance During Construction: 0
- Directional Signage: 1
- Dedicated Business Staff: 0

4. STAKEHOLDER GROUP REVIEWS OF EXISTING TRANSIT CENTER FACILITIES

Recognizing the high usage of the Tohono Tadai Transit Center (North Side) and Roy Laos Transit Center (South Side) and the community support for activating these centers and the areas around them with new and improved transit facilities and TOD opportunities, a group of stakeholders was led on a guided walking tour of each center followed by an input session to garner insight on what is working and what is not working at both centers. The input session, immediately following each tour, was an organized discussion of a series of questions aimed at addressing the objectives of reviewing the facilities at each transit center.

Stakeholders consisted of a cross-section of staff from various city agencies, consultants, and community members. Twenty-two people participated in the Tohono Tadai Transit Center tour and input session, and thirty-three attended the Roy Laos Transit Center tour and input session.

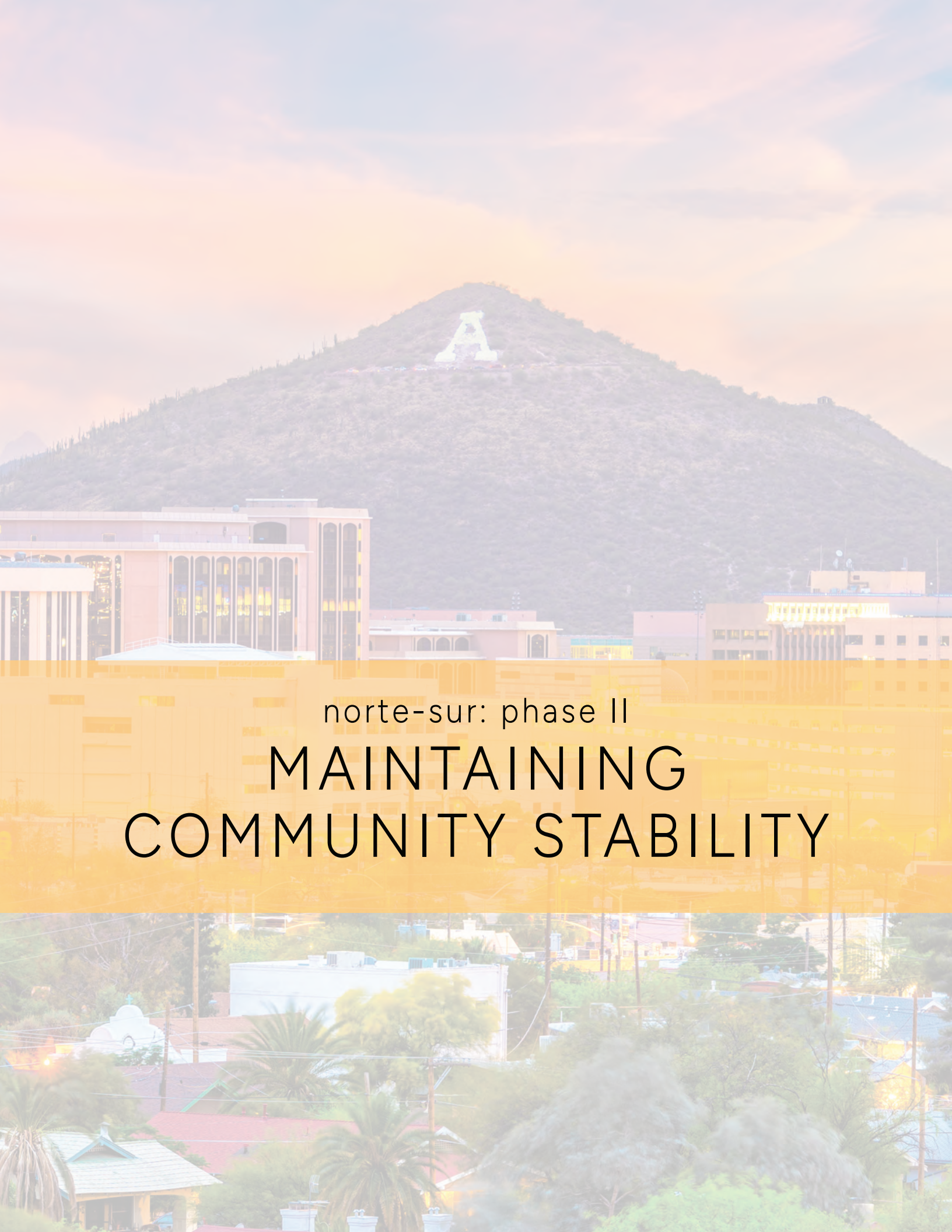
The purpose of the Transit Center Facilities and Context Reviews was:

- To develop a better understanding of the current level of transit service, facilities, and passenger activity at both transit centers and to identify issues related to layout, connectivity, and security; and
- Identify short- and longer-term measures to enhance the transit passengers' experience, multimodal access, safety, security, and connectivity to surrounding uses.

On June 5th and 6th 2024, the stakeholder groups toured the facilities at each transit center and then walked to locations nearby, such as the Tucson Mall and El Pueblo Center, to engage in the input session. There, they discussed and provided written responses to questions such as:

- What is working and not working with the facility as currently designed?
- Are there short-term measures that could be implemented to improve the passenger experience, accessibility, safety, and security at the center?
- Are there issues with access between the Transit Center and nearby destinations, such as Tucson Mall and El Pueblo Park?
- Are there plans for development/redevelopment of nearby areas that would be of relevance to transit and the Transit Center?
- Longer term, are there multimodal improvements that would enhance the functionality of the Transit Center and enhance connectivity to the surrounding area?

Answers to the questions asked during the input session at each transit center were compiled into a stakeholder input summary and used to inform the short- and longer-term recommendations included in the Transit Center Facility & Context Review documents included in *Appendix F* of this framework. Overall, participants at both events expressed a desire for better wayfinding and informational signage, connectivity in and around the transit centers, pedestrian lighting and other safety and security enhancements, activation of the transit centers with food vendors and community art, the development of high-density residential and mixed-use in surrounding areas, shade trees, and ongoing engagement with specific constituents. See *Appendix F* for a complete copy of the summary documents and supporting materials for both transit center reviews.



norte-sur: phase II

MAINTAINING COMMUNITY STABILITY

PART 3) MAINTAINING COMMUNITY STABILITY

To mitigate the risks of gentrification, a thorough understanding of the community's challenges and susceptibility to displacement is required. *Part III: Maintaining Community Stability* endeavors to establish baseline and benchmarkable metrics to evaluate and monitor community stability over time as investment occurs along the corridor.

While infrastructure improvements associated with a BRT system do not increase property values like those associated with a light rail or streetcar system, infrastructure improvements can increase redevelopment potential for properties, which in turn can generate market interest and development from local and non-local investors. This incremental change can lead to higher property values and other tangible impacts for residents and business owners within the general vicinity of the transit stations and the corridor.

In the City of Tucson, unintended impacts like those previously described are evident in and around downtown as a result of the installation of the Modern Streetcar. While the improvements, in conjunction with development incentives and zoning overlays, have generated billions of dollars of much-needed investment in the downtown core, some businesses and adjacent neighborhoods have felt the pressures of downtown development and the associated rise in property values.

To ensure that similar development pressures facing neighborhoods and businesses along the Modern Streetcar do not become problematic for those living within the Norte-Sur study area, this eTOD framework sets forth a baseline approach for the ongoing evaluation of community stability.

Community stability in this framework is evaluated using risk factors that represent neighborhoods within the study area that are most vulnerable to displacement (i.e., Equity Priority Areas) based on data provided by the Office of Equity as well as specific change-over-time datasets that consider housing market changes and household demographic changes, and locations where TOD is likely to occur based on the presence of transit-conducive zoning (i.e., TOD Opportunity Areas).

Areas where displacement risk is high and TOD is most likely to occur (known as eTOD Focus Areas), serve as a means for prioritizing the policy interventions included in this eTOD framework.

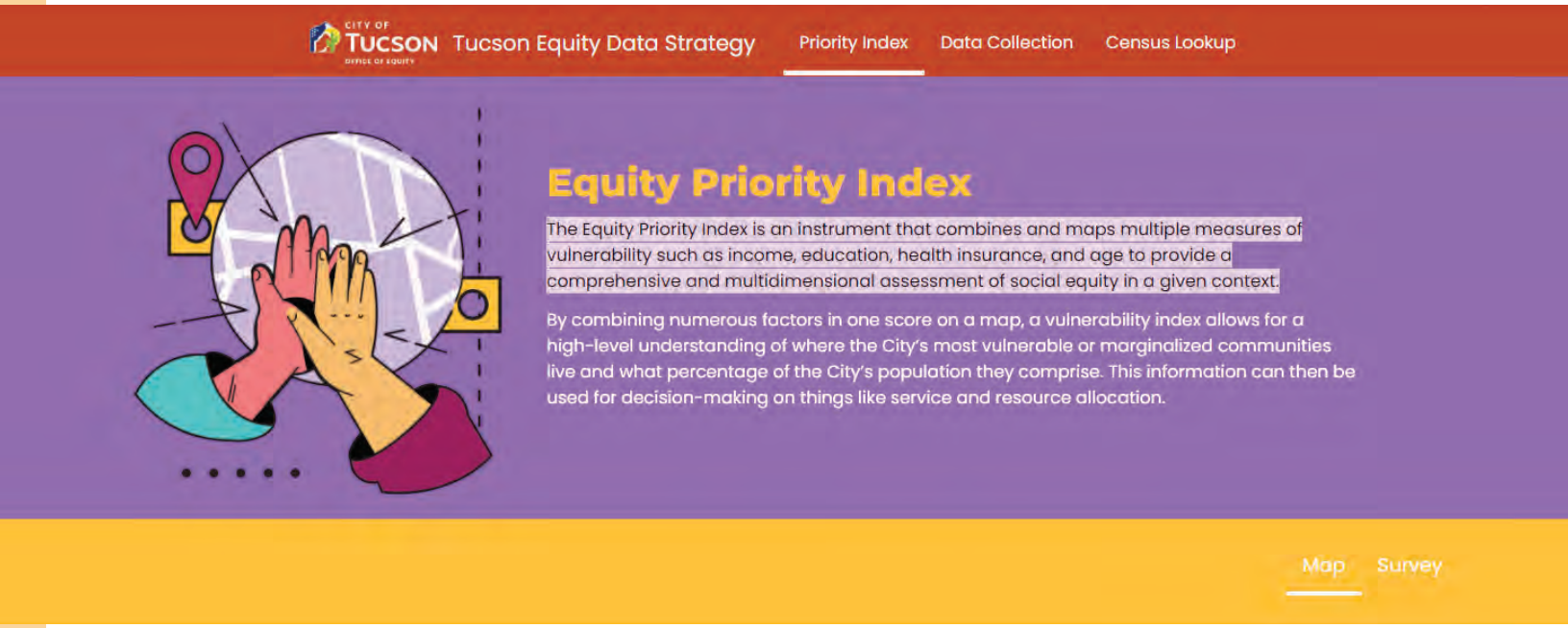
This analysis serves as the crux for ongoing monitoring to ensure that equity and inclusivity are maintained as infrastructure improvements are realized.

A. NORTE-SUR EQUITY PRIORITY AREAS

In this eTOD framework, the risk of displacement is measured by evaluating vulnerability indicators and change-over-time indicators at the Census block group level.

1. VULNERABILITY INDICATORS

The City of Tucson's Office of Equity has developed the Equity Priority Index (EPI), a tool that provides a single score representative of how vulnerable a block group is compared to all the block groups within the City of Tucson utilizing a combination of vulnerability measures listed below. Block groups with the highest EPI scores ranging from 80 to 100 were included in the analysis for Norte-Sur to indicate the locations of the study area's most vulnerable communities (refer to *Exhibit III.A.1: Norte-Sur Equity Priority Index Scores*).

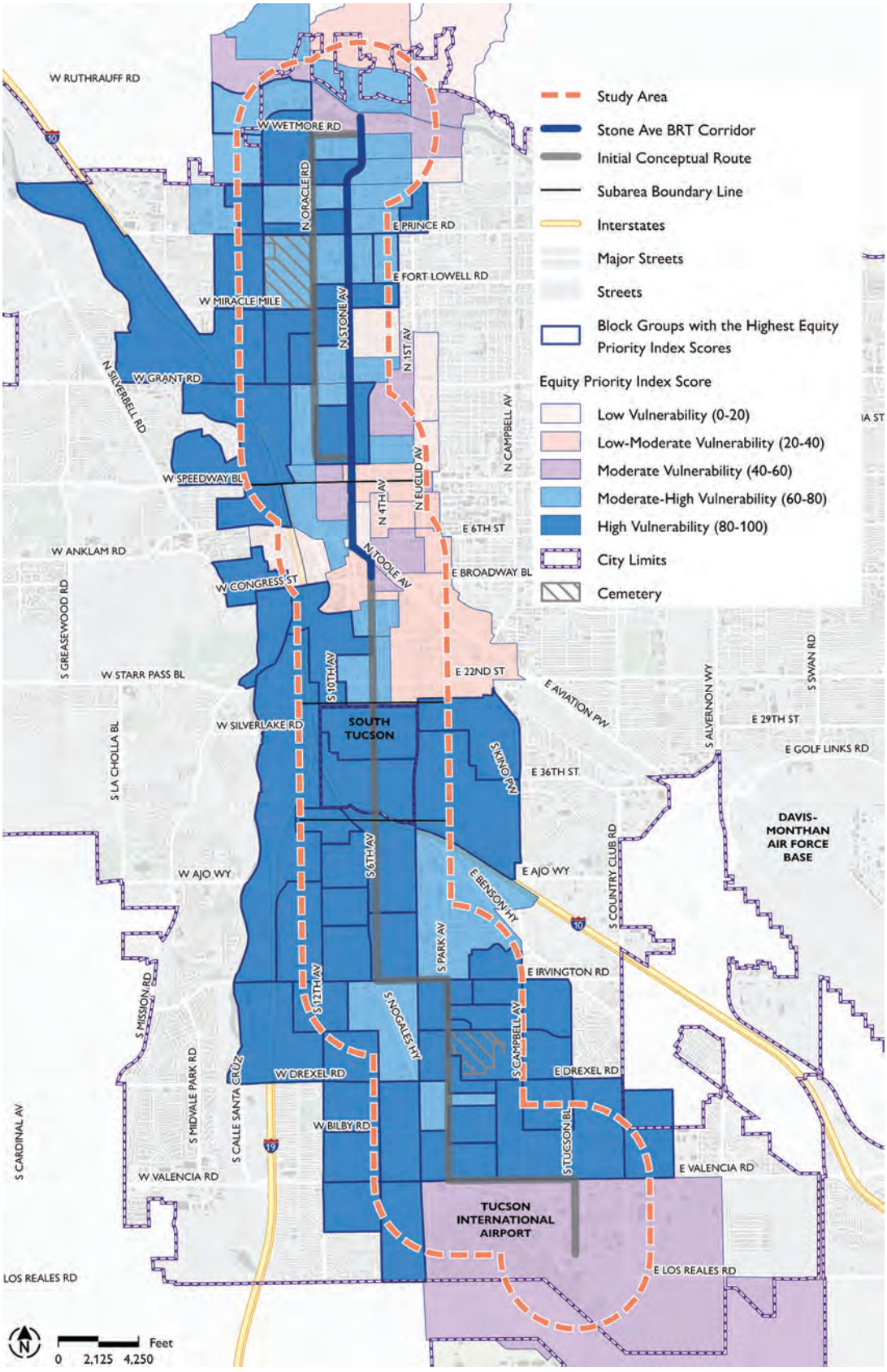


EQUITY PRIORITY INDEX - VULNERABILITY MEASURES	
Age	Groups that tend to have higher levels of vulnerability, including children (those below 18), and seniors (those 65 and older)
Disability	Someone who has, used to have, or is perceived to have a physical or mental impairment that greatly limits one or more important life activities
Housing Cost-Burbened	Homeowners who spend more than 30% of their income on a mortgage or home maintenance
Income	People who are making incomes at or below the federal poverty level (FPL)
Limited English Ability	People who have trouble using and understanding the English language in different situations
No College Education	Those whose highest level of education is high school or less
No Health Insurance	Those without private health insurance, Medicare, Medicaid, or any other plan or program
No Vehicle Access	Those who are unable to drive or be driven in personal or household vehicle and instead must rely on public or other modes of transportation
Race and Ethnicity	The racial and ethnic minority groups that are more likely to face discrimination, economic hardship, and limited access to support systems
Renter Cost-Burdened	Renters who spend more than 30% of their income on rent
Unemployment	Working-aged people who are jobless despite actively looking for work

Key Takeaways and Recommendations:

- Most of the study area block groups have a high Equity Priority Index score as shown in *Exhibit III.A.1*, which means most of the study area consists of vulnerable communities.
- Annually updating the EPI and comparing trends amongst block groups that have the same boundaries for the years being analyzed should be a top priority to further understand and track changes in community stability.

EXHIBIT III.A.1: NORTE-SUR EQUITY PRIORITY INDEX SCORES



2. CHANGE-OVER-TIME INDICATORS

Understanding trends or changes over time helps shed light on the gentrification and displacement pressures the neighborhoods along the corridor are either experiencing or may experience in the future. The change-over-time indicators established for this eTOD policy framework evaluated two components: housing market changes and demographic changes.

Housing Market Changes

The connection between housing market changes and displacement risk lies in the impact that rising property values, increasing rents, and other factors have on longstanding residents. As the trend of low housing supply to high demand continues to cause housing prices to surge, lower-income residents often face financial pressures that can force them to move, and higher-income individuals begin purchasing homes in lower-income neighborhoods, further driving up housing costs and dramatically transforming the economic and racial makeup of neighborhoods.

While many different datasets could be utilized to evaluate the impacts of housing market changes over time, this eTOD framework analyzes changes in the following two datasets (Median Full Cash Value and Percentage of Single-Family Homes Sold) primarily because of their mere consistencies with other indicators utilized to assess levels of community stability (mainly the EPI since soon it will assesses vulnerability changes over time). Other displacement metrics should be considered for later refinements as additional data becomes available over the next five years that the Census block group geographies remain the same (i.e., 2020-2029), allowing data across several time horizons to be compared seamlessly.

- *Change in Median Full Cash Value*

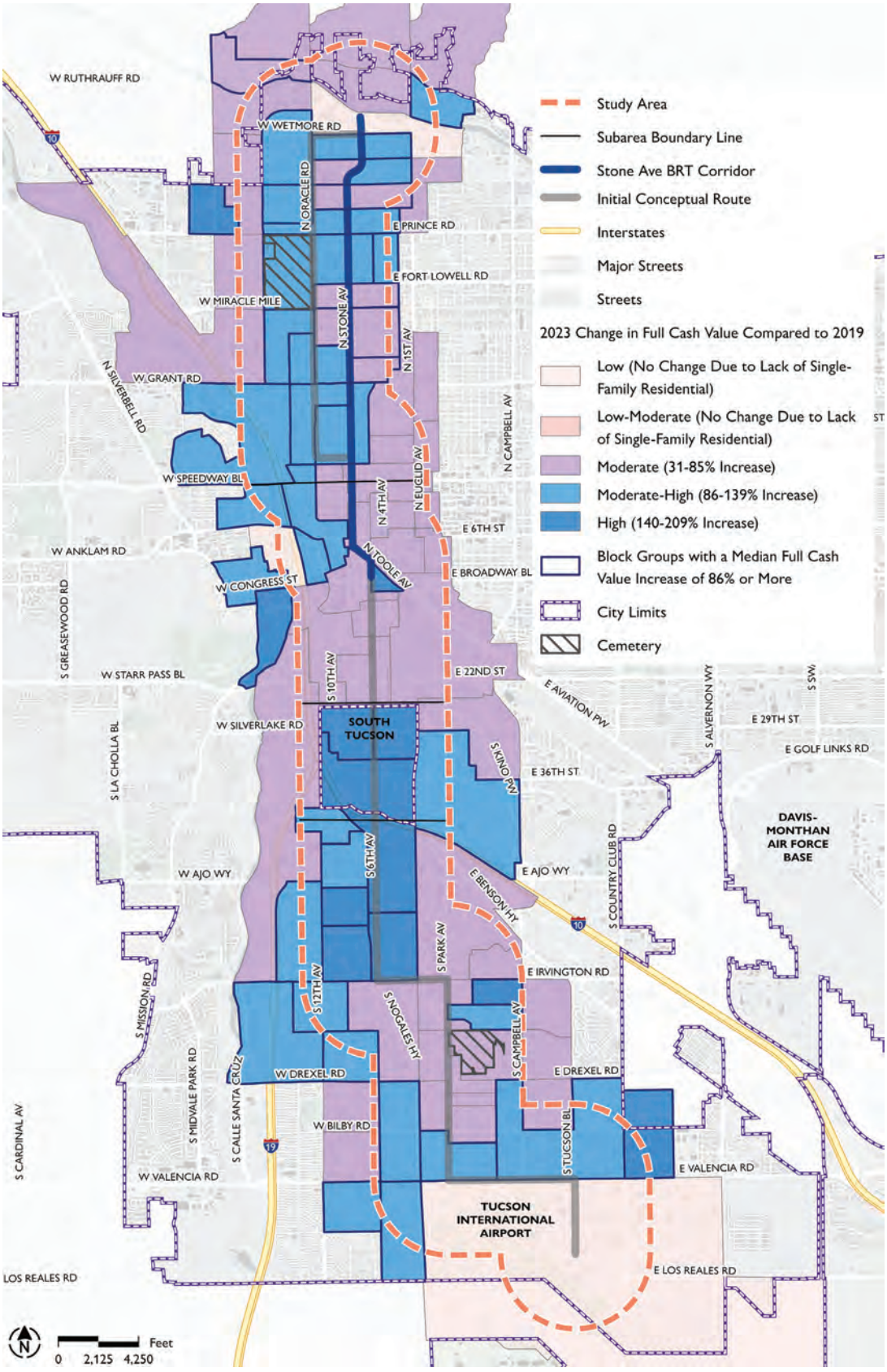
Analyzing changes in Median Full Cash Value (FCV) over time is crucial for understanding displacement risk and community stability because it provides a clear measure of how property values, and to a degree how home prices, are trending. A significant increase in FCV can indicate that a neighborhood is becoming less affordable and more attractive to higher-income buyers and investors, giving rise to gentrification. This rising trend can lead to increased property taxes, making it difficult for long-term, lower-income residents to remain in their homes. Rising values also make it harder for multiple generations to stay in their neighborhoods (i.e., children and grandchildren can no longer afford to live near their parents and grandparents).

This strategic eTOD policy framework evaluated the change in the Median Assessed Full Cash Value of single-family properties within the study area from 2019-2023 to capture the period of explosive growth in housing values surrounding the COVID-19 pandemic when interest rates and housing supply hit all-time lows. Particular emphasis was given to Census block groups with Median FCVs that increased nearly two times or more from 2019 to 2023. By monitoring these changes over time, potential disruptions to community stability can be addressed by creating opportunities for targeted interventions to protect vulnerable populations experiencing rapid changes that make housing unaffordable.

Key Takeaways and Recommendations:

- As shown in *Exhibit III.A.2.a*, almost half the study area block groups had 2023 median full cash values that were double or triple what they were in 2019. These block groups were included in the creation of Norte-Sur Equity Priority Areas.
- Seventeen of the block groups showing Moderate change had 2023 median full cash value increases between 75% and 85, meaning these block groups are also experiencing significant increases in FCV and should be monitored further.
- Three study area block groups do not contain any single-family homes. They include one over the Tucson Mall, one over the airport, and one covering the business center off North Commerce Park Loop.

EXHIBIT III.A.2A: CHANGE IN MEDIAN FULL CASH VALUE



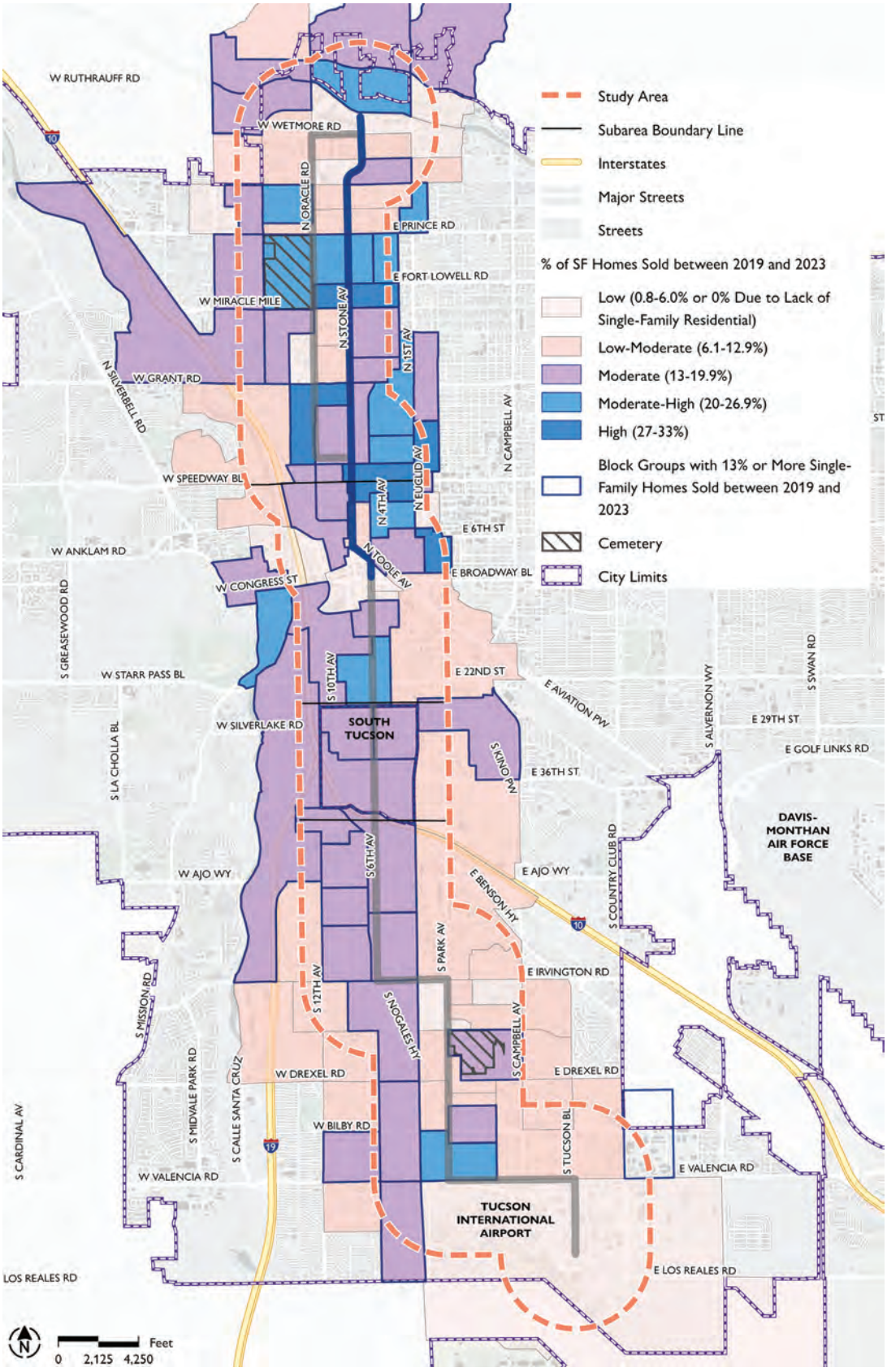
- *Percentage of Single-Family Homes Sold*

Monitoring the location and number of single-family properties sold over a given timeframe is important for measuring gentrification and displacement pressures because it highlights the degree to which single-family neighborhoods are changing. In some cases throughout the study area, at least 30% of the single-family properties within the block group were sold between 2019 and 2023, while block groups included in the formulation of the Equity Priority Areas were those where over 13% of the single-family homes were sold, indicating a significant degree of neighborhood turnover.

Key Takeaways and Recommendations:

- As shown in *Exhibit III.A.2.b*, most of the study area block groups experienced a Moderate (13%) to High (33%) percentage of home sales between 2019 and 2023. These block groups were included in the creation of Norte-Sur Equity Priority Areas.
- Percentages are relative to the total number of homes within the block group.
- 13-20% of the homes within and around the City of South Tucson sold between 2019 and 2023 with up to 27% sold within one of the block groups immediately north of South Tucson.
- Three study area block groups do not contain any single-family homes. They include one over the Tucson Mall, one over the airport, and one covering the business center off North Commerce Park Loop.

EXHIBIT III.A.2.B: PERCENTAGE OF SINGLE-FAMILY HOMES SOLD



Demographic Changes

Shifts in demographic data, particularly racial composition and median income, can also be indicators of gentrification. Gentrification often brings higher-income individuals into historically lower-income neighborhoods, raising property values and rents, which can price out long-term residents, particularly in marginalized racial and ethnic communities. This economic pressure exacerbates barriers to homeownership and retention, leading to a cycle of renting and displacement. Investor purchases and the conversion of owner-occupied single-family homes to rental properties further reduce the availability of affordable housing, destabilizing communities and making it harder for existing residents to remain. Rising living costs and property taxes add financial strain, disproportionately affecting renters, low-income households, and elderly residents on fixed incomes.

- Change in Racial Composition and Median Income

The change in the percentage of those reporting as 'White Alone' was analyzed because an increase in an area's White Alone population combined with rising median income is a strong sign an area is gentrifying. This is especially evident where the population of other ethnicities decreased over the same time period. Combined increases in both the 'White Alone' population and median incomes were not evident anywhere within the study area, and there were no significant increases in either, except for downtown, where there was a significant increase in median income. Therefore, a map was not created to reflect changes in these datasets since no significant changes were present within the study area.

While significant increases in the percentage of 'White Alone' households were not seen anywhere and significant median income increases were only downtown, these datasets will become more important to observe as development and redevelopment occur along the high-capacity transit (HCT) corridor. As such, neither of these datasets were used in the identification of Equity Priority Areas as the displacement pressures residents are currently grappling with are more closely attributed to the general rise in inflation associated with sharp increases in the cost of housing and other life essentials. One exception is parts of South Tucson, where homes in multigenerational neighborhoods are being purchased, renovated, and rented to higher-income individuals and families.

Key Takeaways and Recommendations:

- Housing values were rising from 2019-2023 and remain high due to low inventory, NOT due to traditionally recognized gentrification factors such as median income increases and notable changes in a neighborhood's racial composition.
- These datasets should be further examined following the release of newer American Community Survey (ACS) 5-year Estimates to review changes amongst consistent block group geographies throughout the entire study area and preemptively identify gentrification pressures at an early stage.
- The Equity Priority Areas should be updated to reflect significant median income increases and dramatic shifts in racial composition if those trends start to emerge.

- Change in Median Contract Rent and % Rent-Burdened

Recognizing that a large portion of individuals living within the Norte-Sur study area are rent cost-burdened (60% of the 98 study area block groups have rent cost-burdened household percentages over 50%), changes in median contract rent values in 2022 as compared to those in 2017 (using 2013-2017 and 2018-2022 American Community Survey (ACS) data) were evaluated to better understand displacement risks based on trends of rental affordability. Significant increases in median contract rent indicate where housing costs could be escalating to overburdensome levels, and as housing costs remain high or continue to rise, so do displacement pressures for lower-income renters. This is evident in areas where an increase in median contract rent also correlates with an increase in the percentage of a block group's cost-burdened renters. However,

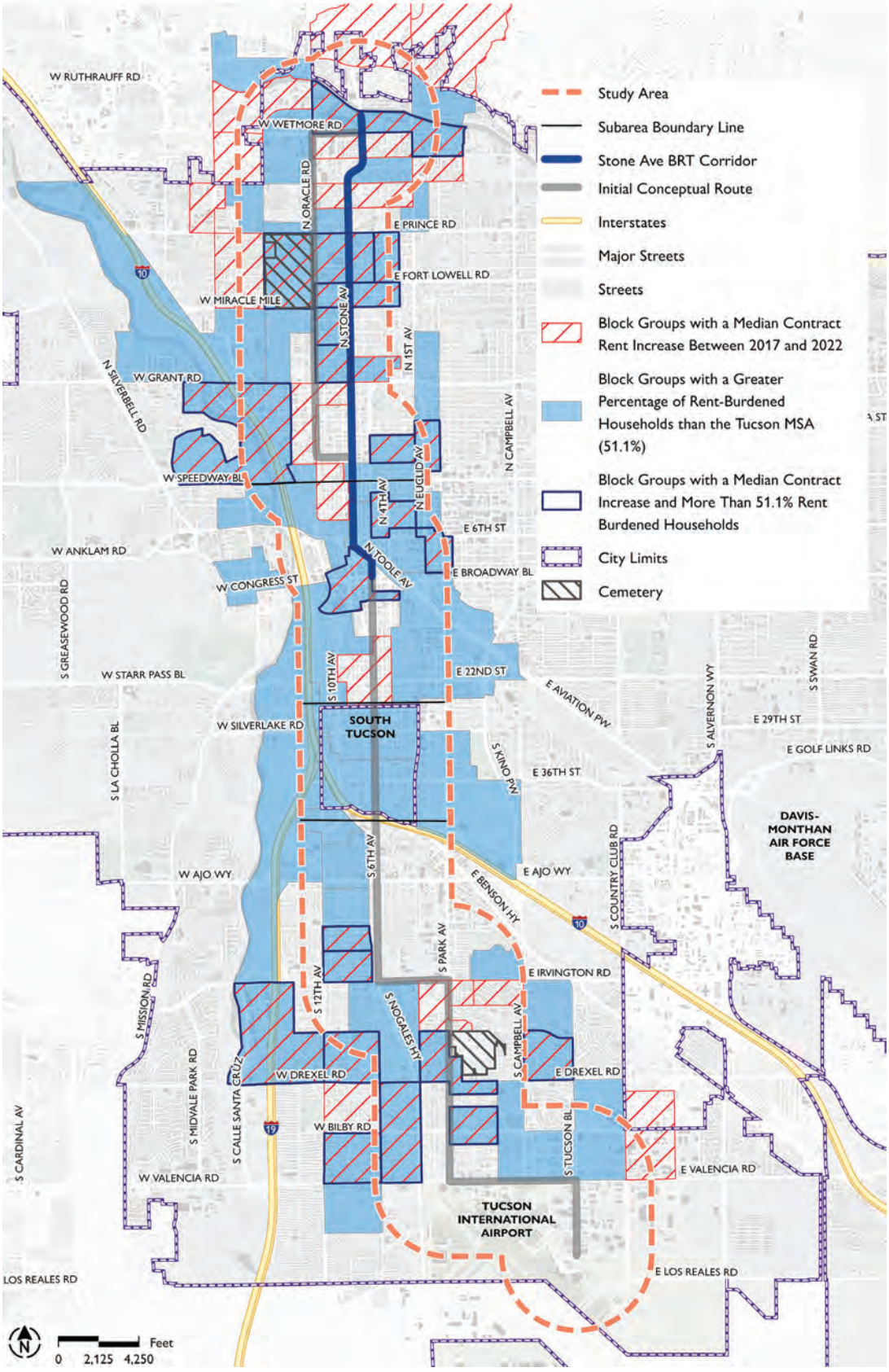
if an area sees a decrease in the percentage of cost-burdened renters relative to an increase in median contract rent, more affluent renters are moving in, and/or the income of some existing renters is rising. Because this difference is challenging to quantify accurately, this study focuses on block groups where median contract rent increased, and the percentage of cost-burdened renters equaled or exceeded the Tucson Metropolitan Statistical Area (MSA) percentage of 51.1% in 2022, regardless of an increase or decrease in the percentage of rent-burdened households.

This approach represents areas where rents are increasing, and the percentage of households that are rent-burdened is higher than average, meaning more than half of the renters who live there are struggling to afford the area's current rental housing stock. By analyzing this change-over-time data, strategies and actions can be formulated and implemented to ensure that maintaining housing affordability in neighborhoods experiencing displacement pressures is prioritized, and an eye can be given to those that are on the verge. This data should also be continually analyzed in conjunction with changes in population and an area's economic and racial composition.

Key Takeaways and Recommendations:

- 20% (20 out of 98) of the study area block groups saw an increase in median contract rent combined with an above-average percentage (51.1% or more) of rent-burdened households.
- Most of the study area block groups have 50% or more rent-burdened households spending more than 30% of their monthly income on rent.
- Fluctuations in the percentage of rent-burdened households relative to rent increases should continue to be monitored to proactively identify early signs of gentrification.

EXHIBIT III.A.2.C: INCREASE IN MEDIAN CONTRACT RENT AND ABOVE-AVERAGE RENT-BURDENED PERCENTAGE



3. CREATING NORTE-SUR EQUITY PRIORITY AREAS

To understand the current level of stability for neighborhoods located within the study area and to establish a baseline for measuring future trends, the indicators utilized to assess stability were overlaid and analyzed at the Census block group level to identify key areas within the corridor that contain household characteristics indicative of higher displacement risk in the near term, with or without the installation of high-capacity transit.

To determine which study area block groups are most vulnerable to neighborhood change and which areas could benefit the most from eTOD policies and public investment, a selection of block groups was created that had:

- A 'High' Equity Priority Index Score in the 80-100 range;
- An increase in the 2023 median full cash value of single-family residential properties that was equal to or greater than 1.8 times the 2019 median full cash value;
- 13% or more of the total number of single-family residential parcels sold from 2019-2023; and,
- Where median contract rent increased when combined with the percentage of cost-burdened renters equaling or exceeding the Tucson MSA percentage of 51.1%.

In other words, Equity Priority Areas are depicted as block groups that have seen rapid increases in housing costs, high rates of housing turnover, and demographic change. Of the 98 block groups within or adjacent to the study area, nineteen represent Equity Priority Areas (refer to *Exhibit III.A.3*).

The portions of the study area that were determined to be the most vulnerable to rapid neighborhood change tended to be those neighborhoods located in South Tucson, such as Southern Heights, Chattman's and Mission View, and south of the City of South Tucson, like Sunset Villa, Rose, and Sunnyside, as well as many of the neighborhoods south and east of the Evergreen Cemetery in the North Side subarea, such as Miracle Manor and Amphi. These neighborhoods tend to be older established neighborhoods that have not had significant investment for multiple decades, or they primarily consist of manufactured housing.

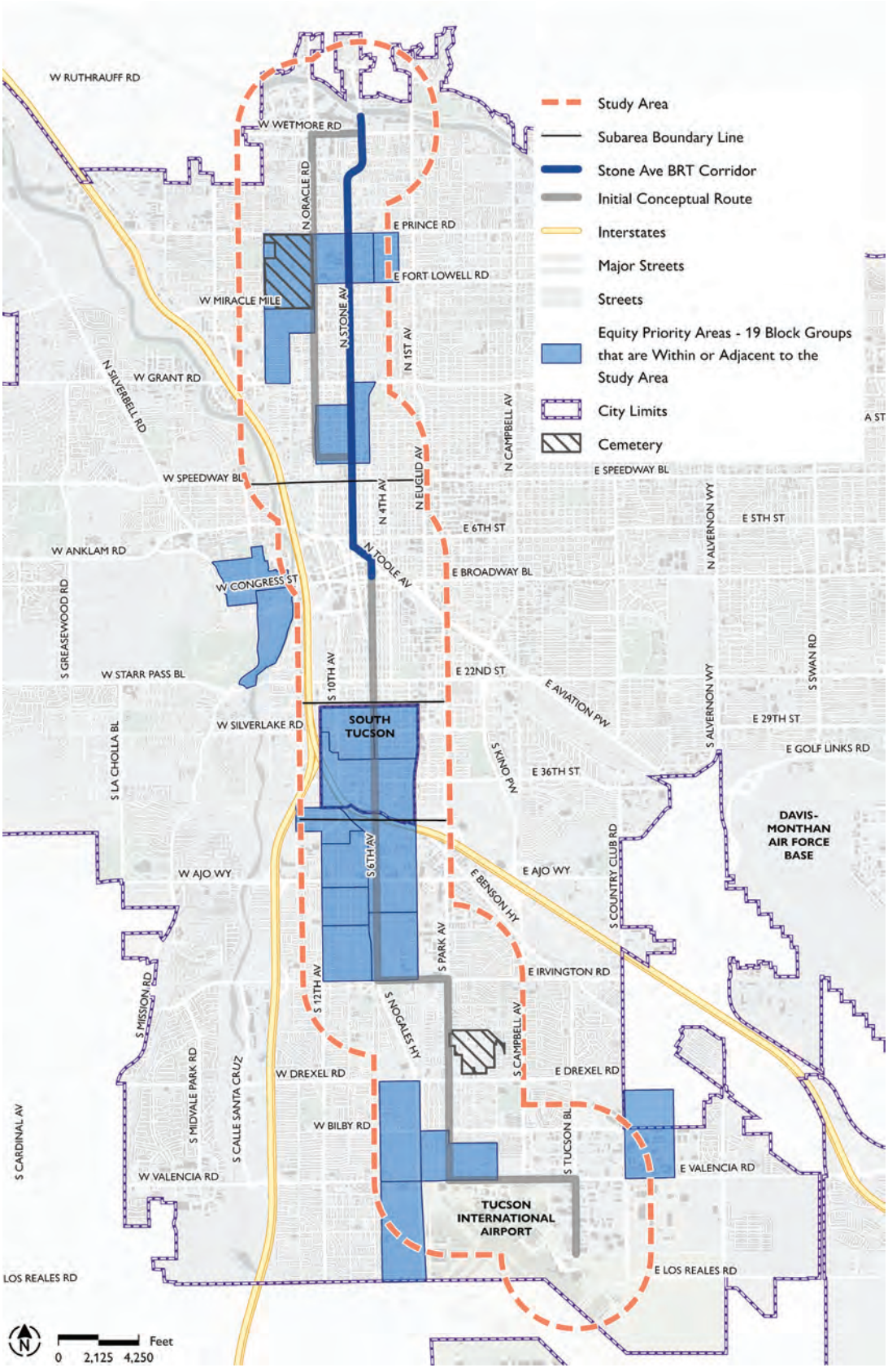
Key Takeaways and Recommendations:

- Due to the risks for displacement and higher need in combination with fewer resources, Equity Priority Areas provide a physical basis for focusing equity policies and infrastructure improvements. For example, a business applying for a façade improvement grant or other program may score higher if they are located within an Equity Priority Area.

