

Thanks to the following people for their support in making this panel possible:

- Hon. Jonathan Rothschild, Mayor
- Albert Elias, Assistant City Manager
- Carolyn Laurie and Daniel Bursuck, Planning & Development Services Department
- Jaimie Galayda, Office of the Mayor
- Gerri Lipp, Kristen Busby and Tim Kinney, ULI Arizona
- Ken Strobeck, League of Arizona Cities and Towns

Tucson, Arizona

A Comprehensive Community & Economic Development Approach in Oracle





Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose

Mission:

Helping city leaders build better
communities



Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

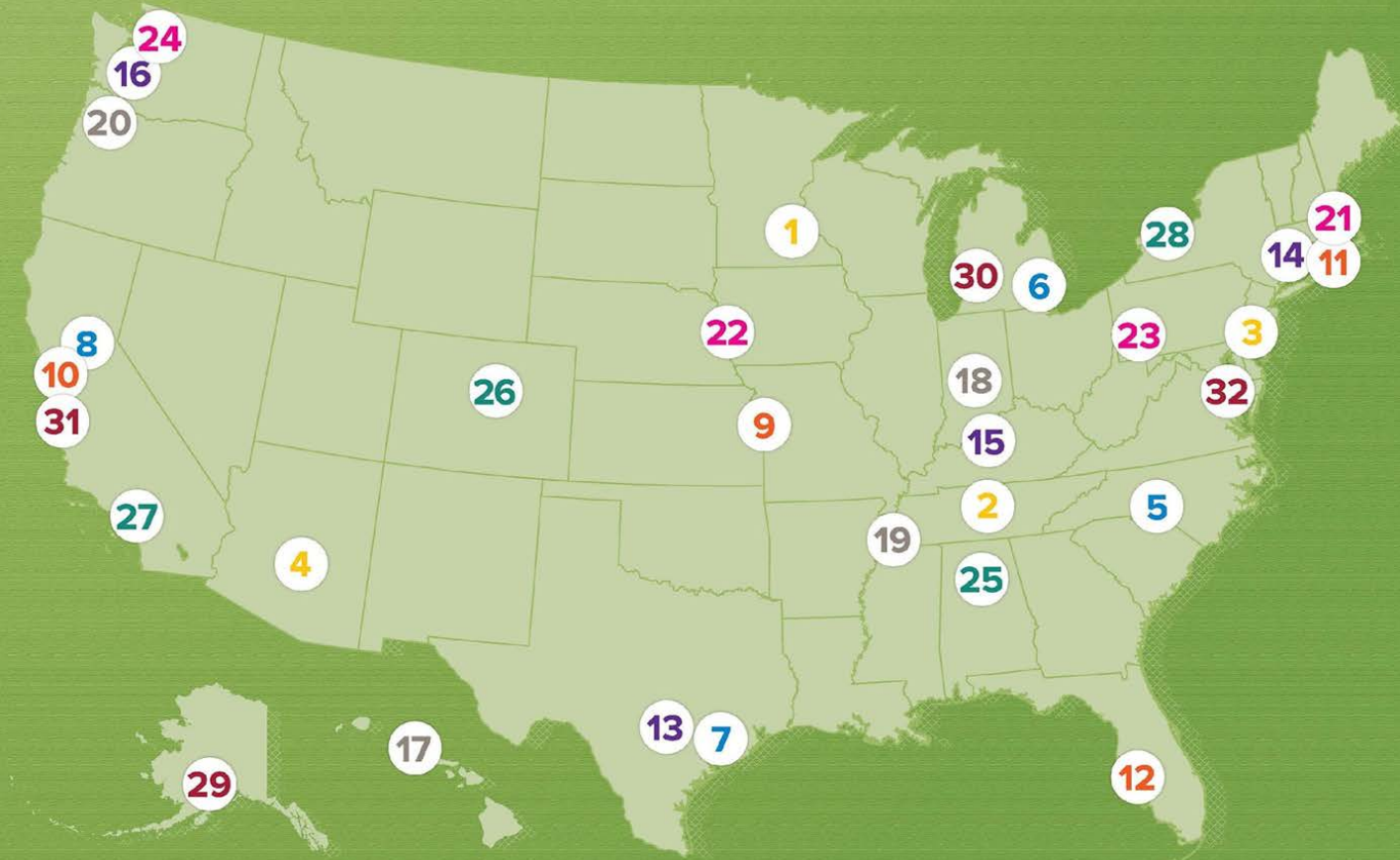
A group of approximately 15 people are seated around a large, polished wooden conference table in a meeting room. The room features blue curtains, potted plants, and the official seal of the City and County of Honolulu, State of Hawaii, mounted on the wall. The seal is circular with a shield in the center, surrounded by the text 'CITY AND COUNTY OF HONOLULU' and 'STATE OF HAWAII'. The participants are engaged in a meeting, with some looking towards the camera and others looking at each other. On the table, there are several clear plastic containers filled with food, including what appears to be fried bread or pastries, and several bottles of water. A black folder or bag is also visible on the left side of the table. The overall atmosphere is professional and collaborative.

Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and project manager

The **DANIEL ROSE**
LAND USE FELLOWSHIP

alumni cities 2009-2017



The **DANIEL ROSE**
LAND USE FELLOWSHIP

class of 2018 cities



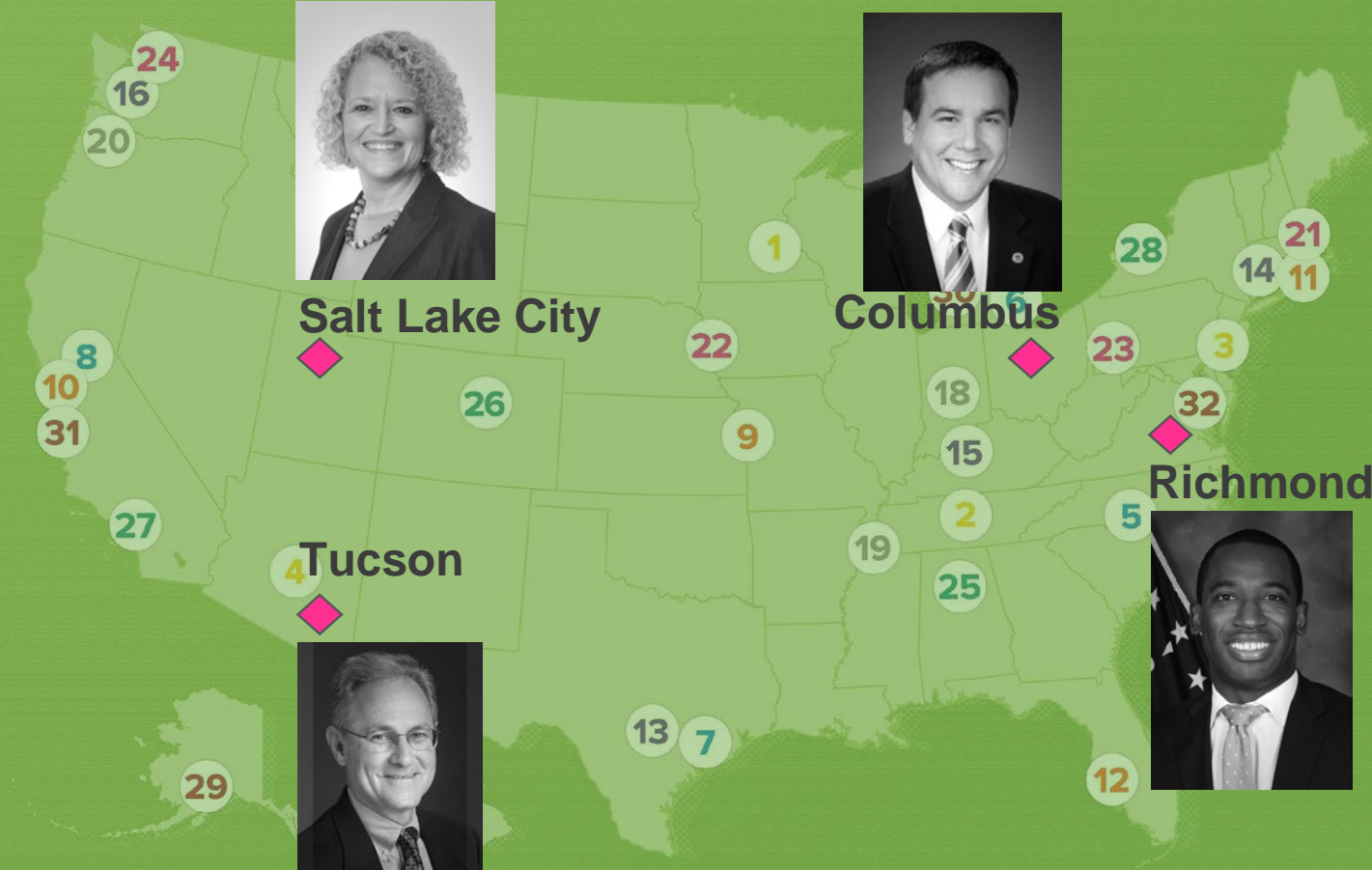
Salt Lake City



Columbus

Tucson

Richmond



Peer Exchange Panel Visit

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- Co-Chair: Jane Lin, Urban Field Studio, San Francisco, CA
- Co-Chair: Tyrone Rachal, Urban Key Capital Partners, Atlanta, GA
- Flora Arabo, Enterprise Community Partners, Washington, DC
- David Flores, Casa Familiar, San Ysidro, CA
- Renee Martinez-Stone, West Denver Renaissance Collaborative/ Denver Housing Authority, Denver, CO
- Hon. Cynthia Newbille, City Councilmember, Richmond, VA (Rose Fellow)
- Ann Taylor, Midway, Houston, TX
- Danny Walz, Redevelopment Agency of Salt Lake City, UT (Rose Fellow)

The Challenge



How can Tucson create a new, intentional approach to community and economic development in the Oracle Area?



Presentation Outline

1. **Observations**
2. Intentional Approach + Organizational Structure
3. Workforce + Neighborhood Economic Development
4. Housing + Land Use
5. Transportation + Infrastructure
6. Conclusions + Homework

Observations: Tucson



Observations: Tucson

- Downtown area is undergoing an unprecedented infill development boom
- Streetcar is bringing new connections, vitality and investment to Downtown and adjacent neighborhoods
- City is seeking a new approach for addressing neighborhood community development challenges
- City is beginning to take more active role in economic development
- As downtown development infills and values appreciate, people and business will need new affordable spaces elsewhere
- Many non-profits are active in the city

Observations: Opportunities in Oracle



Observations: Opportunities in Oracle

- Physical location, proximity and access to I-10, Downtown, University of Arizona
- Cultural diversity of neighborhood
- History in Tucson's development, preservation of neon signs, new historic designation of Miracle Mile
- Service providers active in area (e.g., La Frontera, CPLC, Beacon Foundation, etc.)
- Anchor institution: Pima Community College
- Other potential implementation partners (e.g., Pascua Yaqui Tribe)
- New businesses arriving (e.g., Brother John's, Cook Tucson)
- Relative affordability of land and parcels for redevelopment
- Gem Show brings revenue to this part of city

