Building from the Best of Tucson

Final Report- Policy Recommendations

Presented to the Mayor and Council of Tucson, Arizona
April 22, 2002

Sonoran Institute

Executive Summary

An increasing number of people are choosing the Tucson basin as a place to live. How we grow and develop as a city affects everyone who calls our unique desert community home.

The Sonoran Institute has worked collaboratively with an Advisory Team of local design and development professionals, neighborhood representatives, and City staff to gather information and raise awareness that quality development is occurring in our community, and to stimulate discussion of how to encourage more high-quality development.

The result of this collective effort is Building from the Best of Tucson. This multi-phased project, lead by the Sonoran Institute and funded by a grant from the David and Lucile Packard Foundation, is designed to address the challenges of a growing urban environment.

Phase I of Building from the Best of Tucson produced a report that was presented to the Mayor and City Council in June 2001.

At the request of the Mayor and City Council, Phase II is focused on developing specific short- and long-term policy recommendations to promote higher-quality development, with an emphasis on development in the central and mid-city areas. These recommendations will be presented to the Mayor and City Council on April 22, 2002. Key recommendations include:

- Adopt a vision statement for future growth and development;
- Establish a Community Design Academy;
- Create an alternative development review process that encourages high-quality development; and
- Adopt a Tucson Building Resource Rehabilitation Code.

The Building from the Best of Tucson Advisory Team acknowledges that both private and public partnerships are needed for these policy recommendations to be successful, and also that a strategy will be needed for these policies to be implemented.

The Sonoran Institute and the Advisory Team are committed to working with the Mayor and Council, and City staff to ensure that Tucson continues to grow as a city in which both the natural and built environments serve the needs of local citizens and reach the highest quality standards.

I. Background

In May 2001, the Sonoran Institute (Institute) released its report, *Building from the Best of Tucson*, on better development practices for our desert community. A primary purpose of *Building From the Best of Tucson* is to raise awareness that quality development is occurring in our community and stimulate discussion of how to encourage more high-quality development in the Tucson basin. At the request of the City of Tucson, the Institute made a presentation on the report to the Mayor and Council who requested that the Sonoran Institute develop specific short- and long-term policy recommendations to promote higher-quality development, with an emphasis on development in the central and mid-city areas.

II. Project Structure

In September 2001, the Institute began Phase II of the Building from the Best of Tucson project. This Phase involved a multi-stakeholder process to identify policies that would encourage high-quality development. The Institute invited community members to participate on an advisory team, comprised of local design and development professionals, neighborhood representatives, and City staff from various departments (i.e. Planning, Development Services, Fire, Operations, and Transportation). *The names and affiliations of the Advisory Team members are attached to the Report as Appendix I.*

John Shepard, Associate Director of the Sonoran Institute, and Keith Walzak and John Laswick, planning consultants, staffed the project.

Phase II was defined by three activities:

- Orientation and information gathering on current land use, development regulations, and review procedures;
- Discussion of potential policy recommendations; and
- Drafting of a final report outlining short- and long-term policy recommendations.

A generous grant from the David and Lucile Packard Foundation to the Sonoran Institute provided funding for Phase II of Building from the Best of Tucson.

III. Summary of Process

Orientation and Information

Phase II began with a discussion of the overall purpose of the project ("to develop a series of achievable policy recommendations to improve codes and procedures"), and engaged the Team from the start in an active discussion of each members' concerns and goals. Throughout the process, detailed minutes and copies of presentation notes have been made available to all participants in the project.

Informational presentations outlined issues, opportunities, and constraints in the areas of land-use regulations, building codes, and the development review process. Local and regional experts offered their perspectives on these topics and initiated discussions with Team members on common problems and possible solutions.

Contributing Consultants/Presenters

Name	Affiliation
Fred Brittingham	City of Tempe Community Development
David Eisenberg	Development Center for Appropriate Technologies
Toby Futrell	City of Austin City Manager's Office
Michael Grassinger	The Planning Center, Inc.
Wayne Moody	Planning Consultant
Corky Poster	Poster-Frost Associates, Inc
David Williams	Planning Consultant
Robert Vint	Vint Architects
Michael Wyneken	City of Tucson Planning Department

The Team then developed a Policy Discussion Chart based on an extensive review of participant comments and input throughout the process. The Chart reflected the most frequently cited issues under discussion. The general topics included:

- Land-Use Development Regulations;
- Sustainability and Green Building;
- Development Standards and Design Guidelines; and
- Development Review Procedures.