- Equity Priority Areas should change over time in response to demographic and housing market changes.

- Given that Equity Priority Areas represent the most vulnerable areas that are also experiencing burdensome housing market changes, they represent locations where the City of Tucson should prioritize policy interventions that focus on maintaining housing affordability. Such efforts may include constructing/facilitating affordable housing projects on city-owned properties, purchasing land/buildings for the development of affordable projects, acquiring existing homes to lock in housing costs and ensure they remain affordable and attainable for vulnerable populations, or establishing public-private partnerships.

EXHIBIT III.A.3 NORTE-SUR EQUITY PRIORITY AREAS



B. TOD OPPORTUNITY AREAS

Transit systems operate more effectively and economically when they are interconnected with the surrounding land uses and the activity generated by those uses. Therefore, an evaluation of existing land uses and zoning, particularly those that are transit-conducive, was conducted to examine where current TOD opportunities exist within the corridor.

1. TRANSIT-CONDUCIVE LAND USES

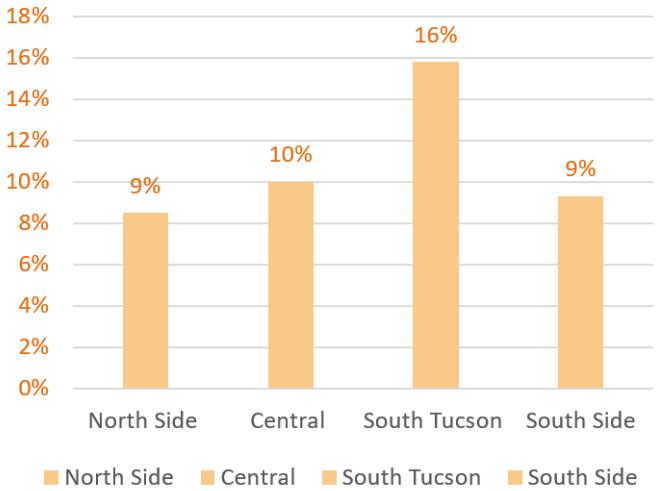
In the context of discussing land uses that are supportive of high-capacity transit, the narrative often revolves around the notion that these are types of uses that support effective use of transit and promote walkability and more compact development forms with uses including attached single-family residences, multi-family residential, manufactured housing, office, commercial, and mixed-use. However, in the context of the City of Tucson and Norte-Sur, examples of 'true' transit-supportive land uses that create compact and walkable spaces, such as mixed-use or high-rise housing developments, are few and far between. The only transit-supportive land uses are found in Downtown Tucson and along the Sun Link Streetcar.

As such, for this framework, existing land uses that, in theory, would otherwise support transit-oriented development or a bus rapid transit system, when evaluated holistically, are referred to as Transit-Conducive Land Uses (TCLUs). In addition to the existing land uses that consist of higher density residential (attached single-family residences, multi-family residential, manufactured housing), commercial, office, or mixed-use, vacant and underutilized lands, particularly those located directly adjacent to the corridor, are also recognized as transit-conducive land uses.

Per *Table III.B.1*, the study area encompasses approximately 1,080 acres of vacant land or approximately 10% of the overall land area. Of that vacant acreage, 757 acres (approximately 7% of the overall study area) are usable, meaning they are not private streets, drainageways, remanent parcels or other unusable properties (refer to *Exhibit III.B.1.a: Vacant and Underutilized Land* and *Table III.B.1*). According to the Tucson ETOD Market Assessment Final Report ("Market Assessment"), 197 acres of vacant land within a half mile of the corridor is publicly owned. That number increases when including other excess vacant public lands such as those owned by the Sunnyside, Amphitheater, and Tucson Unified School Districts, some of which might have future TOD potential similar to the reimagining underway for certain school sites in Phoenix Elementary School District #1 or the former closure and sale of several TUSD schools. Notably, around 10 percent of the usable land in the South Side and South Tucson subareas is vacant. Specifically, the South Tucson Subarea has approximately 79 acres of vacant land, while 456 acres of vacant land exist further south within the study area.

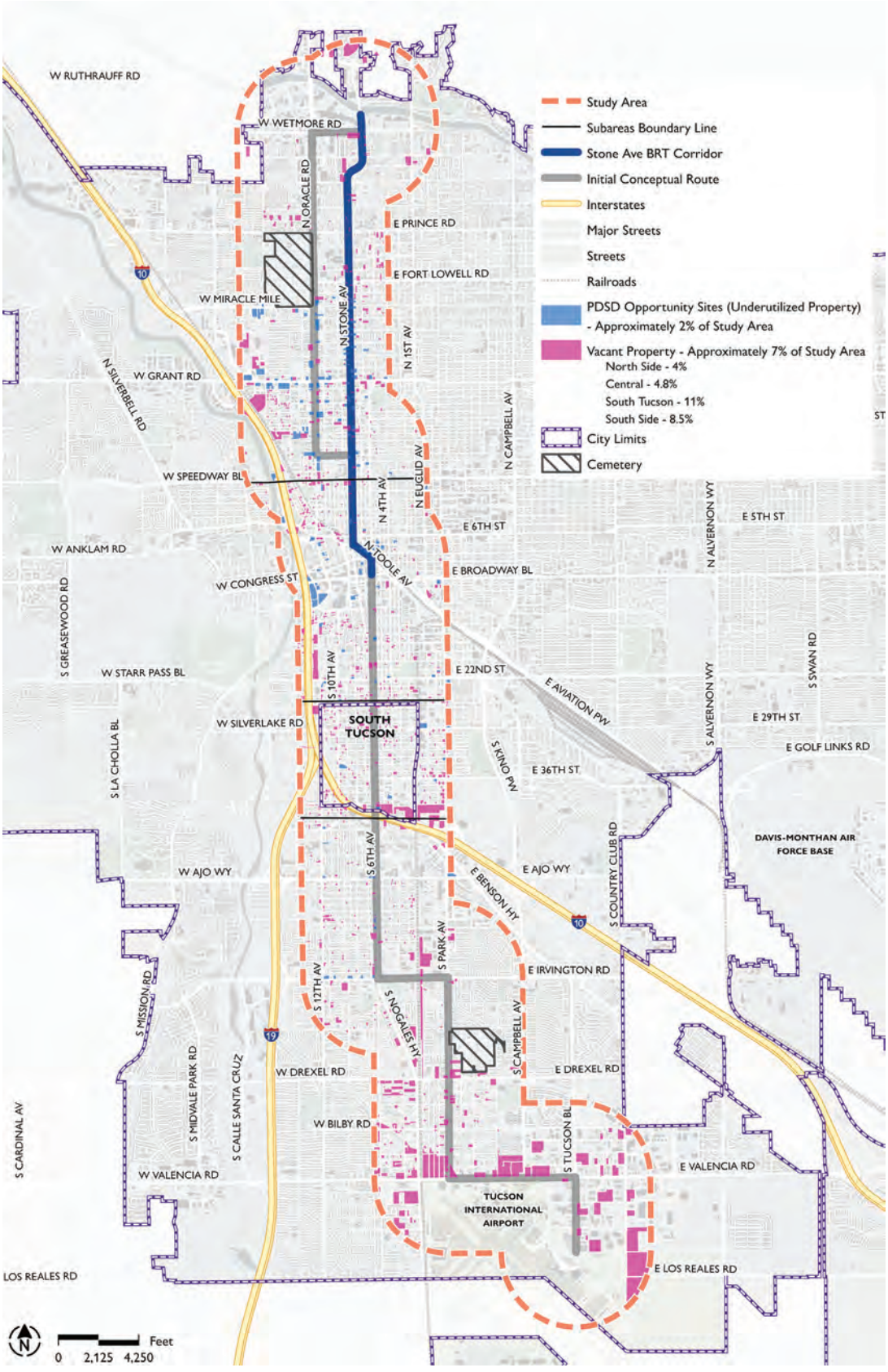
The Market Assessment highlights that Stone Avenue has a greater number of vacant parcels suitable for development and a higher proportion of publicly owned vacant parcels that could be used by the City to promote affordable housing. Oracle Road, on the other hand, has more underutilized sites that are potential candidates for redevelopment. Vacant and underutilized land is further detailed in the Market Assessment, but for the purposes of this study, underutilized properties (185 acres, 2% of the study area's usable land) are considered 'opportunity sites' that could be redeveloped independently or combined with vacant land to create larger developments, particularly near publicly owned vacant properties. Refer to *Figure III.B.1.a* for a breakdown of the percentage of vacant land per subarea.

FIGURE III.B.1.a: Percentage Of Vacant Land Per Subaea



Given that one-third of the study area's nearly 1,500 vacant parcels are between approximately one to six acres, and many are zoned R-2, R-3, O-3, C-1, and C-2, allowing between 15-44 units per acre, these parcels have tremendous potential for appropriately scaled TOD projects if capable of developing at the density allowed under their current zoning. Therefore, it is important to address the current limitations of the UDC that make infill projects on smaller properties cost-prohibitive, ultimately leading to continued vacancy and underinvestment.

EXHIBIT III.B.1.A: VACANT AND UNDERUTILIZED LAND



Per an evaluation of Pima County Assessor's Office property use codes, 70% of the land within the study area (i.e., 7,809 acres out of 11,206 acres that comprise the study area), excluding public rights-of-way, contains transit-conducive land uses (refer to *Exhibit III.B.1.b: Transit-Conducive Land Uses*). TCLUs are distributed throughout the study area, with notable concentration along the Norte-Sur corridor. These TCLUs are often situated at significant commercial intersections, activity nodes, and areas zoned for higher density or increased land use intensity, making these areas prime candidates for land use and zoning changes that will help facilitate TOD. However, much of this land is tremendously underutilized and should be prioritized for focused redevelopment/development.

Figure III.B.1.b demonstrates the percentage of transit-conducive land uses that currently exist within each subarea, while the table below (*Table III.B.1*) presents the existing transit-conducive land uses within the Norte-Sur subareas in acres and as a total percentage of the study area and each subarea, based on consolidating property use codes into the land use categories listed in the table.

Figure III.B.1.b: Percentage Of Transit-conducive Land Uses By Subarea

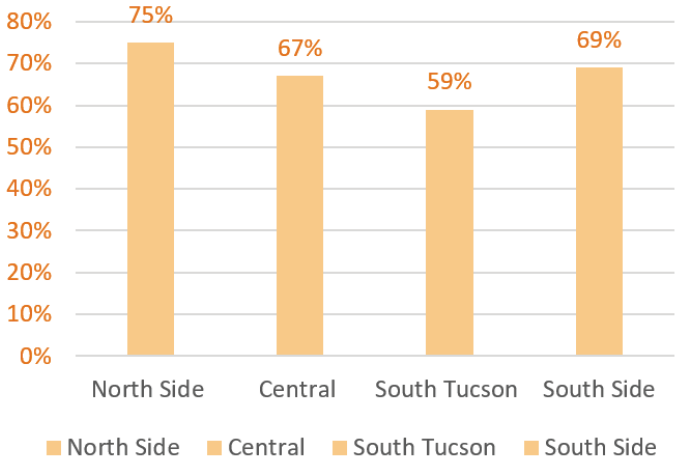


Table III.B.1: CONSOLIDATED TRANSIT-CONDUCIVE LAND USES BY SUBAREA

Consolidated Transit-Conducive Land Uses	North Side Subarea Acreage	Central Subarea Acreage	South Tucson Subarea Acreage	South Side Subarea Acreage
Commercial / Office	1215.6	386	151.5	1318.2
Institutional	264.5	201.3	43.7	1125.1
Mixed-Use	-	0.2	-	-
Medium to High-Density Residential	945.4	271	116	680.9
Vacant (_%) = % of Subarea Acreage [_%] = % Usable	313.36 (8.5%) *147.7 [4%]	155.4 (10%) *74 [4.8%]	114.5 (15.8%) *79.4 [11%]	496.5 (9.3%) *455.5 [8.5%]
Total Transit-Conducive Land Use Acreage:	**2738.86**	**1013.5**	**425.7**	**3630.7**
Percent Transit-Conducive Land Use (Total TCLU Acreage divided by Total Subarea Acreage):	**75%**	**67%**	**59%**	**69%**

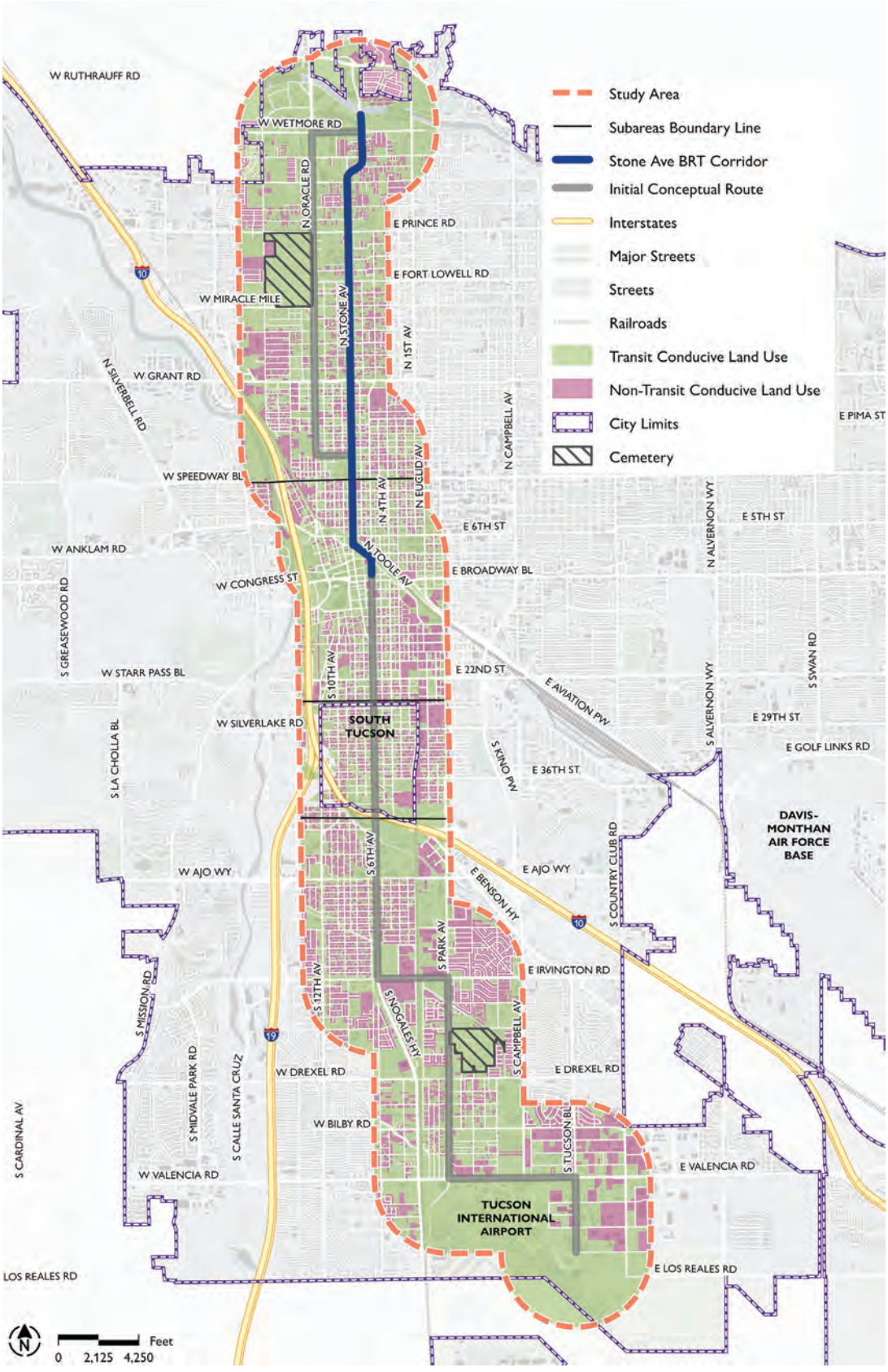
* Does not include private streets, drainageways, remanent parcels, or other unusable properties.

The composition of transit-conducive land uses, coupled with high-transit ridership and a concentration of vacant and underutilized properties, demonstrates that the Norte-Sur corridor is capable of supporting TOD despite the study area's history of private and public underinvestment. While the presence of transit-conducive land uses along the corridor suggests that TOD would be supported, simply relying on an evaluation of existing land use does not provide a strong indication of the full TOD potential along the corridor. This is where the notion of transit-conducive zoning comes into play.

Key Takeaways and Recommendations:

- Transit-Conducive Land Uses consist of properties that contain existing uses that support high-capacity transit, such as higher-density residential or employment, or vacant and underutilized properties.
- Nearly 70% of the study area consists of Transit-Conducive Land Uses, with 9% being usable vacant and underutilized properties; the largest percentage of which are located within the City of South Tucson, with the second largest percentage being located in the Central Subarea.
- Currently, TOD only occurs in Downtown Tucson, demonstrating that code reforms or other mechanisms to facilitate TOD along the corridor are necessary.

EXHIBIT III.B.1.B: TRANSIT-CONDUCIVE LAND USES



2. TRANSIT-CONDUCIVE ZONING

When it comes to discussing TOD potential along high-capacity transit corridors, an evaluation of existing zoning designations that promote walkability and compact urban development forms is important. Within the cities of Tucson and South Tucson, several zoning designations are theoretically transit-supportive. However, current code limitations associated with parking, density, setbacks, building height, and lot coverage (further detailed in *Part IV* of this eTOD Framework) prevent the full TOD potential from being realized. As such, within the context of Norte-Sur, zoning designations that are supportive of higher-density residential or mixed-use developments are referred to as Transit-Conducive Zones (TCZs). *Table III.B.2* organizes existing TCZs within the cities of Tucson and South Tucson based on the TOD each zone would support. With code amendments that address existing development standard limitations, these TCZs could be transit-supportive.

TABLE III.B.2: TRANSIT-CONDUCIVE ZONES

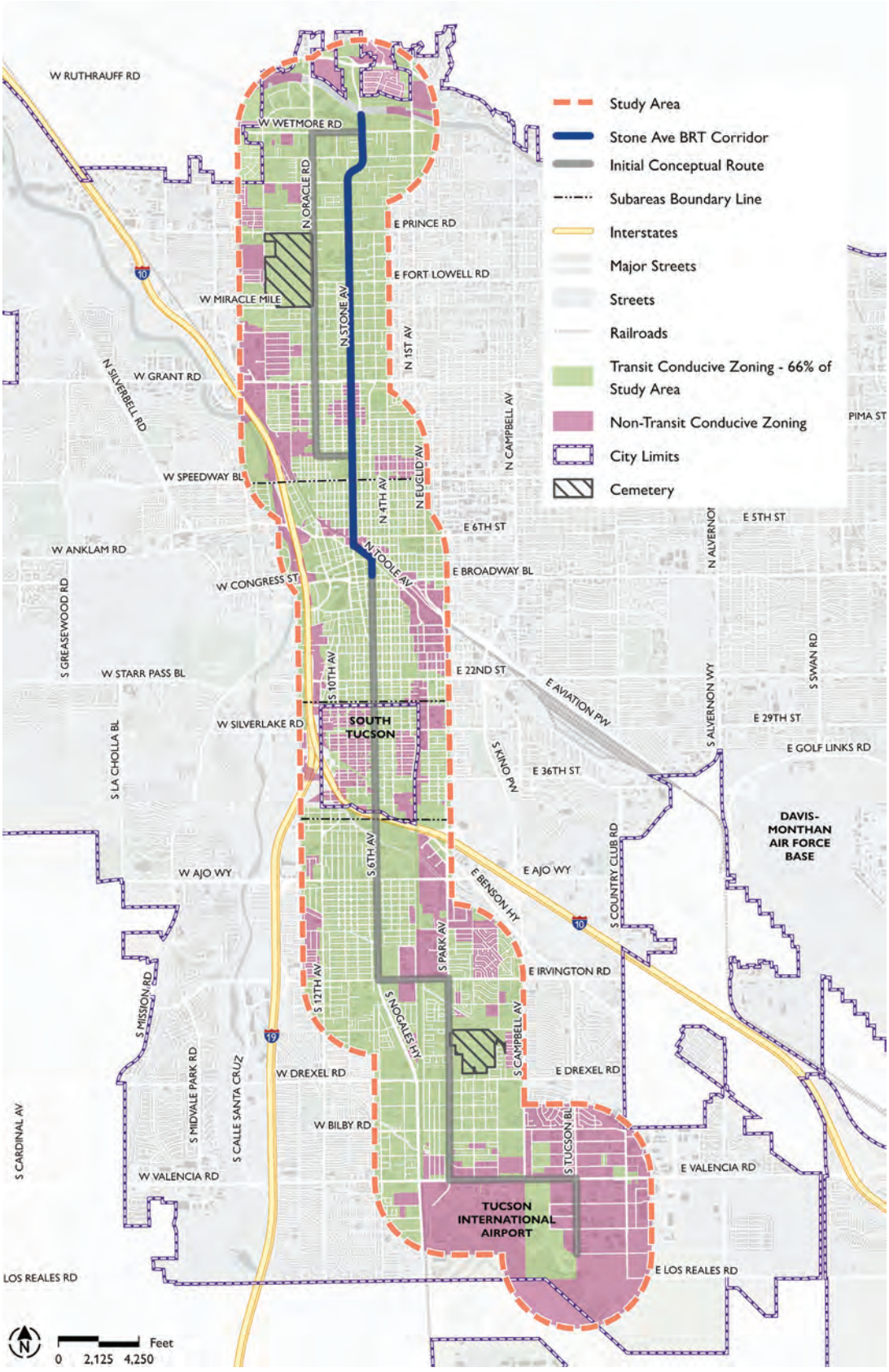
	City of Tucson	City of South Tucson
Fostering higher-density residential	R-2, R-3, MH-1 and MH-2	SR-2, SR-3, and SMH
Fostering mixed-use	O-1, O-2, O-3, C-1, C-2, C-3, OCR-1 and OCR-2	SB-1, SB-2A, SB-2,

In total, 66% of the overall land within the study area carries a zoning designation capable of facilitating projects that are conducive to more compact forms of development at varying levels of density and intensity and mixed-use that is necessary to support a bus rapid transit system. The existing residential and office zones allow for transit-conducive densities, and the office zones support a light mix of denser residential areas with neighborhood-level services and employment on properties located further from the transit route. The commercial zones permit a multitude of uses and provide the greatest potential for TOD from a density and height perspective, especially for properties immediately adjacent to the corridor.

Key Takeaways and Recommendations:

- Two-thirds of the corridor currently has zoning that is conducive to supporting TOD. However, very little TOD development exists along the corridor due to limiting development standards.
- As depicted in *Exhibit III.B.2*, the majority of properties located immediately adjacent to the corridor have transit-conducive zoning, with an apparent exception in predominantly industrial areas or single-family neighborhoods zoned R-1.
- Modifications to parking, density, building setbacks, heights, and lot coverage should be considered to realize the full potential of existing TCZs.

EXHIBIT III.B.2: TRANSIT-CONDUCIVE ZONING



3. IDENTIFYING TOD OPPORTUNITY AREAS

A fundamental factor for maintaining community stability is understanding where TOD is likely to occur. As such, an analysis was conducted to specifically pinpoint areas with an above-average concentration of office, commercial, or higher-density residential zoning, highlighting their potential for TOD when compared to other block groups in the study area. Block groups exceeding the average transit-conducive zoning of all study area block groups are referred to as TOD Opportunity Areas. In other words, these areas carry existing development rights that are most conducive to spurring TOD, and when overlapping with Equity Priority Areas, signify wherestrategies and actions for affordable housing, business assistance, or other mechanisms should be put in place to reduce displacement risk.

Since the commercial zones have the greatest potential for higher-density residential projects and mixed-use, the average commercial zoning for all block groups was calculated independently of the average transit-conducive office and residential zoning within each block group. The block groups possessing the highest potential for TOD are those featuring a significant amount of commercial zoning capable of supporting mixed-use, especially when overlapping block groups with a major activity/transit node and/or above-average office and higher-density residential zoning. These promising areas include downtown, the Tucson Mall vicinity, the Oracle and Stone corridors from Fort Lowell to downtown, part of South Tucson, and land near the Roy Laos Transit Center.

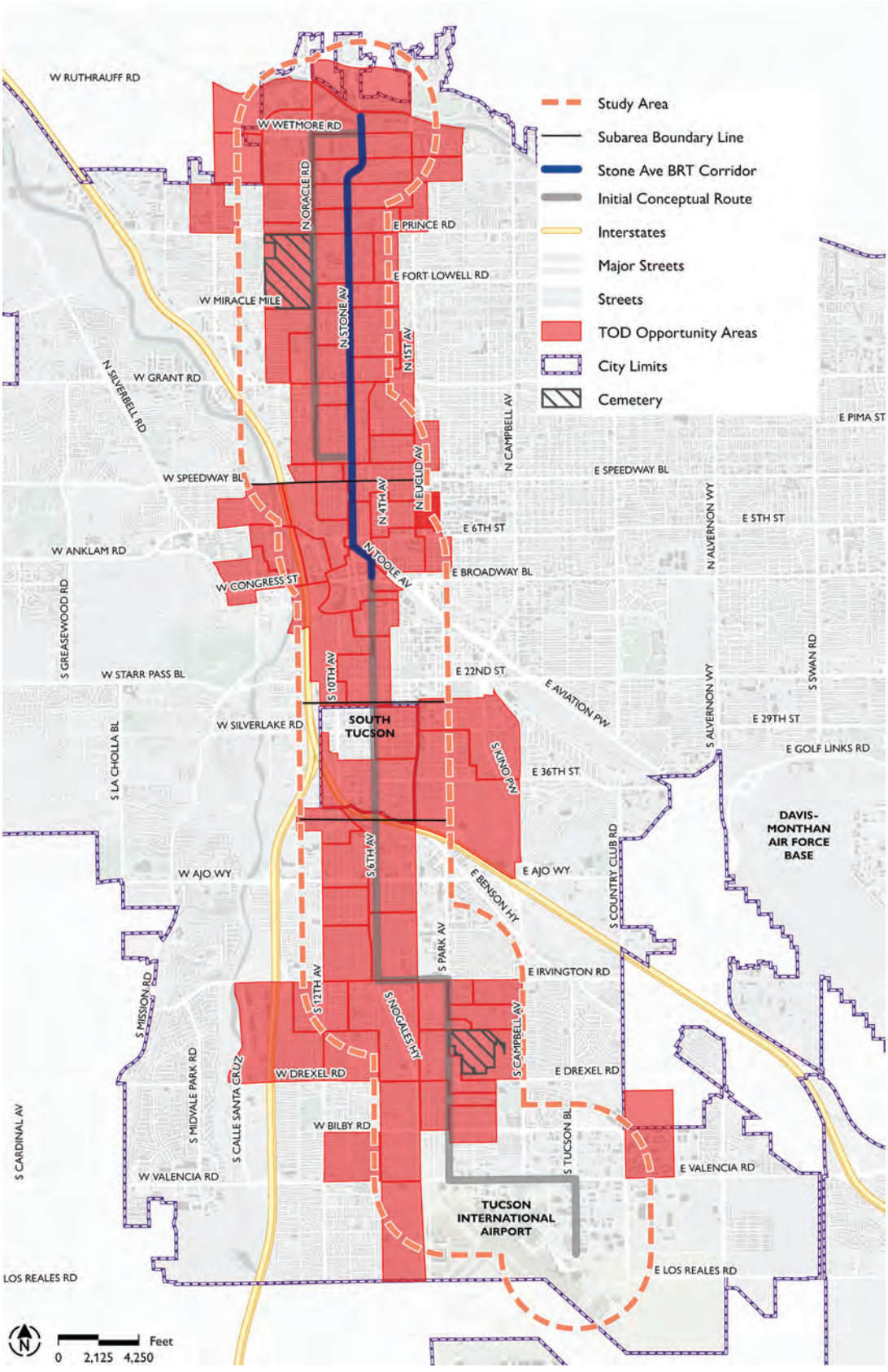
The block groups with the most office and residential zoning had some overlap with the above-average commercially zoned areas in the northern half of the study area around Tucson Mall and along Oracle Road. The remainder of the block groups with above-average office and residential zoning were either located adjacent to the higher-than-average commercial areas or were predominantly existing residential neighborhoods that contained single-family attached/detached homes and some select small-scale multifamily. Portions of many of these existing neighborhoods are currently zoned for more intensive and denser development.

It is worth noting that TOD is most likely to flourish in the already intensively zoned portions of the block groups selected as TOD Opportunity Areas, some of which already consist of established single-family neighborhoods, emphasizing the importance of recognizing that the entire area within each highlighted block group may not necessarily be conducive to TOD. Additionally, intensively zoned areas outside of the highlighted TOD Opportunity Areas could also still attract TOD. Presently, the majority of block groups along the corridor demonstrate above-average transit-conducive zoning, except the industrial-zoned land encompassing the South Side subarea surrounding Tucson International Airport.

Key Takeaways and Recommendations:

- TOD Opportunity Areas consist of block groups that contain an above-average number of properties with a transit-conducive zoning designation when compared to the study area as a whole.
- As depicted in *Exhibit III.B.3*, the majority of block groups located immediately adjacent to or that are bisected by the corridor are considered TOD Opportunity Areas, with the exception typically being associated with the presence of non-transit conducive uses.
- Where TOD Opportunity Areas and Equity Priority Areas intersect, strategies and actions or other mechanisms should be put in place to reduce displacement risk for existing residents and businesses.

EXHIBIT III.B.3: TOD OPPORTUNITY AREAS



C. PRIORITIZING ETOD FOCUS AREAS

eTOD Focus Areas represent the intersection of the block groups most susceptible to displacement (i.e., Equity Priority Areas) with those that are most likely to foster transit-oriented development due to an above-average number of properties with transit-conducive zoning (i.e., TOD Opportunity Areas). Since zoning is not inhibiting TOD, but outdated and arbitrary standards in the City's code are, development will become more likely in the TOD Opportunity Areas and throughout the other transit-conducive portions of the study area once certain code amendments are adopted, further emphasizing the importance of examining these areas in relation to Equity Priority Areas. These block groups denote where policy interventions to protect affordability, preserve culture, and build community should be prioritized. They also emphasize areas where the City should seek to acquire vacant and underutilized properties for affordable housing or form partnerships with the private sector for the development of mixed-income or mixed-use projects.

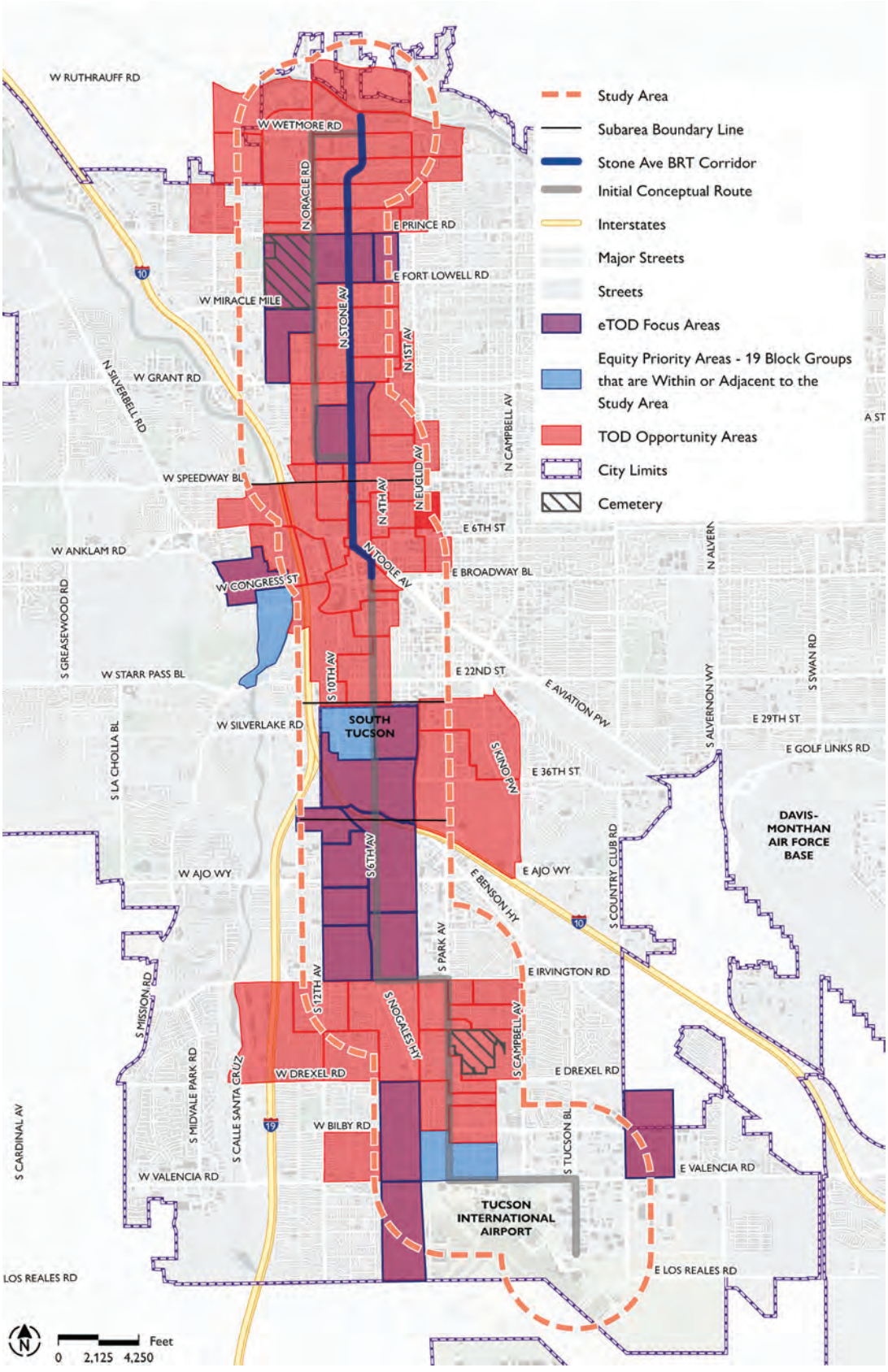
Policy guidance and public investment should also occur in the other block groups throughout the study area, but the City should place a particular emphasis on protecting affordability in the eTOD Focus Areas or any other block group where vulnerability is already high, and affordability becomes increasingly challenging, independently, or as a result of public investment, new development, or City initiatives to spur TOD. As such, proactively tracking and continuing to monitor demographic and housing market changes in conjunction with development potential is vital as strategies and recommendations are implemented and code amendments are initiated. As significant public and private investments start to take shape, the needs of these areas and others within the study area will shift and will need to be reassessed to identify the vulnerabilities and their causes and implement the appropriate measures.

Identifying where development could take root and lead to displacement helps the City of Tucson proactively prepare for growth to occur while simultaneously or preemptively introducing equity-focused policies and planning initiatives in those areas. For example, ensuring new mixed-use and high-rise multifamily development includes affordable units and that a mix of housing is available throughout the entire study area for people of all income levels should be prioritized, particularly in eTOD Focus Areas and Equity Priority Areas. This should also be a point of emphasis around the future transit stations, as these areas will likely see investment and development once the bus rapid transit system is under construction and some of the existing TOD barriers in the code are adjusted.

Key Takeaways and Recommendations:

- eTOD Focus Areas consist of block groups where the community is most vulnerable to future investment and where above-average transit-conducive zoned properties exist.
- As shown in *Exhibit III.C*, there are 16 block groups located within the study area that have been identified as eTOD Focus Areas, with a large portion of them being within the City of South Tucson or the South Side Subarea and some being located in the North Side Subarea.
- Prioritizing policy interventions, housing affordability, local and legacy business protections, and infrastructure investment is critical for maintaining community stability.

EXHIBIT III.C: eTOD FOCUS AREAS



norte-sur: phase II

BUILDING THRIVING COMMUNITIES

PART 4) BUILDING THRIVING COMMUNITIES

The analysis conducted in *Part III: Maintaining Community Stability*, highlighted that the study area would support TOD without having rapid impacts on vulnerable neighborhoods and revealed locations where policy interventions need to be implemented to mitigate displacement risks. It also indicated that many properties located along the Norte-Sur corridor are transit-conducive and could foster TOD, yet a significant percentage of the study area is vacant or underutilized, and mixed-use development is concentrated downtown. Therefore, it is important to examine why transit-oriented development is not already occurring despite two-thirds of the study area consisting of zoning that allows for higher density and a mix of uses.

While the market dynamics affecting the development of TOD are thoroughly described within the Market Assessment, *Part IV: Building Thriving Communities* delves into an examination of ongoing City efforts that can be furthered and highlights the current limitations of the City's Unified Development Code (UDC) that inhibit the development of TOD within Norte-Sur and all other major corridors for that matter, as evidenced by the city-wide analysis being conducted as part of the Corridor Redevelopment Tools initiative. *Part IV* also focuses on recommendations that would allow properties to develop in a manner that **1) maximizes their current entitlements and 2) accommodates construction affordability that allows for lower price points and fosters compact urban development**. Data from Phase I suggests higher intensity developments consisting of four stories along the corridor and up to six stories around transit stations and key nodes are necessary to support high-capacity transit. By considering the code modifications presented herein, the City will be better equipped to facilitate the development typologies necessary to increase housing and protect affordability for current residents and businesses.

Additionally, *Part IV: Building Thriving Communities* paints a picture through a number of scenarios that demonstrate the TOD potential that could be realized within Norte-Sur if amendments such as those recommended in this eTOD framework are implemented.

A. FURTHERING PDSD'S CORRIDOR REDEVELOPMENT TOOLS

As previously noted, the Corridor Redevelopment Tools is a mechanism that the Planning and Development Services Department is spearheading to provide additional flexibility to foster higher-density development along major corridors within the city. However, because this initiative is looking to implement code changes city-wide, as opposed to corridor-specific, there are shortfalls within the context of Norte-Sur. For instance, the Corridor Redevelopment Tools would only apply to commercially zoned properties along the corridor, not all transit-conducive zoned properties along the corridor. Additionally, the height increases afforded by the Corridor Redevelopment Tools may not be enough to support the compact forms or densities indicated by the Market Assessment (i.e., four stories adjacent to the corridor and six stories around transit stations).

One way to address these shortfalls for Norte-Sur, or in a 'site-specific' way, would be to establish a new permitted land use typology within all transit-conducive zones (i.e., R-2, R-3, MH-1, MH-2, O-1, O-2, O-3, C-1, C-2, C-3, OCR-1, OCR-2, and MU) that includes specific standards aimed at fostering TOD. Similar to other uses that require additional reviews for compatibility, this new land use typology could be subject to an administrative or legislative review process (i.e, PDSD Director Special Exception or Zoning Examiner Special Exception) depending on the property's underlying zoning and use-specific standards, and the property's proximity to a high-capacity transit route or transit station. The idea is that as you move away from the corridor and as zoning becomes more restrictive, consideration for greater compatibility becomes the expectation. By allowing for a process such as this, more properties, particularly those with existing transit-conducive zoning, would be afforded the flexibility necessary to fully support TOD.

B. CODE LIMITATIONS AND RECOMMENDED AMENDMENTS

Through an extensive evaluation of the UDC and consistent with the barriers identified by PDSD in previous and ongoing code analysis efforts, it is apparent that current parking requirements and four specific dimensional standards (**1. perimeter yard setbacks, 2. density caps, 3. building height restrictions, and 4. lot coverage**) pose significant limitations on properties that are otherwise conducive to fostering TOD, especially high-density residential development and mixed-use. These limitations inadvertently prevent properties from realizing their greatest potential, which directly compromises the ability to increase housing and improve affordability. It should be noted that these considerations should only apply to the future development of properties seeking to utilize the provisions discussed herein to avoid Proposition 207 claims.

1. CODE LIMITATION: ANTIQUATED PARKING PROVISIONS

Unlike other municipalities within the Tucson Metropolitan Area, such as the Town of Marana, which has done away with parking minimums entirely, parking requirements within the City of Tucson are predominantly based on outdated traffic assumptions that prioritize automobile dependency and traditional retail spending patterns associated with major holiday shopping days, such as Black Friday. At one point in time, these parking standards may have made sense to avoid traffic congestion and capture as many consumer dollars as possible. However, in an era where a growing share of consumer spending is shifting from brick-and-mortar establishments to e-commerce, and multimodal travel has become more prominent, the City's parking requirements are antiquated and have been demonstrated to be historically problematic. This is especially true when attempting to develop infill sites with uses that foster TOD, as required parking consumes a large portion of valuable space that is typically otherwise developable. **As they currently stand, parking provisions within the UDC are antiquated and often result in automobile-dominated streetscapes, uninviting pedestrian spaces, increased urban heat island effects, and subpar development.**

This is a site located at 3960 North Stone Avenue that contains a 9,200-square-foot (sf) neighborhood-scale convenience store with an apparent underutilized parking lot. Based on current parking requirements (i.e., one parking space per every 300 sf of gross floor area), which is consistent with parking standards for uses that generate far more traffic such as shopping centers and grocery stores, this site is required to provide over 30 parking spaces despite its proximity to an existing transit stop and the business's parking demands/needs. Holding all other development standards constant, without flexible parking requirements that allow for reductions based on what a user needs or what is needed to attract TOD market interest, it is likely that redevelopment of this site will continue to occur in a similar fashion, prioritizing the automobile instead of compact urban form and pedestrian safety.