Observations: Challenges



Observations: Challenges in Oracle

- Housing quality, maintenance and community stability
- Low rates of homeownership and relatively high vacancy
- Maintenance of commercial properties (especially for out of state landowners)
- Food insecurity
- Access to healthcare services
- Job skills and education
- Perception of safety and crime
- Wide, high-traffic arterial streets
- Need for more innovative & inclusive community engagement mechanisms



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The Approach – Intentional Development

An approach that is organized around an energizing vision using rational, sensible and flexible tools to accomplish clear tactical implementation steps.

The Approach - Equitable and Inclusive Growth



The Approach – Equitable and Inclusive Growth

Why it Matters:

- **Distrust and resistance have its roots in history**
- **Like other urban centers around the country, Tucson was not immune from the negative impacts of urban renewal, which ultimately leveled and displaced entire communities.**
- **Oracle area offers an opportunity to be intentional about the benefits of inclusive revitalization**

What it Means:

- **An approach that allows existing residents to benefit from, and be a part of, growth and development**
- **Through thoughtful implementation of policies that prevent displacement and work to reverse patterns of segregation**

The Approach – Guiding Principles



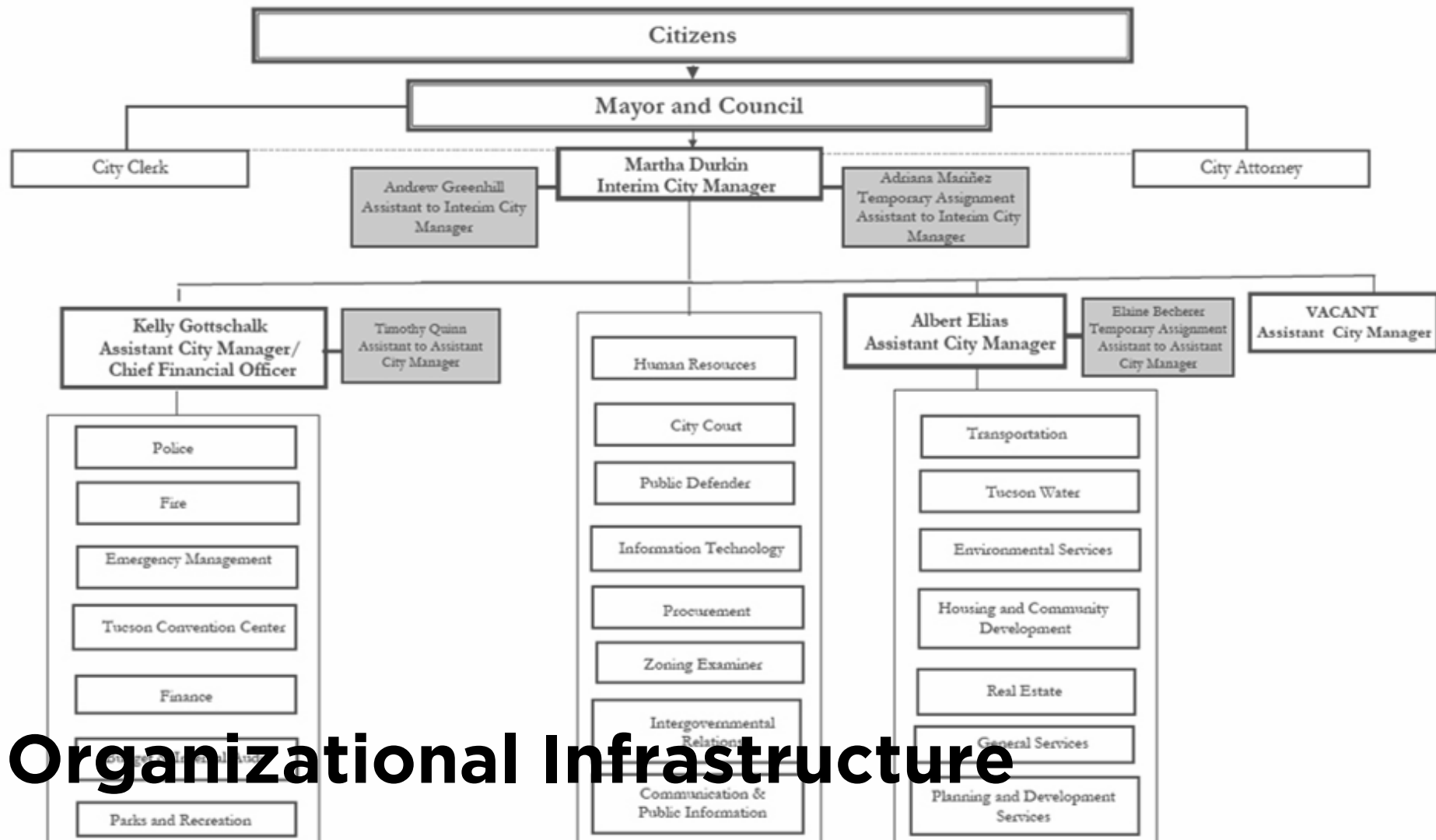
The Approach – Guiding Principles

- Build on successes (e.g., Ghost Ranch redevelopment, Monterey Court), identify and maximize community assets, and engage your team (your team is bigger than you)
- Leverage your political, policy and regulatory powers to attract investment and keep it in the community
- Consider special community designations for qualifying investments, direct investments for maximum impact, and structure your public dollars to match and leverage private development
- Employ data-driven decision making strategies – use data to define the problem before developing solutions
- The time to plan for the Oracle area is now: rising values downtown will drive private investors to other areas

