



MEMORANDUM

To: Maria Gayosso, Rebecca Roupp, and Scott Clark, City of Tucson

From: Sofia Lopez, Senior Program Manager, NALCAB

Date: March 23, 2018

Subject: Summary of Local Planning Goals to Inform the Prioritization of Future Planning Initiatives for the South 12th Avenue Corridor

Background

NALCAB has reviewed the City of Tucson's community planning documents. This memorandum provides a summary of the social and economic goals that are both shared across plans and those that are highlighted by a specific plan. Corresponding channels for implementation are also identified. The summary will help inform the City of Tucson's prioritization of goals for the South 12th Avenue corridor by ensuring that future planning efforts are designed in coordination with the City's existing goals and proposed initiatives.

Goals Common Across Plans

1. Foster a unique sense of place that reflects a commitment to arts and culture and care for the natural environment.^{1 2}
 - a. The Cultural Plan calls for support of the P.L.A.C.E. (People, Land, Arts, Culture and Engagement) Initiative as a means to accomplish this goal.
2. Encourage a mix of residential options with attention to affordability, and to increasing density in a manner that is sensitive to surrounding scale, and view sheds. Provide ample opportunity for homeownership.^{1 2 3}
 - a. The Consolidated Plan recommends improving aging housing, and providing incentives to property owners to maintain, retrofit, rehabilitate, and adaptively reuse historic buildings.
 - b. The Pima Cultural Plan calls for incentives to address barriers to development of artist housing and Live/Work spaces.
3. Invest in the construction and maintenance of high quality public infrastructure and multi-modal transportation options.^{2 3 4}
 - a. Tucson's investment in the downtown modern streetcar, and the city's expansive bicycle paths are lauded. Both the General and Sustainability Plan and Consolidated

1. 2008 Pima Cultural Plan

2. City of Tucson General and Sustainability Plan 2013

3. 2015-2020 Five-Year Consolidated Plan

4. City of Tucson Comprehensive Economic Development Strategy (November 2015)

- Plan call for additional investment in the built environment to support active transportation and improved public health.
- b. The Consolidated Plan call for the diversification of funding mechanisms to support infrastructure maintenance and service expansion.
4. Support lifelong learning, including early childhood education, afterschool programming and workforce development options in order to train workforce for both existing and future employer needs.^{2 4}
 - a. The Comprehensive Economic Development Strategy calls for the development of an internship program linking University of Arizona students with local employers.
 - b. Both the General and Sustainability Plan and the Consolidated Plan promote increased access to educational opportunities as a means to reduce poverty and increase wage growth.
 5. Recruit, retain, and expand businesses and industries in key economic sectors and support economic diversification to increase the number of high-quality, high-paying jobs.^{1 2 3 4}
 - a. The Pima Cultural Plan calls for an increase in meaningful employment within the creative sector with the promotion of Heritage Tourism as one way to accomplish this goal.
 - b. The General and Sustainability Plan and the Comprehensive Economic Development Strategy identify Tucson's geographic location as an asset in the growth of the Aerospace and Defense, Renewable Energy, and Transportation and Logistics industries.
 6. Encourage investment and revitalization along key commercial corridors.^{3 4}
 - a. The Comprehensive Economic Development Strategy promotes partnering with brokers and others to identify failing or vacant retail centers to encourage private investment with incentives and targeted infrastructure improvements.
 - b. The Consolidated Plan suggests targeting Brownfield sites, closed public facilities, and underutilized land for redevelopment.
 7. Promote and support local, minority-owned, independent, and small businesses.^{2 3 4}
 - a. The Comprehensive Economic Development Strategy promotes the Small Business Assistance Line as one way to support small, local business.
 8. Cultivate an environment that fosters innovation and entrepreneurship.^{3 4}
 - a. The Consolidated Plan suggests partnerships, technical assistance, and incentives that lead to business development, expansion, job attraction and retention to support entrepreneurship.

Goals Highlighted by Specific Plans

2008 Pima Cultural Plan

1. Ensure that there are adequate natural, heritage, and cultural spaces for performances, exhibits, studios, and incubation of creative sector.
 - a. The Cultural Plan calls for the creation of a Cultural Facilities Committee within the Tucson Pima Arts Council to advise the City of Tucson and Pima County on cultural facilities.
2. Promote lifelong learning and engagement in the arts and culture.
 - a. Identify or create a lead organization to inventory arts and cultural education program providers and interface between artists, schools, and community learning centers to expand arts and cultural education.

2013 General and Sustainability Plan

3. Promote a sustainable urban food system to increase access to affordable food and provide increased access to green space.
 - a. To aid in the development of urban agriculture, the General and Sustainability Plan suggests that the City of Tucson reduce barriers individuals may face to both growing and selling local food. This would be a continuation of the Sustainable Land Use Code Integration Project started in 2012.
 - b. Repurpose vacant and underutilized public land for community gardens.
4. Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.
 - a. Expand the utilization of highly interactive public input processes early in the policy, program, or project planning, and target traditionally underrepresented populations in this process.

Comprehensive Economic Development Strategy

5. Expand international trade by increasing the number of Tucson businesses selling goods and services internationally.
 - a. Educate the Tucson business community on supply chain opportunities in Mexico and encourage partnerships with businesses in Mexico and Canada.
 - b. Host bi-annual seminars in Mexico on doing business in Tucson.

2015-2020 Consolidated Plan

6. Collaborate with neighborhoods, the nonprofit and private sectors, schools and other jurisdictions to develop shared use facilities.
7. Contribute to workforce stability and advancement through support of ancillary services, such as transportation, childcare, nutrition, and healthcare.