2. RECOMMENDED AMENDMENT: FLEXIBLE PARKING PROVISIONS

Current UDC provisions minimally address the outdated nature of parking requirements through by-right parking reductions that reduce parking requirements by up to 10% for mixed-use projects or 20% for projects that incorporate additional landscaping, electric vehicle charging stations, etc., or through an often public process known as an individual parking plan (IPP) that allows parking requirements to be further reduced based on parking demand for the proposed use and the presence of a transit stop within a quarter-mile walking distance. While both avenues for reducing parking are beneficial in theory, the challenge with the current by-right reductions lies in the reductions being nominal, and for the IPP process, with the uncertainty, time, and cost associated with the public process. **As such, modifications to allow further parking relief or completely eliminate minimum parking standards should be considered to foster development that optimizes the use of the high-capacity transit system and encourages infill development of vacant and underutilized properties that are transit-conducive.**

Such reductions could occur by adopting similar code provisions implemented by the Town of Marana and other Arizona municipalities that have entirely replaced parking minimums with a Parking Justification Analysis, which allows developers and end-users to right-size parking in coordination with the Department of Transportation and Mobility, based on known demand, instead of arbitrary parking minimums that amount to antiquated estimates. **Eliminating parking minimums in lieu of a brief report justifying the number of proposed parking spaces has proven more appropriate than parking minimums because adequate parking is critical to any new development's success and is planned for and best understood by end users.** Outside of changes to the way in which parking need is determined, parking minimums can also be achieved by updating the UDC to allow for newer parking technologies to be used by property owners. One of these technologies is the mechanical automobile parking lift. These lifts allow for stacked parking spaces on surface parking lots without the need to construct a parking garage. This technology would help owners/developers of smaller, more constrained properties accommodate the parking they need on less acreage to allow greater site utilization for TOD land uses. These mechanical automobile parking lifts are permitted by the City of Los Angeles, whose Department of Building and Safety has developed standards for implementation that could be evaluated and refined for the City of Tucson. Standards include location restrictions, the provision of parking attendants and covenants, screening requirements, etc.

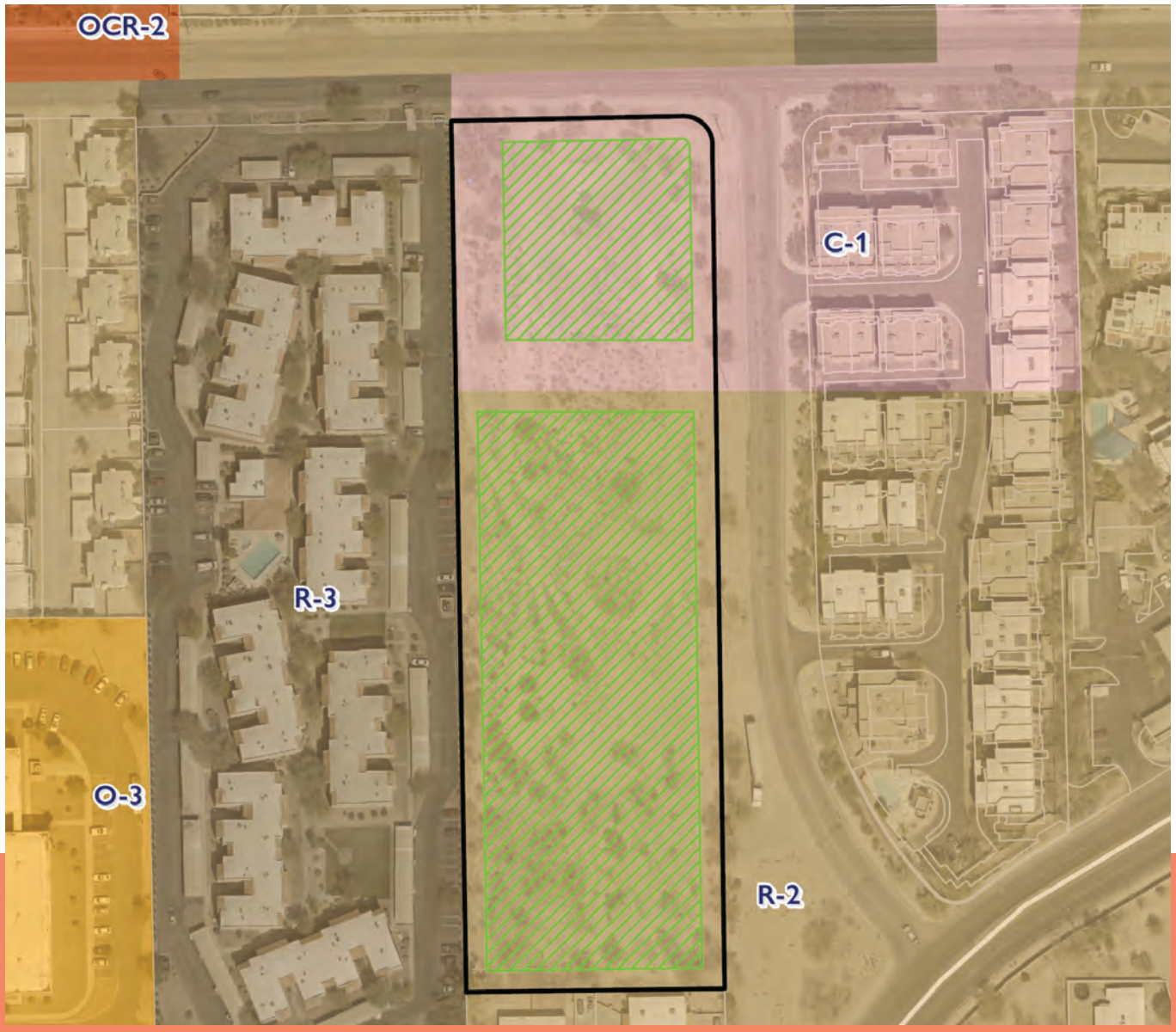
3. CODE LIMITATION: VARIABLE PERIMETER YARD 'SETBACK' REQUIREMENTS

Commonly referred to as a building setback, a perimeter yard is the required separation between a building(s) and the property line. In the City of Tucson, perimeter yards can vary greatly as they are determined by different ratios of setback to building height based on the nature of the proposed land use (i.e., whether the proposed development is residential or nonresidential) and the adjacent zoning. Where determinations for perimeter yards become a challenge for TOD lies in the variable and arbitrary nature of setback to building height ratios prescribed for each development proposal and the lack of flexibility for them to be determined based on adjacent uses as opposed to adjacent zones.

Unlike other communities in the Tucson Metropolitan Area, where setbacks for the front, rear, and sides of the development are consistently prescribed, **the City's building setbacks formula based on the building height of the proposed use and the adjacent zone, except for when adjacent to streets, presents unintended consequences that compromise compact, walkable urban forms**. This is especially apparent when trying to develop multifamily residential adjacent to medium- and high-density residential zones or properties with split zoning. A similar instance can be seen for properties developing adjacent to alleys and other rights-of-way, easements, major washes, or governmental uses that carry a residential zoning designation. The primary difference, however, is that the UDC currently affords an exception for the latter instance and not the former.

What the City's current provisions give way to are setbacks greater than necessary to achieve compatibility for uses that are already consistent with one another. **Flexibility similar to the exceptions afforded for properties adjacent to certain rights-of-way, washes, or governmental uses should be considered for Norte-Sur.**

The detrimental impacts of the City's variable perimeter yards are best illustrated through an evaluation of the following development scenario.



Let's assume that a new multifamily development is being proposed on this 1.4-acre vacant site currently zoned C-1 and R-2, located at 103 W. Limberlost Drive will be developed to its maximum height potential (i.e., 30 feet in the C-1 and 25 feet in the R-2). Because multifamily is considered a nonresidential use per the UDC, and the site is adjacent to residentially-zoned property (both internally and externally), a setback equivalent to 1.5 times the building height would be required for portions of the development within the C-1 zone (i.e., 45 feet), and three-quarters the building height for the portion of the development within the R-2 zone (i.e. 37.5 feet). Additionally, a 20-foot building setback would be required adjacent to both public rights of way.

As illustrated, once all setbacks are applied, what's left is an area not sizable enough, particularly in the C-1 zoned portion, for the property's full development potential to be realized. The City's arbitrary variable perimeter yard standards create a situation where achieving maximum density is at odds with required setbacks, often from similar or more intensive uses, and in most cases, the development of properties is rendered infeasible, ultimately compromising housing affordability. Without thoughtful considerations to address current perimeter yard requirements, it is likely that the compact urban form needed to support a high-capacity transit system and maintain affordability and community stability will not be achieved.

4. RECOMMENDED AMENDMENT: ESTABLISH PERIMETER YARD 'SETBACK' EXCEPTIONS

The UDC includes exceptions to minimum perimeter yard (i.e., setback) standards for adjacency to certain nonresidential uses in residential zones based upon a finding by the Zoning Administrator that one of the following applies:

The adjacent residential zone is a:

(1) Governmental use;
(2) Right-of-way; or,
(3) Easement dedicated for floodplain, drainage, or utilities

These exceptions allow projects to utilize the perimeter yard standard for nonresidential use, such as high-rise housing or mixed-use, adjacent to a nonresidential zone, which reduces setbacks to 0 feet in the commercial zones. The benefit of these exceptions is that the typical setback requirement is 1.5 times the maximum building height of 30 feet, 40 feet, or 75 feet in the C-1, C-2, and C-3 zones or 2 times the maximum building height in the OCR-1 (140 feet) and OCR-2 (300 feet) zones. However, requiring a finding by the Zoning Administrator implies these exceptions need additional scrutiny. **Properties within the study area with these adjacencies should be automatically allowed to develop to this standard, especially considering Tucson has several washes, alleys, and easements that provide additional setbacks and buffering between uses.**

5. CODE LIMITATION: DENSITY CAPS

When it comes to fostering the densities the Market Assessment indicated necessary to sustain a high-capacity transit system along the corridor or to fully realize the allowable densities prescribed by **the UDC for existing transit-conducive zones, the UDC's current density limitations are not conducive to achieving TOD, nor maintaining affordability, especially when coupled with restrictive parking requirements and perimeter yard setbacks**. As housing supply plays a direct role in maintaining affordability, ways to increase by-right densities, like those afforded to properties that opt into the IID, Sunshine Mile, or other overlays within the City, become crucial considerations for inclusive and equitable development. Alternatively, like other communities across the country are doing to combat housing shortages, the City should explore prohibitions that prevent single-family residential uses from developing in higher-density residential, office, and commercial zones; albeit, this effort could be challenging without the State Legislature revising the implications of Proposition 207.

6. RECOMMENDED AMENDMENT: BY-RIGHT DENSITY ALLOWANCES

One of the primary goals of this framework is to lay the foundation for a more flexible and supportive regulatory environment that promotes equitable TOD projects. Therefore, exploring opportunities to increase by-right densities in transit-conducive zones, especially for those projects that incorporate housing units at affordable rates is paramount to achieving a compact urban form while preventing displacement risk.

This could begin by conducting a thorough review of the current density regulations in transit-conducive zones as well as considering updates to align with Norte-Sur and the goal of fostering equitable TOD along the corridor and potentially other parts of the city. **For instance, the City could consider increasing densities for MU, R-2, and O-3 properties up to the maximum allowable density of the R-3 zone, except when adjacent to R-1 or more restrictive zones. Similarly, modifications should be evaluated to allow properties zoned O-1 and O-2 to be developed at the current O-3 maximum density of 22 units per acre.**

Additional considerations for those properties adjacent to existing single-family homes in the R-2, R-3, and office zones should include design elements to ensure compatibility between new and existing development.
The City should consider developing incentives or bonus programs to encourage mixed-use development in transit-conducive zones, promoting a mix of residential, commercial, and office spaces to enhance walkability, accessibility, and affordability in TOD areas.

Finally, with new housing bills being contemplated each year and some being passed into law, the City should assess the legality of and consider implementing a policy to restrict or eliminate single-family residential uses in R-3 and higher-density transit-conducive zones to prioritize denser and more diverse development patterns.

7. CODE LIMITATION: NON-SUPPORTIVE BUILDING HEIGHTS

According to the Market Assessment, to achieve the walkable and compact urban form to support Norte-Sur HCT, high-density residential and mixed-use infill developments of four stories along the corridor and up to six stories in and around transit stations are necessary. **As demonstrated in *Part III*, much of the corridor consists of zoning designations conducive to supporting TOD. However, the maximum building height allowed for many of the transit-conducive zones, particularly those zones located along the corridor, would not support the building heights suggested by the Market Assessment. For instance, the maximum allowable heights for the R-2, O-1, O-2, O-3, C-1, and MU zones are only 25 to 30 feet or two stories.** What this suggests is that considerations for by-right height increases are necessary to foster the development typologies needed to improve housing affordability and promote mixed-use, as the ability to provide affordable units and creative design concepts is directly tied to how tall a building can be. This is important to promote opportunities throughout the study area and support the high-capacity transit system, particularly in those areas along the corridor where sufficient land use transitions exist or can be achieved through design.

8. RECOMMENDED AMENDMENT: INCREASE ALLOWABLE BUILDING HEIGHTS

To address the need for higher building heights to support the desired walkable and compact urban form along the Norte-Sur corridor, it is recommended to revise the UDC in select transit-conducive zones. Specifically, modifications should be made to allow for increased building heights in zones such as R-2, O-1, O-2, O-3, C-1, C-2, and MU to accommodate high-density residential and mixed-use infill developments up to four stories along the corridor and up to six stories in proximity to transit stations. By-right height increases should be considered to align with the Market Assessment recommendations and promote the development typologies necessary for improving housing affordability and fostering mixed-use developments. These modifications are crucial to support the high-capacity transit system and create opportunities for a diverse range of uses and designs within the study area, enhancing overall livability and accessibility along the corridor. **Modifications could include the consideration of by-right height increases up to 40 feet for multifamily and mixed-use projects on properties zoned R-2, O-1, O-2, C-1, or MU. Similarly, these properties should allow more compact single-family housing types to be a maximum of 40 feet tall to facilitate the development of denser three-story townhomes and other developments that currently aren't feasible in the maximum height range of 25-30 feet. Establishing criteria for allowing by-right height increases in the R-3, O-3, and C-3 zones should also be evaluated as part of a code amendment process.**

9. CODE LIMITATION: INCONSISTENT LOT COVERAGE REQUIREMENTS

Lot coverage requirements are a limiting factor, particularly when developing higher-density multifamily developments in the R-2 and R-3 zones where lot coverage is limited to 75% and 70%, respectively.

10. RECOMMENDED AMENDMENT: ELIMINATE LOT COVERAGE FOR MULTIFAMILY IN RESIDENTIAL ZONES

To enhance the TOD potential within the Norte-Sur study area, it is important to address the limitations imposed by lot coverage regulations, particularly in the R-2 and R-3 zones where higher-density multifamily developments are hindered by restrictive lot coverage allowances. **One straightforward modification that could be considered is aligning lot coverage allowances for multifamily developments in R-2 and R-3 zones with those permitted for nonresidential uses in office, commercial, and mixed-use zones where lot coverage is often listed as "Not Applicable" or effectively set at zero.** Eliminating or significantly increasing the maximum lot coverage limitations for single-family homes in all the transit-conducive zones would also provide flexibility for a greater range of more compact housing typologies to be developed throughout the study area. By equalizing lot coverage standards across different zones, developers will have greater flexibility to create higher-density, mixed-use developments that support the goals of the Norte-Sur eTOD initiative.

C. TOD POTENTIAL WITHIN SUBAREAS

With a series of code amendments that adjust parking requirements and onerous dimensional standards in support of eTOD, a host of higher-density residential or mixed-use development opportunities may be opened up within Norte-Sur. In order to initiate an overhaul of the UDC to promote TOD, a directive from the Mayor and Council must be passed down, followed by an extensive evaluation by the Planning and Development Services Department (PDSD) that leads to the creation of a formal code amendment package for public review. Upon receiving adequate feedback from stakeholders, as well as the Planning Commission and Mayor and Council, code amendments can be formally adopted. Should these recommended code amendments be adopted in conjunction with the Equity Priority Areas, TOD Opportunity Areas, and eTOD Focus Areas outlined in *Part III: Maintaining Community Stability*, the proposed transit station and infrastructure improvements outlined in *Part V: Improving Mobility and Infrastructure for All*, and the implementation of the strategies and actions outlined in *Part VI*, TOD can be achieved in each subarea in a logical, equitable and responsible manner.

1. NORTH SIDE (LADO NORTE) SUBAREA

Through the analysis conducted throughout Phase II and based on feedback received, five locations within the general vicinity of the Tucson Mall/Tohono Tadai Transit Center and the Stone Avenue/Oracle Road Corridors emerged as areas that could be supportive of TOD with simple code revisions (refer to *Exhibit IV.C.1.a*).

EXHIBIT IV.C.1.A: POTENTIAL TOD SITES - NORTH SIDE

Tucson Mall / Tohono Tadai Transit Center Vicinity

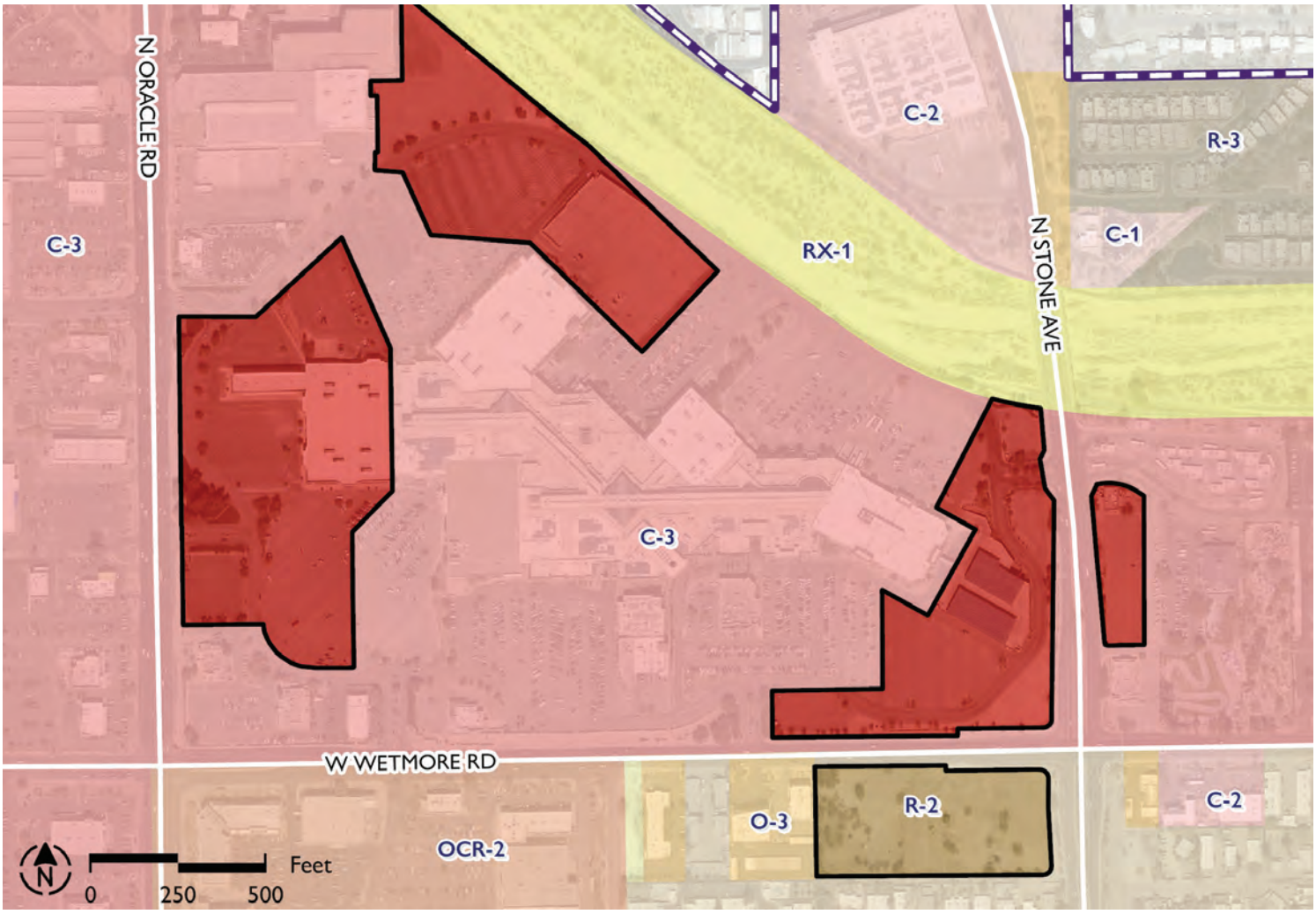
As the northern terminus of Norte-Sur, land generally within the vicinity of this area is highly supportive of TOD due to the presence of an existing transit hub, the existing intensity of development, and the presence of transit-conducive zoning, which facilitates a mix of commercial, multi-family residential, and office uses. In looking at the Tucson Mall site and other commercial centers nearby, one commonality they share is an abundance of surface parking, which is due in large part to current parking standards. As many other communities across the nation are looking to do, one opportunity to consider to facilitate the increased densities needed to support the bus rapid transit system and TOD would be to explore converting excess parking spaces, coupled with an allowance of logical by-right height increases, to encourage infill multifamily and mixed-use developments.

When it comes to determining allowances for height increases for the Tucson Mall, it becomes imperative to evaluate the existing development potential of the area and the transitions of uses/building heights. To dive into this, the existing zoning of properties within the Tucson Mall vicinity (i.e., properties generally located along Wetmore Road between Oracle Road and Tohono Tadai Transit Center on Stone Avenue) was examined to determine potential opportunities for greater development intensity within the Tucson Mall footprint while maintaining adequate transitions.

Starting with the Tucson Mall site, this site is currently zoned C-3, which permits building heights up to 75 feet, or approximately six stories. North of the Tucson Mall site, just beyond the Rillito River, which is over 400 feet wide, are properties that are zoned TH (Pima County Trailer Homesite Zone) and CMH-2 (Pima County Mobile Home Zone), which could be rezoned and redeveloped in the future based on current development trends, as well as properties that are zoned C-2 in the City, with a 40-foot maximum allowable height. Looking south of the Tucson Mall site across Wetmore Road, the Oracle Wetmore Shopping Center is zoned OCR-2, which allows for building heights up to 300 feet, or approximately 25 stories. Properties located just east of this shopping center along Wetmore Road and across Neffson Drive are zoned O-3, which allows for building heights of 40 feet or approximately 3 stories, or R-2, which allows for building heights up to 25 feet or approximately two stories. Refer to *Exhibit IV: C.1.b* for each potential TOD site's zoning.

Not only does this paint a picture that demonstrates an imbalance in land use transitions that can be rectified, but it also presents an opportunity to evaluate underutilized spaces, particularly those with vacancies or excess parking that have the potential to support greater heights and densities at a regional shopping destination that could undergo a redevelopment transformation in a similar context as the efforts occurring at the Foothills Mall. To further examine this, five sites within the vicinity of the Tucson Mall/Tohono Tadai Transit Center were identified to evaluate TOD potential through the lens of what could be possible with additional by-right height allowances, reduced parking requirements, and/or setbacks.

EXHIBIT IV.C.1.B: ZONING FOR POTENTIAL NORTH SIDE TOD LOCATIONS



WEST END (SITE NO. 1)

Description:

As depicted in *Exhibit IV.C.1.c*, this 12.5-acre site includes the former Sears department store and an abundance of overflow parking for the Tucson Mall. It is near the Tohono Tadai Transit Center and the Loop, a 131-mile network of shared-use paths connecting parks, schools, neighborhoods, and jobs.

Challenges:

Despite being geographically close to multimodal options, there is a lack of pedestrian-focused connectivity in this area. Large parking lots and sidewalks along busy roads make walking, bicycling, and taking public transportation uncomfortable and unsafe. The current UDC limitations of the C-3 zone do not allow for densities or building heights that make repurposing the mall for TOD feasible.

Recommendations:

- Relief from parking requirements for the Tucson Mall to help realize the area's TOD potential.
- Facilitate redevelopment of the empty Sears store into mixed-use or residential uses to increase housing availability near quality jobs and various transportation options.
- Implement a by-right height allowance like the IID's Warehouse Triangle Area with options for increased height in exchange for affordable housing provisions.
- Finally, any transformation of the area should be monitored to ensure that it benefits existing residents and businesses.

EXHIBIT IV.C.1.C: WEST END SITE

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

VILLAGE AT BUENA PARK | BUENA PARK, CALIFORNIA

This is a redevelopment project that plans to convert a closed Sears retail building, auto center, and excess parking located within the Buena Park Downtown Shopping Center into housing, consisting of buildings ranging from three to seven stories in height.

- 25-acre redevelopment project including an underutilized parking lot and an empty Sears.
- Provides diverse housing options consisting of 1,302 units (1,176 apartments and 126 townhomes) and recreation amenities within walkable distances of restaurants, shopping, fitness, and entertainment.
- Fosters multimodal options like walking, bicycling, and public transportation.

NORTH END (SITE NO. 2)

Description:

As depicted in *Exhibit IV.C.1.d*, this 9-acre site occupies the northern end of the Tucson Mall and encompasses a vast majority of unused surface parking, an existing parking structure, and a vacant, formerly striped parking area located just east of the Comcast building.

Challenges:

Although this site is adjacent to the Loop, perimeter yard setbacks would not allow for a development that fronts onto and activates the Loop, a regional recreational asset connected to one of the City's largest retail sales tax generators. Additionally, redevelopment of this site and others around the Tucson Mall has the potential to affect affordability, especially within nearby developments like the Friendly Village of the Catalinas.

Recommendations:

- Reduce setbacks adjacent to the Loop to zero feet and provide by-right height allowances.
- Incentivize developers to install shade and tree canopies adjacent to the Loop and activate the Loop with plazas, public and private patios, or event/gathering spaces.
- Monitor cost fluctuations for residents of nearby residential developments.
- Focus grants on weatherization assistance for nearby manufactured homes.
- Explore the acquisition of the Friendly Village of the Catalinas to create the opportunity for a community ownership model.

EXHIBIT IV.C.1.D: NORTH END SITE

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

THE WATERMARK | TEMPE, ARIZONA

The Watermark is a mixed-use development near Tempe Town Lake and the Salt River Walking Path that is approximately 22-stories in height.

- Features retail, restaurants, offices, and 360 apartments within close proximity to parks and recreational amenities.
- Emphasizes pedestrian connectivity and multimodal opportunities.
- Maximizes the site's building envelop and provides minimal parking.

EAST END (SITE NO. 3)

Description:

East End Site is an approximately 8.4-acre area that occupies the eastern end of the Tucson Mall property, as shown in *Exhibit IV.C.1.e*, and has solely been used for parking since the mall was developed.

Challenges:

The greatest challenge this site faces regarding its development is that it would disrupt the current circulation patterns of the mall. Additionally, this site occupies a significant number of parking spaces that are tied up in parking agreements and are in closer proximity to active retail spaces than other sites on the Tucson Mall property. Lastly, the proximity of single-family homes south of the mall along Stone Avenue means greater sensitivity should be given to the design and impact of the southern façade of buildings.

Recommendations:

- Give greater by-right height and density allowances.
- Allow for additional height and density beyond the initial by-right allowance for projects that include affordable and mixed-income units to incentivize building heights up to 12 to 14 stories in line with the Market Assessment.
- Allow a parking justification analysis that can demonstrate a parking need below current minimum requirements.

EXHIBIT IV.C.1.E: EAST END SITE

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

MACARTHUR BART TRANSIT VILLAGE PROJECT | OAKLAND, ARIZONA

A multi-phase mixed-use project on former BART surface parking lots.

- 146 below-market-rate units.
- 49,000 square feet of commercial uses, 5,000 square feet of community space, and a 480-space parking garage for BART.

VACANT 5 & DINER (SITE NO. 4)

Description:

This site is situated just south of the Tohono Tadai Transit Center and is an approximately 1.5-acre area that consists of the former 5 & Diner and a large parking area that has been historically underutilized, as evidenced by aerial imagery of the site (refer to *Exhibit IV.C.1.f*).

Challenges:

This site's small size creates challenges in developing the property because of minimum parking requirements that would restrict the size of the building or necessitate a parking garage to maximize the site's potential.

Recommendations:

- Provide by-right parking reductions.
- Provide increased height allowances for projects that incorporate affordable or workforce housing.

EXHIBIT IV.C.1.F: VACANT 5 & DINER SITE

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

DORSEY AND APACHE ARRODABLE HOUSING PROJECT | TEMPE, ARIZONA

A proposed mixed-use building for artists located at a light rail station as part of the Apache Boulevard Redevelopment Plan.

- Will include a structured parking garage with a portion dedicated to a park and ride facility for light rail riders.
- Proposed as an 80-unit live-work housing development for artists
- Could include gallery and commercial space on the ground floor.

WETMORE AND STONE (SITE NO. 5)

Description:

This nearly 5-acre vacant site is at the southwest corner of Wetmore Road and Stone Avenue, as depicted in *Exhibit IV.C.1.g*, and is under the same ownership as the Tucson Mall.

Challenges:

While the property is zoned R-2, it would be dismissive to suggest that the development parameters of the R-2 zone lend to the type of TOD development that would otherwise be appropriate for a site this close to the transit center and the mall (i.e, mixed-use development) as the R-2 zone does not allow for commercial or offices uses or high enough densities. Other challenges of the R-2 zone include height limitations, setbacks for multifamily uses, and parking requirements.

Recommendations:

- Allow for nonresidential/mixed uses that foster TOD to be permitted within the R-2 Zone.
- Grant density and height allowances consistent with R-3 zoning or higher for mixed-use or affordable housing projects.
- The City should consider acquiring this property or focusing concerted outreach efforts to engage the property owner in forming a public-private partnership to foster long-term affordability and reduce the displacement risk for those living nearby.

EXHIBIT IV.C.1.G: WETMORE AND STONE SITE

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

MESA ARTSPACE LOFTS | MESA, ARIZONA

A newly developed residential building in Downtown Mesa that includes affordable units and a ground floor commercial space.

- 50 units for workforce housing, with 15 units for households with children.
- Commercial space to be leased to an arts-related organization.
- Central common area space and play areas.

Redevelopment Potential along the Stone/Oracle Corridors

South of Tucson Mall along Stone Avenue and Oracle Road are several shopping centers with big box stores (Oracle) and large multifamily developments (Stone). This development pattern changes to a greater number of neighborhood commercial, older nonconforming, and single-family and small multifamily uses south of Fort Lowell. The area south of Fort Lowell has a significant number of vacant properties and PDSD-identified opportunity sites along both roadways. A portion of this corridor is also within an eTOD Focus Area, the Thrive in the 05 plan, the West University Neighborhood Plan, and the Cragin-Keeling Area Plan. Because this area is more integrated into the existing neighborhoods than the other potential TOD sites around the Tucson Mall, there is a need for greater sensitivity to existing development and the people who live here.

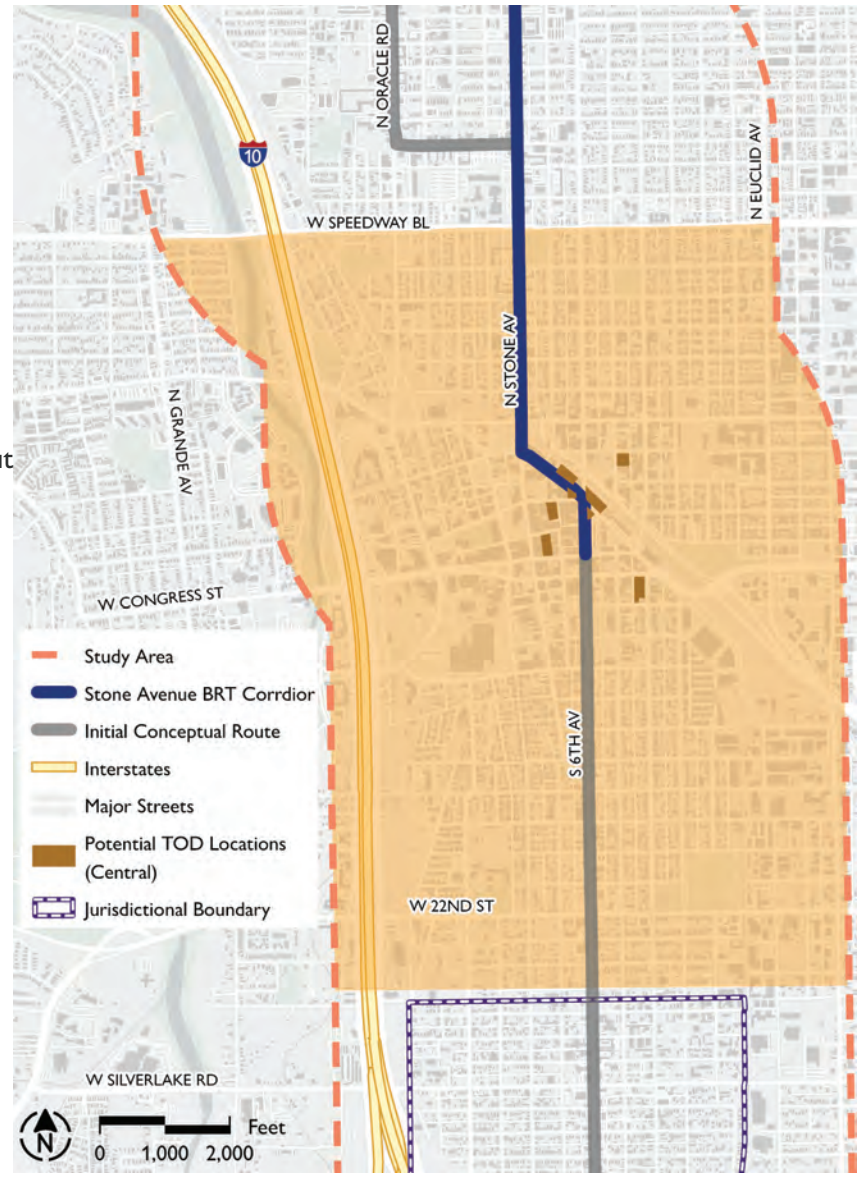
Increased density in this area should be achieved through small and medium-scale development such as one- to three-story townhomes, duplexes/triplexes/quadplexes, casita projects or tiny home villages with wraparound services, and additional dwelling units on single-family properties. Several of the underutilized properties along Stone and Oracle that have been identified by the Planning and Development Services Department as 'opportunity sites' for redevelopment would support small to medium-scale developments.

The City of Tucson should support the acquisition of nonconforming uses and underutilized properties as identified by the Planning and Development Services Department. These properties should be included in a request for proposals (RFP) for the development of small to medium-scale multifamily projects on the properties. The City can retain the property to remove the tax burden while the project is under construction and then sell the property to the developer after construction is completed, similar to the GPLET and other incentives that have been instrumental in bringing successful projects to Tucson. This method of developing projects can help ensure there is an affordable component to proposed housing projects and that development occurs in locations that have been encouraged by the public and the City of Tucson.

2. CENTRAL (CENTRO) SUBAREA

Downtown Tucson has been the subject of several infrastructure projects as well as zoning overlays in the past two decades in an effort to revitalize the area by facilitating opportunities for new transit-oriented development. These initiatives have seen some success, especially centered around the Modern Streetcar, but much of the development that has occurred has been part of the larger development pressures affecting the State of Arizona coupled with a growing desire to live in a more walkable, transit-oriented mixed-use environment. For the City of Tucson to continue seeing development in the downtown area as Arizona comes out of a development boom, the City must be proactive in attracting and accommodating equitable transit-oriented development projects. **Part of that approach should entail outreach and education to individual property owners to explain the benefits of City code changes and initiatives, such as the recent amendment of street perimeter yard setbacks to 10-20 feet rather than the former variable setback of 1.5 times the building height up to a maximum of 90 feet, which often rendered smaller properties in downtown undevelopable.** Targeted outreach to certain property owners about the Corridor Redevelopment Tool could also lead to new TOD opportunities. The other part of the City's approach to stimulating eTOD in and around downtown should focus on code amendments to make opting into overlays more desirable.

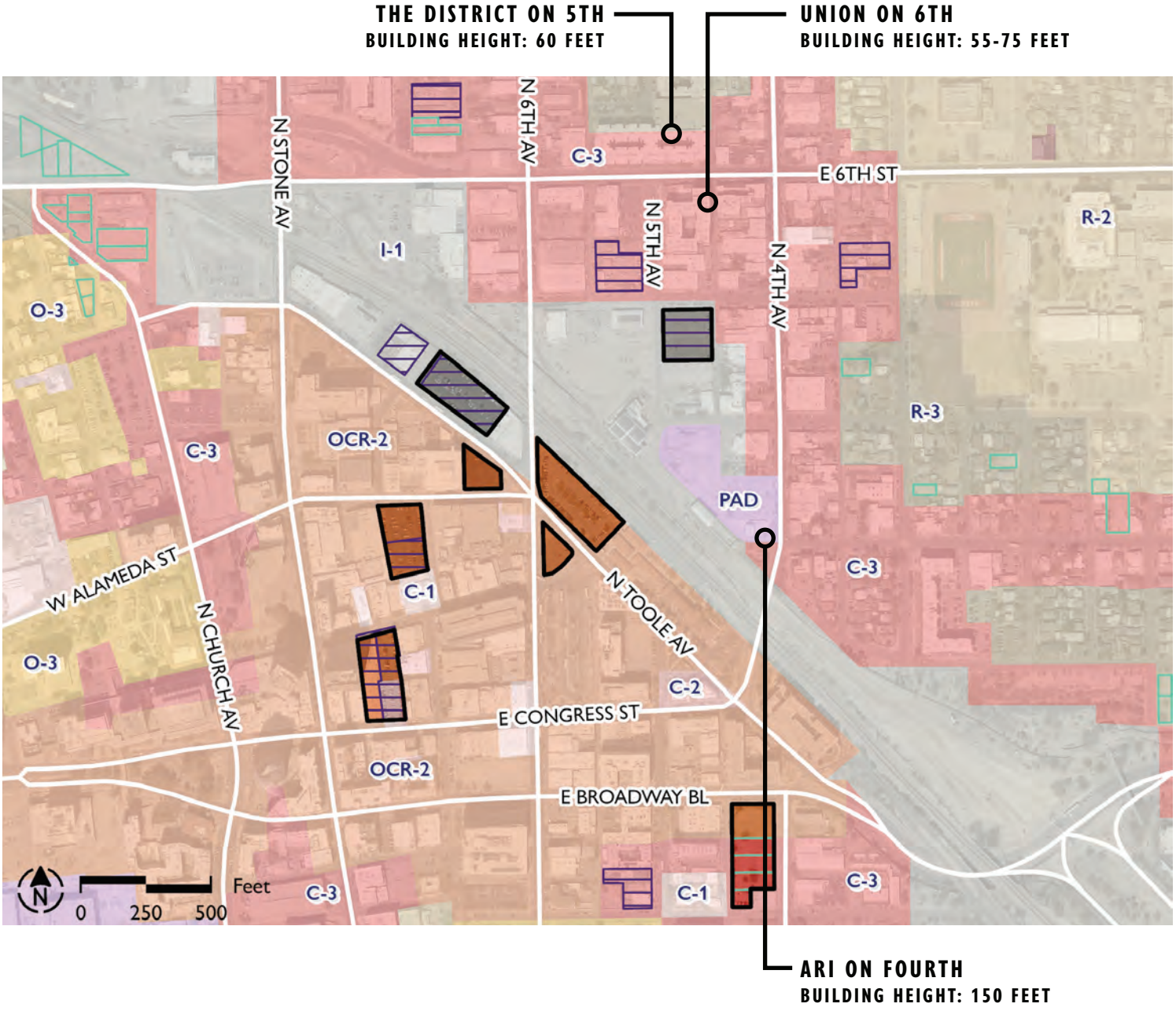
EXHIBIT IV.C.2.A: POTENTIAL TOD SITES - CENTRAL



The City of Tucson has implemented the Infill Incentive District zoning overlay throughout the downtown and Central Business District as a mechanism for sustainable infill in the greater downtown area. The IID, as described in *Appendix A: Alignment with Other Local Planning Efforts*, provides opportunities to opt into specific design standards that allow relief from many of the code requirements hindering small properties from developing. While the IID helps provide an avenue for developing a more compact and walkable urban form, some of its incentives do not go far enough toward accommodating greater height and mixed-use, and it requires a cumbersome discretionary approval process that takes additional time and upfront costs with no certainty of approval. However, by implementing code amendments similar to those already outlined in this framework, TOD potential could be realized on properties within the IID with greater ease and certainty and less cost. For this subarea, locations identified as 'opportunity sites' by the City of Tucson's Planning and Development Services Department and other underutilized or vacant properties located within close proximity were evaluated.

Locations such as these should be prioritized for TOD as they are insulated from residential neighborhoods by existing commercial/light industrial zoning and uses as shown in *Exhibit IV.C.2.b*, including recent high-rise developments along Fourth Avenue and other changes in the downtown development landscape since the IID was adopted.

EXHIBIT IV.C.2.B: EXISTING ZONING FOR POTENTIAL CENTRAL SUBAREA POTENTIAL TOD SITES



PRIMARILY OCR-2 PARKING LOT SITES

Description:

Several OCR-2 zoned parking lots throughout downtown, owned by both private entities and the City of Tucson, would be able to support new TOD projects. These lots range in size from just under an acre to nearly an acre and a half (refer to *Exhibit IV.C.2.c*).