[illegible]

The Approach – Role of Incentives

- City has a lot of levers—they aren't only financial
- And funds are not giveaways—think like investors
- Public funding is an opening for negotiation
- Leverage the dollars to attract private investment
- Regulatory relief is helpful, but not enough to spark robust development in this area



The Role of the City:

- Staff and funding are stretched – the best thing you can do is leverage each others' dollars in a way that leverages private money
- Break down silos—bring agencies together, e.g.,: economic development + planning + housing + transportation + health, (etc.)
 - Create an inter-agency working group empowered by and given a charter by the mayor
 - Then bring in wider community and collaborate
 - Formal processes for communication and engagement create accountability for all parties

Organizational Infrastructure

Organizational Infrastructure

Two Champions

1. Economic development and neighborhood revitalization officer
2. Inclusion and community engagement officer

Both are empowered by the mayor and city council to convene and move implementation forward, serve as intermediaries for the community

Best Practices:

- *community connector model funded by Kresge Foundation with the Denver Foundation*
- *Richmond Community Foundation & University of Richmond lent staff to the City*

The Role of the Community



The Role of the Community

- Historically there is resistance & distrust, but these partners are on your team
- Communities can organize and participate as constructive, active partners

Stakeholders and constituents needing their voices heard:

- Neighborhoods
- Non-profits and service providers
- Cultural organizations
- Businesses
- Other community stakeholders

How can the City remove barriers to community participation?

- Recognize local residents as members of your team
- Identify community partners (as you did in your Choice Neighborhoods planning grant application)
- Leverage the mayor's role as convener – bring partners together and encourage them to organize and collaborate

Best Practices:

- *West Denver Renaissance Collaborative's community leadership committees*
- *San Diego Association of Governments' planning collaboration with community based-organizations*

Tools and Partners

| Financial Incentives (Existing and Possible) | Policy and Regulatory levers | Partnerships |
|--|---|---|
| <ul style="list-style-type: none">• GPLET• Primary Jobs Incentive• Social Impact Bonds• Private Activity Bonds• Tax credits – Historic Tax Credits, NMTC, LIHTC• Tax abatements• Payment-In-Lieu-Of Taxes• Business Improvement Districts• Sales tax sharing• Opportunity Zones• Revolving loan funds• EB-5• Business Technical Assistance• Program Related Investments | <ul style="list-style-type: none">• Creating and aligning incentives• Implementing policies that promote inclusive growth and development• Enforcement of landlord responsibilities• Tenant protections• Infill Incentive District• Leveraging publicly-owned parcels• Urban Overlay District | <ul style="list-style-type: none">• Local Initiatives Support Corporation (LISC)• Pima County Comm College• Tucson Comm Foundation• University of Arizona Foundation• United Way• County• CPLC• La Frontera• Habitat for Humanity• Beacon Foundation• School District• Historic Preservationists• Pascua Yaqui Tribe• National Foundations |



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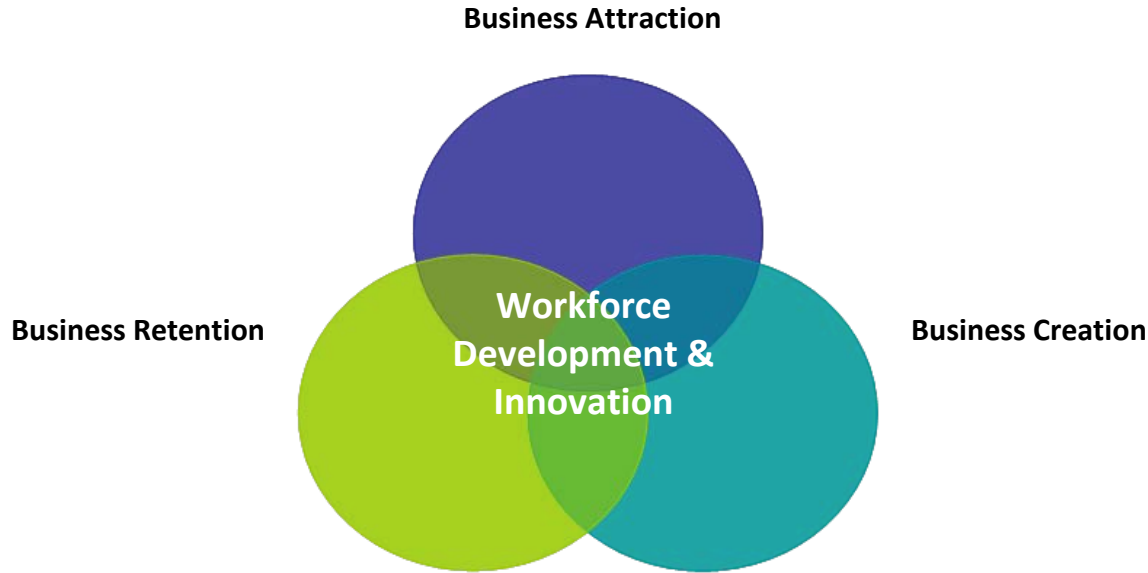
Workforce & Economic Development

Elevate Workforce Development as a catalyst for community revitalization and economic development