The Advisory Team received a draft of the Policy Chart to solicit suggestions and corrections before moving to the next stages. The Chart was refined continuously and incorporated Team deliberations regarding preliminary draft policy recommendations. *A copy of the Policy Chart is attached as Appendix II to the Report*.

Drafting Policy Recommendations

Advisory Team meetings and discussions with City staff and representatives of the building and development community identified potential policy recommendations. The Team also drafted a Vision Statement with Development Principles, as well as Guiding Principles to craft its Policy Recommendations.

The Advisory Team identified five specific areas where the City may focus its resources and energies as future growth strategies are considered:

- An Alternative Development Review Process;
- Infill and Redevelopment Policy and Programs;
- A Community Design Academy;
- A Green Development Program; and
- A Building Rehabilitation Incentive Program.

Taken as a whole, these elements summarize a comprehensive approach to promoting higher-quality development practices and improving the current development review process, while placing an emphasis on central and mid-city urban areas for future smart growth in our community.

Final Report

The Final Report provides a summary of the process and the Policy Recommendations developed as a part of Phase II of Building from the Best of Tucson. This Report is provided to the Mayor and Council in an effort to initiate needed policy changes regarding community awareness and outreach of urban design issues, Land Use Code and Development Standards and the current Development Review procedures.

While the proposed Policy Recommendations require action on the part of the Mayor and Council, the overall challenge to improve the quality of local development can only be achieved with the cooperation of diverse interests within our community. As a community, we must strive to be better informed, as well as committed to urban planning, design, and policy reforms that encourage high-quality development.

IV. Vision Statement, Development Principles, and Guiding Principles

Vision Statement

Tucson, Arizona is a Sonoran Desert community comprised of a unique heritage and cultural identity. Our community is defined as a healthy, safe, and secure place where people feel welcome. The central and mid-city core is complemented with a series of urban villages, each reflecting an individual expression and unique sense of place. These urban villages are comfortable and attractive places for residents, businesses, and those who visit but choose to live closer to the fringe desert surroundings.

The quality of development and the character of the built environment represent a broad range of diverse cultural interests and a human-scale design responsive to the natural pattern of rivers, washes, and arroyos. Public streets, buildings, and open spaces are designed by a principle belief of protecting and preserving the unique character of our Sonoran Desert community. New development and the preservation and rehabilitation of existing buildings reflect and enhance regional architectural and building traditions. A mix of land uses is integrated with existing neighborhoods and new developments.

As a community, people are able to walk, bicycle, and use public transportation for work, shopping, and recreation. The future community is defined by a collective and understood ethic and sensitivity toward preserving and enhancing the character-defining elements that are distinctive to Tucson, recognizing an architecture that is of its time and place, and responding to the unique qualities that places Tucson apart from other communities.

Development Principles

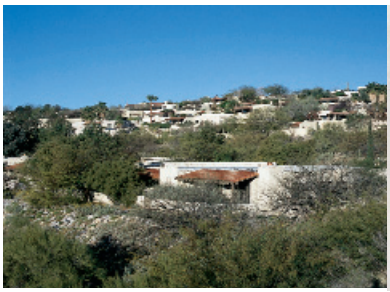
The Development Principles that define the Vision are based on a fundamental ethic that:

- Preserves historical and cultural resources;
- Encourages social interaction and a greater sense of community;
- Promotes the design of buildings and human-scale communities compatible with our desert environment
- Protects the Sonoran Desert's natural landscape;
- Integrates commercial and residential development and provides a range of housing affordability; and
- Promotes a balance of land use, environmental resources, mobility, and transporta tion needs.

Guiding Principles

The Guiding Principles for Policy Recommendations that will help realize the Vision seek to:

- Build on existing local policy and planning initiatives;
- Learn from other successful models;
- Recognize local resource and staff limits, as well as abilities;
- Encourage public-private partnerships;
- Support a wide range of incentives to encourage high-quality development; and
- Enhance capacity among key constituencies to improve the quality of development.



V. Development Practices Goals

The Advisory Team has identified five key goals. An intent statement and a series of strategies and tasks for implementation support each goal. The five goals defined are:

Goal #1: Establish a Community Design Academy
Through an effective public-private partnership, establish a citywide community design academy to educate the public, developers, builders, planners, and decision-makers on urban design and best development practices.

Goal #2: Develop an Alternative Development Review Process
Develop an optional development review process to focus on best practice and high-quality development in the community.

Goal #3: Adopt a Building Resource Rehabilitation Program
Preserve and enhance existing building resources and infrastructure with the adoption of a building rehabilitation code and modifications to other City programs.

Goal #4: Promote Innovative Infill and Redevelopment
Promote residential and commercial infill, redevelopment, and mixed-use investments in the community.