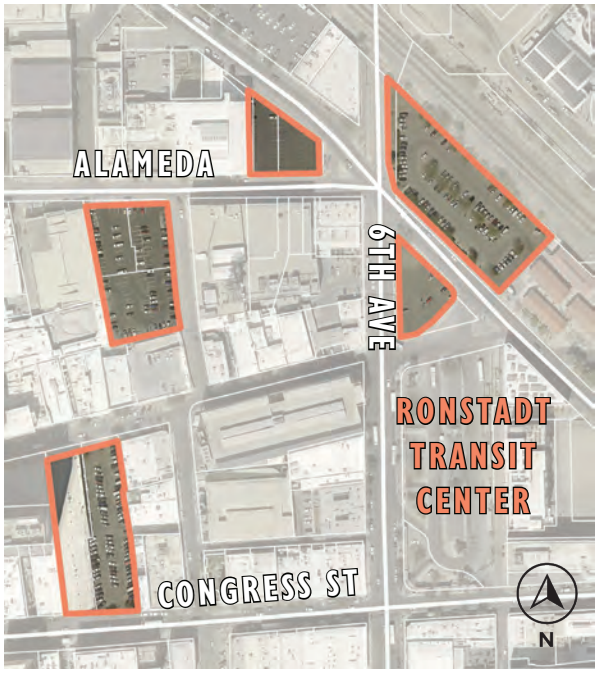
Challenges:

The size and sometimes odd shape of these parking lots can deter their development because of the potential costs associated with constructing a taller building in a downtown setting with little available space for staging. Existing uses would need alternative parking arrangements during construction and the replacement of their existing number of parking spaces. The individual listing of the train depot on the National Register of Historic Places could also complicate the redevelopment of the adjoining surface parking lot.

Recommendations:

- Commission feasibility studies for the construction of new high-rise buildings on smaller constrained lots in the downtown.
- Educate private owners on recent and ongoing code reform efforts to spur TOD and determine their needs for the redevelopment of their underutilized lots.
- If a developer proposes TOD typologies, consider allowing the standards of the OCR-1 or OCR-2 zones on the split-zoned portions of OCR-2 properties surrounded by OCR-2 zoning.

EXHIBIT IV.C.2.C: DOWNTOWN OCR-2 PARKING LOT SITES



PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

UNION STATION NEIGHBORHOOD | DENVER, COLORADO

Redevelopment of former rail yards and Union Station to create a multimodal hub that connects Denver with the larger region through nine different modes of transportation.

- Redevelopment included Ashley Union Station apartments which are income-restricted apartments in the heart of Denver.
- Example of a successful public-private partnership.

DOWNTOWN INDUSTRIALLY ZONED PARKING LOT SITES

Description:

Outside of OCR-2 zoned parking lots, there are also surface parking lots in the downtown area zoned I-1. The Arts District parking lot north of Toole Avenue is within the Toole Avenue Sub-Area of the IID's Downtown Links Subdistrict while the lot at the southeast corner of 5th Avenue and 7th Street is in the Warehouse Triangle Area of the IID (see *Exhibit IV.C.2.d*).

Challenges:

For the parking lot within the Toole Avenue Sub-Area, the IID provides relief by permitting residential uses that are still constrained by the maximum height of the I-1 zone. Additionally, if the site was developed with TOD that exceeded 50 feet in height, the project would be pushed into the major design review process. With a major design review, TOD would be required to comply with a review process that includes a neighborhood meeting, a review by the City's design professional, and ultimate approval by the IID Design Review Committee. All three of these aspects of the process could lead to potential plan changes that affect a project's feasibility by requiring significant upfront design costs before a developer has secured any entitlements. Combined with the added time and uncertainty of requesting a discretionary entitlement action, these factors may discourage opting into the IID in locations such as this that are appropriate for TOD. development.

EXHIBIT IV.C.2.D: DOWNTOWN INDUSTRIALLY ZONED PARKING LOT SITES

Recommendations:

- Evaluate the development standards and boundaries of the IID Sub-Areas on a periodic basis for any necessary revisions to reflect the changing downtown landscape and allow for additional development rights in areas where potential compatibility issues have been mitigated through new development.
- Remove major design review process requirements for I-1 (Light Industrial Zone) properties within the Toole Avenue Sub-Area and the Warehouse Triangle Area or modify the major design review process to remove unnecessary steps and introduce more certainty for a property owner.
- Provide by-right height allowances up to 300' for properties adjacent to Toole Avenue.

PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

WEST EDGE | LOS ANGELES, CALIFORNIA

West Edge is a metro-adjacent mixed-use development offering substantial office space, numerous apartments, and commercial and retail amenities.

- Half-acre open-air plaza with an abundance of landscaping and gathering spaces
- Easy access to Interstate 10 and is adjacent to the Metro Express Line in Los Angeles

4TH AVENUE AND BROADWAY BOULEVARD LOT SITE

Description:

This site is a 1.32-acre vacant property surrounded by mixed-use, commercial, and office developments to the north, east, and west and residential uses to the south as shown in *Exhibit IV.C.2.e*. The property is one of the larger pieces of vacant land in the downtown area and presents a great opportunity for denser TOD development in close proximity to the Ronstadt Transit Center.

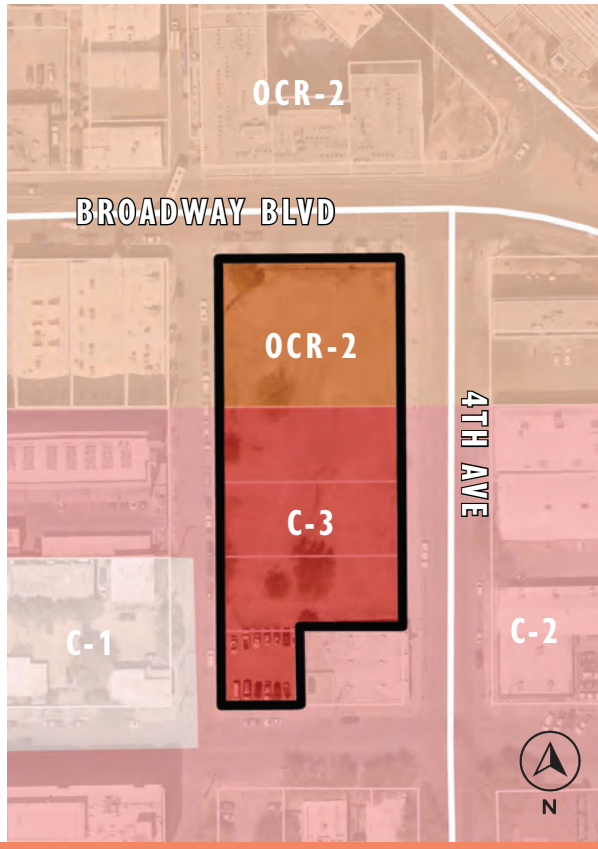
Challenges:

Other than the property's split zoning, developing it presents few challenges beyond potential funding challenges associated with the development of a large mixed-use building in the Tucson metro area.

Recommendations:

- The City of Tucson or Rio Nuevo should acquire the property to help market and incentivize it for development as a mixed-use development that includes an affordability component.
- Educate the property owner on recent and ongoing code reform efforts to spur TOD and determine their needs for developing the property.

EXHIBIT IV.C.2.E: 4TH AVE/BROADWAY VACANT LOT SITE



PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

CITY PARK | TUCSON, ARIZONA

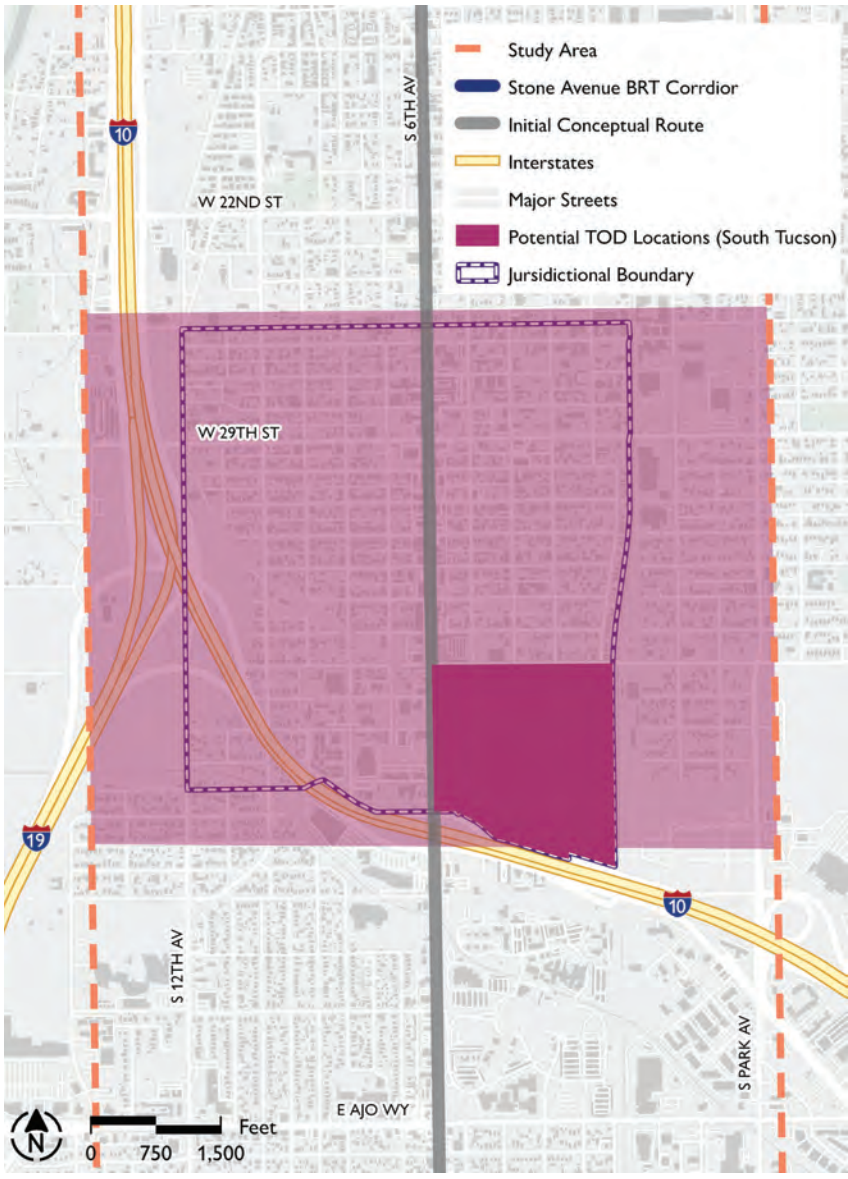
City Park is a modern, transit-oriented mixed-use project downtown, with a flexible combination of retail, office, food & entertainment.

- An example of a successful public-private partnership that has already occurred in the City of Tucson's downtown and can be replicated.
- Significant office space for a major international mining firm along with a ground-level restaurant and smaller office spaces for small companies.

3. SOUTH TUCSON (SUR DE TUCSON) SUBAREA

One site within the South Tucson Subarea, generally concentrated in the southeast corner of the City of South Tucson, was identified as a prime opportunity for eTOD (see *Exhibit IV.C.3.a*). Not only does this site consist of underutilized and vacant land, it is also located within close proximity to commercial and social services as well as a planned greenway which will ultimately connect this site to the Arroyo Chico Greenway and other multi-use paths as well as The Bridges. The Bridges is a master-planned horizontally mixed-use development that contains employment uses, commercial and retail spaces, hospitality, office, and residential uses. The size of this site, its existing entitlements, and its potential for future multimodal connectivity present a unique opportunity for the City of South Tucson to collaborate with the City of Tucson and other property owners and establish public-private partnerships to develop a cohesive eTOD area that provides housing and mixed-use projects and builds upon activity occurring at The Bridges.

EXHIBIT IV.C.3.A: POTENTIAL TOD SITE - SOUTH TUCSON



SOUTHEAST SOUTH TUCSON SITE

Description:

Bounded by 36th Street on the north, 6th Avenue on the west, Interstate 10 on the south, Union Pacific Railroad and the city limits to the east, the Southeast South Tucson site depicted in *Exhibit IV.C.3.b* is a 98-acre site that contains numerous vacant or underutilized properties with transit-conducive zoning (i.e., SMH, SB-1, SB-2A, and SB-2), including the former Tucson Greyhound Park, whose building was destroyed in a fire in May 2024.

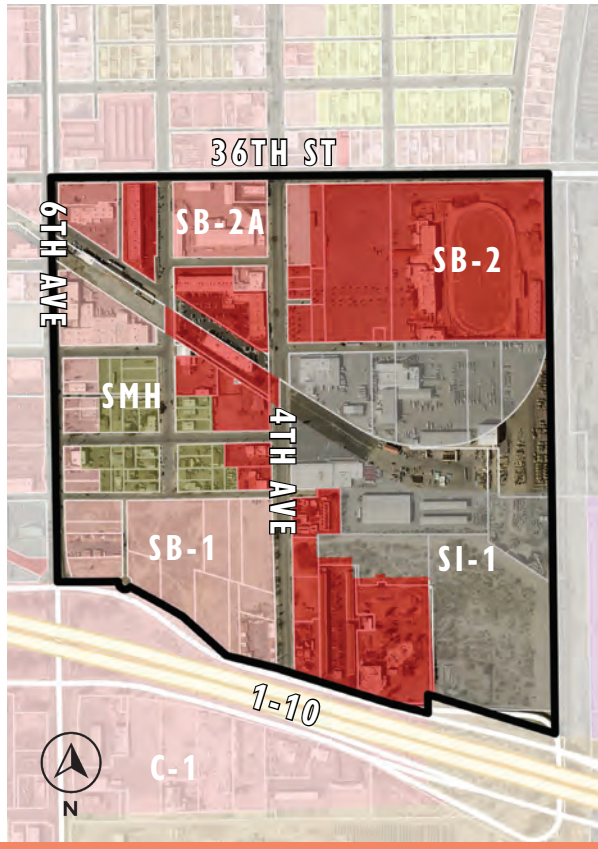
Challenges:

As demonstrated in *Exhibit IV.C.3.b*, a large portion of this site contains industrially zoned (SI-1) land, which is not conducive to supporting TOD.

Recommendations:

- Many of the properties within the City of South Tucson are zoned for single-family residences, so it is important to ensure that properties with existing transit-conducive zoning remain available for TOD development. As such, single-family residential uses should be eliminated from existing commercial zones (i.e., SB-1, SB-2A, and SB-2).
- Additional height increases in line with the SB-2 zone (at least) should be afforded for the large swath of vacant property located immediately north of Interstate 10, which is zoned SB-1.
- Provide façade improvement or other rehabilitation assistance programs for existing homes and businesses to spur reinvestment.

EXHIBIT IV.C.3.B: SOUTHEAST SOUTH TUCSON SITE



PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

MANOR HIALEAH | HIALEAH, FLORIDA

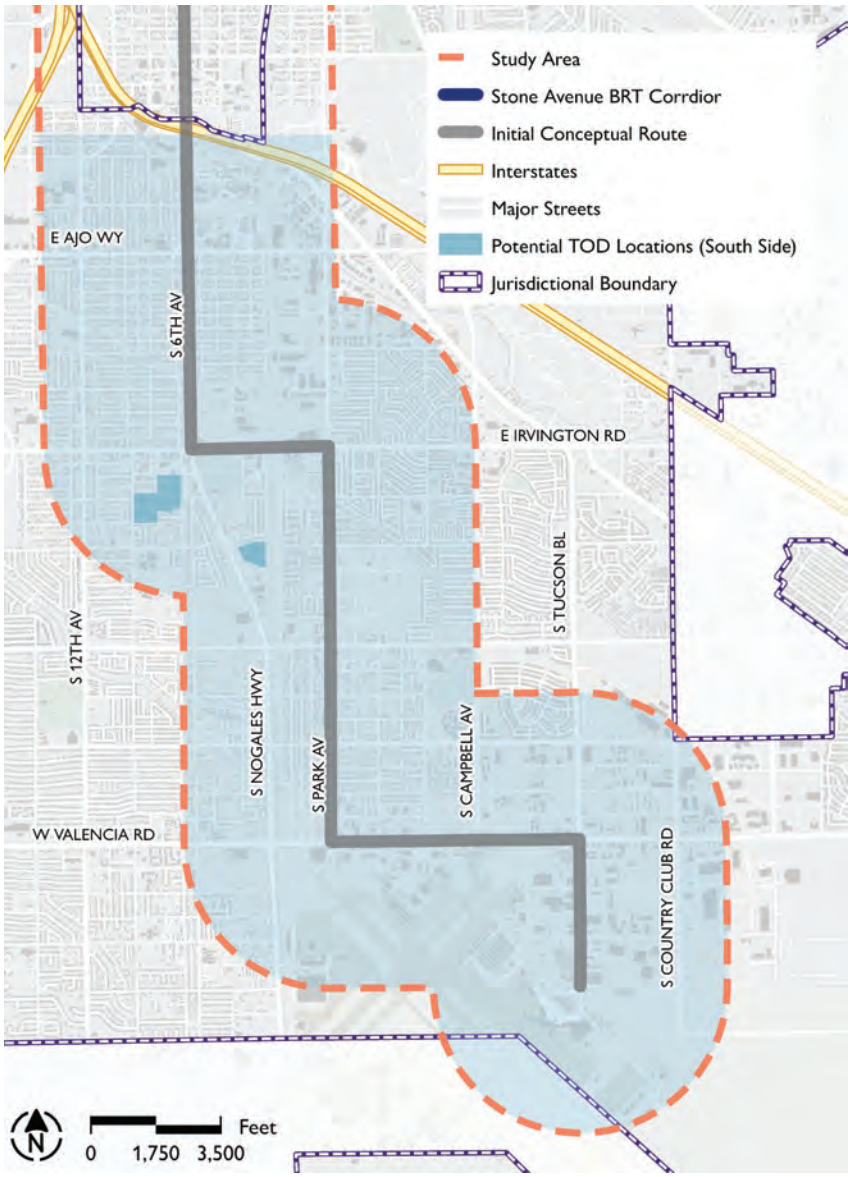
Manor Hialeah is a redevelopment project that converted a former greyhound kennel and dog racing facility into a housing development that consists of multi-story apartments and townhomes.

- 642 apartments and 66 townhouses on 28 acres.
- Provided a diverse and much-needed housing stock for residents who experienced displacement from neighboring communities.

4. SOUTH SIDE (LADO SUR) SUBAREA

Within the South Side Subarea, opportunities for TOD are relevant in the vicinity of Roy Laos Transit Center, generally along Nogales Highway between Irvington Road and Drexel Road. Two sites were identified to evaluate the TOD potential under the guise of amended development standards and parking requirements (refer to *Exhibit IV.C.4.a*).

EXHIBIT IV.C.4.A: POTENTIAL TOD SITES – SOUTH SIDE



RICHARD ORTIZ BARKER REGIONAL COMPLEX (SITE NO. 1)

Description:

As shown in *Exhibit IV.C.4.b*, the Richard Ortiz Barker Regional Complex Site occupies an approximately 25.5-acre area that contains a community center and recreation facilities.

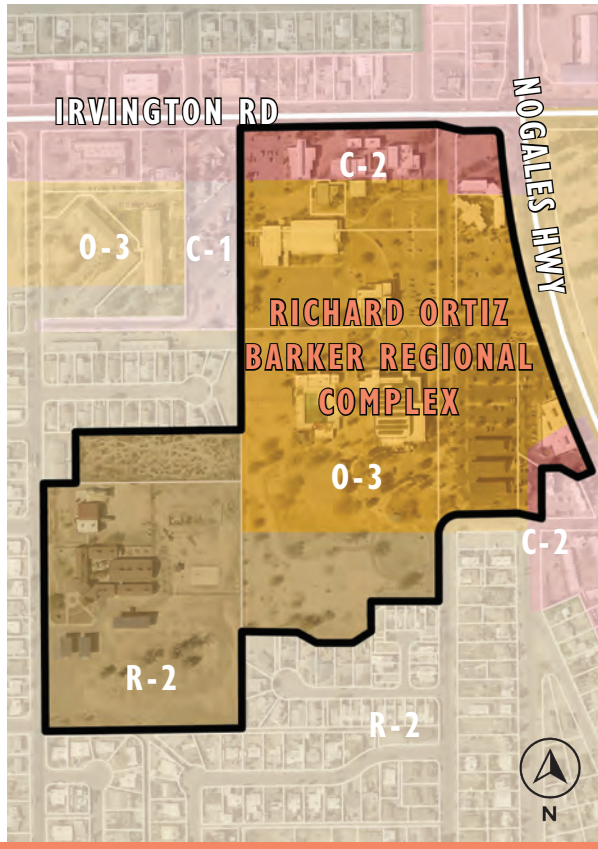
Challenges:

The east portion of the site is an existing recreation center with a large outdoor turf area that has served as the location for different community events over the years while the west portion of the site is the Star Academic High School within the Sunnyside School District. Beyond the existing uses that occupy the site, the site is also split-zoned R-2 and O-3, which creates challenges in developing the property cohesively under its existing zoning, which would permit higher-density housing options.

Recommendations:

- Eliminate perimeter yard setbacks internal to a site that is split-zoned and being developed cohesively as a single project.
- Reduce or eliminate minimum parking requirements for some of the permitted uses under the site's existing zoning.
- Promote diverse housing options, including senior living, missing middle, and multigenerational housing within proximity to community services and amenities.

EXHIBIT IV.C.4.B: RICHARD ORTIZ BARKER REGIONAL COMPLEX SITE



PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

CORA MCCORVEY HEALTH & WELLNESS CENTER APARTMENTS | MINNEAPOLIS, MINNESOTA

Senior housing project developed on excess public land surrounding the Heritage Park Senior Service Center.

- 1.5-acre development project that converted underutilized publicly-owned land.
- Affordable apartments for senior citizens (75 units).
- Seamlessly integrated housing within close proximity to existing community and health amenities tailored specifically to seniors.

RODEO SITE (SITE NO. 2)

Description:

The Rodeo Site consists of a nearly 9-acre vacant property that is currently zoned O-3 and I-1 as shown in *Exhibit IV.C.4.c*. The property is adjacent to single-family homes to the north, the unimproved right-of-way for Fletcher Ave and the Union Pacific rail line to the east, a roofing supply store to the south, and the recently constructed Newport at the Rodeo.

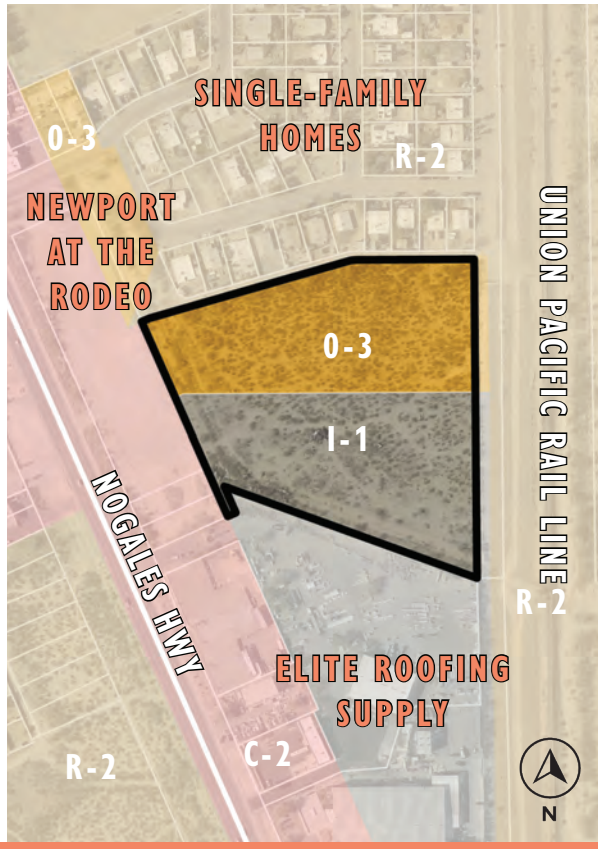
Challenges:

The I-1 zoned portion of the property is approximately half of the entire site, which limits the potential of developing TOD projects because residential uses are not permitted within I-1 zones. Additionally, the site does not have access to a major arterial roadway.

Recommendations:

- Acquire this 9-acre vacant property to develop a second phase of the Newport project to increase the area's supply of affordable housing units.
- Form partnerships with the property owner or different developers who could construct the other development types needed to support the surrounding community, including ground-floor retail, commercial services, and market-rate housing.
- Permit residential uses within I-1 zoned properties along Nogales Highway when appropriate mitigation techniques are implemented to protect residents from surrounding industrial uses.

EXHIBIT IV.C.4.C: POTENTIAL TOD LOCATIONS – RODEO SITE EXHIBIT



PRECEDENT FOR HOW THIS SITE COULD BE REIMAGINED:

PIMA COUNTY'S MIXED-USE OPTION IN LIGHT INDUSTRIAL ZONES

Provisions within Pima County's Zoning Code that permit residential uses in light industrial zones.

- Allows up to 50% of residential uses on industrial properties for mixed-use projects.
- Requires pedestrian connectivity, open space, public art, and cohesive development guidelines to ensure compatibility and establish a unique character that is consistent with surrounding properties.

norte-sur: phase II

IMPROVING MOBILITY & INFRASTRUCTURE FOR ALL

The availability of safe, attractive transportation options coupled with the quality of the supporting infrastructure has a profound impact on the well-being of residents, workers, and visitors in the Norte-Sur Corridor. Transportation provides access to jobs, schools, community services, businesses, and recreational venues. From the moment one walks out of their house, place of employment, or other establishment, they are engaging with the city's transportation system.

This component of Norte-Sur provides a snapshot of the corridor's current mobility characteristics from the standpoints of multimodal safety and access, as well as user comfortability, and details ongoing efforts pursued by the City to improve mobility. Upon analyzing current characteristics, *Part V* offers recommendations that serve as a blueprint for transforming the study area's transportation offerings into a safer, more reliable multimodal network that prioritizes pedestrians and transit over the automobile through thoughtful infrastructure investment strategies and streetscape enhancements for pedestrians and cyclists along the corridor and in locations where improvements are needed most.

A. NORTE-SUR MOBILITY CHARACTERISTICS

1. MULTIMODAL SAFETY

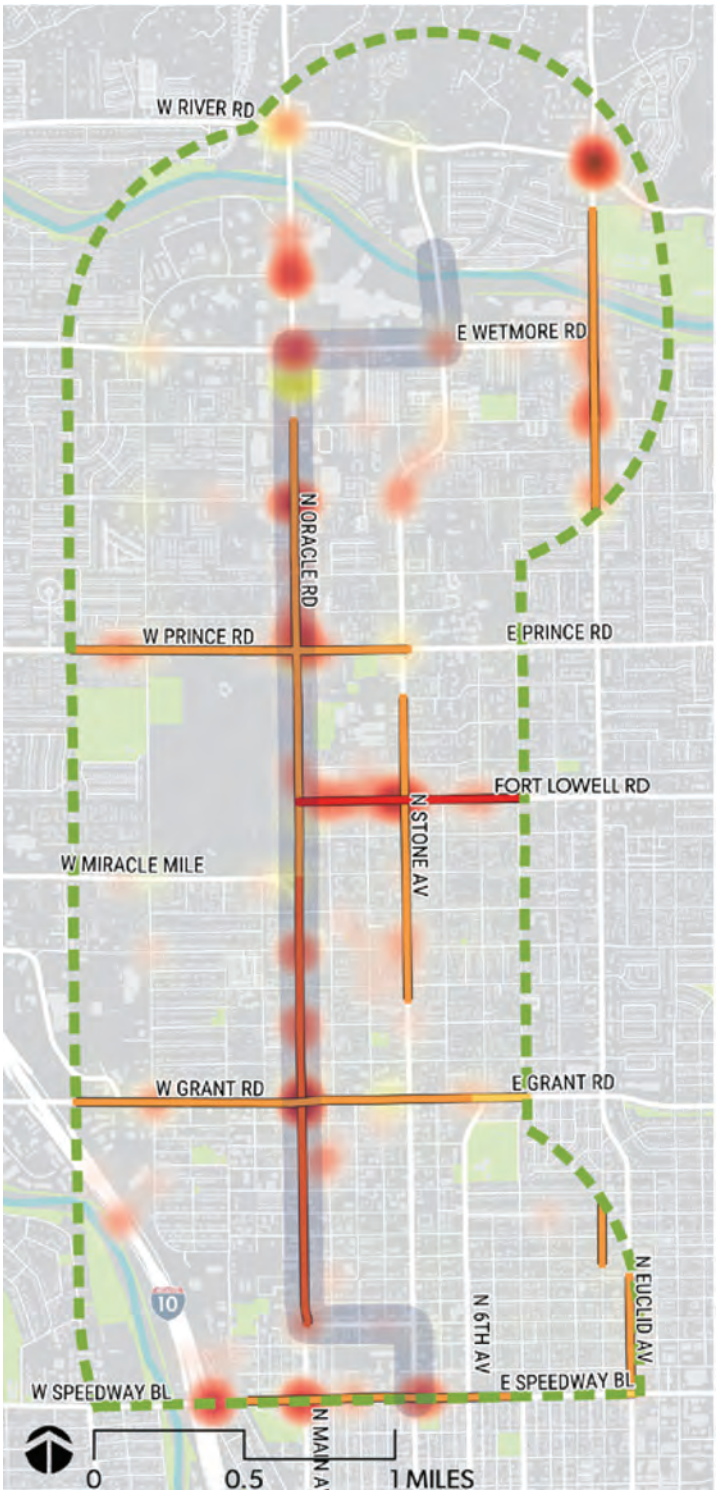
Safety is a major consideration in terms of the use of the transportation system. If residents, workers, and visitors in the corridor do not have access to safe facilities to walk, bike, and use transit, the default is to drive private vehicles or to share a ride with others. Transportation system users without access to a vehicle may also put themselves in unsafe situations to accomplish daily activities, risking a crash in locations without sidewalks, protected roadway crossings, bike facilities, etc. There are also substantial risks to vehicle drivers and their passengers who use transportation facilities with a high incidence of crashes in terms of property damage, injury, and, in some cases, fatalities.

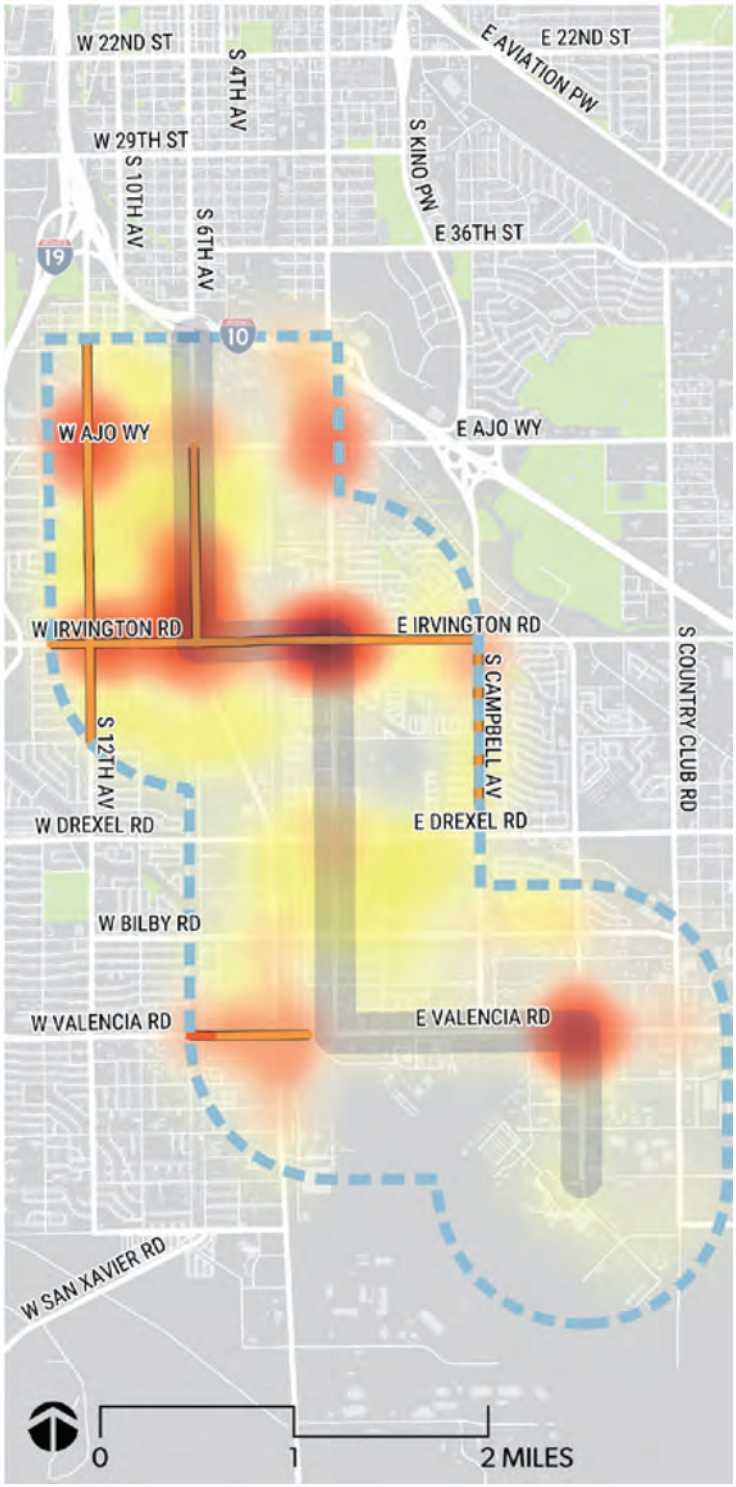
In the 2024 Smart Growth America "Dangerous by Design Report," the Tucson Metro Area ranked as the third most dangerous region for pedestrian fatalities in the country, with 217 pedestrian fatalities between 2018 and 2020. The vast majority of these fatalities were in the City of Tucson.

The City of Tucson also completed a city-wide Pedestrian Safety Action Plan (PSAP) in 2019 using crash data from 2014-2018. Most of the minor and principal arterial streets in the high-capacity transit corridor were identified as part of the high-injury network, including all of Oracle Road, portions of North Stone Avenue, and portions of South Sixth Avenue south of I-19. Many of the major east-west arterial streets that cross the corridor also present major challenges for safe north-south access by pedestrians and cyclists, and most are part of the high-injury network. These major cross-streets include Prince Road, Fort Lowell Road, Grant Road, and Speedway Boulevard in the north part of the study area, and 22nd Street, Ajo Way, Irvington Road, and Valencia Road in the southern part of the study area.

The PSAP findings were augmented by a review of the Pima Association of Governments (PAG) regional crash database that includes data through Fall 2022. This review confirmed that the findings regarding the high-injury network in the PSAP continue to be valid with major crash locations and corridors, including Oracle Road, Fort Lowell Road between Oracle Road and Stone Avenue, portions of North Stone Avenue, portions of South Sixth Avenue, portions of Ajo Way, Irvington Road, and Valencia Road (see map insert from the PAG crash database, *Exhibit V.A.1*).

EXHIBIT V.A.1: HIGH INJURY NETWORK SEVERE CRASHES





The City also partnered with PAG to undertake two roadway safety assessments (RSAs) for a portion of the high-capacity transit corridor. As such, two studies were conducted in the Fall of 2022, the North Stone Avenue RSA (from Fort Lowell Road to Grant Road) and the South Sixth Avenue RSA (from Ajo Way to Irvington Road). Both assessments documented a high rate of crashes, injuries, and an elevated level of fatalities in these segments and provided a range of short-, medium-, and long-term recommendations to improve safety and accessibility in the corridor. Both of these studies can be found in *Appendix D*.

Using the PAG regional crash database, data was also reviewed for two additional roadway segments, Fort Lowell Road between Oracle Road and Stone Avenue, and Irvington Road between Sixth Avenue and 12th Avenue. Both segments included an elevated level of crashes and an elevated number of injuries and fatalities. Conditions for pedestrians, cyclists, and transit users in both segments are poor, with narrow or incomplete sidewalks, bike lanes that are often used as shoulders by motorists, and numerous curb-cuts.

In summary, the City of Tucson, and this corridor in particular, has a high overall rate of vehicle crashes that result in extensive property damage, injuries, and an elevated level of fatalities, and contains a number of north-south and east-west arterial streets that are high crash locations. The crashes and resulting cost in property damage, along with the high cost of injuries and fatalities, create a burden on residents, households, and whole neighborhoods in the corridor; with much of that burden falling most heavily on people of color and those in the lower income brackets. Since much of the population along Norte-Sur consists of minority groups (75%), with poverty rates ranging from 20% to over 30%, depending on the location in the corridor, it becomes imperative to focus safety improvements in those areas that are more vulnerable to displacement and most likely to see TOD and HCT infrastructure-related improvements (i.e., eTOD Focus Areas) first to ensure community stability is maintained as mobility is improved.

2. MULTIMODAL ACCESS

In the City of Tucson, transportation makes up a substantial percentage of household expenditures, over $12,000 per household in 2022, approaching 25% of household expenditures, with almost all of that expenditure related to vehicle ownership or leasing. The picture is even more stark for the Norte-Sur Corridor, where 70% of households make less than $50,000, and over 20% of households are below the poverty line. Households are spending a quarter to a third of their household income on transportation, second only to housing costs. Providing affordable, accessible transportation options for corridor residents and workers is a major economic issue that can impact the jobs residents are able to access and how much monthly household income is available for food and other essentials. Transit, walking, and bicycling are low-cost, low-impact forms of travel that are light on household budgets.

There are greater public health and environmental benefits to communities with access to more transportation options than those dependent on private vehicles. People who walk, bike, and take transit have been shown to be more physically active and have a lower risk of chronic health conditions than persons who are car-dependent. The increasing risk of obesity, type-two diabetes, heart disease, and stroke are all linked to sedentary behaviors. The Centers for Disease Control (CDC) has extensively documented the linkage between physical activity and public health. There is also extensive research and documentation on the role that active transportation plays in health outcomes. Providing active transportation options is particularly important for low- and moderate-income communities that may not have the same level of access to healthcare services, membership-based fitness facilities, and healthy food options as the regional population.

Regarding the impact of transportation on the environment, vehicles are a major source of air pollution and a major contributor to CO2 emissions that result in climate change. Shifting trips to walking, cycling, and transit greatly reduces the impact of personal travel on the environment. There is less environmental impact from other modes, and with reduced traffic comes the opportunity to reallocate road and parking lot space to other user groups and to green infrastructure, which would all have a positive impact on the environment.

3. USER COMFORTABILITY

Addressing the existing and evolving climate of Tucson is another major issue that must be tackled to successfully expand travel options and to make it safe for people to use transit, walk, and bike throughout the year. Tucson has a desert climate that features high daytime temperatures in the late spring and summer months. Conditions are made worse in many city neighborhoods and corridors by the presence of extensive areas of pavement consisting of roads and expansive parking lots that absorb heat during the day and release heat at night. This heat retention, referred to as the urban heat island effect, makes conditions for pedestrians, cyclists, and transit users more uncomfortable and creates a health risk. With ongoing climate change, temperatures are trending higher and for longer periods of time. It is estimated that by 2050, being outdoors without the benefit of shade will be harmful to human health in the Tucson region.

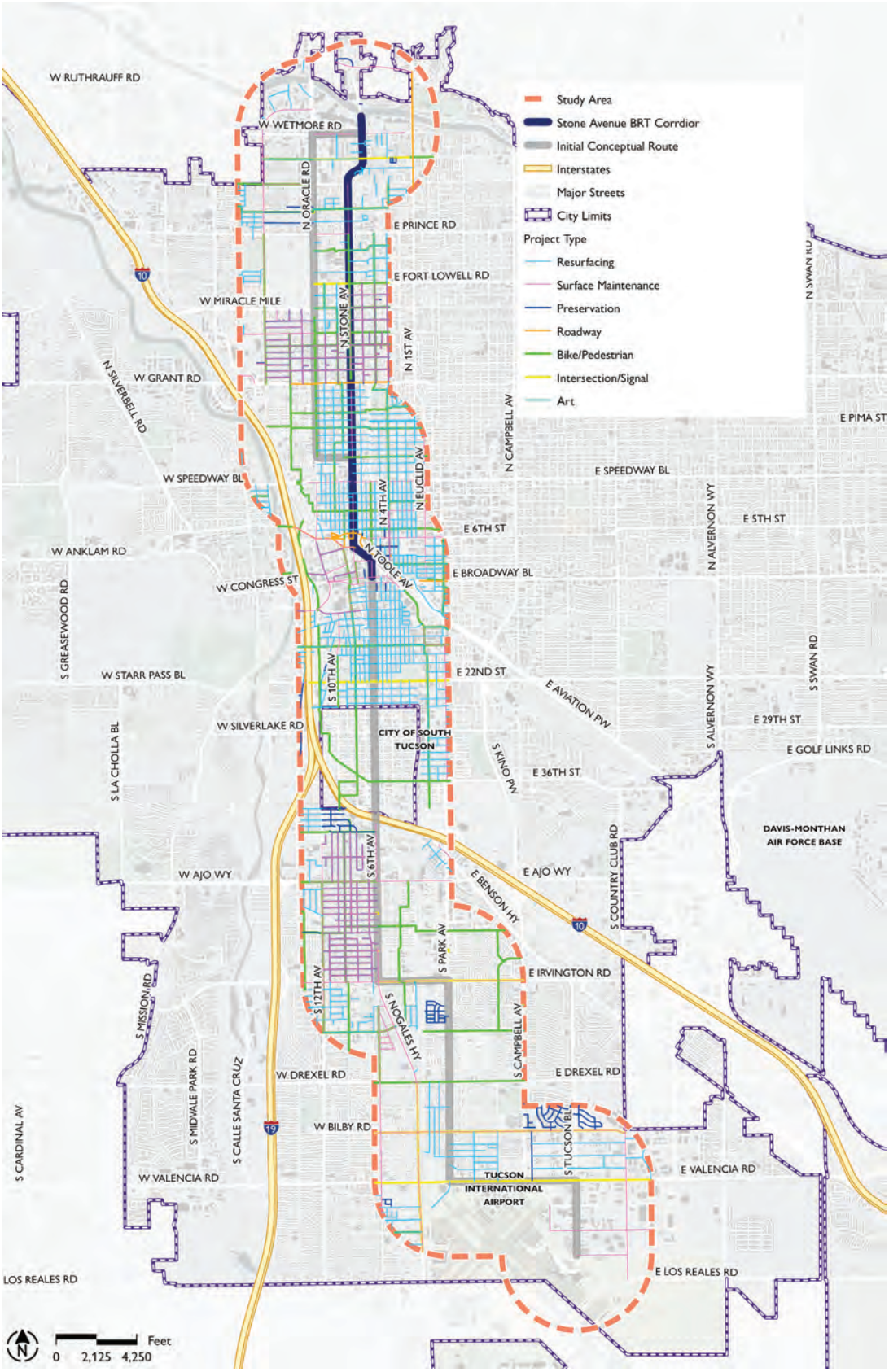
There is little street tree canopy in the study area (only 7.5% of the total land area), and some neighborhoods have under 5 percent tree canopy overall. Desert cities should have a minimum of 15% tree canopy (per the American Forests recommendation for desert cities incorporated in the Tucson Community Forest Action Plan), with a desired planning target of 20%. Because of the lack of shade and other climate-mitigating features along the corridor that would otherwise make the experience more comfortable, users are most apt to drive personal vehicles rather than use public transit. As such, the incorporation of green infrastructure and other public improvements geared at improving user comfort in all city projects is critical for fostering a desirable transit system and improving mobility and livability for all users.