- City is best entity to facilitate neighborhood and city-wide economic development efforts
- Leverage partners for regional & state economic development efforts

Economic Development Framework

Workforce Development & Innovation at center of Economic Development



Workforce Development & Innovation

- **Workforce Development**
 - Provide more local education and training opportunities
 - Connect to local businesses, major city, regional and state employers
- **Workforce Innovation (Entrepreneurship)**
 - Support resident entrepreneurship
 - Build capacity and provide resources for people to start their own business
 - Business Incubator and co-working opportunities
 - Provide opportunity for students and residents to incubate businesses

Implementation



Implementation

- City serves as facilitator
- Identify partners
 - Pima Community College, Pima County, University of Arizona, local school districts, Tucson Metro Chamber of Commerce, corporations, philanthropic entities, others
- Convene task force
 - Establish a formal partnership with PCC Centers of Excellence as anchor
 - Implement collective impact approach with partners
 - Identify strategy, roles, resources, metrics and responsibilities

Workforce Development

- Work with partners to create workforce pipeline
 - Develop feeder system between local school districts, colleges & universities
 - Provide job training opportunities in response to business and community needs
 - Develop a formal job placement program
- Leverage Pima Community College Centers of Excellence cross-training programs
 - Applied Technology
 - Nursing & Allied Health

Workforce Innovation

- Adopt pro-small business attitude
- Create and support entrepreneurship, business incubation & co-working opportunities for articulated needs
 - Food
 - Green technology
 - Trades – IT, Health, Nursing, etc.
 - Arts



Implementation Strategies

City efforts

- Continue Business Technical Assistance program
- Establish/Expand partnerships

Economic development

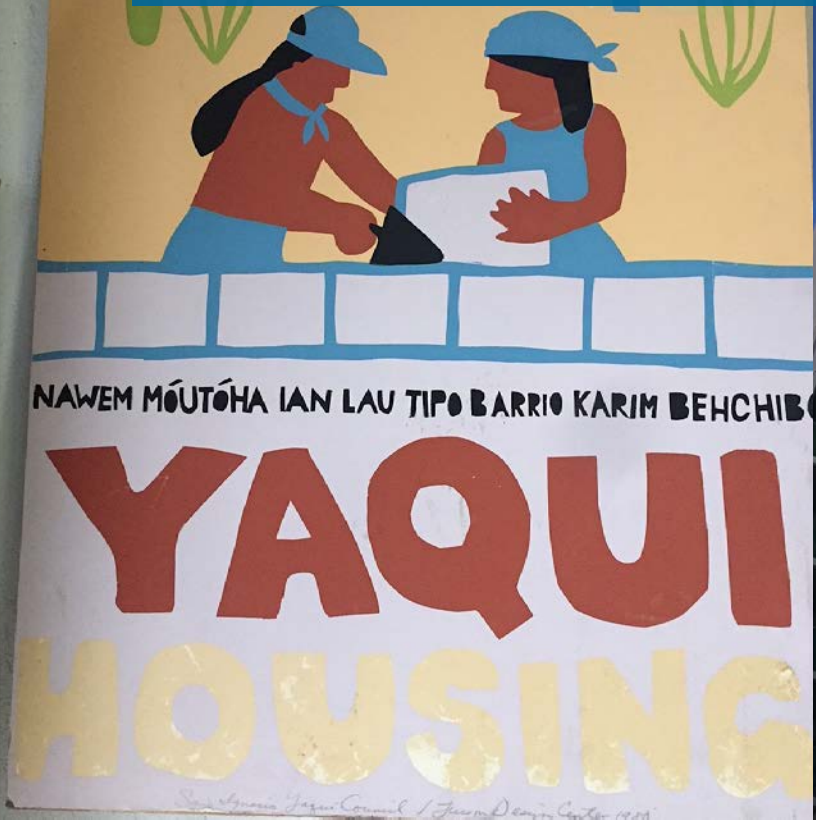
- Economic development champion
- Establish economic development priorities and strategy
- Expand marketing efforts and utilization of existing incentives
- Funding possibilities
 - CPLC small business loan program
 - Venture Capital
 - Seed grants & incentives for new business attraction
 - Small business loan funds



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Housing Goals in Inclusive Revitalization



Housing Goals in Inclusive Revitalization

- Incentivize affordable housing in the Oracle area
- Allowing residents to remain in neighborhood as substandard housing problems are addressed and investment occurs
- Provide funding assistance for emergency repairs to keep homeowners in their homes
- Prioritize and incentivize mixed-income for housing redevelopment and new construction
- Encourage development of a variety of housing types and price points to support different income levels and needs
- Coordinate with Pascua Yaqui Tribe as stabilizing force for long-term affordability (i.e., community land trust model)