Goal #5: Establish a Green Development Program
Develop a comprehensive green development program within the City to actively promote environmentally sensitive and sustainable building and development practices.

For definitions of planning terms used in the following Policy Recommendations, please refer to the Glossary attached as Appendix III to the Report.

Goal #1: Establish a Community Design Academy

Through an effective public-private partnership, establish a citywide community design academy to educate the public, developers, builders, planners, and decision-makers on urban design and best development practices.

Intent

Encourage high-quality development through community education and training on innovative design principles. The program will build upon the City's existing neighborhood associations and community services programs to educate the entire community on quality development.

Strategy No. 1

Establish a community-based organization to serve as a technical outreach, community resource, and local champion to implement the City's adopted Vision Statement for future growth and development.

Tasks

1. Establish a community task force to draft a concept paper for the proposed Community Design Academy. The task force would assist in developing the following:

- Mission and purpose;
- Core principles;
- Target audiences;
- Coordinating organizations;
- Activities;
- Marketing and Promotions; and
- Funding sources.

2. Secure support from City and key interest groups (i.e., Southern Arizona Home Builders Association, Arizona Planning Association, American Institute of Architects, etc.) for the development of the Community Design Academy.

3. Secure funding for the Academy from a range of public and private sources.

4. Design, promote, and implement education and training activities (possibly targeting applicants for Back-to-Basic or other CBDG grants, neighborhoods updating their plans, planning for Rio Nuevo projects, or potential applicants to alternative development review process).

5. Monitor and evaluate the Community Design Academy and publicize the results. If successful, consider expanding its activities within the region.

Goal #2: Develop an Alternative Development Review Process

Develop an optional development review process to focus on best practices and high-quality development in the community.

Intent:

Provide the development community with choices beyond the standard Land Use Code and Development Review process to promote high-quality development. Link desired types of development and areas defined by the City's General Plan (i.e. Central City, Mid-City, Evolving Edge, and Future City) to a new alternative development review process that is proactive and service oriented, and minimizes delays in the review and approval process.

Strategy No. 1

Implement an optional development review process that is based on specific performance criteria and provides incentives for developers to meet desired outcomes.

Tasks

1. Establish a community task force to define the proposed alternative development review process, performance criteria, and incentives.

2. Focus the program on the central and mid-city districts as an initial priority (including Rio Nuevo).

3. Apply the program across a range of development types (commercial, residential, mixed-use).

4. Establish necessary eligibility criteria and clearly define a process for developers to actively participate in the program. Eligibility criteria could include:

- Prior consultation with City and neighborhoods (Pre-design workshops);
- Reliance on existing infrastructure;
- Location near or adjacent to existing public transit services ;
- Integration of mixed use and affordable housing as project components;
- Use of regionally appropriate building materials and/or sustainable building practices in the project; and
- Sensitivity to protection of the natural environment.

5. Create a set of performance standards, a project checklist, and ranking system. Performance standards could include:

- Reduced building setbacks;
- Variety and appropriateness of building heights;
- On-site and angled street parking options;
- Modified minimum lot size and coverage requirements for infill (i.e. affordable housing) projects;
- Reduce street widths, intersection turning radii, fire/waste accessibility requirements for central and mid city projects;
- Site visibility triangles in compact developments may be adjusted to respond to the scale of the development;
- Buffer and screen wall requirements;
- Sidewalk widths and tree planting;
- Parking lot shade tree requirements; and
- Pedestrian and bicycle path enhancements created by reduced street width and on-street parking requirements.

6. Establish firm incentive programs that are linked to performance standards. These might include:

- Expedited reviews;
- Code waivers (i.e. building setbacks, lot size, density bonuses, etc.);
- Fee waivers; and
- Private funding.

7. Define a clear project review process (i.e., pre-proposal review) comprised of a cross-departmental review team (i.e., design resource team). The review process is intended to be clearly defined to minimize uncertainties during the development process.

8. Promote and market the optional review process through media and other outreach efforts to planners, builders, developers, and neighborhoods to ensure its success.

9. Monitor and evaluate alternative development review program and acknowledge both successes and failures to the public. If successful, consider applying the program more broadly within the community (i.e. fringe and edge development areas).

Goal #3: Adopt a Building Resource Rehabilitation Program

Preserve and enhance existing building resources and infrastructure with the adoption of a building rehabilitation code and modifications of other City programs.

Intent:

Encourage revitalization of the central and mid-city by linking the rehabilitation of aging housing stock and existing commercial buildings to infrastructure improvements.