4. CURRENT CITY INITIATIVES TO IMPROVE MOBILITY AND INFRASTRUCTURE

The City of Tucson has numerous plans and projects that are being advanced in the Norte-Sur Corridor. This first element of this portion of the eTOD policy framework captures the investments that are in the City's transportation CIP and are primarily funded using Proposition 411 dedicated sales tax funds and Proposition 407 bond proceeds. The City has major efforts underway to improve the pavement condition of local streets in both the north and south segments of the corridor and is also advancing work on a number of bicycle boulevards and bicycle connector projects. Some examples of these include the City's work to advance bicycle-friendly improvements on North Fairview Street west of Oracle Road to provide an important north-south bicycle connection north of Grant Road. The City is also advancing work on Blacklidge Drive to create a bicycle boulevard from Oracle Road to Columbus Boulevard with a planned hawk signal providing a safe crossing of North Stone Avenue. Work is also progressing on the Glenn Street pedestrian safety and accessibility improvements from Oracle Road to Country Club Road. In the south, the city is actively advancing work on bicycle and pedestrian enhancements along Bilby Road, a good non-arterial east-west corridor at the southern end of the corridor. Refer to *Exhibit V.A.4*, which provides the categorization and location of planned and funded city projects in the Norte-Sur study area.

There are many projects in the City's transportation CIP that provide an opportunity to improve multimodal options, accessibility, and safety, as well as advance environmental sustainability. Even repaving projects present an opportunity to modify street pavement markings and roadway allocations, particularly on collector and arterial streets. This is also an opportunity to upgrade pedestrian curb ramps and construct missing sections of sidewalks, even with modestly scaled projects. The intent of the recommendations to follow is to build upon the existing plan of substantial city investments in the corridor. Refer to the following map of the City's transportation capital improvement program projects.

EXHIBIT V.A.4: CITY OF TUCSON TRANSPORTATION CAPITAL IMPROVEMENT PROJECTS



B. ENHANCE MULTIMODAL SAFETY

The recommendations below are intended to address existing safety issues in the corridor, with a focus on low-cost operational measures that can be implemented in the short term and have a high impact on improving connectivity and mobility for all users of the corridor. The recommendations presented herein focus on the corridor's most vulnerable road users (pedestrians, cyclists, and transit users) and aim to provide implementation techniques along future high-capacity transit routes, along arterials and at major intersections, and at individual driveways or access points. Because TOD is inherently connected to transit and mobility, it is imperative to implement these safety measures in areas demonstrating the greatest need based on crash data, and especially, in areas identified as eTOD Focus Areas or Equity Priority Areas.

1. SAFETY MEASURES FOCUSED ON THE HIGH-CAPACITY TRANSIT (HCT) CORRIDORS

To ensure that the future high-capacity transit system prioritizes safety, this eTOD framework recommends designating North Stone Avenue (between the Rillito River and the Union Pacific Railroad underpass) and South Sixth Avenue (between Congress Street and Irvington Road) as 'Transit and Pedestrian Priority Corridors.' In addition to assigning designations to these corridors, the following safety measures should be implemented as part of their adoption:

- Provide high-visibility pedestrian crosswalk markings at all legs of all major arterial street crossings and mid-block crossings that offer the protection of a raised median and/or signal protection;
- Provide stop bars at signalized and stop-controlled intersections;
- Evaluate the use of all right-hand turn lanes at major intersections in assessing the balance of vehicle capacity and pedestrian safety, and consider using flexible curbing and bollards to delineate a reduced intersection footprint and expanded pedestrian accommodation;
- Evaluate the potential of using tactical treatment (flexible curbing, bollards, and temporary paving) to create median refuges in arterials with five or more lanes to support safe pedestrian crossings without the implementation of a full signal where pedestrian activity is occurring or is desired. Consider using the rectangular rapid flash beacon (RRFB) as a supporting element to this treatment;
- Provide signage for pedestrian and bicycle crossings throughout the corridor;
- Lower the posted speed limit in portions of the corridor that are currently signed for 35 mph to 30 mph and implement lane striping and intersection delineation treatments that support that speed;
- Provide temporary asphalt sidewalk connections along the corridor where there are missing links (N. Stone Avenue) to provide a safe place for pedestrians to walk in advance of major capital projects that will reconstruct the right-of-way;
- Evaluate lighting levels throughout the corridor but with a particular focus on major signalized intersections and on other locations that may have elevated levels of pedestrian/cyclist crossing activity; and,
- Restrict new driveway entrances along the corridor and begin working with property owners to reduce the number and width of existing driveways. This is particularly important as the corridor redevelops and the high-capacity transit projects are implemented. This recommendation is consistent with the City of Tucson's Access Management Guidelines and should entail provisions for alternative access solutions to ensure new development is not hindered.

2. SAFETY MEASURES FOCUSED ON OTHER ARTERIAL STREETS AND INTERSECTIONS

Multimodal safety is a pressing issue on the other arterial corridors that intersect with a future high-capacity transit system, such as the bus rapid transit line proposed within Norte-Sur, or those that run parallel to it. The following recommendations apply to arterials that run parallel to the high-capacity transit corridor (i.e., Oracle Road, and South 12th Avenue) and the major east-west arterials that cross the corridor (i.e., Wetmore Road on the north and Valencia Road at the south end of the corridor):

- Apply safety measures applicable to HCT (outlined above) to three arterial segments that have an ongoing demonstrated problem with high crash rates and elevated injuries and fatalities according to the PSAP and the review of the updated regional crash database (through Fall 2022). These segments include Fort Lowell Road from Oracle Road to North Stone Avenue, South Irvington Road from South Sixth Avenue to South 12th Avenue, and Valencia Road from Old Nogales Highway to South 12th Avenue;
- Partner with the Arizona Department of Transportation on a collaborative City-State DOT review of the State-controlled portion of Oracle Road from the Rillito River to Miracle Mile;
- Develop a one-to-three-year work plan for undertaking roadway safety audits in coordination with PAG on the other arterial segments with high crash trends in the Norte-Sur Corridor;
- Use ongoing maintenance programs for roadway repaving to enact tactical changes to the arterial streets to improve multimodal safety; and,
- Continue to track safety data throughout the corridor and develop a review procedure for measuring the impact of tactical interventions on vehicle speeds and crashes over time.

3. ACCESS MANAGEMENT & DRIVEWAY CONSOLIDATION STRATEGIES

Unregulated driveway access throughout the Norte-Sur study area presents a major safety challenge to all road network users, particularly those who are walking, cycling, or taking transit, and is a contributory factor to the evidence of high crash rates throughout the Norte-Sur arterial street network. This is a function of both right-of-way management and development review and approvals. To ensure that safety is prioritized for all users, this eTOD framework recommends that the City endeavor to:

- Review and update the access management policies and guidelines with the objective of limiting commercial property driveway widths to no more than 30 feet and single-family residential driveways to no more than 12 feet. The number of driveways permitted should be limited based on parcel frontage but should not exceed two driveways for parcels with large commercial frontages;
- Review and update the City's development regulations to limit the width and number of driveway entrances. Emphasize the use of alleys for service and parking access; and,
- Develop a multiagency strategy to engage existing property owners on the need for driveway consolidation and shared access where practical.

C. EXPAND MULTIMODAL ACCESS

The recommendations in this section are organized by mode, leading with transit infrastructure and services, followed by facility recommendations to improve walking and cycling. The existing transportation infrastructure in the corridor and the use of public right-of-way are very heavily oriented to accommodating private vehicle trips with minimal facilities for other forms of travel, particularly on the arterial street network. This has created numerous access and safety challenges for other forms of travel that have been highlighted in the section above. While the recommendations in the safety section are intended as short- to medium-term actions in the one-to-three-year timeframe, the recommendations highlighted herein are likely to take longer, generally beyond the three-year timeframe, with the exception of projects already underway. The recommendations in this section are intended to leverage existing city investments in transportation facilities and services to expand viable travel options for the residents, workers, and visitors in the corridor.

1. TRANSIT INFRASTRUCTURE AND SERVICES IMPROVEMENTS

Advance High-Capacity Transit Projects in the Corridor

In order to maintain community stability and build a thriving, high-quality, high-capacity transit system, planning for corridor-wide infrastructure investments becomes pertinent for advancing this project.

To further this eTOD framework, the following is recommended:

- Plan, design, and implement an approximately five-mile segment of bus rapid transit along Stone Avenue connecting Ronstadt Transit Center with the Tohono Tadai Transit Center and featuring curb-running dedicated transit lanes, with amenity-rich transit stations and high-quality pedestrian and street elements throughout the corridor. (It should be noted that this project has been accepted into FTA's CIG (Capital Investment Grants) Small Starts Program and is currently in the project development phase); and,
- Initiate the next phase of planning for the south high-capacity transit corridor extending from the Ronstadt Transit Center to the Roy Laos Transit Center or the airport with the intent of submitting a project for entry into the FTA's CIG program under New Starts/Small Starts.

Upgrade Existing Transit Services to Build Ridership & Address Crowding Issues

The northern segments of the HCT corridor studied for Norte-Sur are currently served by two Sun Tran routes, Route 16 on Oracle Road and Route 19 along Stone Avenue (the selected route for the introduction of BRT service), while most of the southern segment is served by one Sun Tran route, Route 18, along 6th Avenue.

Route 16 operates from the Ronstadt Center, connects to the Tohono Tadai Center, and extends north and west for an additional four miles with 15-minute frequencies. Route 19 terminates at Tohono Tadai Transit Center, with all-day 30-minute frequencies on weekdays and 60-minute frequencies in the evenings and weekends. Route 18 has the highest ridership of any route in the SunTran system, with over 52 passengers per revenue hour, about 53% higher than Sun Tran's second-highest performing route. This route experiences existing crowding, with standing-room-only passenger loads on certain trips. Sixth Street is also under consideration as the alignment for the next phase of the high-capacity transit program.

While the existing service frequency along Oracle Road is conducive to supporting high-capacity transit, the frequencies along Stone Avenue and 6th Avenue do not appear to support an expansion of ridership due to insufficiency in frequencies.

As such, in order to expand ridership in the corridor in advance of the BRT project, this eTOD framework recommends:

- Upgrading the frequency of Route 19 from 30-minute frequencies on weekday mornings through early evenings to 20-minute frequencies, and upgrading evening service during weekdays and all weekend service from 1-hour frequencies to 30-minute frequencies; and
- Upgrading the frequency of the Route 18/S. 6th Avenue line (Downtown to Roy Laos Transit Center) from 15-minute morning to early evening service to 10-12-minute weekday frequencies and extend this frequent service later into the evening.

Invest in Bus Stops as the Front Door of Transit Service

Sun Tran's bus stops and transit facilities serve as the front door to the transit service for residents, workers, and visitors in the corridor. Providing safe, comfortable, and attractive stops and facilities enhances the customer experience and supports ridership growth. Bus stops should be accessible, safe, and comfortable and provide easy-to-use information for Sun Tran customers. Sun Tran has an inventory of approximately 490 bus stops in the corridor, excluding the three transit centers. Of these, under 15 stops have average weekday boardings that exceed 90 passengers, according to data provided in Phase I, and most of these are part of the North-South BRT corridor.

Primary issues to address with the bus stop program include location and use of lay-bys vs. in-lane stops, accessibility of the stops, adequacy of amenities, including the provision of benches and shelters (that provide adequate shade), and the adequacy of passenger information.

To improve transit stop facilities, this eTOD framework recommends the following:

- Conduct a review of bus stop conditions in the corridor with a focus on high ridership stops and document characteristics described above;
- Review the policies for the location of stops and the use of bus pull-outs that require the bus to pull out of traffic and often pushes stops away from signalized intersections, creating challenges for bus operators and customers. This may not be an appropriate treatment in more urban lower-speed corridors such as S. 6th Avenue;
- In the BRT corridor, N. Stone Avenue and S. 6th Avenue, which is under consideration as a future HCT corridor, invest in interim low-cost, high-impact measures to improve the safety, accessibility, and customer comfort provided at the stops;
- For those high ridership stops outside of the BRT corridor, plan for permanent upgrades; and,
- Undertake a review of prefabricated shelters available in the market that maximize the provision of shade for customers and consider updating shelter standards to incorporate the findings from the review.

Develop Short- and Longer-Term Strategies for the Three Transit Centers Serving the Corridor

Norte-Sur is serviced by three major transit transfer facilities: Tohono Tadai at the north end of the corridor, Ronstadt Transit Center in Downtown Tucson, and the Roy Laos Transit Center in the south. These serve as major transfer hubs for the Sun Tran system, and all are designed as stand-alone off-street facilities. While these off-street facilities provide for efficient passenger transfers between bus routes, all three facilities are isolated from adjacent public and private uses and pose some challenges to public safety and comfort.

In the development of the Major Capital Improvement Program (MCIP) North and South transit corridors, there is an opportunity to rethink the location, layout, and level of integration with surrounding uses. All three facilities present an opportunity for joint development. Many transit-centric communities provide the functions of these transit centers fronting public streets. Better integration of these transit functions with adjacent community development would enhance the transit

rider experience, promote ridership growth and could potentially be a source of non-passenger revenue for the transit program.

Based on the waking tours facilitated as part of the stakeholder groups outlined in *Part II: Engaging the Community*, the following is recommended for developing strategies to better facilitate and integrate high-capacity transit at the transit centers currently serving the corridor.

- Take steps to better connect the transit centers to adjacent origins/destinations to reduce the sense of isolation, including modifications to adjacent signalized intersections and crosswalks, and in the case of Roy Laos, unlocking the gates that connect the transit center with the Richard Ortiz Barker Regional Complex facilities;
- Improve walking routes to adjacent destinations;
- Improve the perceived safety and security of the centers through the provision of a walking ambassador, emergency call buttons, and improved lighting;
- Provide wayfinding for transit users to orient to nearby destinations;
- Take steps to activate the transit centers through the provision of a staffed mobility hub, farmers market, and/or vendor kiosks;
- Coordinate existing planned City investments in adjacent facilities with the transit center facilities; and,
- Work to initiate a small area planning process for each center and adjacent areas that looks at ways to collocate transit facilities with housing, commercial, and public uses. This effort should consider a range of transportation solutions for these areas, which may include a range of solutions for transit facilities, including on-street facilities.

2.PEDESTRIAN FACILITY IMPROVEMENTS

Providing safe, attractive walking facilities for residents, workers, and visitors that connect housing, services, public facilities, and transit is critical to providing a sustainable and equitable Norte-Sur Corridor. As captured in the City's Pedestrian Safety Action Plan, analysis conducted in Phase I, and in the current Norte-Sur Sidewalk Connections Pedestrian Access Study (refer to *Appendix E*), which focused on pedestrian facilities in a subarea between Wetmore Road and Drachman, there are major gaps in the sidewalk network in the corridor coupled with additional issues of pedestrian accessibility and quality of facilities. These issues are most acute along the corridor's arterial streets and collector roads. The recommendations in this section are focused on two areas:

1. **expanding the sidewalk network, and**
2. **the design of sidewalks at intersections and along arterial and collector streets.**

Expand Sidewalk Network

As a primary focus of Norte-Sur is to ensure that all streets provide safe, accessible, and comfortable pedestrian accommodations and connectivity to a wide range of destinations and services, including access to transit, sidewalk improvements are necessary within the study area. To achieve safe and accessible sidewalk connectivity, the following recommendations should be implemented:

- Develop a phased implementation strategy for the recommendations in the Pedestrian Access Study and prioritize the construction of missing sidewalk segments on arterial and collector streets and locations that provide access to existing and proposed transit; and,
- Undertake a sidewalk connections study in the S. 6th Avenue/S. Nogales Highway Corridor between W. 44th Street (south of the I-19 interchange) to Valencia Road and prioritize addressing sidewalk gaps along arterial and collector streets and locations providing direct access to transit.

Upgrade Pedestrian Facilities along Major Roads and Signalized intersections

Most of the corridor's transit service and many of its business and community service establishments are along arterial streets or collectors. At present, these streets provide minimal pedestrian accommodation and fall into a high-stress rating category. The following recommendations should be implemented as part of all major street and intersection reconstruction projects.

- For urban thoroughfares, provide a minimum five-foot, level sidewalk (six to eight-foot width preferred) with a minimum six-foot planting/amenity zone for street trees, lighting, and driveway aprons along both sides of arterial streets, consistent with the City's adopted Street Design Guide, 2021;
- Evaluate the potential of combining the standard, five-foot striped bike lane with the sidewalk to provide a one-way cycle track and sidewalk protected by a planted utility strip;
- Incorporate stop bars and high visibility crosswalk markings at all major signalized intersections; and,
- Develop strategies for shrinking the physical footprint of major arterial intersections based on intersection-level multimodal traffic that assesses the provision of turn lanes, through merge lanes and the potential of reducing lane widths for both through travel lanes and turn lanes to reduce pedestrian crossing distances.

3. BICYCLE INFRASTRUCTURE AND SERVICES IMPROVEMENTS

The Norte-Sur Corridor is served by a mix of bicycle facility types, from the Loop multi-use paths along the Rillito River and Julian Wash or the emerging network of bicycle boulevards to standard five-foot bike lanes along most of the corridor's arterial streets. The recommendations in this section are geared toward creating a safe, low-stress bicycle network corridor-wide that will serve a broad range of bicycle users and connect to the many origins and destinations in and around the corridor. These recommendations are consistent with the City's adopted Bicycle Boulevard Master Plan (2017) and the Street Design Guide (2021). The recommendations also include steps to make bikes, bike storage, and bike repair more accessible. As in the case of walking, cycling is a low-cost, low-impact form of travel that is good for individual health and good for the environment.

Complete a Low-Stress Bicycle Network

Recognizing that a number of cyclists currently utilize the corridor, introducing a low-stress bicycle network within Norte-Sur, particularly along major north-south and east-west streets, is imperative. Low-stress bicycle networks provide an effective means of bicycle travel throughout the corridor without the need for cycling on major arterial streets. This eTOD framework recommends that the following be considered for low-stress bicycle route network improvements.

- Extend the existing improvement project along Fairview Avenue further north from its current terminus to Auto Mall Drive and evaluate potential connections to the Rillito River Trail;
- Evaluate the potential of extending the N. Fontana Street Bike Boulevard north of Prince Road in collaboration with the Amphitheater Middle School and school district; and,
- Evaluate the potential development of cycle tracks or buffered bicycle lanes on N. Stone Avenue north of Prince Road to the Rillito River, given the lack of local street connectivity in this portion of the corridor.

Standards for Bicycle Accommodation along Major Streets

According to the City of Tucson's Street Design Guide for urban thoroughfares, bicycle lanes along arterials are required to be a minimum of 5 feet wide, with preferred width being 8- to 11-feet in width. While larger widths are noted as a preference, much of the existing bike lanes along arterials within the the study area are 5 feet wide, and often, are used as paved shoulders by motorists. With high traffic volumes (20,000 to 30,000 vehicles per day) and relatively high speeds (35 – 40 mph), arterials create high-stress environments for cycling, and as in their current state, the bike lanes provide minimal protection.

In response, this eTOD framework recommends:

- Widening existing bike lanes, where feasible, to create buffered bike lanes within marked buffers and vertical delineations (e.g., N. Main Street south of Speedway Boulevard);
- Evaluating the potential for creating one-way cycle tracks adjacent to the sidewalk and protected from moving traffic by a planted utility strip; and,
- If it is infeasible to move existing curb/lines, evaluate the potential of narrowing existing travel lanes to create a buffered bicycle lane delineated by flexible posts or other vertical treatments.

Improve Regional Bicycle Connectivity

Tucson's 130+ mile regional trail network (The Loop) is a tremendous asset recognized as one of the best in the nation. It provides a safe, attractive way to access many parts of the city and the region. To advance connectivity and safety between transit stops and the Loop in a low-stress manner, this eTOD framework recommends the following:

- Modify the Stone Avenue bridge crossing to convert the standard 5-foot bike lanes to raised 6-foot one-way cycle tracks adjacent to the existing sidewalk with improved connections to the existing Rillito Trail; and,
- Continue to pursue the completion of the Rillito Trail on the south side of the Rillito River across the Tucson Mall property between Stone Avenue and Oracle Road as part of potential development/redevelopment discussions with the existing property owner and management interests.

Expand Access to Cycling Options and Support Services

Outside of Downtown Tucson and immediately adjacent neighborhoods, bike sharing, secure bike parking and bike repair facilities are limited and potentially discourage bicycle use. To promote cycle-ridership along the corridor, this eTOD framework recommends the following to expand these services:

- Develop a phased expansion program for Tugo Bike Share along the high-capacity transit corridor that would extend to the Tohono Tadai Transit Center in the north and to the Roy Laos Transit Center and Richard Ortiz Barker Regional Complex to the south; and,
- Develop plans for a mobility hub at both Tohono Tadai Transit Center and Roy Laos Transit Center/ Richard Ortiz Barker Regional Complex that would incorporate secure bicycle parking, bike share, and bicycle repair functions.

D. IMPROVE USER COMFORT THROUGH GREEN INFRASTRUCTURE AND CLIMATE MITIGATION

Green infrastructure, including street trees, other landscape features in the public right-of-way, passive storm-water management features, natural and channelized washes, parks, and open space, are all basic elements of public infrastructure that merit ongoing investment. These features contribute to the livability and long-term sustainability of the area, creating beauty along streetscapes, mitigating urban heat island effects, making the community more resilient to climate change, and better managing stormwater runoff. This is consistent with the guiding principles in the Tucson One Water Master Plan and the Tucson Community Forest Action Plan. Green infrastructure is also important to incorporate in all private and institutional developments, not just in public rights-of-way and facilities, through building design and placement, the supply and design of parking, the management of stormwater runoff, and the provision of on-site trees and landscape features. The recommendations in this section are provided for both the public right-of-way and facilities, as well as for private and public development.

1. EXPAND GREEN INFRASTRUCTURE IN THE PUBLIC RIGHT-OF-WAY AND PUBLIC PROPERTIES

One way the City can better facilitate climate resiliency throughout Norte-Sur is by actively incorporating green infrastructure into public rights-of-way and on city-owned property, as these assets are in the City's direct control and investments can be made as part of the ongoing capital improvement program for roads, parks, and stormwater management facilities. Given the extent of the transportation, parks, and stormwater management facilities in the corridor, this eTOD framework outlines opportunities for green infrastructure to be incorporated as Norte-Sur is planned, designed, and implemented.

Incorporate Street Trees and Landscape Buffers in All Street Modernization/Reconstruction Projects

Street trees and roadside landscape buffers provide several important benefits, including shade for pedestrians using adjacent sidewalks, reducing ground-level temperature, absorbing stormwater, and improving air quality. To better accommodate pedestrians and other users of the corridor, this eTOD framework recommends:

- Incorporating drought-tolerant, desert-acclimated shade trees and a minimum four-foot landscape/utility strip buffer as part of all new arterial and collector street modernization/ reconstruction projects;
- Installing street trees within existing utility strips (at least 4 feet wide minimum) along arterials that contain little to no vegetation; and,
- Evaluating the potential of reducing road cross-sections and the width and number of travel lanes to provide the right-of-way necessary for the provision of utility strips and tree planting zones.

Expand Tree canopy and Landscape Features in Existing Public Parks and Facilities

Incorporating additional street trees and landscape features in existing public parks and around public facilities is a good way of expanding green infrastructure in the corridor. There are substantial park and public facility assets in the corridor including the Richard Ortiz Barker Regional Complex at Sixth Avenue and Irvington Road. At this location, which has over 50 acres of public land in total, the facilities include Rudy Garcia Park, The Rodeo Grounds, El Pueblo Center, El Pueblo Park, and the Roy Laos Transit Center. The current work led by the Department of Parks and Recreation to improve El Pueblo Park from a largely undeveloped gravel area to a park that includes additional tree canopy, on-site stormwater management, and other active and passive community features is an example of this strategy. Additional recommendations include:

- Conducting an assessment of public parks and public facilities in the study area for potential investments in tree planting and inclusion of other landscape features, including passive stormwater management; and
- Developing a multi-year investment program for expanded green infrastructure that would be included in future CIPs, building on the work of the City's Storm to Shade (S2S) Program and Green Stormwater Infrastructure (GSI) funded by an assessment on Tucson Water billing.

Incorporate Green Stormwater Management Features in Improvement Projects Along the Corridor

While Tucson is an arid, semi-desert region that receives 12 inches of annual rainfall on average, it is subject to periods of intense rainfall, particularly during the summer monsoon season. With little stormwater conveyance infrastructure, some areas of the corridor and public roadways can be subjected to periodic flooding. This is particularly true around existing dry washes that cross the corridor. There are four flood hazard zones that were identified on the FEMA flood hazard maps that are impacted by overland drainage during major storm events. These four locations are listed below from north to south:

1. A flood hazard zone centered on Navajo Road and extending from the cemeteries fronting Oracle Road and running east well beyond the eTOD corridor to the east;
2. A zone that is located between Drachman Avenue and Elm Street that crosses N. Stone at grade;
3. A zone at S. 6th Avenue near the intersection of Ohio Street; and
4. An area associated with Airport Wash south of Ajo Way and North Valencia Road.

Reducing stormwater flood risk while providing for beneficial stormwater use should be the goal of infrastructure investment in the corridor. This eTOD framework recommends that the City work with the Pima County Regional Flood Control District to:

- Undertake an investigation of areas in the corridor that may be subject to periodic flooding and develop mitigation strategies, including the use of green infrastructure treatments in the public right-of-way; and,
- Evaluate the possible inclusion of green stormwater management features in all major road modernization/ reconstruction projects, as well as all projects that upgrade city parks and facilities.

Collaborate to Address Green Infrastructure on Private Properties

Most of the land within the study area is privately owned. While the City can make major improvements regarding expanding the tree canopy, increasing other green infrastructure features, and reducing impervious cover on its own rights-of-way and facilities, it will be insufficient to fully address the problems with the urban heat island effect, the increasing challenges with climate change, and unmanaged stormwater runoff without the inclusion of private property owners.

The following serves as recommendations for addressing private properties as a collaborative effort among multiple City agencies, including the Planning & Development Services Department, Tucson's Urban Forester, and Tucson Water's Storm to Shade Program:

- Review existing development codes for requirements around coverage and landscape provisions/tree plantings and establish minimum tree planting requirements for all new projects that require a rezoning or special exception for approval;
- Consistent with the City's Street Design Guide, require street trees and landscape planting zones adjacent to street frontages, between the street and sidewalk for all development projects fronting on urban and suburban thoroughfares;
- Require a landscape buffer and street trees adjacent to public sidewalks where surface parking lots would extend out to the public right-of-way for projects that require a rezoning or special exception for approval; and,
- Consider modifying the calculation of the existing property owner stormwater management fee to account for the amount of impervious surface on private parcels and increasing the revenue produced from this source. Use additional revenue for stormwater management projects, including green infrastructure and improved stormwater conveyance infrastructure.

E. PHASING OF MOBILITY AND INFRASTRUCTURE RECOMMENDATIONS

Improving the mobility and infrastructure for residents, workers, and visitors in the corridor in order to improve economic outcomes, expand viable travel options, and address ongoing environmental challenges requires a long-term commitment both in funding and staff resources. Therefore, recommendations are divided into short-term (1 -3 years) S, medium-term (4- 6 years) M, and long-term (greater than 6 years) L. A number of these recommendations could be started in the near term but would extend as a program long term. These are categorized as S – L.

This section also identifies a lead agency and a relative cost for each recommendation. Project and program initiatives that would be $5 million or below are shown as "$." Projects that would be over $5 million but under $25 million are shown as "$$." Projects estimated to be over $25 million are shown as "$$$." Some recommendations are scalable, and these are indicated as '$ - $$." Safety is of paramount importance, and existing safety outcomes in this corridor are relatively poor. As a result, safety-related measures are recommended for early action.

PHASING OF MOBILITY AND INFRASTRUTURE IMPROVEMENTS

Proposed Recommendation	Lead Agency	Relative Cost	Timing
Safety measures for HCT corridors	DTM	$	S
Safety measures for the other arterial streets	DTM	$	S
Access management & driveway consolidation strategies	DTM	$$$	M
Upgrade existing transit services	DTM	$	S
Upgrade existing bus stops	DTM	S	S
Upgrade the three transit centers	DTM	$$$	S - M
Expand sidewalk network	DTM	$ - $$	S- L
Upgrade pedestrian facilities along arterial streets	DTM	$$	S- L
Complete the low-stress bicycle network of bike boulevards	DTM	$ - $$	S
Review standards for bicycle accommodation along arterial streets	DTM	$	S
Advance projects to better connect to the regional trail network	DTM / Pima County	$$	M
Expand access for cycling options & support services	DTM	$ - $$	S - M
Incorporate street trees and landscape buffers in arterial and collector street modernization/reconstruction projects	DTM/S2S	$ - $$	S - L
Expand the tree canopy in public parks & public facilities	DPR/S2S	$	S-M
Incorporate green stormwater management in major street and parks projects	DTM/DPR/TW	$ - $$	S - L
Update requirements for green infrastructure on private property	PDSD/S2S	$	S

Lead Agencies: DTM = Department of Transportation and Mobility, S2S = Storm TO Shade, DPR = Department of Parks and Recreation, TW = Tucson Water, PDSD = Planning and Development Services Department

Relative Cost: $ = under $5 million, $$ = $5 – 25 million, $$$ = Over $25 million

Timing: S = 1 – 3 years, M = 4 – 6 years, L = beyond 6 years

norte-sur: phase II

STRATEGIES & ACTIONS FOR ENSURING EQUITABLE OUTCOMES

PART 6) STRATEGIES AND ACTIONS FOR ENSURING EQUITABLE OUTCOMES

Part VI: Strategies and Actions for Ensuring Equitable Outcomes provides an account of the key recommendations previously outlined and offers a series of strategies and actions, organized into the three themes of importance that were distilled through Phase II's community outreach, that aim to ensure equity and inclusivity as infrastructure improvements associated with a high-capacity transit system are made.

A. NORTE-SUR KEY RECOMMENDATIONS

1. KEY RECOMMENDATIONS FROM PART III: MAINTAINING COMMUNITY STABILITY

Through an extensive evaluation of vulnerability indicators, change-over-time datasets, and an evaluation of transit-conducive land use and zoning, it can be deduced that portions of the Norte-Sur study area are highly susceptible to displacement based on current market pressures (i.e., eTOD Focus Areas) and that other portions could potentially be on the verge of experiencing displacement as a result of infrastructure investments associated with a high-capacity transit system (i.e., Equity Priority Areas). Working in tandem with the strategies and actions outlined herein, the following key recommendations should be furthered to ensure community stability is maintained throughout the Norte-Sur study area:

- Refine the Equity Priority Index to include additional vulnerability measures and change-over-time datasets based on collected year-over-year data as well as other indications of market pressures or displacement to monitor shifting trends in Equity Priority Areas over time;
- Refine and monitor TOD Opportunity Areas as a means of gauging where TOD is likely to occur "next;" and,
- Formally establish eTOD Focus Areas to pinpoint locations where the City should continually monitor changes in demographics and market pressures, prioritize policy interventions to maintain community stability, or acquire/develop vacant and underutilized properties.

2. KEY RECOMMENDATIONS FROM PART IV: BUILDING THRIVING COMMUNITIES

As evidenced in *Part IV: Building Thriving Communities*, the existing land use and zoning composition of the study area is not an inhibiting factor when it comes to fostering the high-density residential or mixed-use development the Market Assessment indicates is needed to support a high-capacity transit system, but rather, it's the limitations of the City of Tucson Unified Development Code, particularly those associated with parking requirements or dimensional standards. In order to develop the diversity of housing types and densities and business opportunities necessary to protect affordability, *Part IV: Building Thriving Communities*, working in conjunction with the goals and policies related to Housing and Community, recommends the following:

- Implement flexible parking provisions, such as removing minimum parking requirements along high-capacity transit corridors;
- Adopt by-right perimeter yard exceptions and consistent measures for evaluating setbacks based on like uses as opposed to adjacent zoning;
- Provide density allowances for high-density residential or mixed-use developments that include affordable housing or other measures that further inclusivity and affordability;
- Allow for by-right height increases for high-density residential or mixed-use development projects surrounded by more intensively zoned properties or nonresidential land uses while ensuring compatibility through design; and,
- Eliminate lot coverage requirements for multifamily residential development in higher-density residential zones (i.e., R-2 and R-3).

3. KEY RECOMMENDATIONS FROM PART V: IMPROVING MOBILITY AND INFRASTRUCTURE FOR ALL

Part V: Improving Mobility and Infrastructure for All demonstrated that a number of the arterials within Norte-Sur are high-crash/high-injury corridors and, because of the insufficient infrastructure to accommodate vulnerable users, are not conducive to fostering the walkability or accessibility necessary to support all potential users of the high-capacity transit system. Working alongside the strategies and actions, *Part V* of this eTOD framework offers the following key recommendations in support of advancing a safe, accessible, and inviting transportation network within Norte-Sur with multimodal users of all ages and abilities as the priority:

- Prioritize safety measures along high-capacity corridors by designating N. Stone Avenue (between the Rillito River and the Union Pacific Railroad underpass) and S. Sixth Avenue (between Congress Street and Irvington Road) as 'Transit and Pedestrian Priority Corridors;
- Incorporate safety measures on arterials and at intersections and encourage refinements to access management guidelines within the study area, particularly in eTOD Focus Areas and Equity Priority Areas;
- Expand multimodal access by improving transit facilities and existing bus route service frequencies, pedestrian spaces and connectivity, and bicycle infrastructure; and,
- Enhance user comfort and streetscape aesthetic and foster climate resiliency through the incorporation of green infrastructure.

B. NORTE-SUR PHASE II STRATEGIES AND ACTIONS

1. HOUSING STRATEGIES AND ACTIONS

These strategies and actions are aimed at expanding housing options and homeownership opportunities, retaining and improving the existing affordable/attainable housing stock, and preventing displacement in communities. This includes developing programs to leverage resources for housing projects, prioritizing affordable/ mixed-income housing development, revising zoning codes to allow for new housing typologies and increased density, streamlining permit processes for affordable housing projects, exploring housing bonds for long-term affordability, and creating partnerships to provide education and assistance for homeownership. Additionally, measures are proposed to acquire and improve affordable housing units, implement design guidelines for equity and inclusivity, and prevent displacement. The overall intent is to create a more inclusive, affordable, and sustainable housing market that benefits all residents.

NORTE-SUR HOUSING STRATEGIES AND ACTIONS

	Strategies	Actions	Example
01	Develop a TOD Fund to support the construction of new housing on high-capacity transit corridors to reduce both housing and transportation costs.	Work with state and local community and lending partners to identify opportunities for leveraging housing investments and preservation of existing affordable housing.	Denver TOD Fund
02	Prioritize vacant or underutilized properties for affordable and mixed-income housing, including homeownership opportunities.	Coordinate with HCD on existing opportunities for long-term affordable workforce housing on city-owned land, focusing on areas around the transit centers, near planned transit stations, an adjacent to city parks and basic services. Implement a sales tax or bond referendum for affordable/workforce housing, with a portion of available funding for land acquisition	Chicago ChiBlockBuilder
03	Evaluate the potential for removing parking minimums on high-capacity transit corridors as part of the City of Tucson's onging Corridors Planning effort.	Coordinate with PDSD to identify adjustments to parking policy along high-capacity or high-frequency transit corridors, to reduce costs of housing and reinvestment along transit and to encourage sustainable transportation	Austin Elimination of Minimum Parking Requirements
04	Implement an Anti-Displacement Fund to offset property taxes and rent increases for at-risk residents.	Identify community lending partners to evaluate feasibility of a loan program for eligible homeowners, starting with a 5-year pilot program in eTOD Equity Priority Areas.	Milwaukee United Anti-Displacement Fund
05	Negotiate Community Benefit Agreements (CBAs) between developers, community associations, and municipalities to ensure that development/ redevelopment brings tangible benefits to the existing community, such as affordable housing, job opportunities, and cultural preservation.	Create a document highlighting successful CBAs in Tucson and South Tucson as a guide for communities and neighborhoods.	Historic 4th Ave Coalition CBA for Union on 6th

NORTE-SUR HOUSING STRATEGIES AND ACTIONS

	Strategies	Actions	Example
01	Work with Community Land Trust (CLT) partners to focus affordable housing efforts along high-capacity transit corridors.	Coordinate with PCCLT and other partners to identify opportunities and to track existing CLT projects. Prioritize the acquisition of vacant land to allow for CLT communities on high-capacity transit corridors.	Albuquerque Samwill Community Land Trust Pima County Community Land Trust
02	Provide housing priority/bonus for residents of areas with high likelihood of displacement when applying for public housing in Tucson	Coordinate with the Housing and Community Development Department (HCD) and evaluate similar programs in San Francisco and Portland that give preference in the affordable housing lottery for residents that were displaced due to rising rents. Utilize the Norte-Sur data collected for the Equity Priority Areas on changes to housing costs in Tucson to incorporate into a preference program.	San Francisco Displaced Tenant Housing Preference Program
03	Incentivize new residential buildings along high-capacity transit corridors to separate the charge of rent and parking and making paying for parking optional (unbundling), thereby supporting car-free and lower-cost living.	Consider Unbundling as a municipal code tool that allows developers to reduce the amount of parking they are required to provide, which can lower costs for renters. Develop a "parking policy ideas book" for apartment or condo buildings, such as providing a discount for renters or owners who do not wish to utilize parking spots, or creating a secondary market for unused parking spaces through a shared parking arrangement.	"In a St. Louis TOD condo project, close to a MetroLink transit stop, tenants were given the option to purchase a parking space for $18,000. Because of this option, developers are able to sell the "Ballpark Lofts" at relatively low costs compared to other units in the area for those who opt out of car-ownership. Given this choice, almost a quarter of the condo buyers decided against the purchase of a parking space." (link)
04	Develop a plan for childcare services within walking distance of transit centers.	Create a Child Care and Public Transit Dashboard to provide a detailed snapshot of the childcare and public transit landscape with the goal to illuminate and address current challenges to accessibility.	Lincoln, NE Child Care and Public Transit Dashboard
05	Consider potential for Tucson fee programs to incentivize new housing around transit.	Coordinate with Impact Fee program and Water Connection Fee program to assess whether fee reductions could be implemented for Norte-Sur transit corridors.	Albuquerque Incentives Policy 9.6.2

2. MOBILITY STRATEGIES AND ACTIONS

The mobility theme seeks to expand viable, affordable, and sustainable transportation options in the corridor. This includes investing in high-frequency transit services, improving sidewalks and bicycle networks, implementing complete streets guidelines, and incorporating green infrastructure features. The focus is on enhancing transportation safety for all users by designing the public right-of-way with Vision Zero and Safe Streets For All principles, improving multimodal safety in designated high-capacity transit corridors, and promoting effective speed management. Additionally, these strategies and actions emphasize developing agency partnerships and expanding funding options to maximize the positive impact of the transportation program in the community and make critical infrastructure and safety investments. The overall intent is to create a more connected, safe, and accessible transportation network that benefits residents, workers, businesses, and visitors in the corridor.