Community-Based Immediate Actions



Community-Based Immediate Actions

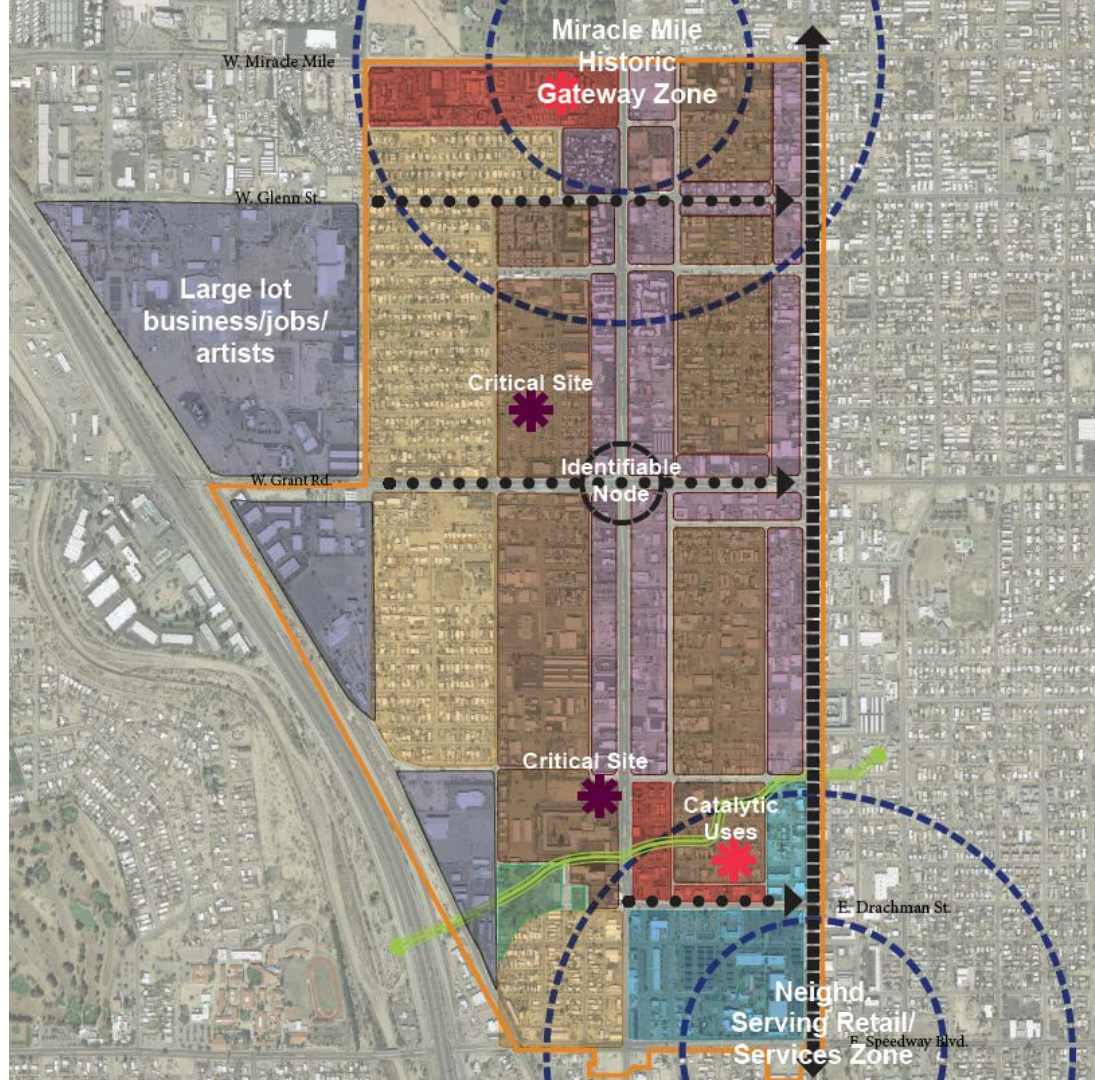
- Use beautification as an engagement strategy
 - ID needs, opportunity sites and strategies to engage volunteers
 - Find sponsors
- Create a culture and pipeline for community service
 - ID schools and business that could provide community services
 - Ask neighborhood leaders to ID residents and who need minor home assistance (e.g., repairs, painting, etc.) similar to Annie E. Casey time banks/ trade exchanges
 - Create service improvement priority and sponsor list
- Engage partner organizations for ongoing projects
 - Habitat for Humanity, Chicanos por la Causa, artist community, La Frontera, Others
- Code enforcement can be helpful tool to manage absentee landlords neglecting their properties

Protecting residents from displacement



Protecting residents from displacement

- Identify strongest and most stable residential areas
- Protect and buffer them from incompatible land uses
- When/if a trailer park transitions, could be opportunities for multi-family, mixed-income housing
- Identify target areas for mixed use (e.g, closer to corridors like Stone)
- Ghost Ranch is a great example of how to transition motor courts into permanent housing stock