NORTE-SUR MOBILITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
01	Invest in high-frequency, high-capacity transit services to better connect residents, workers, businesses, and community facilities in the corridor.	Implement Bus Rapid Transit on Stone Ave. Increase the frequency of Sun Tran Route 18 to every 10 minutes during peak periods. Gradually increase the frequency of Sun Tran Route 19 to every 15 minutes in advance of Bus Rapid Transit implementation.	PAG High Capacity Transit Implementation Plan
02	Expand and improve the sidewalk network to provide convenient, attractive, safe and accessible routes for residents, workers and visitors to access transit, businesses, and residences throughout the corridor.	Use the Norte-Sur Sidewalk Connections Pedestrian Access Study to seek grant funding, which recommends priority sidewalk projects along the Stone Ave corridor based on set budget amounts. Promote existing City of Tucson programs and funding sources for traffic calming and pedestrian infrastructure within the study area, such as Prop 411 Safe Streets program and Storm to Shade (S2S) grants.	Norte-Sur Sidewalk Connections Pedestrian Access Study
03	Create a low-stress bicycle network that connects residential areas, businesses and job locations, community facilities, and recreational facilities and provides access to affordable biking options.	Coordinate signage and directions between high-capacity transit corridors and existing and planned bike routes/bike boulevards that intersect or run parallel to the transit routes. Work with the Multimodal planning and programming team to identify locations at transit centers and planned high-capacity transit stations to add TUGO bike share and mobility hubs for easy multimodal connectivity. Assess feasibility of protected bike lanes on Stone Ave alongside the planned BRT corridor, and on other high-frequency transit routes such as S. 6th Ave.	San Pablo Parallel Bike Improvements

NORTE-SUR MOBILITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
04	Improve multimodal safety in the high-capacity transit corridors of N. Stone Avenue and S. Sixth Avenue between the Rillito River and Irvington Road by designating these streets as "transit and pedestrian priority corridors."	Review and implement recommendations from the three Road Safety Audits (RSAs) conducted in the Norte-Sur corridors as part of Tucson Norte-Sur Phase I and Phase II. Develop a schedule and coordinate with PAG to conduct Road Safety Audits on all high-capacity and frequent transit routes. Review the viability of reducing posted speeds in high-capacity transit corridors to 30 mph or less. Review the viability of access management and tactical engineering/safety treatments at major intersections along the corridor, such as No Right on Red and Leading Pedestrian Indicators.	Arlington County Multimodal Safety Toolbox
05	Support the development of a region-wide Safe Streets For All (SS4A) Action Plan to be led by Pima County that will include the participation of all local jurisdictions and tribes and is fully funded by USDOT.	Formally endorse the goals of the Safe Streets and Roads for All (SS4A) initiative and approve the resulting action plan once finalized	Pima County Regional Safe Streets for All Action Plan
06	Coordinate a Safe Routes to Transit with a Safe Routes to Schools program to improve connections between transit and schools.	Identify areas with high pedestrian use (or potentially high use) and dedicate funding for walkability improvements, like curb extensions, high-visibility crosswalks, or potential bus stop relocations.	Milwaukee Safe Routes to Transit Study
07	Require street trees to be installed in a landscape zone adjacent to high-capacity transit corridors to improve comfort and overall rider experience.	Coordinate with the Storm to Shade program to ensure existing stormwater and tree planting standards are being addressed in design of transit corridors and streetscapes. Review and remove restrictions around planting trees on arterial streets. Identify funding for long-term maintenance of street trees on high-capacity transit corridors.	Saint Paul Green Infrastructure on the Green Line

NORTE-SUR MOBILITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
08	Support walkability by providing pathways between transit corridors and commercial areas, which may include repurposing existing entrances/cut-throughs and removing physical barriers (fences, walls).	Identify municipal funding sources, apply for grant program, or partner with lending institutions or community partners. Coordinate with PDSD's Corridor and Underutilized Property Project to issue a call for funding and request proposals from landowners, strip mall owners, and individual businesses.	
09	Develop a pedestrian-oriented wayfinding system with inclusive and accessible design.	Identify funding and issue and RFP for establishing design criteria, graphic standards, and a site location plan for an inclusive wayfinding system to promote the corridor's identity and destinations and enhance the user experience for residents and visitors.	Spokane Wayfinding Plan
10	Incorporate green infrastructure features in area corridor projects and private development to reduce impervious areas, improve stormwater management, and address urban heat island effects.	Develop a Green Stormwater Management Plan for surrounding streets and station areas, potentially as a partnership with a class at U of A. Coordinate tree plantings and Green Stormwater Infrastructure with sidewalk infill projects on connecting roadways.	Denver Green Infrastructure Design for TOD Site

3. COMMUNITY STRATEGIES AND ACTIONS

The strategies and actions in this theme aim to support local businesses by implementing strategies such as rent controls, establishing assistance programs, and creating incentives for landlords. They also focus on incorporating community identity, arts, and culture into design by incentivizing the preservation of landmarks, supporting public art, and addressing historic racism. Additionally, efforts to streamline the development of vacant properties, encourage affordable housing partnerships, promote climate resiliency through tree planting and green infrastructure, and improve accessibility for all ages and abilities in the transit corridor are critical components of future land use decisions that will help protect businesses and strengthen communities within the study area. The overall aim is to foster a vibrant, inclusive, and sustainable community that supports economic growth, cultural richness, and environmental resilience.

NORTE-SUR COMMUNITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
01	Advance Key Activity Centers within the Tucson Norte-Sur Study Area.	Coordinate with PDSD to move forward with planning for Key Activity Centers at the following locations: • Tohono Tadai Transit Center/ Tucson Mall together with Pima County, SunTran, and surrounding stakeholders. • Pima Community College campus BRT station area with PCC, HCD, Thrive in the 05 and surrounding stakeholders • North Downtown/Warehouse District as the Links transportation and utility project is reaching completion with the Downtown Tucson Partnership and other downtown and warehouse district stakeholders. • Laos Transit Center/El Pueblo Center in conjunction with ongoing improvements and efforts by City of Tucson Parks and Recreation and others.	Charlotte Community Activity Center Goal
02	Update the Unified Development Code to Support Transit Oriented Development.	Work with PDSD to address the major barriers to TOD in the City of Tucson Unified Development Code, which are defined in detail in *Part IV: Building Thriving Communities*, including outdated parking minimums, arbitrary setback and lot coverage requirements, and maximum heights/densities.	San Antonio Unified Development Code Update for TOD

NORTE-SUR COMMUNITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
03	Utilize business support services to create marketing and communication strategies to help businesses retain and attract customers.	Together with Economic Initiatives, convene small businesses in the Norte-Sur study area to what marketing assistance is most needed and how business services can help fill the gap. Consider hiring a business liaison for the high-capacity transit project to coordinate project updates, create programs, and assist businesses with attracting customers during construction.	Rainier Valley Community Development Fund: Business Assistance
04	Establish a fund for small and local businesses impacted financially during BRT or other high-capacity transit construction projects to help minimize the displacement of existing businesses.	Create a set-aside for financially impacted small businesses during public transportation construction.	Santa Ana Business Interruption Fund
05	Create a Façade and Walkway Improvement Program for local Norte-Sur businesses.	Identify municipal funding sources, apply for grant programs or partner with lending institutions or community partners. Develop a program description, application requirements, grant parameters, evaluation criteria, and grant tracking. Coordinate with PDSD's Corridor and Underutilized Property Project to issue a call for funding and request proposals from landowners, strip mall owners, and individual businesses.	Tracy Facade Improvement Grant Program
06	Upgrade Tohono Tadai, Ronstadt, and Laos Transit Centers with programming and activation.	Review findings from the June 2024 Tohono Tadai Facility Review and Recommendations and the Laos Facility Review and Recommendations as part of Norte-Sur Phase II. Review recommendations with DTM and Sun Tran staff to develop a plan for advancing short-term improvements. Programming ideas may include: • Supporting local artists and encouraging local spending by playing local music at stations. • Organizing local musician performances at transit stations/ stops to increase localized spending and trips to transit centers.	Washington MetroPerforms

NORTE-SUR COMMUNITY STRATEGIES AND ACTIONS

	Strategies	Actions	Example
07	Incentivize the preservation of local landmarks and cherished community spaces along the corridor.	Refer to the Community Asset Map completed for Tucson Norte-Sur Phase I and found in the appendix as a starting point. Collaborate with local residents and businesses to identify additional resources that should be preserved/enhanced within the Tucson Norte-Sur study area. Create historic survey of historic resources including eligible properties.	Fort Collins Arts & Culture Master Plan
08	Incentivize the creation of vibrant public spaces in new Transit Oriented Development that responds to community needs by providing opportunities for a variety of uses, including public/ performance art, gathering spaces, and informal markets.	Incentivize public space by providing density or height bonuses with new developments for providing public amenities. Utilize Pima County's % for art program to bring in artists who live in neighborhoods along the transit corridors to the design of public art and public space as part of the high-capacity transit project and TOD. Explore grant opportunities, like the National Endowment for the Arts (NEA) grants, that are awarded to fund work from local artists.	South LA TOD Site Planning & Space Programming
09	Develop a training program that provides technical assistance, mentorship, networking, and potential pathways for financing for small-scale developers in the Norte-Sur study area with the goal of creating new housing that benefits local residents.	Organize a multi-day training with local small-scale developers and send invitations to neighborhood associations and community leaders in the Norte-Sur study area.	Austin Small Developer Training
10	Improve access and signage for existing and future public restrooms along the transit corridor.	Map out existing available restrooms to identify gaps in access. Create an access and signage system that's oriented towards transit users.	Portland Loo

norte-sur: phase II

LOOKING AHEAD

Part VII: Looking Ahead focuses on outlining a strategic approach for advancing equitable and inclusive TOD in light of the expressed community priorities of Housing, Mobility, and Community and provides a series of attainable action strategies for the City to implement in the near-term in furtherance of this eTOD framework. Recognizing that funding infrastructure development and community revitalization along a fifteen-mile-long corridor, much of which has been the subject of decades of underinvestment, is a challenging undertaking, this section also endeavors to build upon the financing tools identified in Phase I and devise a broad range of funding strategies for implementing public infrastructure projects and stimulating private development projects. However, it should be noted that for the latter, especially in areas within the study area outside of downtown, the private market alone will not produce the desired equitable community development outcomes and will require additional public support, potentially using a broad range of these programs and tools to ensure an equitable outcome.

A. NORTE-SUR PRIORITY ACTION STRATEGIES

While the following is not an exhaustive list of action strategies that could be undertaken by the City in furtherance of this eTOD framework, nor are they listed in any order of importance, it provides attainable action items that can be implemented utilizing existing resources and in conjunction with other City endeavors.

1. FORMALLY ADOPT AND ESTABLISH PROGRAMMING FOR EQUITY PRIORITY AREAS

What:	The Tucson Norte-Sur team coordinated with the Office of Equity to identify Equity Priority Areas within the Norte-Sur study area. While the study area is already a focal point for the city's Equity Priority Index, these areas have seen rapid change even relative to other areas in the study area. These locations also have higher rates of cost-burdened households spending more than 30% of their monthly income on housing, higher poverty rates, and higher rates of vulnerable age groups, and residents with a disability. Due to the needs of these areas and the risks for displacement in conjunction with fewer resources, Equity Priority Areas provide a physical basis for focusing equity policies and infrastructure improvements. For example, a business applying for a facade improvement grant or other program may score higher if they are located within an Equity Priority Area.
How:	Continue refining Equity Priority Areas by incorporating housing sales and value data into the Equity Priority Index to evaluate future demographic and housing changes. Collaborate with the Mayor and Council and departments to initiate directives to focus public investment and create programs that protect affordability for residents and businesses in these areas.
Themes Addressed:	Housing, Mobility, Community
Lead Agencies	Office of Equity, Management Systems GIS Section, and Planning and Development Services Department
Funding Required:	No
Action Requested:	Create an application process, eligibility criteria, and guidelines for programming; schedule for Mayor and Council adoption.

2. ADVANCE KEY ACTIVITY CENTERS WITHIN NORTE-SUR STUDY AREA

What:	As Tucson Norte-Sur progressed between 2022 and 2024, a few activity centers emerged as priorities for equitable Transit-Oriented Development based on community input and the selection of Stone Avenue Bus Rapid Transit in January 2024. These include major transit, educational, and job hubs, as well as areas with great potential for reinvestment.
How:	The Tucson Norte-Sur plan recommends developing plans for the following locations: 1. Tohono Tadai Transit Center/Tucson Mall, together with Pima County, SunTran, and surrounding stakeholders 2. Pima Community College campus BRT station area with PCC, HCD, Thrive in the 05 and surrounding stakeholders 3. North Downtown/LINKS area as the roadway project wraps construction, with surrounding stakeholders and Downtown Tucson Partnership 4. Laos Transit Center/El Pueblo Center in conjunction with ongoing improvements and efforts by City of Tucson Parks and Recreation and others.
Themes Addressed:	Housing, Mobility, Community
Lead Agencies	Planning and Development Services Department, Department of Transportation and Mobility, Housing and Community Development, Office of Economic Initiatives, and Department of Parks and Recreation
Funding Required:	Yes
Action Requested:	Work with PDSD to identify budget, timeline, and work plan.

3. INITIATE DEVELOPMENT CODE UPDATES TO SUPPORT TRANSIT-ORIENTED DEVELOPMENT

What:	Two-thirds of the Norte-Sur study area features transit-conducive zoning, yet current code regulations do not effectively facilitate Transit-Oriented Development or enable properties to achieve their maximum density potential under existing zoning. By making minor adjustments to the Unified Development Code, properties could be developed to their fullest potential without requiring rezoning or causing compatibility issues, especially considering most of the study area is transit-conducive. How: To unlock the development potential of properties within Equity Priority Areas and eTOD Focus Areas, initiate code amendments applicable to the Norte-Sur study area for properties with transit-conducive zoning. First, concentrate on addressing the major barriers to TOD: outdated parking minimums, arbitrary setback and lot coverage requirements, and maximum heights/densities.
How:	Housing, Mobility, Community
Themes Addressed:	Housing, Mobility, Community
Lead Agencies	Planning and Development Services Department
Funding Required:	No
Action Requested:	Work with PDSD to determine the appropriate modifications to current development regulations in the UDC and incorporate into ongoing corridor planning efforts.

4. ACQUIRE VACANT AND UNDERUTILIZED PROPERTIES FOR AFFORDABLE HOUSING IN KEY

What:	Much like other cities across the nation, Tucson is experiencing a housing crisis which is largely attributed to inadequate supply and rapid increases in costs that account for an overburdening share of personal monthly income. According to a study conducted by the City's Housing and Community Development department, over 75,000 households across the city spend more than 30% of their income on housing, and, therefore, are more vulnerable to housing instability. These challenges are most acute in the study area. Recognizing that a significant amount of land within the study area is vacant or underutilized despite being zoned to support higher-density residential uses or other TOD-conducive land uses, Norte-Sur recommends that the City focuses on acquiring vacant/underutilized land and investing in city-owned properties to maintain long-term affordability within Equity Priority Areas and eTOD Focus Areas, near stations, and in areas with more vacancies and higher amounts of transit-conducive land use and zoning.
How:	1. Coordinate with HCD on existing opportunities for long-term affordable workforce housing on city-owned land, focusing on areas around the transit centers, near planned transit stations, and adjacent to city parks and basic services 2. Implement a tax or bond referendum for affordable/workforce housing, with a portion of available funding for land acquisition
Themes Addressed:	Housing
Lead Agencies	Housing and Community Development Department
Funding Required:	Yes
Action Requested:	Utilize funding strategies outlined in Tucson Norte-Sur.

5. DEVELOP AN ANTI-DISPLACEMENT FUND DIRECTED AT THE MOST VULNERABLE HOUSING

What:	An Anti-Displacement Fund is a direct response to significant community concerns raised by Norte-Sur neighborhoods and stakeholder organizations about gentrification pressures from reinvestment on long-term residents and businesses. This may take the form of direct financial assistance such as a grant to individual homeowners, renters, small businesses, or communities such as mobile home parks that are most at risk of rising property values.
How:	Develop a Norte-Sur Affordable Housing Preservation Fund in partnership with a local financial institution to provide acquisition capital and housing cost increases to at-risk homeowners and landlords of existing affordable multifamily housing.
Themes Addressed:	Housing
Lead Agencies	Housing and Community Development
Funding Required:	Yes
Action Requested:	Utilize funding strategies outlined in Tucson Norte-Sur and identify a local lending institution.

6. CREATE A FAÇADE AND WALKWAY IMPROVEMENT GRANT PROGRAM FOR NORTE-SUR

What:	The Norte-Sur Small Business Survey, conducted in Spring 2024, identified access and visibility as significant challenges, and "Façade Improvement Assistance" was listed as a program that would be "most helpful" for businesses along the corridors. Similarly, two Road Safety Audits on Stone Ave in 2023 and 2024 identified the need for safe and direct pedestrian access between sidewalks and many of the businesses along the corridor, which are often separated by large, pedestrian-hostile parking lots. A Façade and Walkway Improvement Grant could assist with both challenges, giving businesses and property owners flexibility to enhance storefront visibility and provide walkways for people to access on foot, bike, or transit.
How:	1. Identify municipal funding sources, apply for grant programs, or partner with lending institutions or community partners 2. Issue a call for funding and request proposals from landowners, strip mall owners, and individual businesses
Themes Addressed:	Mobility and Community
Lead Agencies	Office of Economic Initiatives, Department of Transportation and Mobility, and Planning and Development Services Department
Funding Required:	Yes
Action Requested:	Identify funding or municipal set-aside of approximately $1 million annually.

7. EXPAND SIDEWALK NETWORK

What:	A successful transit system requires a supporting pedestrian network that is accessible, comfortable, and safe. Currently, a significant portion of the Norte-Sur study area lacks sidewalk connectivity, even on major arterials such as Stone Ave. An analysis during Phase 1 found that 23% of all streets within the study area, including local streets and major roads, are considered "high stress." This means that factors like missing or minimal sidewalks and high vehicle traffic speed and volumes create unsafe or uncomfortable conditions for people walking. Just within the entire study area, there are 112.9 miles of sidewalk gaps (Phase 1: Data and Community Input, pg. 111). The data collected in Phase 1 of Norte-Sur led to the Norte-Sur Sidewalk Connections Pedestrian Access Study (2024), which focused on specific recommendations for sidewalk infill between Drachman Road and Wetmore Road, and Oracle Road and 1st Avenue in the North side subarea.
How:	1. Utilize the Norte-Sur Sidewalk Connections Pedestrian Access Study, which recommends priority sidewalk projects based on set budget amounts 2. Work with neighborhoods to identify priority sidewalk infill for when funding becomes available 3. Develop strategies to encourage private property owners to permit greater pedestrian connectivity and facilities through and to the corridor, including circulation within commercial areas (see Action Strategy #6 above)
Themes Addressed:	Mobility and Community
Lead Agencies	Department of Transportation and Mobility
Funding Required:	Yes
Action Requested:	Mobilize existing funding mechanisms such as Prop 411 and other sources to go towards sidewalk projects that support connectivity to high-capacity transit projects.

8. UPGRADE TOHONO TADAI, RONSTADT AND LAOS TRANSIT CENTERS

What:	The Tucson Norte-Sur study area includes three transit centers – Tohono Tadai, Ronstadt, and Laos. These transit centers were built to accommodate efficient bus transfer and access points for Sun Tran riders and include covered platforms, bus bays, restrooms, on-site security and information kiosks. Ronstadt is currently in the process of being redeveloped into a mixed-use downtown destination, while Laos is part of an effort to improve access and park space at the adjacent El Pueblo Center, and Tohono Tadai will need to be rebuilt to accommodate Bus Rapid Transit in the near future. In June 2024, the Norte-Sur team worked with stakeholders, community leaders, and city department staff to review both Tohono Tadai and Laos Transit Centers for short-term and long-term programmatic and facility improvements.
How:	1. Review findings from the June 2024 Tohono Tadai Facility Review and Recommendations and the Laos Facility Review and Recommendations as part of Norte-Sur Phase II 2. Review recommendations with DTM and Sun Tran staff to develop a plan for advancing short-term improvements 3. Incorporate long-term recommendations into Area Plans (see action strategy #2) for Tucson Mall and El Pueblo Center
Themes Addressed:	Mobility and Community
Lead Agencies	Department of Transportation and Mobility, Sun Tran
Funding Required:	Yes
Action Requested:	Leverage recent Transit Center facility reviews to seek funding for improvements as part of FTA's Fleet and Facilities Discretionary Program.

9. DESIGNATE 'TRANSIT AND PEDESTRIAN PRIORITY CORRIDORS'

What:	Tucson ranked as the #2 Most Dangerous City for people on foot and bike in the 2024 Dangerous By Design report, and the Norte-Sur corridors, including Oracle Rd, Stone Ave, and S. 6th Ave are a part of Tucson's High Injury Network (HIN). The HIN is 4% of Tucson's street network but accounts for 68% of severe pedestrian crashes. Many of these crashes occur on popular transit routes that were built as wide, high-traffic roads designed for moving vehicles through quickly. Establishing streets with high-capacity transit and frequent transit as "Transit and Pedestrian Priority Corridors" with proven safety measures can increase walkability and connect people to transit, housing, and jobs.
How:	1. Review and implement recommendations from the three Road Safety Audits (RSAs) conducted in the Norte-Sur corridors as part of Tucson Norte-Sur Phase I and Phase II 2. Develop a schedule and coordinate with PAG to conduct Road Safety Audits on all high-capacity and frequent transit routes 3. Review the viability of reducing posted speeds in high-capacity transit corridors to 30 mph or less 4. Review the viability of access management and tactical engineering/safety treatments at major intersections along the corridor, such as No Right on Red and Leading Pedestrian Indicators 5. Formally endorse the goals of the Safe Streets and Roads for All (SS4A) initiative and approve the resulting action plan once finalized
Themes Addressed:	Mobility
Lead Agencies	Department of Transportation and Mobility, Sun Tran
Funding Required:	Yes
Action Requested:	Coordinate with DTM as part of ongoing speed limit reductions to include high-capacity and frequent transit routes.

10. REQUIRE STREET TREES TO BE INSTALLED ADJACENT TO HIGH-CAPACITY CORRIDORS

What:	Requiring street trees on the high-capacity transit corridors will provide shade and mitigate the urban heat island effect while improving stormwater management. Some neighborhoods within the Norte-Sur project area are, on average, up to 6 degrees hotter than the mean surface temperature in Tucson (Tree Equity Dashboard). Heat severity is directly related to tree canopy cover, highlighting the need for an increased number of street trees where there is high pedestrian traffic. Currently, the study area tree canopy as a percentage of land area is only 7.5% (Phase 1: Data and Community Input, pg. 102). The Tucson Norte-Sur Project will improve access to transit and pedestrian-friendly urban design along the approved corridor; therefore, it is vital that barriers to planting street trees are lifted to maximize pedestrian safety, connectivity, and comfort.
How:	1. Coordinate with the Storm to Shade program to ensure existing stormwater and tree planting standards are being addressed in the design of transit corridors and streetscapes; 2. Review and remove restrictions around planting street trees on arterial streets; and, 3. Identify funding for long-term maintenance of street trees on high-capacity transit corridors
Themes Addressed:	Mobility and Community
Lead Agencies	Department of Transportation and Mobility, Storm to Shade, Tucson Million Trees Initiative
Funding Required:	Yes
Action Requested:	Administratively allow modifications to standard details for road cross-sections on all new public-private developments through an administrative approval.

B. CITY OF TUCSON-BASED FINANCING PROGRAMS AND OPPORTUNITIES

1. INFRASTRUCTURE FUNDING PROGRAMS

Proposition 411

This is a half-cent sales tax extending to 2032 expected to generate $740 million for neighborhood street improvements (80%) and systemwide safety improvements (20%). Work on bicycle boulevards in the study corridor is funded using this source. This source would be appropriate for a range of transportation safety improvements and could also fund an expansion of the on-street bike network in the study area.

Proposition 101 (Safer City/Better Streets)

This is a half-cent sales tax enacted in 2018 with a sunset in 2023. It raised approximately $250 million over that period, with $150 million for Police and Fire Department vehicles and facilities and $100 million for road improvements. Of the $100 million, 60% was for arterial street improvements, and 40% was for local street improvements ($20 million a year for the combined transportation program). As of 2023, only 43% of the 894 total local lane miles were improved, and just under 50% of the 463 arterial lane miles improved. There is still substantial work to be undertaken that could be relevant for the corridor and study area in the short term. For example, segments of North Stone Avenue are identified for repaving and remarking in CY2024. Given that some of the funds for this program have not been fully expended to date, there may be an opportunity to fund additional short-term transportation improvements in the study area.

Storm to Shade (S2S)

City of Tucson Green Stormwater Infrastructure Program - this program is supported by a green stormwater infrastructure (GSI) fee that was approved in 2020. This fee is assessed to resident water/sewer users via the monthly Utility Services Statement with an assessment of $0.13 cents per Ccf (748 gallons) of water consumed. This fund generates approximately $3.4 million annually to install and maintain small-scale GSI treatments city-wide, and the candidate project scoring criteria are highly favorable to locations in the eTOD corridor. While a small funding source, it could be used in conjunction with transportation infrastructure funds to address stormwater management issues in the transit corridor. This fee is extremely modest, amounting to under $1/month for most residential customers. This fee could be increased to fund a more substantial green stormwater infrastructure program that could address larger stormwater management projects city-wide and in this corridor.

Road Improvement & Main Relocations (Tucson Water)

This program provides funds for the replacement of water main infrastructure as part of city, region, or state-funded transportation capital projects in order to address aging infrastructure as an element of a larger capital project. The CIP sets aside $5.15 million per year for this program. This program could be relevant if there is water main work in the Norte-Sur Corridor, where right-of-way restoration can be coordinated with other planned improvements.

Routine Main Replacements (Tucson Water)

This program provides funds for routine replacement of aging water main infrastructure. The CIP sets aside $2.06 million per year for this program. This program could be relevant if there is water main work in the Norte-Sur Corridor, where right-of-way restoration can be coordinated with other planned improvements.

Area-Specific Utility Districts

Local governments can establish a local taxing district to fund specific infrastructure projects within the district boundaries that directly benefit a discreet number of properties. This would be followed by a specific assessment that would support a bond issuance to pay for the improvements. The tax and the taxing district would sunset once the bonds to finance the project are paid in full. This tool is most often used to fund location-specific water, sewer, and stormwater line expansions or upgrades.

Area-Specific Utility Districts

Local governments can establish a local taxing district to fund specific infrastructure projects within the district boundaries that directly benefit a discreet number of properties. This would be followed by a specific assessment that would support a bond issuance to pay for the improvements. The tax and the taxing district would sunset once the bonds to finance the project are paid in full. This tool is most often used to fund location-specific water, sewer, and stormwater line expansions or upgrades.

2. LEVERAGING CITY LAND AND FACILITIES TO FOSTER JOINT DEVELOPMENT

City Land and Facilities

The City has the ability to leverage its land and facility assets (community centers, libraries, government offices) to support mixed-use transit-oriented development in partnership with private and non-profit developers. This strategy is already being advanced for housing development on two city-owned parcels in the study corridor, one along the BRT alignment just north of the proposed BRT station location at Lester Street, immediately north of Plata Street on the east side of Stone Avenue. The second is located just south of W. 23rd Street between S. 11th Avenue and S. 10th Avenue south of Downtown on what was formally used as an Environmental Services storage yard.

Existing Transit Facilities

There is site-specific joint-development potential at each of the three transit facilities in the study area, which should be explored as part of the advancement of corridor BRT projects. These are distinct from the category above due to the current transit use on these sites, transit-specific facilities, and use of Federal Transit Administration funds for facility development. In the north segment, currently in FTA's project development process, the Ronstadt Transit Center has a high potential for near-term joint development. Both the Tohono Tadai Transit Center and Roy Laos Transit Center have joint development potential in the medium term. Any of these facilities that included FTA funds for site acquisition and/or facility improvements will need to follow FTA's joint development guidelines and process.

3. CITY REAL ESTATE DEVELOPMENT PARTNERSHIP STRATEGIES

Government Property Lease Excise Tax (GPLET) Program

This program, approved by the State Legislature in 2012, gives the City authority to abate property taxes for up to eight years if the property is located within the designated Central Business District. This program allows the City to take temporary ownership of real property and lease it back to the prior owner, charging an excise tax in lieu of an ad valorem property tax until the sunset date of the agreement when the property reverts to the private owner, and real estate tax payments commence. The Mayor and City Council adopted a modified Central Business District Map as well as a GPLET policy framework in June 2021. This district covers all of Downtown and extends north along both Oracle Road and N Stone Avenue to Miracle Mile/E. Blacklidge Drive. Since the inception of the program, 24 GPLET agreements have been approved with property developers, and the resulting projects have provided substantial new market-rate housing and retail space in and adjacent to downtown. This is an available tool that can benefit a portion of the Norte-Sur Corridor.

Tax Increment Financing

This tool is used to finance infrastructure improvements in an area from the incremental growth in tax revenues from an established base year. Localities in Arizona are not empowered to set up local legislatively based TIF districts. Rio Nuevo is the only such TIF district in Tucson and was established by the state legislature. It makes use of a portion of the state sales tax revenue from the district. The boundaries of the Rio Nuevo District extend from Downtown, east along Broadway to Park Mall and west of the Santa Cruz River across from downtown to include the Mercado District. Its geographic coverage does not provide a useful development tool for most of the Norte-Sur Corridor. The City could petition the legislature to establish a north-south district aligned with Norte-Sur to spur redevelopment in a depressed corridor of the city and to foster the generation of increased tax revenue to the state. The prospects for such a petition are uncertain.

A second option is to establish a TIF by policy, also referred to as a synthetic TIF, whereby a local jurisdiction can set aside locally raised revenue in a designated area of the jurisdiction to fund improvements within the district boundaries. Many of the aspects of the TIF by policy are the same as described above, the elected body would establish a district and define rules for setting aside revenue streams over and above those collected in a base year. Generally, the elected body would periodically revisit the set-aside percentage, most often through the annual budget process. In the example of the Rio Nuevo Tax District, a portion of the growth in state sale tax revenues is made available for use to fund improvements in the district. Under a TIF by policy, only locally based revenue streams could be considered. The potential drawback of this approach is that it segregates potential general fund revenue for improvements in a specific geographic area.

4. VOLUNTARY TAX OR FEE ASSESSMENT DISTRICTS

The City could work to establish a district whereby property owners would agree to support an additional local tax or fee levy in return for services/improvements that are over and above the base level of services or improvements available in the larger municipality. This is permitted by state statute in Arizona. Most urban business improvement districts are funded in this manner with only commercial properties being assessed. In the Norte-Sur Corridor, the only two areas that have the potential commercial real estate base to support such a district are downtown and Tucson Mall. The commercial base in the remainder of the study area is highly decentralized, with limited potential to raise revenue.

A 54-block area in downtown already has a functional business improvement district (BID). The Downtown Tucson Partnership, founded in 1998 as a 501c6 non-profit corporation, was established to provide enhanced municipal services for the downtown business improvement district (BID). The BID was established by the Mayor and Council in 1998. Properties are assessed at $.0078 per square foot per annum based on the value of property and improvements. The BID also receives funding from the City of Tucson, Pima County, and Rio Nuevo.

5. BUSINESS-SPECIFIC FINANCIAL INCENTIVES

Primary Jobs Incentive

The City offers a financial incentive for businesses that create quality new jobs. The incentive provides up to 100% reimbursement of construction sales tax related to qualifying expenses such as a project's public infrastructure improvements, job-training costs, and/or offsets to impact fees. Qualifying projects must include an investment of at least $5 million in facilities, create at least 25 jobs paying annual wages of at least $54,432, and the employer must cover at least 75% of employee health insurance. This is a city-wide program applicable to all portions of the study area.

Site-Specific Sales Tax Incentive

This City program is for retail projects that would not otherwise locate in the City of Tucson. The City can apply project-generated tax revenue to qualifying public expenses such as public infrastructure and employee job training. Projects must demonstrate significant and quantifiable economic benefits. The incentive cannot exceed the value of the sales tax generated by the project. This tool may be applicable to an expansion of infill specialty retail at Tucson Mall.

6. DIRECT CITY DEVELOPMENT FINANCING ASSISTANCE

The City could establish an affordable housing revolving loan program to partner with affordable housing developers using general fund appropriations or municipal bonds. The benefit of this approach is it can offer for-profit or non-profit development partners project gap financing at a lower interest rate and with more flexible repayment terms than can be secured through commercial financing. Such funds are often used to leverage support from other government programs, particularly federal and state low-income tax credits (described in subsequent sections).

Another approach is for a local industrial development authority (IDA) to issue private activity bonds and 501(c3) bonds to support affordable housing production. Both of these funding approaches could be used by the City's recently created El Pueblo Housing Development, a City development organization created for the purpose of developing stable, healthy, affordable housing and supportive services to serve the residents of Tucson and advance the development of much needed affordable housing.

C. REGIONAL FINANCING PROGRAMS AND TOOLS

The Regional Transportation Authority (RTA), a special-purpose regional body administered by the Pima Association of Governments (PAG), was established by state legislation in 2004, and it includes all local governments and tribes within Pima County. The organization's purpose is to invest in multimodal transportation infrastructure in the region, funded through a voter-approved half-cent business privilege tax (sales tax).

1. RTA PLAN

This is a 20-year regional multimodal transportation plan passed by voter referendum in May 2006 that is funded by a half-cent regional excise (sales) tax for a 20-year period with a sunset date of June 30, 2026. This tax was estimated to raise $2.1 billion dollars over the period to be spent on a range of transportation capital projects and transit operations enhancements that are specifically listed in the plan. This plan included $1.2 billion of funds for 35 distinct road/highway projects, $533 million for transit improvements, which included funds for the streetcar project and transit service enhancements, $180 million for safety improvements, and $115 million for environmental and economic initiatives. This program is divided into four program delivery phases. RTA is in the fourth and final delivery phase. Some of the most impactful projects for the City of Tucson include the Sun Link Streetcar, the Downtown Links Project, the Broadway improvement project, and the Grant Road improvement project. It also provided ongoing funding for transit operations. The regional program was heavily oriented towards suburban highway and arterial street capacity investments with many of these being front-loaded in the 20-year program. Tucson has a number of projects that have yet to be delivered in the last phase of the program, including the First Avenue Corridor project, which is just getting underway. While this is an appropriate source for a range of multimodal transportation safety and accessibility investments in the Norte-Sur Corridor, there is no funding capacity remaining in the program beyond those projects that have already been identified and are underway. First Avenue is the principal project at the eastern border of the Norte-Sur Corridor. The RTA had a FY23 year-end fund balance of $226.9 million.

2. RTA NEXT

This is a draft 20-year multimodal transportation plan that will be dependent on voters approving the plan and the continuation of the half-cent regional sales tax for another 20-year period. This could be an important source of funding for projects in the Norte-Sur Corridor. It has been identified by City staff as the source of local funds for the Stone Avenue BRT project to provide a local match for an FTA Small Starts capital grant application. The City's prioritized project list includes a number of multimodal transportation safety and accessibility investments throughout the study area. Under the City of Tucson's proposal in the roadway category, projects in the Norte-Sur Corridor include the Drexel Road Modernization (12th Avenue to Country Club Road), Irvington Road Modernization (S. 15th Avenue to Tucson Boulevard), Prince Road Modernization (Romero Road to Country Club Road) and Campbell Modernization (Benson Highway to Valencia Rd.). There are also a number of projects proposed by the city under the safety category and $610 million for transit service and facility improvements. This draft plan is still under development. Several significant issues have been raised by the City regarding the draft plan. The first is the imbalance in draft plan sources of revenue and proposed investments. Over 60% of the estimated revenue that would be raised over the life of the plan would come from the City of Tucson but less than 51% of the investment dollars would be invested in projects and services within the City's boundaries). Second, the draft plan is based on very conservative revenue assumptions. The draft plan revenue projections show no growth in sales tax collections above FY23 levels after factoring in an inflation adjustment even though the city and the region are projected to continue growing over the next 20 years. Changing these assumptions, assigning Tucson closer to a 60% allocation and factoring in a modest rate of sales tax growth over the 20-year period could yield several hundred million dollars in additional transportation project and program funds for the City of Tucson.

D. STATE FINANCING PROGRAMS AND TOOLS

1. TRANSPORTATION FUNDING PROGRAMS

Highway User Revenue Fund (HURF) 12.6

This is a state transportation fund by statute from a variety of dedicated sources that is sub-allocated to the PAG area for use on arterial road/highway projects. There is an estimated 23 million available in 2024 with that amount increasing incrementally each year. Each jurisdiction in the PAG area over 100,000 residents, can request up to three projects on a biennial basis for funding considerations. Jurisdictions under 100,000 can request one project on a biennial basis. Tucson and Pima County can each apply for up to three projects under this criteria. While a modest funding source, this could be a potential source of partial funding for one or more arterial street projects in the Norte-Sur Corridor if other funding sources can be identified.

Highway User Revenue Fund (HURF) 2.6

This is state transportation funding by policy from the same array of dedicated sources that are sub-allocated to the PAG area for use on state-controlled arterial roads and highways. It has a different process than HURF 12.6 in that jurisdictions must partner with ADOT on the identification and submission of projects, and all funds must be spent on planning, design, and construction of projects on the state-managed system of arterial roads and highways. In the Norte-Sur Corridor, Oracle Road, north of Miracle Mile, and Miracle Mile fall into this category. This source has limited potential for the study area.

2. AFFORDABLE HOUSING & DEVELOPMENT PROGRAMS

Arizona Low-Income Housing Tax Credits (LIHTC)

The Arizona Department of Housing (ADOH) manages the federal LIHTC program, and credits are awarded to specific development projects pursuant to the ADOH's LIHTC Qualified Allocation Plan. For a more complete description of the federal tax credits, refer to the LIHTC section under federal programs. In conjunction with the administration of the federal LIHTC, the State Housing Trust Fund makes additional program funds available to provide gap financing for projects awarded 4% and 9% LIHTCs. This funding is capped through the annual state budget appropriation process.

Arizona Industrial Development Authority (IDA)

Private Activity Bonds & 501 (c3) Bonds – The Arizona IDA serves as a conduit issuer of municipal revenue bonds with the ability to assist private and public borrowers. IDA-issued bonds can reduce the borrowing cost for projects, and the proceeds of these bonds may be exempt from federal income taxation and, for projects in Arizona, from state income taxation. IDA's program has been used to fund a variety of affordable housing, education, health care, and commercial projects around the state.

E. FEDERAL FINANCING TOOLS AND PROGRAMS

1. FEDERAL TRANSPORTATION FUNDING PROGRAMS

Infrastructure Investment and Jobs Act (IIJA)

The IIJA, also referred to as the Bipartisan Infrastructure Law, was passed in November 2021. It provides multi-year funding for federal transportation programs through September 30, 2026, including all programs administered by US DOT's modal administrations– the Federal Highway Administration and the Federal Transit Administration. The bill also includes major investments beyond transportation, including energy, water, broadband access, watershed and coastline management, and other environmental programs. It provides over $850 billion in funding across 452 funding programs over a 5-year period. The section below highlights only a few programs in the bill that are transportation infrastructure-focused and relevant to Tucson and the Norte-Sur Corridor.

Surface Transportation Program/Surface Transportation Block Grant (STBG)

As part of the Federal Aid Highway Program (FAHP) funded by the latest multi-year infrastructure bill, the Federal Highway Program has a Surface Transportation Block Grant Program that allocates funding to states and MPOs for transportation capital projects. At the regional level, funds are provided to PAG as the MPO for the Tucson/Pima County Area. According to the most recently approved 5-year Transportation Improvement Program (TIP), $21.5 million was available for projects in FY24, with gradual increases beyond FY24. The current PAG TIP was approved prior to the full implementation of the federal bill, so this amount may be subject to revision. At the state level, Arizona received over $263 million in STBG funds in FY24. The process for allocating these funds to localities that make up PAG follows the same framework as for the allocation of state HURF 12.6% funds. Localities with populations over 100,000 residents may submit up to 3 projects for consideration biennially. Localities with populations under 100,000 residents may submit one project biennially. This is a viable source of funding for one or more transportation projects in the Norte-Sur Corridor. This source, along with other local and regional sources, could be combined to fund a larger-scale project. This program is competitive, so project funding is not guaranteed. The application for this funding should be considered in the context of a project's size and overall funding strategy. Use of these funds will trigger the project being federalized, with additional administrative, contracting and reporting requirements.

The new infrastructure bill includes a 10% STBG set-aside for transportation alternative projects/programs (TA). Pedestrian and bicycle facility projects, including safe routes to school projects, are eligible for these funds. This program is administered by PAG and its most recent program identification was the Regional Transportation Alternatives Grant Program. This program would also follow a biennial application submission and selection process. Like the larger STBG program, it is also competitive. This is a viable source for one or more projects in the Norte-Sur Corridor. Given the small amount of annual program funding available (approximately $2.1 million), it would be important to weigh the benefits of receiving a potentially small amount of project funding against the cost of federalizing the project, which adds additional administrative, contracting, and reporting requirements.

Safe Routes for All Program (SS4A)

This is a new competitive safety program that provides approximately $1 billion per year for safety planning and safety program implementation funds with the overall objective of eliminating fatalities and serious injuries in the public right-of-way (it builds upon the prior work of many localities developing and implementing Vision Zero programs). Local governments and MPOs can apply directly to USDOT (this program is not administered through the state DOTs). Pima County was awarded a $1.52 million SS4A planning grant in the FY22 funding round to develop a safety action plan for Pima County and all local governments and tribes, including the City of Tucson. Work is expected to commence in 2024. Undertaking a safety action plan provides the opportunity to apply for demonstration program funds as well as implementation funds.

Norte-Sur has a large number of high-injury network corridors based on prior studies, and most of the study area has a large percentage of low-income and minority populations that are burdened by current safety conditions which would get additional consideration under the program's equity focus. This is a viable source for safety projects in the study area with the recognition that federal funds come with additional administrative requirements and associated costs. Given the timing of the regional SS4A Action Plan development, it should be possible for the City to apply for demonstration and implementation funds in the last two years of the current federal transportation funding bill. It's in the City's interest to support the expeditious development of a regional safety action plan that fully documents and addresses the safety challenges on the city's road network and the impact on its minority and low-income neighborhoods.

Highway Safety Improvement Program (HSIP)

As part of the Federal Aid Highway Program (FAHP), the program allocates highway safety improvement funds to states. Arizona's Highway Safety Improvement Program works to achieve a significant reduction in traffic fatalities and serious injuries on public roads through the implementation of a range of safety measures. In FY2024, Arizona DOT received $57.98 million in HSIP funds for use statewide. This is a competitive funding program that operates on a biennial cycle. All project applications are evaluated and scored by ADOT. ADOT was most recently accepting applications for the FY27/FY28 funding cycle with applications due by May 3, 2024. HSIP applications that are complete and meet all program requirements are ranked based on the benefit/cost of each project. Given that the Tucson Norte-Sur Corridor has a number of arterial streets and intersections in the City's high-injury network, projects could be advanced that meet the state's program criteria. As with other federal transportation programs, this funding source comes with additional administrative, contracting, and reporting requirements that need to be weighed against the possible funding being requested.

Rebuilding American Infrastructure w/ Sustainability & Equity (RAISE)

This is a nationally competitive grant program that is the successor to the TIGER and BUILD grants. In the 2024 funding cycle, $1.4 billion was available for award to projects. The grant application cycle closed for 2024 in February, with the 2025 grant application due date expected at the end of February 2025. Grant awards have a cap of $25 million and a minimum award amount of $5 million for projects in urban areas. This program requires a 20% local match. This is an extremely competitive program that requires substantial application preparation. There was one project in the Tucson region that received RAISE funding in the 2023 cycle, West Valencia Road: Creating a Safe & Equitable Community Corridor. Given the eTOD corridor's demographic characteristics, level of economic need, and major safety and accessibility issues, a well-defined project application could be competitive for program funding. The City has been the successful recipient of a RAISE grant, having been awarded a $25 million grant for the 22nd Street Revitalization Project in 2022.

TIFIA (49)

As part of the infrastructure bill, the Transportation Infrastructure Finance and Innovation Act (TIFIA) program, managed by US DOT's Build America Bureau, is designed to help close project funding gaps with low-cost, long-term financing to support the implementation of infrastructure projects. TIFIA 49 authorizes borrowing up to 49% of eligible project costs for projects that meet eligibility requirements and advance administration goals. TIFIA loans have historically been capped at 33% of eligible costs. The program also caps the total federal participation from all sources at 80% of the total project cost. TIFIA 49 explicitly allows this extra financing for transit and transit-oriented development projects. Transit projects are those eligible for FTA funding including bus, streetcar, light rail, subway, commuter rail, etc. TOD projects are eligible that improve or construct public infrastructure that is either (1) located within walking distance (approximately ½ mile) of and accessible to a fixed guideway transit facility, passenger rail station, intercity bus station, or intermodal facility, including transportation, public utility, or joint development projects, and related infrastructure; or (2) for economic development, including commercial and residential development related to passsneger rail stations and rail services (not currently applicable to Tucson Norte-Sur outside of downtown's Union Station). Projects must be at least $10 million in size and may borrow up to 49% of eligible project costs. TIFIA has favorable terms, including a low interest rate tied to the Treasury Rate, interest that does not accrue until proceeds are drawn, flexible amortization, up to a 35-year repayment period, five-year deferment after substantial project completion, and no prepayment penalty. This funding program may be appropriate for a large-scale corridor project where other local, regional, state, and federal programs cannot provide sufficient funding. Projects that apply for TIFIA funding must be shovel-ready with all permits and licensing completed. The loan repayment source must be a general obligation pledge, dedicated tax revenue pledge, or government appropriations. The TIFIA rate fluctuates with Treasury rates. Treasury rates are expected to decline starting in the third quarter of 2024.

2. FEDERAL AFFORDABLE HOUSING FUNDING PROGRAMS

Federal Low-Income Housing Tax Credits (LIHTC)

This program, first established in 1986, provides tax incentives written into the Internal Revenue Code to encourage developers to create affordable housing. These tax credits are provided to each State based on population and are distributed to the State's designated tax credit allocating agency. In turn, these agencies distribute tax credits based on the State's affordable housing needs with broad outlines of program requirements from the federal government. There are two types of credits that are available: 9% (which is often allocated through a competitive process) and 4% (which is often combined with state bond financing). Developers that are awarded the credits can sell the credits to investors. This creates cash equity which provides a significant portion of the funds a developer needs to develop affordable housing. A 9% tax credit raises about 70% of the cost of development, and a 4% credit raises about 30% of the cost of development. In return for the credit award, the developer builds the housing and agrees to rent the housing at an affordable rent that is usually below market, which is called use restriction. Developers have a choice of two use restrictions: greater than 20% of the units occupied by tenants earning less than 50% of area median income (AMI), or greater than 40% of units occupied by tenants earning less than 60% of AMI. For properties developed after 1989, the use restriction term is at least 30 years. This is the single most utilized tool for affordable housing development across the U.S. and is a useful tool for advancing affordable housing development in the Norte-Sur Corridor. The supply of federal tax credits allocated to states is limited, and demand exceeds supply.

F. FUNDING PROGRAMS SUMMARIZED

SELECT LOCAL, STATE AND FEDERAL DEVELOPMENT FUNDING TOOLS

	General Real Estate Development	Market Rate Housing	Affordable Housing	Retail/Office Development	Community Facilities/ Schools	Business Attraction/Job Creation
LOCAL SOURCES						
Leveraging City Land and Facilities			*		*	*
Gov. Property Lease Excise Tax Program (GPLET)	*	*	*	*		
Tax Increment Financing (Rio Nuevo)	*	*	*	*		*
TIF by Policy Using Local Revenue (potential)			*		*	*
Primary Jobs Incentive						*
Site-Specific Sales Tax Incentive				*		
Affordable Housing Revolving Loan Fund (potential)			*			
STATE SOURCES						
Arizona Low Income Housing Tax Credits (LIHTC)			*			
Arizona Industrial Development Authority (IDA) Bonds	*		*	*	*	
FEDERAL SOURCE						
Federal Low Income Tax Credit (LIHTC)	*					

SELECT INFRASTRUCTURE FUNDING SOURCES & PROJECT TYPES

	Road safety treatments	Traffic and hawk signals	Sidewalks and curb ramps	Bike boulevards, cycletracks, bike paths	Street repavement & markings	Arterial street	Arterial intersection	Bus stop/ shelters	High capacity transit corridor projects	Transit center upgrades/ renewal	Wet utility upgrades/ relocations	Stormwater management	Street trees/green infrastructure	Parks & open space upgrades
LOCAL SOURCES														
Prop 407			*	*			*						*	*
Prop 411	*	*	*	*	*									
Prop 101 (remaining balance)	*	*			*									
Storm to Shade (S2S)												*	*	*
Road Improvement & Water Main Replacements					*P	*P					*			
Routine Maitenance Replacements					*P	*P					*			
Area-Specific Utility Districts											*	*		
REGIONAL TRANSPORTATION SOURCES														
RTA Plan	*	*	*	*		*	*	*	*	*			*	
RTA Next	*	*	*	*		*	*	*	*	*			*	
State Transportation Sources														
Highway User Revenue Fund (HURF 12.6)	*					*	*							
Highway User Revenue Fund (HURF 2.6), Limited to state routes	*					*	*							
Federal Transportation Sources														
Surface Transportation Block Grant (STBG)	*					*	*							
STBG Transportation Alternatives Set Aside		*	*	*										
Safe Routes for All (SS4A)	*	*	*			*	*							
Highway Safety Improvement Program (HSIP)	*	*				*	*							
Rebuilding American Infrastructure (Raise)			*					*P	*P	*				
TIFIA 49						*			*	*				
FTA Capital Investment Grant Program (CIG)									*					
FTA Bus & Facilities Granst Program										*				

P - indicates a potential source of partial funding

G. FUNDING INFRASTRUCTURE AND TRANSIT-ORIENTED DEVELOPMENT IN THE STUDY AREA

1. STRATEGY FOR FUNDING PUBLIC INFRASTRUCTURE, OPEN SPACE AND FACILITIES

The City has a range of potential local, regional, state, and federal funding sources to support infrastructure investments in the study area and a number of these sources can be combined to support larger scale investments.

Use of Local Infrastructure Funding Sources

The City should maximize the use of its local funding sources for smaller-scale operational and capital improvements that would provide infrastructure, mobility, and environmental benefits throughout the study area. The City can also use a combination of local funding sources to support improvements. Some suggestions include:

- The recommended corridor-level and local pedestrian safety studies and low-cost operational and capital improvements are an eligible use of Prop. 411 funds and potentially unallocated Prop 101 funds;
- Developing a complete low-stress on-street bicycle network in the study area, principally building on the City's successful bicycle boulevards can be funded by both Prop. 411 funds and Prop. 407 funds;
- Expanding the TUGO bike network to include more of the study area could also potentially use Prop 407 and Prop. 411 funds;
- Park improvements and other open space enhancements can be funded with Prop. 407 funds but may be augmented by S2S green infrastructure funds. Ironhorse Park (just outside of the study corridor) is an example of how these two funding sources were used together; and,
- Expanding the tree canopy and incorporating stormwater management treatments could draw on both Prop. 407 funds and S2S funds.

Use of Regional Transportation Funding

RTA regional funds should be used to fund larger-scale infrastructure projects in the study area that complement the locally funded projects. The BRT project on N. Stone Avenue should be a top priority for funding, given its potential to transform mobility and redevelopment in the north portion of the eTOD corridor. System safety and accessibility projects on the major arterials, such as a portion of Prince, Fort Lowell, Speedway, Ajo Way, Irvington, and Valencia, as identified in the City plan recommendations are also a good use of RTA funding. RTA funding is also a major source of funding for transit service, providing substantial ongoing operating support and funds for service expansion. It could be used to fund the enhancement of transit service on N. Stone Avenue (Route 19) and S. Sixth Avenue (Route 18) in advance of the implementation of high-capacity transit projects to address existing needs and to build the ridership base in these corridors. RTA funds are a reasonable source for programmatic transit facility upgrades, such as for new/enhanced bus stops and shelters and transit center upgrades.

Use of State Transportation Funding

State sources that do not have underlying federal funding could serve as useful matches to locally or regionally funding projects that still have a funding gap. HURF 12.6 and HURF 2.6 would serve as good funding sources for projects on arterial corridors where local and regional funding may not be sufficient to fully fund the project. State-administered HSIP funding is federal funding and is covered in the next section.

Use of Federal Transportation Funding

Federal sources should be aggregated on larger infrastructure projects over $5 million in project value to absorb the additional costs related to the administration and oversight of these funds. A decision to federalize a project will impact all subsequent phases of work including design, bidding, construction and close out. For example, the BRT project is of a scale, at $140 million, with an opportunity for the FTA to provide at least 50% of the funding, that supports the decision to go the federal funding route. A $1 million pedestrian safety project is unlikely to warrant the trade-offs inherent with the use of federal funds.

In summary, improving multimodal transportation infrastructure, parks/open space, and public facilities will help position the study area for community revitalization in the mid- to long-term. It will make the corridor and study area more attractive for investments in additional housing (including affordable housing), retail, and other commercial activities, including offices, hotels, and entertainment venues. Given the magnitude of the investment needs along this corridor, from improving safe multimodal access, expanding the sidewalk network, and investing in transit to upgrading public parks and facilities, it will take the full suite of available local, regional, state, and federal funding programs.

2. STRATEGY FOR SUPPORTING PRIVATE INVESTMENT IN THE STUDY AREA

Market-rate Commercial and Multifamily Residential Development

The north segment of the corridor, downtown to Tucson Mall, has been the subject of more community-based planning (e.g., the Thrive in the 05 Transformation Plan), is the focus of a first phase BRT investment, and has two strong commercial anchors at either end. Based on the eTOD land use and density recommendations in this framework, the City should convene property owner/developer focus groups to advance discussions on corridor investment. One focus group should be oriented to the portion of the corridor from downtown to Lester Street and a second focus group should be oriented to Tucson Mall and adjacent properties on N. Stone Avenue and W. Wetmore Road. These focus groups should include information on the proposed investment in the N. Stone Avenue BRT and other proposed infrastructure investments from the eTOD plan.

The GPLET is the primary existing financial tool that is available to support real estate development in a portion of the study area with the boundary extending from downtown along N. Oracle Road and N. Stone Avenue to just south of Fort Lowell Road.

Affordable Housing Production

The City has made tremendous recent strides in developing the planning, programming, and institutional infrastructure for addressing the affordable housing challenges in Tucson. In 2021, the City passed its first affordable housing plan, the Housing Affordability Strategy for Tucson (HAST), with a plan update approved in 2024. The City also created a City-staffed housing development organization to advance affordable housing production.

As a continuation of the HAST implementation, the City should consider developing Norte-Sur targets for affordable housing development and preservation in the short-, medium-, and long-term, including the level of affordability sought (e.g., 60% AMI, 80% AMI, the mix of market rate and affordable units, etc.). Actions could include:

- Convening stakeholder groups of property owners, for-profit and non-profit housing developers/managers to solicit input into expanding affordable housing production and preservation in the study area. This should include developers who may not have a current presence in Tucson but may be active in the much larger Phoenix market;
- Maximizing the stream of federal affordable housing tax credits and state matching programs that come to the City and the study area for well-developed affordable housing projects backed by local gap financing through annual general fund budget appropriations or through the establishment of a local revolving loan fund for housing production (this will also require multi-year general fund appropriations); and,
- Continuing to evaluate the use of City-owned parcels and facilities for the potential development of affordable housing.

Business Development

The study area and its residents would also benefit from additional job creation and small business development and retention. The City's Primary Jobs Incentive Program and the Site-Specific Sales Tax Incentive Program are relevant to all portions of the eTOD corridor. The City also has a Small Business Program that provides a range of support services for existing small businesses. Norte-Sur is predominantly made up of small businesses (outside of downtown and Tucson Mall). Additional outreach and engagement could be targeted at businesses in the eTOD corridor and the role of the Small Business and Business Navigator Programs could be expanded.

H. LOOKING AHEAD SUMMARIZED

The City has a range of local, regional, state, and potential federal funding programs and sources at its disposal to advance needed public investments and to spur economic revitalization in the Norte-Sur study. The challenge is aligning the funding tools to maximize the positive impact on the corridor in the short-, medium-, and long-term and to ensure that existing residents, workers, and businesses in the study area benefit from the investments.

The return on this investment for the City will likely be backloaded, meaning that public funding is used to leverage private investment that will yield higher tax revenues over the medium to long term. The use of the GPLET development tool is a good example of this. It allows real estate taxes to be waived for up to eight years to provide a financial incentive for development. Most recent developments in the downtown (the eTOD corridor's strongest subarea market) benefited from GPLET and Rio Nuevo tax increment financing as well as substantial infrastructure investments with the implementation of the streetcar system and associated street improvements. These investments have triggered enhanced street-level retail and restaurant activity and a major increase in the supply of multifamily market-rate housing and will lead to an enhanced tax base once the GPLET agreements expire. Much of this corridor outside of the downtown area, the area around Tucson Mall and airport-related development, has been the subject of underinvestment by the private sector for decades. Developers and their lenders continue to invest in suburban-style auto-oriented development in other parts of the city and region. It will take time for the private market to respond to the public investments being made in this corridor.

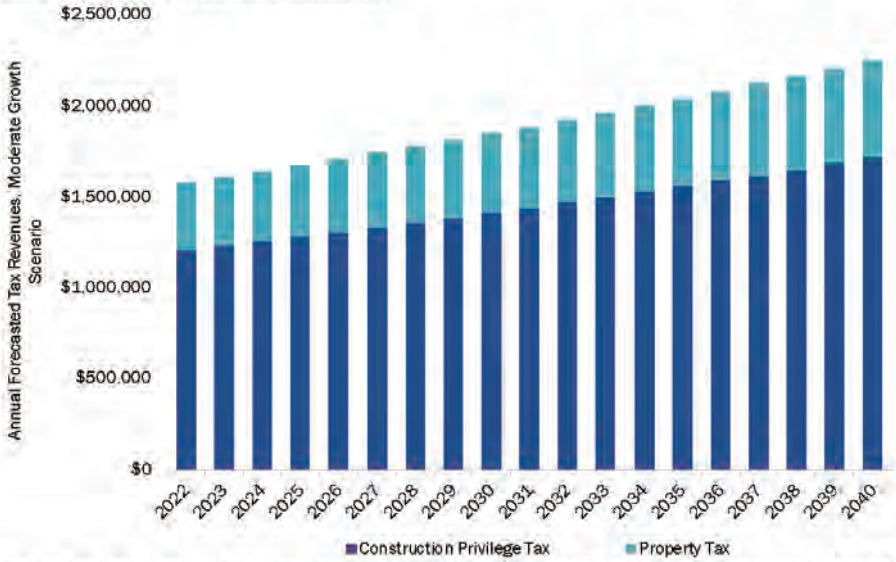
The Market Assessment for the study area completed by ECONorthwest estimated the following cumulative tax generation potential for a modest and high growth scenario for the corridor between 2022 and 2040.

Exhibit 80. Tax Scenario New Tax Forecast Summary, by Growth Scenario, 2022 – 2040
Source: City of Tucson; ECONorthwest calculations.

Scenario	Construction Privilege Tax, 2022 - 2040	Property Tax, 2022 - 2040	Total
Moderate Growth Scenario (5,040 new residential units)	$27,502,420	$8,478,086	$35,980,506
High Growth Scenario (8,064 new residential units)	$44,003,873	$13,564,937	$57,568,810

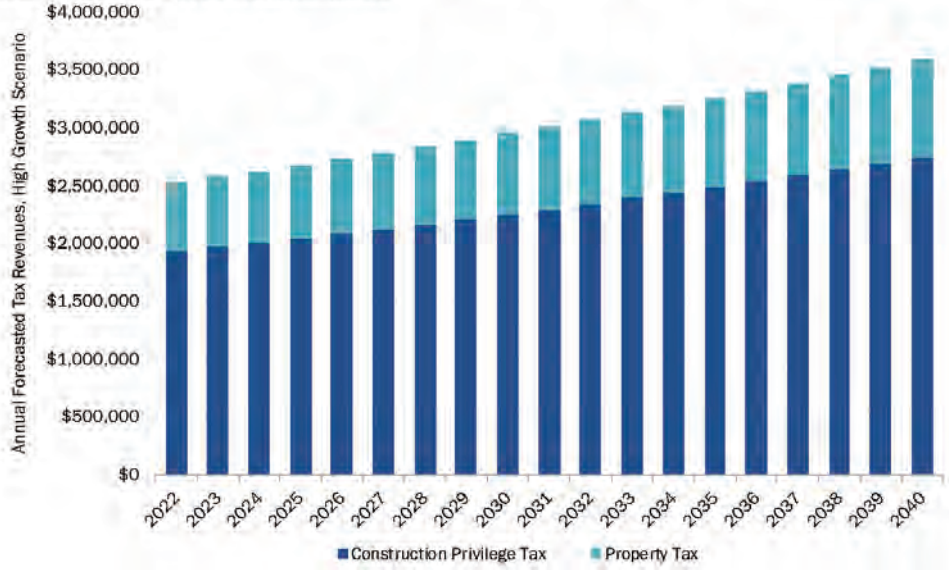
Over the forecast period of 2022 to 2040, we estimate nearly $36.0 million in new tax revenue could be generated in the moderate growth scenario. Construction privilege taxes are estimated to comprise about 76 percent ($27.5 million) of the taxes generated, with the remaining 24 percent ($8.5 million) coming from property taxes. Under this scenario, it is assumed that 265 residential units will be delivered to the transit Corridor's real estate market each year.

Exhibit 81. Annual Forecasted Tax Revenue, Moderate Growth Scenario, 2022 – 2040
Source: City of Tucson; ECONorthwest calculations.



Under the high growth forecast scenario of 8,064 residential unit deliveries, we estimate about $57.6 million in taxes could be generated over the 2022 to 2040 period. This total tax amount is 60 percent larger than the results of the moderate growth scenario. Like the moderate growth scenario, 76 percent of potential new taxes received are forecasted to come from the privilege tax on construction ($44.0 million), and the remaining 24 percent is forecasted to come from property taxes ($13.6 million). It is assumed that 424 residential units will be delivered to the transit Corridor's real estate market each year under the high growth scenario. See Exhibit 75 for the annual tax earnings under the high growth scenario.

Exhibit 82. Annual Forecasted Tax Revenue, High Growth Scenario, 2022 – 2040
Source: City of Tucson; ECONorthwest calculations.



Public sector investments in the corridor by all sources over the time period of the market study will be of orders of magnitude greater than the cumulative tax yield from these two sources. However, these public investments have the potential to yield not only a healthier and more economically sustainable community but could also generate a positive fiscal impact for the City over the medium to long term. There is now a substantial body of research that documents the fiscal outlook for several types of development on municipal finances. Urban mixed-use neighborhoods consistently outperform auto-oriented single-use developments, with those urban neighborhoods being revenue-positive and many suburban development types yielding a negative revenue impact. Smart Growth America and RCLCO partnered to publish "The Fiscal Implications of Development Patterns: A Model for Municipal Analysis," which could be a useful resource for assessing development not only in the study area but city-wide.

norte-sur: phase II

APPENDICES

A. ALIGNMENT WITH OTHER LOCAL PLANNING EFFORTS

The following provides a detailed discussion of how Norte-Sur aligns with other local planning efforts.

1. PLAN TUCSON

Plan Tucson is the City of Tucson's General and Sustainability Plan that serves as the blueprint for land use and infrastructure investments primarily within the city limits. Currently, the City is preparing an update to Plan Tucson to better align land use, transportation, housing, and other community needs by revising the Future Growth Scenario Map and refining/adding goals and policies that reflect current trends, best practices, and community preferences. As it relates to Norte-Sur, ongoing outreach efforts and analysis of preliminary findings indicate that an expansion of building blocks (i.e., land use designation) that are conducive to TOD and transit is supported. To best align Tucson Norte-Sur with Plan Tucson, the 2025 general plan should include new goals under the transportation element of the plan that support equitable transit-oriented development. New guidelines for eTOD specific to high-capacity transit corridors should also be added to the plan's 'Guidelines for Development Review.'

2. HOUSING AFFORDABILITY STRATEGY FOR TUCSON (HAST)

HAST is a strategic plan created by the City of Tucson's Housing and Community Development Department that creates actionable items that aim to preserve and increase the City's attainable and affordable housing stock through the acquisition and construction of housing units.

To achieve the goals of HAST, as the City of Tucson's bus rapid transit system is implemented, it is essential to look at acquiring additional land within the study area for the development of new public housing. Acquiring properties within the eTOD Focus Areas described in *Part III* would be of utmost importance because these neighborhoods have been identified as those most likely to continue experiencing change that could lead to displacement, particularly in areas with a higher percentage of vulnerable residents. The HAST also suggests that the UDC be amended to incentivize affordable housing and improve review processes to reduce administrative time and help streamline development. This can be achieved through the development of review guidelines specific to projects proposed along the corridor or within a certain proximity to proposed transit stations, as well as by providing density bonuses at key locations within the study area.

3. URBAN OVERLAY DISTRICT CONSIDERATIONS

A key component of devising a strategy for implementing an eTOD framework requires analyzing existing zoning mechanisms that facilitate compact urban form and walkability in other areas of the community to ensure continuity with Norte-Sur's efforts. Three urban overlay districts cover the Norte-Sur study area. As such, considerations for incentivizing eTOD and recommendations for addressing potential conflicts are focused on in *Part IV: Building Thriving Communities*.

Infill Incentive District (IID)

The IID is an overlay zone that provides greater flexibility for properties located within its boundaries by allowing projects to develop under a different set of standards than permitted by the underlying zone. The IID is meant to encourage infill development, including equitable transit-oriented development projects. However, as discussed in *Part V: Building Thriving Communities*, the recent introduction of high-rise mixed-use development on the downtown periphery, combined with the area's high-intensity zoning, indicates certain properties should be granted expanded development rights rather than having to opt into the IID process, which requires tremendous upfront cost and introduces a months-long process fraught with uncertainty. Amending the IID along the Norte-Sur route could also help alleviate some of these burdens and incentivize new equitable transit-oriented development on more properties in the area, particularly those that are currently underutilized and vacant.

Sunshine Mile District (SMD)

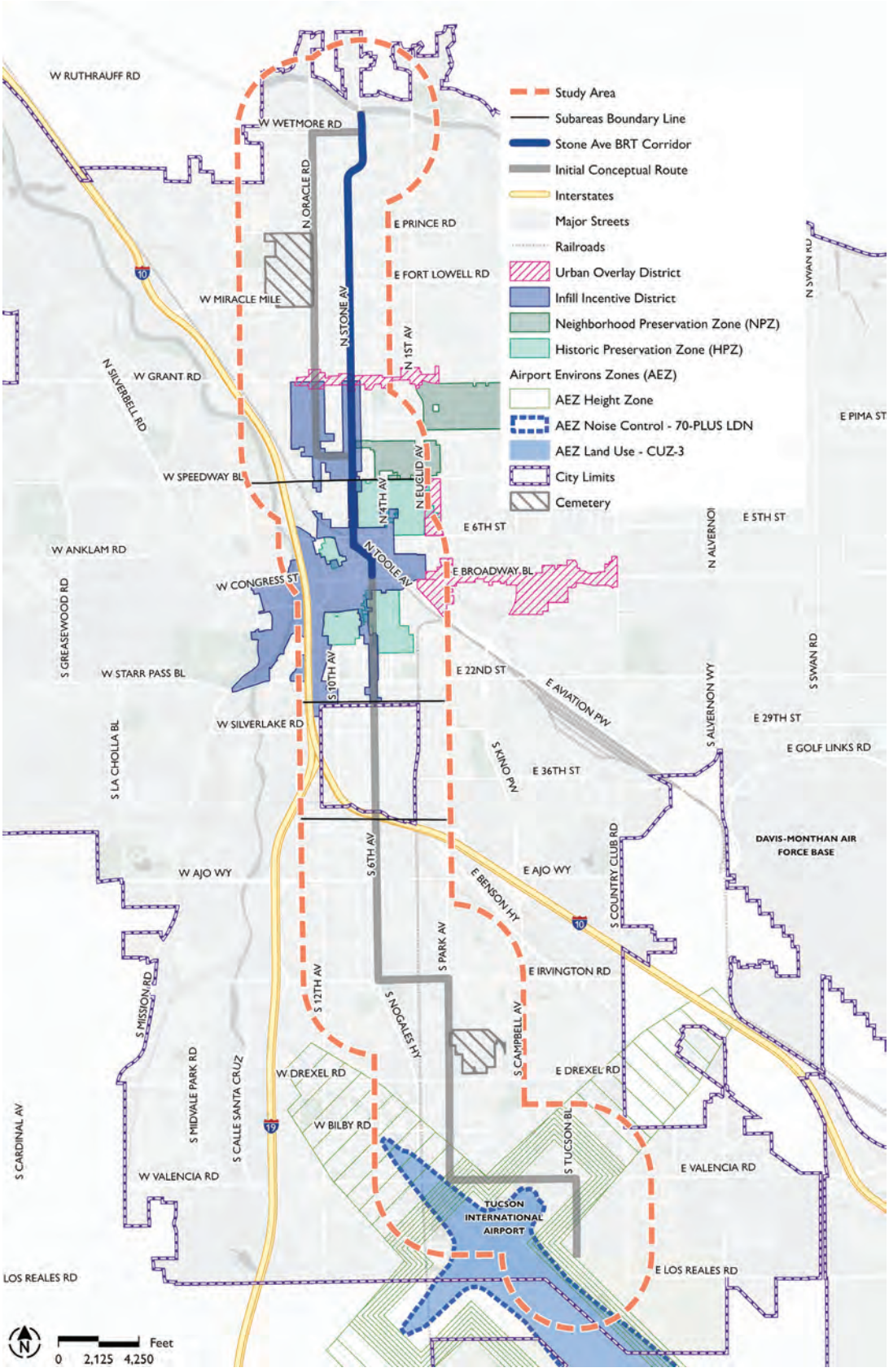
The Sunshine Mile Overlay District is an overlay zone aimed at revitalizing the Sunshine Mile corridor by promoting mixed-use development, enhancing pedestrian access, and preserving historic character. It introduces design standards and incentives to encourage vibrant, walkable environments and diverse land uses, including affordable housing. The overlay district supports affordable housing by allowing for a variety of housing types and densities within its revitalized areas, integrating affordable units into mixed-use developments. This framework serves as a model for Norte-Sur by providing a blueprint for incorporating similar strategies. By applying the principles from the Sunshine Mile Overlay, Norte-Sur can promote mixed-use development that includes affordable housing options, improves walkability, and enhances connectivity. This approach ensures that redevelopment efforts not only rejuvenate the area but also address housing needs and contribute to a more inclusive and dynamic urban environment. The integration of affordable housing strategies within Norte-Sur can help create a balanced and equitable community throughout the study area.

Grant Road Investment District (GRID)

The GRID is an overlay zone within the City of Tucson that allows a property to be developed under a set of alternative uses and development standards in exchange for development with a more pedestrian-oriented design, greater inclusion of environmentally conscious design principles, and greater harmony with the surrounding neighborhoods and community-wide planning objectives. Primary to the GRID's function is the notion of revitalizing the Grant Road corridor through targeted investments in public infrastructure that enhance roads, sidewalks, and connectivity and thereby attract private investments. Establishing an overlay similar to the GRID for Norte-Sur could stimulate TOD development conducive to supporting a high-capacity transit system.

In conclusion, to create additional density and spur equitable transit-oriented development near proposed transit stations, language should be added to the existing Urban Overlay Districts to provide new allowances/incentives for properties located within a certain distance of a high-capacity transit station or stop. Part of any amendment effort could also include the revision of existing provisions within the Urban Overlay Districts to better meet expressed community needs and those of new development and the real estate market.

EXHIBIT A: URBAN OVERLAY DISTRICTS AND OTHER ZONING OVERLAYS



4. NEIGHBORHOOD PLAN CONSIDERATIONS

The Norte-Sur study area encompasses several adopted Neighborhood Plans that provide general direction for the development of land within their boundaries. These plans were evaluated for their support of equitable transit-oriented development and potential amendments that could help provide further support for eTOD along the Norte-Sur corridor. It should be noted that many of these plans were crafted decades ago yet still contain land use and policy direction for TOD, highlighting the support for a denser, more walkable urban form within the study area.

North Stone Neighborhood Plan

The North Stone Neighborhood Plan covers the area south of the Rillito River and north of Prince Road between Oracle Road and Stone Avenue. The plan is generally supportive of increased densities around the Tohono Tadai Transit Center and the Tucson Mall. It acknowledges that much of the neighborhood is underdeveloped, with low-density residential uses on properties zoned for medium-density residential, and suggests this area will begin to change through the consolidation of low-density residential properties and the development of higher-density residential, commercial, and office uses.

Pullman Neighborhood Plan

The Pullman Neighborhood Plan is not adjacent to Stone Avenue but is within the study area west of Oracle Road. It suggests that existing medium- and high-density residential development within the northeast corner of the plan area adjacent to Oracle Road should be maintained, and additional medium- and high-density residential development along Prince Road is appropriate. The Pullman Neighborhood – Generalized Land Use Plan shows a mix of Commercial, Industrial, and Medium/High-Density Residential & Office Uses in the northeast corner of the neighborhood, which is largely reflective of the area's existing zoning. This neighborhood plan also suggests that small mobile home parks designed in accordance with the UDC are appropriate in this area as they increase access to an affordable form of housing. The remainder of this plan's area adjacent to Oracle Road is occupied by the Evergreen and Holy Hope Cemeteries. Particular to the discussion of fostering eTOD within the boundaries of the Pullman Neighborhood Plan is the recognition of a number of vacant properties that are planned for high-density residential uses as well as the plan's support for consolidation of smaller lots.

Unit 6 Neighborhood Land Use and Circulation Plan

The Unit 6 Neighborhood Land Use and Circulation Plan provides land use and transportation guidance for properties located within the study area on the west side of Oracle Road between Interstate 10, Speedway Boulevard, and Grant Road. Land use direction within the Unit 6 Neighborhood Plan suggests that high-density residential and a mix of commercial uses of varying intensities are appropriate along Oracle Road, which indicates that TOD would be supported.

El Presidio Neighborhood Plan

The El Presidio Neighborhood Plan provides policy directives for the historic El Presidio Neighborhood located in Downtown Tucson between Church Avenue, St. Mary's Road, Interstate 10, and Alameda Street. While this neighborhood plan provides considerations that are supportive of TOD, such as addressing parking challenges and appropriately locating commercial activities, many of the properties contain historic structures that are utilized for single-family residential or business use. As such, considerations for preserving the neighborhood's character should be prioritized in this eTOD framework.

National City Neighborhood Plan

The National City Neighborhood Plan is bound by Michigan Drive to the north, Irvington Road to the south, 12th Avenue to the west, and 6th Avenue to the east. The goal of this plan is to preserve the existing neighborhood and revitalize the existing commercial space along 6th Avenue. New higher-density development is supported in this area along Irvington Road and on R-3 zoned properties along Kentucky Street, but that new development should be done with greater sensitivity to the neighborhood to the north and include affordable housing units to help maintain the existing neighborhood and achieve the goal of the neighborhood plan.

5. AREA PLAN CONSIDERATIONS

The Norte-Sur study area encompasses several adopted Area Plans that provide general direction for the development of land within their boundaries. These plans were evaluated for their support of equitable transit-oriented development and potential amendments that could help provide further support for eTOD along the Norte-Sur corridor. It should be noted that many of these plans were crafted decades ago yet still contain land use and policy direction for TOD, highlighting the support for a denser, more walkable urban form within the study area.

Cragin-Keeling Area Plan

The western boundary of the Cragin-Keeling Area Plan straddles Stone Avenue from Grant Road to Prince Road. This plan generally supports new high-density (15 or more units per acre) residential infill development adjacent to arterial streets. The conceptual land use map within the plan also indicates that mixed uses with a broader range of commercial uses are generally supported anywhere along the following major streets within the study area: Stone Avenue, Grant Road, Fort Lowell Road, and Prince Road.

University Area Plan

The University Area Plan encompasses the area north of Broadway Boulevard and south of Grant Road between Stone Avenue and Country Club Road. This plan, like the Cragin-Keeling Area Plan, generally supports new high-density residential and mixed-use development in appropriate locations, such as adjacent to arterial roadways and sites predominantly surrounded by medium/high-density residential or nonresidential development. The significant number of office-, commercial-, and industrial-zoned properties along this portion of Stone Avenue, where there are also vacant and underutilized properties, means there are ample opportunities for new eTOD projects in the area supported by this plan.

The Old Pueblo South Community Plan

The Old Pueblo South Community Plan provides land use guidance for a 1.08-square-mile that encompasses much of the downtown core, generally located north of the City of South Tucson and south of St. Mary's Road between Interstate 10 and the Union Pacific Railroad. While this plan provides an array of policies to guide development challenges within specific areas known as 'functional zones' of the community plan, it does not offer much guidance that is conducive to supporting TOD aside from an indication that medium to high-density residential and mixed-use development is appropriate in the La Reforma area, which is an approximately 13-acre site that currently contains recreational facilities owned by the City of Tucson.

Greater South Park Area Plan

The Greater South Park Area Plan encompasses the area bound by UPRR on the north; 36th Street and I-l0 on the south; Campbell Avenue, Fairland Stravenue, Silverlake Road, Martin Avenue, and Park Avenue on the east; and the Union Pacific Railroad-Nogales Spur Line on the west. The plan suggests that high-density residential developments are appropriate along the periphery of established neighborhoods.

Kino Area Plan

The Kino Area Plan encompasses the area south of 36th Street and north of Tucson International Airport between Country Club Boulevard and Nogales Highway/Union Pacific Railroad-Nogales Spur Line. The residential goals of the plan support a mix of housing types, including duplexes, apartments, and condominiums, which is indicative of supporting the housing diversity and densities needed to promote TOD.

12th Avenue-Valencia Road Area Plan

The 12th Avenue-Valencia Road Area Plan encompasses the area north of Los Reales Road and south of Irvington Road between Interstate 19 on the west and the UPRR-Nogales Spur Line on the east. The plan suggests that properties adjacent to Nogales Highway would be supportive of commercial and office uses while much of the rest of the area should remain low-density residential. Although locations may be scarce for higher-density residential and mixed-use building types, the plan does support TOD on sites where access can be provided from a major arterial and buffering is provided to lower-intensity uses.

B. CASE STUDIES

1. CASE STUDIES RELATED TO HOUSING

The following list of plans and programs informed the goals and policies of this framework's housing element.

City of Las Vegas Maryland Parkway Corridor TOD Plan-Housing Workforce Plan

This plan creates an inventory of existing housing conditions and available tools to incentivize the development of affordable housing within the study area of the Maryland Parkway Corridor. In addition to existing tools, the plan also sets out proposed new strategies and tools that can be implemented to incentivize the development of affordable housing within the study area. Some of the suggested strategies and tools include rehabilitating or acquiring existing affordable units near transit stations, the use of deed restrictions to preserve affordable units, and the creation of a land trust fund.

Potential Tie-in with Norte-Sur:
While the City of Tucson Housing and Community Development department is actively acquiring affordable housing properties and constructing new affordable housing projects within the study area, the department should continue exploring additional protections for owners and renters and prioritize acquiring vacant and underutilized properties near transit stations and within Equity Priority Areas and eTOD Focus Areas.

MKE United Anti-Displacement Fund

The MKE United Anti-Displacement Fund was established in 2019 to help long-time, income-eligible homeowners in near-downtown Milwaukee neighborhoods stay in their homes despite rising property taxes due to increased property values and new developments. By providing grants to offset these tax increases, the Fund aims to prevent displacement and preserve community stability.

Potential Tie-in with Norte-Sur:
For neighborhoods within Norte-Sur, a similar initiative could be developed to support long-term homeowners facing similar challenges. This fund could offer grants to mitigate rising property taxes, ensuring that established residents can remain in their homes amidst new development pressures. Such a program would require collaboration with local stakeholders, a robust funding base, and clear eligibility criteria to effectively address displacement and maintain community cohesion.

City of Albuquerque Housing, Redevelopment, and Community Enhancement Bond

The City of Albuquerque's Affordable Housing Bond is a financing tool designed to support the development and preservation of affordable housing. By issuing bonds, the City raises funds to invest in affordable housing projects, including new construction and rehabilitation of existing properties. The bond program helps address the housing needs of low- and moderate-income residents and ensures the long-term affordability of housing options.

Potential Tie-in with Norte-Sur:
For neighborhoods within Norte-Sur, a similar approach could be implemented by establishing a dedicated Affordable Housing Bond to fund housing projects aimed at preserving affordability and increasing the availability of low-income

housing. This initiative would involve local government issuing bonds to raise capital, which would then be allocated to affordable housing developments and renovations, thereby supporting neighborhood stability and providing housing security for residents.

New York Plus One ADU Program/Pima County Community Land Trust Mi Casita Project

Both the New York Plus One ADU Program and the Pima County Community Land Trust, through their Mi Casita project, provide money to property owners to assist in the development or rehabilitation of additional dwelling units. This program is meant to provide opportunities for low- and middle-income property owners to expand their homes and provide additional housing in existing neighborhoods.

Potential Tie-in with Norte-Sur:
Partnering with these types of organizations to help expand the reach of their already established programs to those within the study area could aid in keeping people in their existing homes, ultimately contributing to neighborhood cohesion and opportunities for the construction of more multi-generational housing.

2. CASE STUDIES RELATED TO MOBILITY

The following list of plans and programs informed the goals and policies of this framework's mobility element.

City of Elgin Sidewalk Gap & Transit Stop Study

The City of Elgin created this plan to determine the existing conditions of its pedestrian facilities, including sidewalk gaps, curb ramps, and crosswalks. This plan also assessed the current condition of bus stops and indicated whether they included signage, had a shelter, or were adjacent to a sidewalk. This inventory helped officials understand the challenges facing the city in terms of pedestrian connectivity and safety and create a list of infrastructure recommendations. It is proposed that these recommendations be achieved through several programs listed in the plan, such as a cost-sharing 50/50 sidewalk program, value capture financing, new signage, and implementing Complete Streets policies.

Potential Tie-in with Norte-Sur:
Similarly, the City of Tucson could expand upon the sidewalk connections study recently completed for a portion of the corridor and the facility reviews of the Tohono Tadai and Roy Laos Transit Centers to conduct a comprehensive assessment of sidewalk gaps and bus facilities throughout the entire Norte-Sur study area and adopt a multifaceted approach to develop targeted programs, including a cost-sharing sidewalk initiative, implementing Complete Streets policies, and incorporating green infrastructure to enhance mobility and connectivity along the corridor.

City of Milwaukee Safe Routes to Transit

Safe Routes to Transit is a pilot program in the City of Milwaukee that aims to improve streets with high-visibility and raised crosswalks, new ADA ramps, bus bulbs, and curb extensions. These improvements will create a safer corridor for pedestrians and incentivize walking to transit stations.

Potential Tie-in with Norte-Sur:
As discussed in *Part V: Improving Mobility And Infrastructure For All*, the City of Tucson could implement a similar program by recognizing high-crash areas along the corridor and prioritizing the installation of high-visibility crosswalks, ADA-compliant ramps, and curb extensions in those locations. Additionally, incorporating bus bulbs and other pedestrian-friendly features would enhance safety and encourage more residents to walk to transit stops, ultimately improving mobility in the area.

City of Phoenix Cool Corridors Program

The Cool Corridors Program is part of the larger Tree and Shade Master Plan developed by the City of Phoenix. The program aims to create a network of 'Cool Corridors' that provide additional shade through natural means such as trees or engineered shade like shade sails and building awnings along high-traffic pedestrian corridors. In addition to shade, other temperature-lowering design features are encouraged to help provide relief from high temperatures.

Potential Tie-in with Norte-Sur:
Similarly, the City of Tucson could implement a Cool Corridors initiative along the Norte-Sur corridor by planting shade trees as suggested in *Part V*, installing shade structures, and incorporating cooling features like reflective pavement and green stormwater infrastructure elements. This would enhance pedestrian comfort and safety and promote walking and cycling as viable modes of transportation in the area.

3. CASE STUDIES RELATED TO COMMUNITY

The following list of plans and programs informed the goals and policies of this framework's community element.

City of Tracy Façade Improvement Program

The City of Tracy's Façade Improvement Program matches an equal or greater amount of private funds with Community Development Block Grant (CDBG) funds to be used for rehabilitating commercial storefronts and replacing commercial signs and awnings.