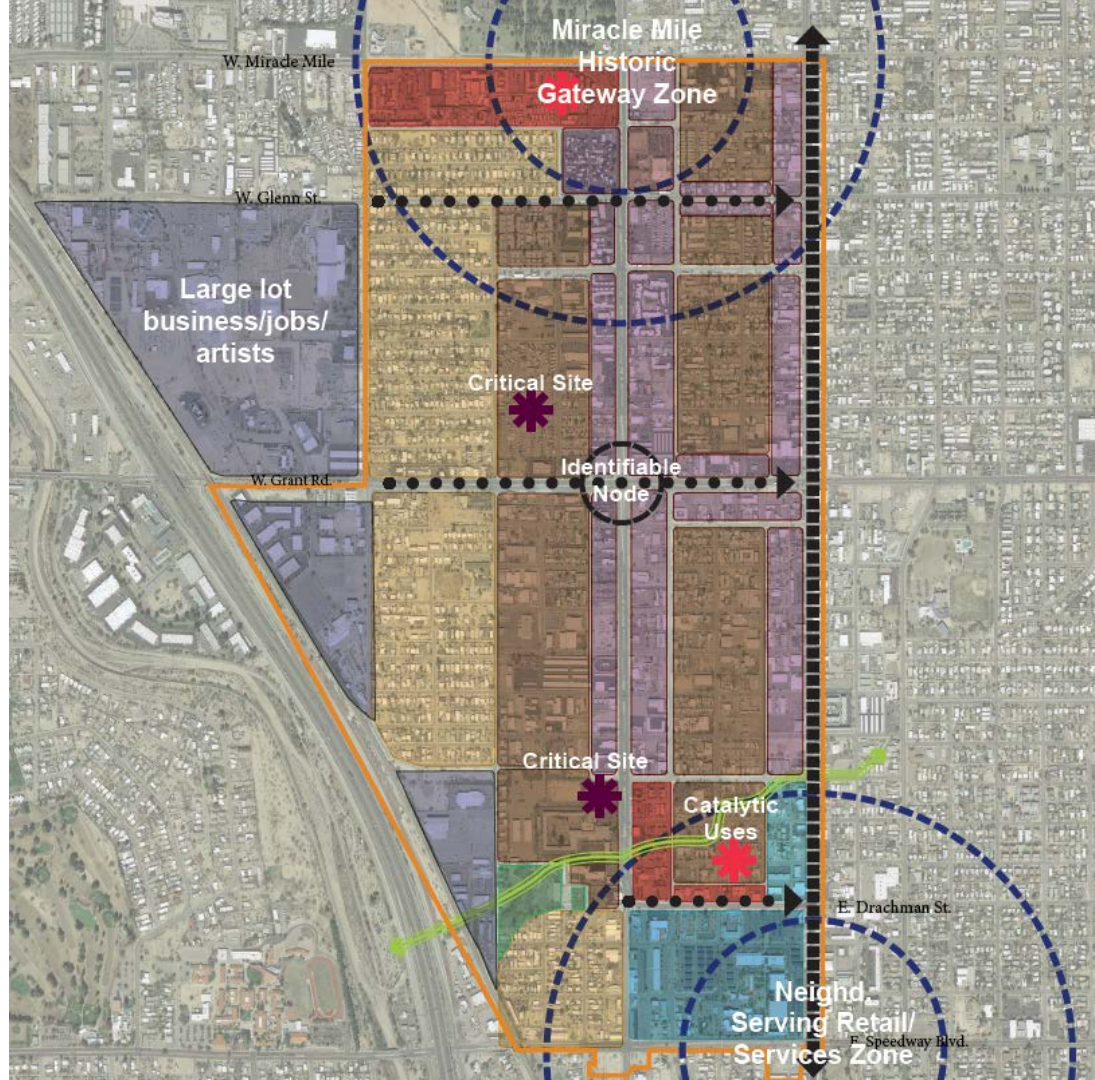
Critical sites that need City focus

- Tucson House is best publicly owned asset in neighborhood; mixed-income redevelopment will set the right tone for Oracle
- Future of Sleepy Hollow will set tone for how trailer parks transition
- Short-term healthy food retail solutions; Grocery store is major community need; location along Drachman bridges two N/S corridors, takes advantage of Pima CC market
- Healthcare services are another community need; look for federal, state or local provider partners to develop community clinic



Neighborhood serving retail, industrial sites & Miracle Mile historic area

- Identify potential locations near Pima Community College for:
 - Smaller format food retail
 - Healthcare services/ community clinic
 - PCC-related social enterprises
- Employment uses for large sites west of Fairview (near I-10):
 - Look for light industry that would benefit from highway access and proximity to Pima Community College and nearby workforce
- Opportunities along Miracle Mile/Oracle
 - Engage artists to create gateways and transition areas between uses
 - Drive-in theater could be an interim use on vacant land that reinforces the corridor's auto-centric history
 - Portray the auto-oriented history of the Miracle Mile with art installations
 - Artist housing/studio space





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Railroad and I-10

Regional connections
on Sun Corridor (from
Prescott to Nogales)