Potential Tie-in with Norte-Sur:
Incorporating programs like this into Tucson Norte-Sur can help create a much more aesthetically pleasing corridor without requiring significant redevelopment of properties that may displace existing residents or businesses.

Washington Metropolitan Area Transit Authority's Art in Transit Program

The Art in Transit program incorporates visual and performing arts into the transit environment to provide spaces for local artists to showcase their works and let art be a part of the public's daily lives.

Potential Tie-in with Norte-Sur:
By incorporating art and music produced by local artists into Tucson Norte-Sur transit stations, the stations would help contribute to the cultural and artistic scene in the city and would help activate these spaces to keep them vibrant and inviting.

T.R.U.S.T. South LA's Community-Driven Transit-Oriented Development Planning

This document created by T.R.U.S.T. South LA provides an overview of the participatory planning process that was used in planning the redevelopment of Rolland Curtis Gardens. It also provides direction to other agencies, both public and private, on how they can adapt their participatory planning process for Rolland Curtis Gardens to any planning process for redevelopment. This plan can help different city departments, like the Housing and Community Development department, approach communities within the Tucson Norte-Sur study area to develop new affordable housing projects and rehabilitate existing sites with a community focus.

Proposition M – City of San Fransisco's Vacancy Tax

Implemented on January 1, 2023, San Francisco's vacancy tax, otherwise known as Proposition M and ratified by voters in November 2022, was designed to address the city's housing shortage by imposing penalties on property owners who leave residential units vacant for more than 182 days a year. The goal of the tax is to incentivize property owners to rent or sell their vacant properties, thereby increasing housing availability and potentially reducing rental prices.

Potential Tie-in with Norte-Sur:
A similar strategy could be adopted for Norte-Sur, where the City could introduce a vacancy tax targeting long-term unoccupied residential properties. This policy would encourage property owners to either lease or sell their vacant units, helping to alleviate housing pressures and support neighborhood stability.

City of Detroit Land Value Tax

In 2014, the City of Detroit implemented a land value tax as part of a comprehensive approach to address the city's financial challenges and stimulate the redevelopment of blighted and vacant properties. The tax structure implemented focuses on taxing the value of the land itself rather than the value of the buildings or improvements on it. This shift aims to encourage property owners to develop or enhance their properties rather than leaving them vacant or underutilized, thereby stimulating economic activity and increasing property values.

Potential Tie-in with Norte-Sur:
Within Norte-Sur, a similar land value tax could be introduced to promote development and address housing needs. The implementation would involve assessing and taxing the value of land separately from any improvements made on it. This system would encourage property owners to actively use or develop their properties, rather than holding onto vacant or underdeveloped land. By increasing the tax burden on underused land, the policy would drive investment into property development, help alleviate housing shortages, and contribute to the overall revitalization of the Norte-Sur study area. This approach would require a comprehensive evaluation of land values, adjustments to local tax codes, and strategic planning to ensure equitable implementation and address potential challenges.

C. ADDITIONAL COMMUNITY ENGAGEMENT DATA

Step 1 Community Engagement Outreach Events

COMMUNITY ENGAGEMENT THEMES IDENTIFIED IN PHASE 1			
Transit Station	**Subarea**	**Date of Event**	**Number of Participants**
Tohono Tadai Transit Center	North Side (Lado Norte)	August 8, 2023	18
Ronstandt Transit Center	Central (Centro)	August 9, 2023	15
Laos Transit Center	South Side (Lado Sur)	August 9, 2023	6

POP-UPS AT OTHER COMMUNITY EVENTS			
Events	**Subarea**	**Date of Event**	**Number of Participants**
Ready, Set, Rec at Gunny Park	South Side (Lado Sur)	August 28, 2023	2
Tucson Park(ing) Day in Downtown	Central (Centro)	September 15, 2023	16
Health & Wellness Resource Fair/ Sunny Side Foundation Burrito Run at Mission Manor Park	South Side (Lado Sur)	September 17, 2023	60
South Tucson Housing Authority Health Fair	City of South Tucson (Sur de Tucson)	September 22, 2023	15
Keeling Neighborhood Association Meeting	North Side (Lado Norte)	September 25, 2023	14

Results of Community Input on Four Main Priorities by Step 1 Event

MAIN PRIORITIES	TOHONO TADAI	RONSTADT	LAOS	READY, SET, REC	RESOURCE FAIR & BURRITO RUN	SOUTH TUCSON HEALTH FAIR	KEELING N.A. MEETING	TOTAL
Affordable Housing	9	15	6	2	60	8	14	130
Multimodal Connectivity	4	14	3	2	35	7	13	93
Heritage, History, and Cultural Preservation	5	3	3	2	26	6	11	76
Local/Legacy Residents, Families, and Businesses Protection	3	4	4	2	28	6	6	73
Total Dots	**21**	**36**	**16**	**8**	**149**	**27**	**71**	**372**

Step II Community Engagement Outreach Events

NORTE-SUR OPEN HOUSES			
Open House Location	**Subarea**	**Date of Event**	**Number of Participants**
Pima Community College	North Side (Lado Norte) / Central (Centro)	October 17, 2023	17
El Pueblo Activity Center	South Side (Lado Sur)	October 19, 2023	18
Sam Lena Library	City of South Tucson (Sur de Tucson)	October 21, 2023	16

POP-UPS AT OTHER COMMUNITY EVENTS			
Event	**Subarea**	**Date of Event**	**Number of Participants**
Cyclovia at Literacy Connects	All	October 29, 2023	107 (approx.)

TUCSON BUS RAPID TRANSIT OPEN HOUSES			
Open House Location	**Subarea**	**Date of Event**	**Number of Participants**
Donna Liggins Recreation Center	North Side (Lado Norte)	November 14, 2023	12
Amphitheater High School	Northside (Lado Norte)	November 16, 2023	6

LOCATIONS FOR POTENTIAL TOD WORKSHOPS			
Workshop	**Subarea**	**Date of Event**	**Number of Participants**
P-CHIP Kick-off at El Pueblo Center	South Side (Lado Sur)	May 2, 2024	17
Thrive in the 05 Resource Fair at Esquer Park	North Side (Lado Norte)	May 4, 2024	38

Results of Community Feedback on Housing Theme Draft Goals

DRAFT GOALS	LITERACY CONNECT/ CYCLOVIA	PCC OPEN HOUSE	EL PUEBLO CENTER OPEN HOUSE	SAM LENA LIBRARY OPEN HOUSE	GOAL TOTALS ALL EVENTS
Goal 1.1: Expand affordable housing options within Tucson Norte-Sur.	72	9	6	2	89
Goal 1.2: Preserve existing affordable housing and prevent displacement of existing residents.	76	9	7	3	95
Goal 1.3: Expand homeownership opportunities.	48	12	5	3	68
Goal 1.4: Expand new housing options through policy changes.	51	4	2	5	62
Goal 1.5: Rethink parking policies to reduce barriers to affordable housing.	48	4	3	2	57
Goal 1.6: Develop affordable and mixed-income housing on city-owned properties.	62	8	6	3	79
Goal 1.7: Improve access to affordable services, including childcare, healthcare, and healthy food options.	80	11	5	3	99
Total Dots	**437**	**57**	**34**	**21**	**549**

Results of Community Feedback on Mobility Theme Draft Goals

DRAFT GOALS	LITERACY CONNECT/ CYCLOVIA	PCC OPEN HOUSE	EL PUEBLO CENTER OPEN HOUSE	SAM LENA LIBRARY OPEN HOUSE	GOAL TOTALS ALL EVENTS
Goal 2.1: Expand walkability within Tucson Norte-Sur.	81	10	6	3	100
Goal 2.2: Improve bicycle connectivity within Tucson Norte-Sur.	100	8	1	3	112
Goal 2.3: Address roadway safety on High Crash Corridors.	60	5	1	0	66
Goal 2.4: Increase pedestrian safety.	71	13	6	3	93
Goal 2.5: Increase access to jobs for local residents.	45	4	2	2	53
Goal 2.6: Support all ages and abilities in design and development.	51	8	2	1	62
Goal 2.7: Improve connections and linkages to existing transit services and routes.	60	4	4	1	69
Goal 2.8: Create convenient access between stations and destinations.	49	6	1	0	56
Goal 2.9: Create Complete and Safe Streets for all users along proposed transit corridors.	76	8	3	2	89
Total Dots	**593**	**66**	**26**	**15**	**700**

Results of Community Feedback on Community Theme Draft Goals

DRAFT GOALS	LITERACY CONNECT/ CYCLOVIA	PCC OPEN HOUSE	EL PUEBLO CENTER OPEN HOUSE	SAM LENA LIBRARY OPEN HOUSE	GOAL TOTALS ALL EVENTS
Goal 3.1 Preserve and assist local businesses in the Tucson Norte-Sur Corridor.	63	7	8	4	82
Goal 3.2 Support and include local artists in design decisions.	73	8	2	4	87
Goal 3.3 Preserve local landmarks, historic buildings, and historic districts within the Tucson Norte-Sur Corridor.	68	10	4	4	86
Goal 3.4 Create opportunities for vibrant public spaces that respond to community needs.	68	8	3	3	82
Goal 3.5 Improve public safety in public spaces.	70	9	3	3	85
Goal 3.6 Hold accountable owners of derelict and vacant buildings and lots.	66	9	5	3	83
Goal 3.7 Ensure that new public spaces and development reflect local culture and identity.	76	8	3	1	88
Goal 3.8 Integrate tree canopy, water harvesting, and native plants in landscape design.	107	15	8	6	136
Total Dots	**591**	**74**	**36**	**15**	**729**

Local And Legacy Business Survey Distribution Events

COMMUNITY ENGAGEMENT THEMES IDENTIFIED IN PHASE I		
Event	**Subarea**	**Date of Event**
Cafecito Empresarial (Spanish) at YWCA	All	February 8, 2024
Suvida Health Care Grand Opening	South Side (Sur)/ City of South Tucson (Sur de Tucson)	February 28, 2024
Entrepreneur Coffee Chat (English) at YWCA	All	February 15, 2024
Business Expo (Tucson Norte-Sur Table) at YWCA	All	March 6, 2024
Build Academy Graduates (Tucson Norte-Sur Table) at YWCA	All	March 27, 2024
Thrive in the '05 Business Forum at Pima Community College Downtown Campus	North Side / Central	May 6, 2024
South Tucson Local/Legacy Business Mixer at Sam Lena Library	South Tucson	May 14, 2024

D. ROAD SAFTEY ASSESSMENTS

STONE AVENUE: GRANT ROAD TO FT. LOWELL ROAD SAFETY ASSESSMENT

SOUTH SIXTH AVENUE ROAD SAFETY ASSESSMENT

E. NORTE-SUR SIDEWALK CONNECTIONS PEDESTRIAN ACCESS STUDY

NORTE-SUR SIDEWALK CONNECTIONS PEDESTRIAN ACCESS STUDY

F. TRANSIT CENTER REVIEW SUMMARIES

TOHONO TADAI TRANSIT CENTER FACILITY REVIEW AND RECOMMENDATIONS

ROY LAOS TRANSIT CENTER FACILITY REVIEW AND RECOMMENDATIONS

G. TUCSON BUS RAPID TRANSIT ASSESSMENT: ECONOMIC DEVELOPMENT, DEMOGRAPHIC, COMMUTING, AND RENT PERSPECTIVES

TUCSON BUS RAPID TRANSIT ASSESSMENT

norte-sur: phase II

REFERENCES

REFERENCES

Al-Mosaind, M. A., Dueker, K. J., & Strathman, J. G. 1993. Light-Rail Transit Stations and Property Values: A Hedonic Price Approach. Transportation Research Record, 1400.

Alonso W. 1964. Location and Land Use: Toward a General Theory of Land Rent, Cambridge MA: Harvard University Press.

Al Quhtani, S., and A. Anjomani. 2021. Do rail transit stations affect the population density changes around them? The case of Dallas-Fort Worth metropolitan area. Sustainability 13 (6): 3355. https://doi.org/10.3390/su13063355.
Anas, A., R. Arnott, and K. A. Small. 1998. Urban spatial structure. Journal of Economic Literature 36(3): 1426–1464.

Andersson, Fredrik, John C. Haltiwanger, Mark J. Kutzbach, Henry O. Pollakowski, and Daniel H. Weinberg. 2018. Job displacement and the duration of joblessness: The role of spatial mismatch. Review of Economics and Statistics 100(2): 203-218.

Baker, Dwayne Marshall, and Bumsoo Lee. 2019. How does Light Rail Transit (LRT) Impact Gentrification? Evidence from Fourteen US Urbanized Areas. Journal of Planning Education and Research 39(1): 35-49.

Bania, Neil, Laura Leete, and Claudia Coulton (2008). Job access, employment and earnings: Outcomes for welfare leavers in a US urban labour market. Urban Studies 45(11): 2179-2202.

Bardaka, Elini. 2023. Transit-induced Gentrification and Displacement: Future Directions in Research and Practice, Transport Reviews, DOI: 10.1080/01441647.2023.2282285

Barton, Michael S., and Joseph Gibbons. 2017. A Stop Too Far: How Does Public Transportation Concentration Influence Neighbourhood Median Household Income? Urban Studies 54(2): 538-554.

Belzer, Dena, Sujata Srivastava, and Mason Austin. 2011. Transit and Regional Economic Development. Oakland, CA: Center for Transit-Oriented Development.

Besser LM, Dannenberg AL. 2005. Walking to Public Transit: Steps to Help Meet Physical Activity Recommendations. American Journal of Preventive Medicine. 29(4): 273–80.

Blumenberg, Evelyn A., Paul M. Ong, and Andrew Mondschein. 2002. Uneven access to opportunities: Welfare recipients, jobs, and employment support services in Los Angeles. University of California Transportation Center.

Blumenberg, Evelyn, and Michael Manville. 2004. Beyond the spatial mismatch: welfare recipients and transportation policy. Journal of Planning Literature 19(2): 182-205.

Blumenberg, Evelyn and Hannah King. 2021. Jobs–Housing Balance Re-Re-Visited, Journal of the American Planning Association, 87:4, 484-496, DOI: 10.1080/01944363.2021.1880961

Blumenberg E, Siddiq F. 2023. Commute distance and jobs-housing fit. Transportation. 50(3): 869-891. doi: 10.1007/s11116-022-10264-1.

Bolter, Kathleen and Jim Robey. 2020. Agglomeration Economies: A Literature Review. The Fund for our Economic Future (FFEF). https://research.upjohn.org/reports/252

Boarnet, Marlon. 1997. Highways and economic productivity: Interpreting recent evidence. Journal of Planning Literature 11(4): 476–486.

Bogart, William T. 1998. The Economics of Cities and Suburbs. Upper Saddle River, NJ: Prentice Hall.

Brenman, Marc and Sanchez, Thomas W. 2022. The Influence of Civil Rights and Anti-Discrimination Laws on Shaping our Transportation System, Journal of Comparative Urban Law and Policy. 5(1): 111-124.

Bourne, Larry S. 1967. Private Redevelopment of the Central City: Spatial Processes of Structural Change in the City of Toronto. Chicago: University of Chicago.

Calthorpe, Peter. 1993. The next American metropolis: Ecology, community, and the American dream. Princeton NJ: Princeton Architectural Press.

Canepa B. (2007). Bursting the Bubble: Determining the Transit-Oriented Development's Walkable Limits. Transportation Research Record: Journal of the Transportation Research Board 1992(1): 28-34. doi:10.3141/1992-04

Carter, D. R. (2021). Our Work Is Never Done: Examining Equity Impacts in Public Transportation. Transportation Research Record, 2675(1), 1-9. https://doi.org/10.1177/0361198120976329

Central Federal Lands Highway Division. 2011. Wildlife Crossing Structure Handbook. Washington, DC: Federal Highway Administration.

Center for Transit Oriented Development. 2014. Trends in Transit-Oriented Development 2000–2010. Federal Transit Administration, Washington, D.C.

Cervero, Robert. 1989. Jobs-housing balancing and regional mobility. Journal of the American Planning Association, 55(2), 136–150.

Cervero, R. 1984. Journal Report: Light Rail Transit and Urban Development. Journal of the American Planning Association, 50(2), 133–147.

Cervero, R., and Duncan, M. 2002. Benefits of Proximity to Rail on Housing Markets: Experiences in Santa Clara County. Journal of Public Transportation, 5(1).

Cervero, R., Murphy, S., Ferrell, C., Goguts, N., Tsai, Y-H., Arrington, G.B., Boroski, J., Smith-Heimer, J., Golem, R., Peninger, P., Nakajima, E., Chui, E., Dunphy, R., Myers, M., & McKay, S. 2004. Transit-Oriented Development in the United States: Experiences, Challenges, and Prospects. Transit Cooperative Research Program (TCRP) Report 102, published by the Transportation Research Board, Washington.

Cervero, Robert, Onésimo Sandoval, and John Landis. 2002. Transportation as a stimulus of welfare-to-work private versus public mobility. Journal of Planning Education and Research 22(1): 50-63.

Ciccone, Antonio, and Robert E. Hall. 1996. Productivity and the density of economic activity. American Economic Review 86: 54–70.

Chapple, K., and A. Loukaitou-Sideris. 2019, Transit-Oriented Displacement or Community Dividends? Understanding the Effects of Smarter Growth on Communities. Cambridge, MA: MIT Press.

Chatman, D. G. and S. E. DiPetrillo. 2011. Eliminating Barriers to Transit-Oriented Development. New Brunswick, NJ: Alan M. Voorhees Transportation Center, Rutgers University.

Chatman, Daniel & Noland, Robert. 2011. Do Public Transport Improvements Increase Agglomeration Economies? A Review of Literature and an Agenda for Research. Transport Reviews. 31. 725-742. 10.1080/01441647.2011.587908.

Chuang, I-Ting, Lee Beattie, and Lei Feng. 2023. Analysing the Relationship between Proximity to Transit Stations and Local Living Patterns: A Study of Human Mobility within a 15 Min Walking Distance through Mobile Location Data. Urban Science 7(4): 105. https://doi.org/10.3390/urbansci7040105

Credit, K. 2018. Transit-oriented economic development: The impact of light rail on new business starts in the Phoenix, AZ Region, USA. Urban Studies 55(13): 2838–2862. https://doi.org/10.1177/0042098017724119.

Debrezion, G., Pels, E., & Rietveld, P. (2007). The Impact of Railway Stations on Residential and Commercial Property Value: A Meta-analysis. The Journal of Real Estate Finance and Economics, 35(2), 161–180.

Deka, Devajyoti. 2017. Benchmarking Gentrification Near Commuter Rail Stations in New Jersey. Urban Studies 54(13): 2955-2972.

Delmelle, Elizabeth C. 2021. Transit-induced gentrification and displacement: The state of the debate. In Rafael H.M. Pereira, Geneviève Boisjoly, eds. Advances in Transport Policy and Planning, 8: 173-190. New York: Academic Press,

Delmelle, Elizabeth, and Isabelle Nilsson. 2020. New rail transit stations and the out-migration of low-income residents. Urban Studies 57(1): 134-151.

Delmelle, Elizabeth C. 2017. Differentiating pathways of neighborhood change in 50 US metropolitan areas. Environment and planning A 49(10): 2402-2424.

Dong, Hongwei. 2017. Rail-transit-induced Gentrification and the Affordability Paradox of TOD." Journal of Transport Geography 63: 1-10.

EcoNorthwest. 2022. Tucson Equitable Transit Oriented Development Market Assessment. Portland OR: EcoNorthwest. Available from https://ehq-production-us-california.s3.us-west-1.amazonaws.com/411e0d80f2db5f9e342d751c35818ad66259b716/original/1692132250/2561dc7864352799a62d5004d8c45ba9_Tucson_ETOD_Market_Assessment_Final_Report.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIA4KKNQAKICO37GBEP%2F20240102%2Fus-west-1%2Fs3%2Faws4_request&X-Amz-Date=20240102T215903Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=5379c9ffe20a781511ab23c2e409765562633cbbd9e9b0584f55cb26849379e3

Ewing, Reid, Guang Tian, Torrey Lyons. 2018. Does compact development increase or reduce traffic congestion? Cities. 72(A): 94-101.

Ewing, R., Kim, K., Sabouri, S., Siddiq, F., & Weinberger, R. 2021. Comparative Case Studies of Parking Reduction at Transit-Oriented Developments in the U.S.A. Transportation Research Record, 2675(1), 125-135. https://doi.org/10.1177/0361198120965558

Fan, Yingling, Andrew Guthrie, and David Levinson (2012) Impact of Light Rail Implementation on Labor Market Accessibility: A Transportation Equity Perspective. Journal of Transport and Land Use 5(3) 28-39.

Feignon, Shanon (2019). Transit and Micro-Mobility, TCRP J-11/Task 37 research in progress. Transportation Research Board.

Fogarty, N., and M. Austin. 2011. Rails to Real Estate: Development Patterns along Three New Transit Lines. Washington, DC: Center for Transit-Oriented Devel¬opment.

Garreau, J. 1991. Edge City: Life on the New Frontier. New York, Anchor Books.

Glaeser, Edward. 2011. Triumph of the City How Our Greatest Invention Makes Us Richer, Smarter, Greener, Healthier, and Happier. New York: Penguin Books.

Graham, D. J. 2007. Agglomeration, productivity and transport investment. Journal of Transport Economics and Policy 41(3), September: 317–343. www.ingentaconnect.com/content/lse/jtep/2007/00000041/00000003/art00003. Summarized in OECD/ITF Discussion Paper 2007-11, www.internationaltransportforum.org/jtrc/DiscussionPapers/DiscussionPaper11.pdf.

Giuliano, G. 2004. Land use impacts of transportation investments: Highway and transit. In S. Hanson and G. Giuliano (Eds.), The Geography of Urban Transportation, 3rd Edition. New York: Guilford Press.

Gottmann, Jean. 1964. Megalopolis: The Urbanized Northeastern Seaboard of the United States. New York: Twentieth Century Fund

Golub, A., Guhathakurta, S., & Sollapuram, B. (2012). Spatial and Temporal Capitalization Effects of Light Rail in Phoenix: From Conception, Planning, and Construction to Operation. Journal of Planning Education and Research, 32(4), 415–429.

Guerra, E., Cervero, R., & Tischler, D. 2012. Half-Mile Circle: Does It Best Represent Transit Station Catchments? Transportation Research Record, 2276(1), 101-109. https://doi.org/10.3141/2276-12

Guerra, E., Li, S., & Reyes, A. 2022. How do low-income commuters get to work in US and Mexican cities? A comparative empirical assessment. Urban Studies, 59(1), 75-96. https://doi.org/10.1177/0042098020965442

Guthrie, A. and Y. Fan (2017). Specific Strategies for Achieving Transit-Oriented Economic Development Applying National Lessons to the Twin Cities - Phase 2. Minneapolis MN: Center for Transportation Studies, University of Minnesota.

Hamidi, S., Kittrell, K., & Ewing, R. (2016). Value of Transit as Reflected in U.S. Single-Family Home Premiums: A Meta-Analysis. Transportation Research Record: Journal of the Transportation Research Board 2543(1), 108–115.

Hajrasouliha, Amir H. and Shima Hamidi (2017). The typology of the American Metropolis: Monocentricity, Polycentricity, or Generalized Dispersion? Urban Geography 38:3, 420-444.

Hibberd, R., A. C. Nelson, K. Currans. 2019. Functional Form in Hedonic Regression: Literature Review & Test of Forms to Determine the End of Significance of Transit Proximity Effects on LVU. University of Arizona.

Higgins, C. D. and P. S. Kanaroglou .2016. Forty years of modelling rapid transit's land value uplift in North America: moving beyond the tip of the iceberg, Transport Reviews, 36:5, 610-634, DOI: 10.1080/01441647.2016.1174748.

Higgins, Christopher D., Mark R. Ferguson, Pavlos S. Kanaroglou. 2014 Light Rail and Land Use Change: Rail Transit's Role in Reshaping and Revitalizing Cities Journal of Public Transportation 17(2): 93-112.

Holmes, Thomas. 1999. How industries migrate when agglomeration economies are important. Journal of Urban Economics 45: 240–263.

Hurst, N. B., and S. E. West. 2014. Public transit and urban redevelopment: The effect of light rail transit on land use in Minneapolis, Minnesota. Regional Science and Urban Economics. 46: 57–72. https://doi.org/10.1016/j.regsciurbeco.2014.02.002.

Hwang, Jackelyn, and Jeffrey Lin. 2016. What Have We Learned About the Causes of Recent Gentrification? Cityscape, 18(3) pp. 9–26.

International Energy Agency. 2021. Net Zero by 2050: A Roadmap for the Global Energy Sector. Accessed December 28, 2023 from https://iea.blob.core.windows.net/assets/deebef5d-0c34-4539-9d0c-10b13d840027/NetZeroby2050-ARoadmapfortheGlobalEnergySector_CORR.pdf.

Kain, John F. 1968. Housing segregation, negro employment, and metropolitan decentralization, Quarterly Journal of Economics. 82: 175–197.
Kain, John F. 1992. The Spatial Mismatch Hypothesis: Three Decades Later. Housing Policy Debate 3(2): 371-392.

Kawabata, Mizuki (2002). Job access and work among autoless adults in welfare in Los Angeles. Working Paper Number 40. Los Angeles: The Ralph and Goldy Lewis Center for Regional Policy Studies.

Kawabata, Mizuki (2003). Job access and employment among low-skilled autoless workers in US metropolitan areas. Environment and Planning A 35(9): 1651-1668.

Keith, Ladd, Marilyn Taylor, Zelalem Adefris, Janice Barnes, Matthijs Bouw, Dennis Carlberg, Justin Chapman, Tracy Gabriel, Mariane Jang, John Macomber, Molly McCabe, Cynthia McHale, Christine Morris, Jim Murley, Josh Murphy, Phil Payne, Katherine Burgess, Leah, Erica Ellis. 2018. Ten Principles for Building Resilience. Washington, DC: Urban Land Institute 10.13140/RG.2.2.12653.95203.

Kager R., L. Bertolini, and M. Te Brömmelstroet. 2016. Characterisation of and Reflections on the Synergy of Bicycles and Public Transport. Transportation Research Part A: Policy and Practice, 85: 208–219.

Kittrell, K. 2012. Impacts of vacant land values: Comparison of metro light rail sta¬tion areas in Phoenix, Arizona. Transportation Research Record 2276: 138-145.

Ko, K. and Cao, X. (2013). The impacts of Hiawatha light rail on commercial and industrial property values in Minneapolis. Journal of Public Transportation 16 (1): 47-66.

Koschinsky, Julia and Emily Talen. 2015. Affordable Housing and Walkable Neighborhoods: A National Urban Analysis. Cityscape 17(2): 13-56.

Kwoka, G.J.; Boschmann, E.E.; Goetz, A.R. 2015. The Impact of Transit Station Areas on the Travel Behaviors of Workers in Denver, Colorado. Transportation Research Part A: Policy and Practice, 80: 277–287.

Jin, Jangik, and Kurt Paulsen. 2018. Does accessibility matter? Understanding the effect of job accessibility on labour market outcomes. Urban Studies 55(1): 91-115.

Lai, Yani, Junhong Zhou, and Xiaoxiao Xu. “Spatial Relationships between Population, Employment Density, and Urban Metro Stations: A Case Study of Tianjin City, China.” Journal of Urban Planning and Development 150.1 (2024): Journal of Urban Planning and Development, 150 (1).

Leadership Conference Education Fund (2011a). Where we Need to Go: A Civil Rights Road Map for Transportation Equity. Washington, DC: Leadership Conference Education Fund.

Leadership Conference Education Fund (2011b). Getting to Work: Transportation Policy and Access to Work. Washington, DC: Leadership Conference Education Fund.

Li, M. M. and H. J. Brown (1980). Micro-Neighborhood Externalities and Hedonic Housing Prices. Land Economics 56(2): 125-141.

Litman, Todd. 2015. Evaluating Complete Streets: The Value of Designing Roads For Diverse Modes, Users and Activities. Victoria BC: Victoria Transport Policy Institute.

Littman, Todd. 2018. Evaluating Transportation Economic Development Impacts. Victoria, BC: Victoria Transportation Institute, http://www.vtpi.org/econ_dev.pdf.

Litman, Todd. 2023. Evaluating Public Transit Benefits and Costs Best Practices Guidebook. Victoria BC: Victoria Transport Policy Institute. Available from https://www.vtpi.org/tranben.pdf.

Litman, Todd. 2023b. Evaluating Accessibility for Transport Planning: Measuring People's Ability to Reach Desired Services and Activities. Victoria BC: Victoria Transport Policy Institute.

Loukaitou-Sideris, A., and T. Banerjee. 2000. The blue line blues: Why the vision of transit village may not materialize despite impressive growth in transit rider¬ship. Journal of Urban Design 5(2): 101-125.

Lund, H. 2006. Reasons for Living in a Transit-Oriented Development, and Associated Transit Use. Journal of the American Planning Association, 72: 357–366.

Ma, Y, Xu J, Gao C, Mu M, E G, Gu C. 2022. Review of Research on Road Traffic Operation Risk Prevention and Control. International Journal of Environmental Research and Public Health. 19(19):12115. doi: 10.3390.

Marcuse, Peter. 1985. Gentrification, abandonment, and displacement: Connections, causes, and policy responses in New York City. Washington University Journal of Urban and Contemporary Law 28: 195.

Litman, Todd. 2015. Evaluating Complete Streets: The Value of Designing Roads For Diverse Modes, Users and Activities. Victoria BC: Victoria Transport Policy Institute.
Litman, Todd. 2023. Evaluating Accessibility for Transport Planning: Measuring People's Ability to Reach Desired Services and Activities. Victoria BC: Victoria Transport Policy Institute.

Liu, Jenny H. and Shi, Wei. 2020. Understanding Economic and Business Impacts of Street Improvements for Bicycle and Pedestrian Mobility – A Multicity Multi-approach Exploration. NITC-RR-1031/1161. Portland, OR: Transportation Research and Education Center (TREC).

McCann, Barbara, Anthony Boutros, and Anna Biton. 2023. Complete Streets: Prioritizing Safety for All Road Users. Public Roads 86: 4 (winter). Available from https://highways.dot.gov/public-roads/winter-2023/complete-streets-prioritizing-safety-all-road-users.

McKenzie, Brian S. 2013. Neighborhood access to transit by race, ethnicity, and poverty in Portland, OR. City & Community 12, no. 2 (2013): 134-155.

Mills E. S. (1967). An Aggregative Model of Resource Allocation in a Metropolitan Area, The American Economic Review, Papers and Proceedings, 57(2), pp 197–210. University of Chicago Press, Chicago.

Mulley, C., Ma, L., Clifton, G., Yen, B., & Burke, M. (2016). Residential property value impacts of proximity to transport infrastructure: An investigation of bus rapid transit and heavy rail networks in Brisbane, Australia. Journal of Transport Geography, 54, 41–52.

Muth, R.F. (1969). Cities and Housing: The Spatial Pattern of Urban Residential Land Use, Third Series: Studies in Business and Society.

National Association of Realtors. 2023. Community and Transportation Preference Survey. Available from https://www.nar.realtor/reports/nar-community-and-transportation-preference-surveys

Nelson, Arthur C. 2012 The Mass Market for Suburban Low-Density Development is Over. The Urban Lawyer, 44(4).

Nelson, Arthur C. 2013. Reshaping Metropolitan America. Washington, DC: Island Press.
Nelson, A. C. 2014. Foundations of Real Estate Finance for Development. Washington, DC: Island Press.

Nelson, A. C. 2015. National Study of BRT Development Outcomes. Portland, OR: National Institute for Transportation and Communities accessible from https://pdxscholar.library.pdx.edu/trec_reports/32/

Nelson, A. C. 2017. Transit and Real Estate Rents. Transportation Research Record: Journal of the Transportation Research Board. https://doi.org/10.3141/2651-03)

Nelson, A. C. 1992. Effects of Heavy-Rail Transit Stations on House Prices With Respect to Neighborhood Income, Transportation Research Record: Journal of the Transportation Research Board. 1359: 127-132.

Nelson A.C. and R. Hibberd. 2019. Streetcars and Real Estate Rents with Implications for Transit and Land Use Planning. Transportation Research Record. 2019; 2673(10): 714-725. doi:10.1177/0361198119849916

Nelson A.C. and R. Hibberd. 2021. The Influence of Rail Transit on Development Patterns in the Mountain Mega-Region with a Surprise and Implications for Rail Transit and Land Use Planning. Transportation Research Record (forthcoming).

Nelson, A. C. and R. Hibberd with M. Dixon. 2019. The Link between Transit Station Proximity and Real Estate Rents, Jobs, People and Housing with Transit and Land Use Planning Implications. Portland OR: National Institute for Transportation and Communities, Portland State University.

Nelson, A. C. D. Eskic, S. Hamidi, S. J. Petheram, J. H. Liu, and R. Ewing. 2015. Office Rent Premiums with Respect to Distance from Light Rail Transit Stations/stops in Dallas. Transportation Research Record: Journal of the Transportation Research Board. DOI 10.3141/2500-13.

Nelson, A. C. and S. J. McClesky. 1990. “Elevated Rapid Rail Station Impacts on Single-Family House Values,” Transportation Research Record, 1266: 173-180.

Nelson, A. C., Eskic, D., Hamidi, S., Petheram, S. J., Ewing, R., & Liu, J. H. 2015. Office Rent Premiums with Respect to Light Rail Transit Stations: Case Study of Dallas, Texas, with Implications for Planning of transit-Oriented Development. Transportation Research Record: Journal of the Transportation Research Board 2500(1), 110–115.

Nelson, A. C., G. Anderson, R. Ewing, P. Perlich, T. W. Sanchez, and K. Bartholomew. 2009. The Best Stimulus for the Money: Briefing Papers on the Economics of Transportation Spending. Salt Lake City: Metropolitan Research Center at the University of Utah for Smart Growth America. http://www.smartgrowthamerica.org/documents/thebeststimulus.pdf.

Nelson, A. C., and R. Hibberd, R. 2023. Influence of Transit Station Proximity on Demographic Change Including Displacement and Gentrification with Implications for Transit and Land Use Planning After the COVID-19 Pandemic. Transportation Research Record, 2677(1): 1721-1731. https://doi.org/10.1177/03611981221105872

Nelson, Arthur C. and Robertn Hibberd. 2024, Complete Streets as a Redevelopment Strategy, Cityscape, forthcoming.

Newman, Kathe, and Elvin K. Wyly. 2006. The right to stay put, revisited: Gentrification and resistance to displacement in New York City. Urban studies 43(1): 23-57.

Nilsson, Isabelle, and Elizabeth Delmelle. 2018. Transit Investments and Neighborhood Change: On the Likelihood of Change. Journal of Transport Geography 66: 167-179.

Nguyen-Hoanga, Phuong and Ryan Yeung. 2010. What is Paratransit Worth. Transportation Research Part A: Policy and Practice, 44(10): 841-853.

Ong, Paul M., and Douglas Houston. 2002. Transit, Employment and Women on Welfare. Urban Geography 23(4): 344-364.

Ong, P., M. and D. Miller. 2005. Spatial and Transportation Mismatch in Los Angeles. Journal of Planning Education and Research 25(1): 43–56

Park, R. E., E. W. Burgess, R. D. McKenzie, and L. Wirth (1925). The city. Chicago, Ill: University of Chicago Press.

Pasha, O., C. Wyczalkowski, D. Sohrabian, and I. Lendel. 2020. Transit effects on poverty, employment, and rent in Cuyahoga County, Ohio. Transport Policy 88: 33–41. https://doi.org/10.1016/j.tranpol.2020.01.013.

Parolek, Daniel with Arthur C. Nelson. 2020. Missing Middle Housing: Thinking Big and Building Small to Respond to Today's Housing Crisis. Washington DC: Island Press.
Periser, R. B. and D. David Hamilton (2012). Professional Real Estate Development: The ULI Guide to the Business. Washington DC: Urban Land Institute.

Perk, Victoria A., Martin Catalá, Maximillian Mantius, and Katrina Corcoran (2017). Impacts of Bus Rapid Transit (BRT) on Surrounding Residential Property Values. Portland OR: National Institute for Transportation and Communities, Portland State University.

Petheram, S. J., A. C. Nelson, M. Miller and R. Ewing (2013). Using the Real Estate Market to Establish Light Rail Station Catchment Areas: Case Study of Attached Residential Property Values in Salt Lake County with respect to Light Rail Station Distance. Transportation Research Record: Journal of the Transportation Research Board. 2357: 95-99.

Pollack, Stephanie, Barry Bluestone, and Chase Billingham. 2010. Maintaining Diversity in America's Transit-rich Neighborhoods: Tools for Equitable Neighborhood Change. Boston MA: Federal Reserve Bank of Boston.

Qi, Y. 2023. Transit-Induced Gentrification and Neighborhood Upgrading in the United States. Journal of Planning Education and Research, 0(0). https://doi.org/10.1177/0739456X231173326

Qin, Ziyi and Daisuke Fukuda. 2023, Use of public transport and social capital building: An empirical study of Japan. Research in Transportation Economics. 99: 101290, doi.org/10.1016/j.retrec.2023.101290.

Rayle, Lisa. 2015. Investigating the connection between transit-oriented development and displacement: Four hypotheses. Housing Policy Debate 25(3): 531-548.

Renne, John L. Renne. 2009. From transit-adjacent to transit-oriented development, Local Environment, 14:1, 1-15, DOI: 10.1080/13549830802522376

Roswall N, Høgh V, Envold-Bidstrup P, Raaschou-Nielsen O, Ketzel M, Overvad K, Olsen A, Sørensen M. 2015. Residential exposure to traffic noise and health-related quality of life--a population-based study. PLoS One. 10(3):e0120199. doi: 10.1371.

Sanchez, T. W. and M. Brenman 2008. A Right to Transportation: Moving to Equity. Chicago, IL: American Planning Association.

Sanchez, Thomas W. 2008. Poverty, policy, and public transportation." Transportation Research Part A: Policy and Practice 42(5): 833-841.

Sanchez, Thomas W., Qing Shen, and Zhong-Ren Peng 2004. Transit mobility, jobs access and low-income labour participation in US metropolitan areas. Urban Studies 41(7): 1313-1331.

Sanchez, Thomas W. 1999. The connection between public transit and employment: the cases of Portland and Atlanta. Journal of the American Planning Association 65(3): 284-296.

Saelens BE, Vernez Moudon A, Kang B, Hurvitz PM, Zhou C. 2014. Relation between higher physical activity and public transit use. American Journal of Public Health. 104(5):854–9.

Saelens BE, Meenan RT, Keast EM, Frank LD, Young DR, Kuntz JL, Dickerson JF, Fortmann SP. 2022. Transit Use and Health Care Costs: A Cross-sectional Analysis. Journal of Transport and Health. 24:101294. doi: 10.1016.

Sen, Ashish, Paul Metaxatos, Siim Sööt, and Vonu Thakuriah. 1999. Welfare reform and spatial matching between clients and jobs. Papers in Regional Science 78(2): 195-211.

Sener IN, Lee RJ, Elgart Z. 2016. Potential Health Implications and Health Cost Reductions of Transit-Induced Physical Activity. Journal of Transport and Health. 3(2):133-40.

Shen, Q. 2013. Under What Conditions Can Urban Rail Transit Induce Higher Density? Evidence from Four Metropolitan Areas in the United States, 1990–2010. Doctoral dissertation. Ann Arbor MI: University of Michigan.

Stanley, John K., David A. Hensher, and Janet R. Stanley. 2022. Place-based Disadvantage, Social Exclusion and the Value of Mobility. Transportation Research Part A: Policy and Practice. 160: 101-113.

TischlerBise. 2020. Land Use Assumptions, IIP, and Development Impact Fee Report. Tucson AZ: City of Tucson. Available from https://www.tucsonaz.gov/files/sharedassets/public/v/1/city-services/planning-development-services/documents/exhibit_1_to_ordinance_11759.pdf.

Thakuriah, Piyushimita, and Paul Metaxatos (2000). Effect of residential location and access to transportation on employment opportunities. Transportation Research Record: Journal of the Transportation Research Board 1726: 24-32.

Trombulak, Stephen C., and Christopher A. Frissell. 2000. Review of Ecological Effects of Roads on Terrestrial and Aquatic Communities. Conservation Biology 14(1): 18-30.

Valley Metro. 2013. Light rail economic development highlights. Phoenix, AZ: Valley Metro.
von Thünen, J. H. (1826). Der isolierte Staat (The Isolated State).

Voith, Richard. 1998. Parking, Transit, and Employment in a Central Business District. Journal of Urban Economics 44(1): 43-58.

Weisbrod, G., and A. Reno. 2009. Economic impact of public transportation investment. American Public Transportation Association accessed December 28, 2023, from www.apta.com/resources/reportsandpublications/Documents/economic_impact_of_public_transportation_investment.pdf.

Woods & Poole Economics. 2023. The Complete Economic and Demographic Data Source. Washington, DC, Woods & Poole Economics

Wu, Qian, Ming Zhang, and Daniel Yang. 2015. Jobs-Housing Balance: The Right Ratio for the Right Place. In Recent Developments in Chinese Urban Planning, 311–33. Springer International Publishing. http://dx.doi.org/10.1007/978-3-319-18470-8_18.

Yeganeh, Jeddi A., Hall, R., Pearce, A., & Hankey, S. (2018). A social equity analysis of the U.S. public transportation system based on job accessibility. Journal of Transport and Land Use, 11(1). https://doi.org/10.5198/jtlu.2018.1370

Yao, L., and Y. Hu. 2020. The Impact of Urban Transit on Nearby Startup Firms. Habitat International. 99:102155.

Zhang, Ming. (2009). Bus versus Rail: Meta-Analysis of Cost Characteristics, Carrying Capacities, and Land Use Impacts. Transportation Research Record, 2110(1), 87-95.