Industrial Land Uses - Employment Opportunities



Bus Routes

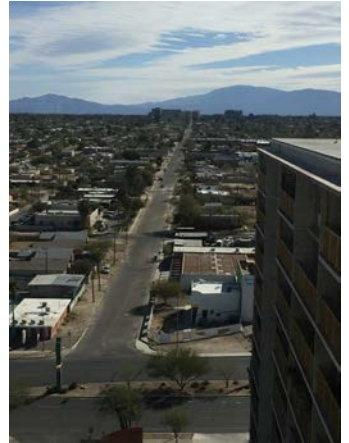
Two-thirds of renters have no vehicles

15% of owner-occupied households have no vehicle

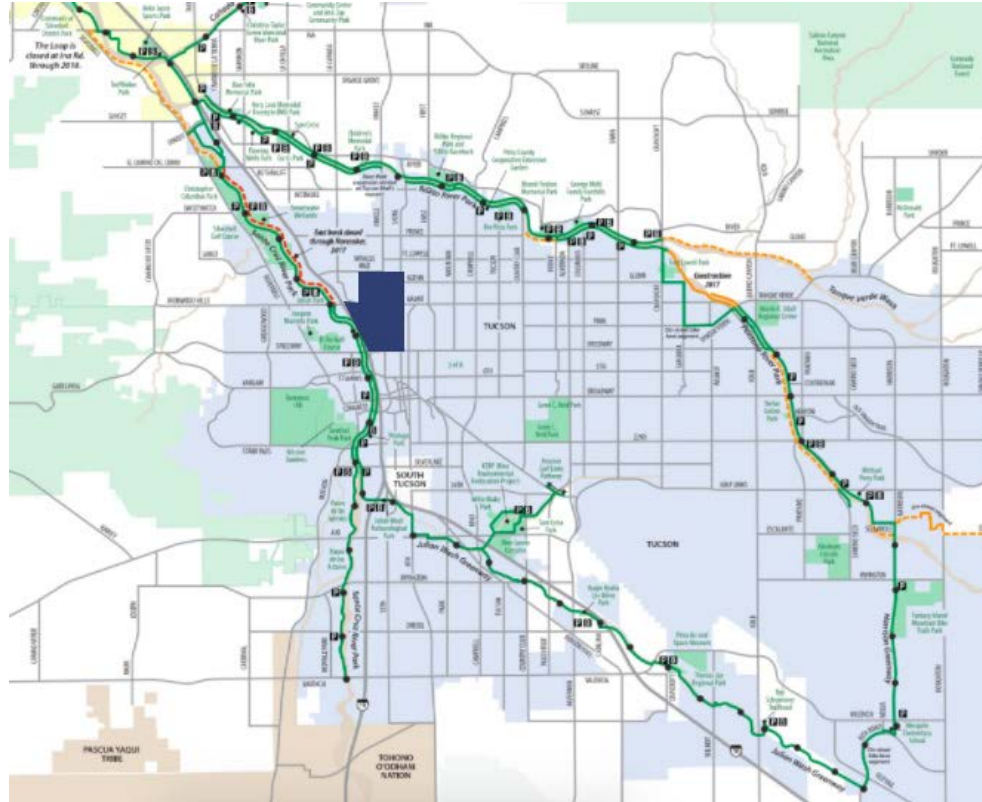
Buses and public transportation is crucial to this population to get to employment



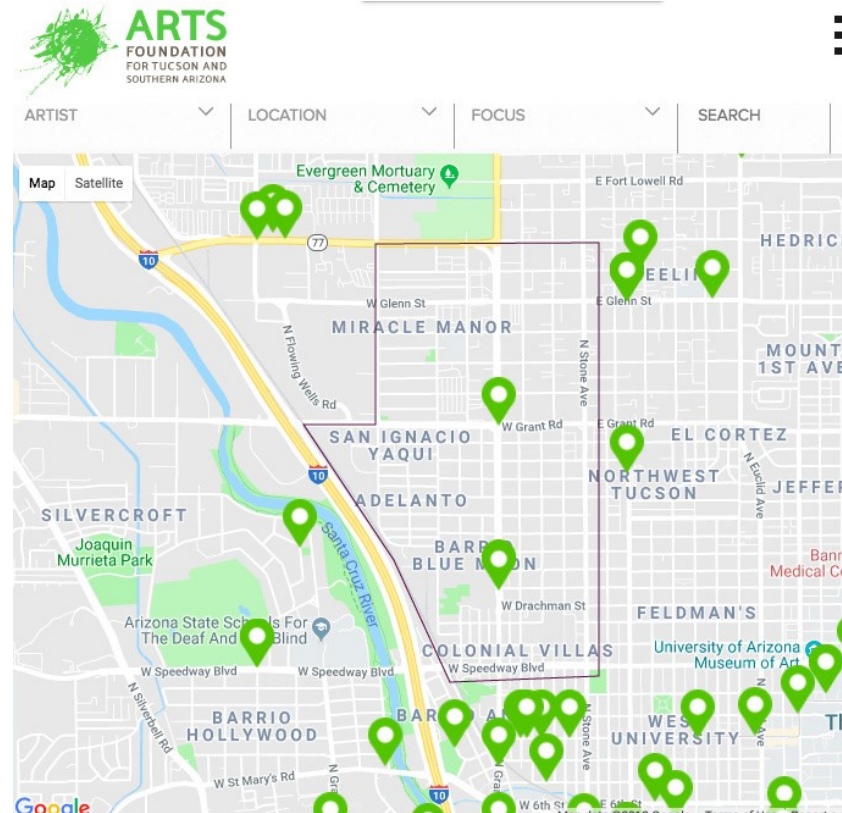
Pedestrian Safety



Connecting to the Bike Loop



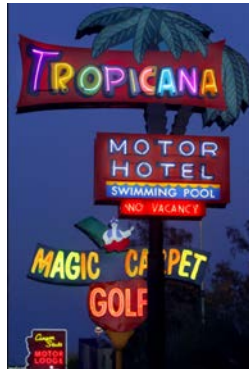
Corridor Identity Along Miracle Mile



N. Oracle and Grant



N. Oracle and Grant







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Conclusions

- Regulatory reform and incentives are not enough: an intentional P3 approach to encourage development in places like Oracle requires intervention that sets the stage for private investment (“The Public Sector Entrepreneur”)
- Responsible development requires an inclusive approach that engages and benefits the community
- Success here ultimately depends on addressing the entire spectrum of community needs, but workforce development can be a catalyst for addressing the needs of Oracle today and attracting future investment
- You must leverage inter-agency governmental collaboration with multi-disciplinary external partners
- This comprehensive approach to inclusive revitalization can be adapted to other high-stress neighborhoods based on their unique needs, assets, opportunities and partners

Homework

1. Meet with Pima Community College to explore a formal partnership for their Centers of Excellence and identify task force partners
2. Scan city organizational structure for economic development champion and inclusion champion to determine who can play these roles
3. Assign representatives from relevant City departments/agencies to serve on inter-disciplinary Oracle working group
4. Meet with partner organizations to develop community service project ideas and identify potential sponsors

Next check-in:

Rose Fellowship Retreat
Detroit, May 1

Thank you to the following people; their assistance was essential to the panel's work:

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