Strategy No. 1

Facilitate the rehabilitation of older buildings through the adoption of a building rehabilitation code (international or similar model to the New Jersey State Code).

Task

1. Ensure that the code maintains building safety, provides predictability to the building owner, and requires improvements that are proportional to the owner's scope of work.

Strategy No. 2

Encourage greater funding of innovative and environmentally sensitive neighborhood improvements through the Back-to-Basics Program.

Tasks

1. Convene a community task force to identify alternative improvements that could be funded by the Back-to-Basics Program.

2. Request that the Community Design Academy, The University of Arizona, and other local institutions host design workshops for Back-to-Basics neighborhoods as a tool to educate the residents of existing programs available to them.

3. Require Back-to-Basics neighborhoods to participate in a design workshop prior to meeting with city staff to determine how Back-to-Basics funds can and will be used.

Strategy No. 3

Re-establish a targeted "green retrofit" program that links home improvements with public improvements and promotes energy and water conservation in housing rehabilitation.

Tasks

1. Evaluate previous mid-town "green retrofit" program in terms of management cost to City and savings to homeowners.

2. Convene a community task force to identify program financing mechanisms and areas eligible for the program.

3. Institute a formal application process for program participation.

Goal #4: Promote Infill and Redevelopment Program

Promote residential and commercial infill, re-development, and mixed-use investment projects in the community.

Intent:

Evaluate current policies and programs to assess how these effectively promote infill, redevelopment, and mixed-use projects in the central and mid-city areas of the community.

Strategy No. 1

Identify needed improvements to the land-use code and development standards and incorporate necessary changes as these relate to the development of the alternative development review process (Goal #2). In addition, clearly define other incentives to encourage infill and redevelopment in the central and mid-city areas.

Tasks

1. Convene a community resource task force to work collaboratively with City staff in consideration of appropriate and necessary land-use code and development standard modifications.

2. Create performance standards and project checklist criteria (as defined in Goal #2). Performance standards may address (but not be limited to) the following;

- Building setback requirements;
- Reduce minimum lot sizes;
- Street width;
- On and Off-street parking; and
- Street and parking lot tree planting.

3. Establish incentives that are linked to performance standards (as defined in Goal #2) such as:

- Expedited reviews;
- Code waivers (i.e., building setbacks, lot size, density bonuses, etc.);
- Fee waivers; and
- Public investments (i.e., infrastructure, land set-asides, etc.).

Strategy No. 2

Encourage builders, designers, and developers to work collaboratively in a process with the City and neighborhoods throughout the project development and approval process.

Tasks

1. Require a mandatory pre-design workshop element to include City staff, neighborhood representatives, and developers before major design decisions are determined. This process would allow issues and concerns to be defined up front in the process, thereby minimizing timely delays during the review process.

Link major City initiatives such as corridor studies (i.e. Stone Avenue Study, 5th/6th Street Study) with adjacent neighborhood and community redevelopment efforts.

Strategy No. 3

Clarify, broaden, or simplify, and promote the purpose, intent and procedures for Master Plan & Planned Area Development (PAD), Residential Cluster Project (RCP) and Lot Development Options (LDO) in the Land Use Code (LUC).

Tasks

1. Evaluate the intent of these programs and determine if they are being used as intended and, if not, why.

2. Conduct a survey to obtain broader user input.

3. Simplify the process and remove uncertainties. Establish incentives and/or measures to streamline the process. Consider innovative solutions to address provisions for public improvements, strategies for parking, consolidation of land parcels, and use of eminent domain where necessary and appropriate to encourage the master plan and PAD process wherever feasible.

- Define physical opportunities and constraints for consolidating land parcels within the City; and
- Determine the range of implementation programs and tools to accomplish land parcel consolidation.

4. Provide technical assistance in specialized areas, such as developing innovative solutions to retrofitting older commercial strip redevelopment as strategies for infill and redevelopment.

5. Incorporate the Rio Nuevo development project as a model pilot program for broader City strategies for infill and redevelopment efforts. Link RCP and LDO to newly established review processes and performance criteria to promote high-quality development.

Goal #5: Establish a Green Development Program

Develop a comprehensive green development program within the City to actively promote environmentally sensitive and sustainable building and development practices.

Intent

The City of Tucson can be a national leader in green building technologies and sustainable development practices. Developers should be encouraged to incorporate green building and sustainable development practices in new public and private development.

Strategy No. 1

Formally adopt a L.E.E.D. (Leadership, Energy & Environment Design) program that includes local standards specific to this region

Tasks

1. Research and evaluate other community experiences and build a program that is recognized nationally.

2. Initiate applicable standards for a City of Tucson program and include the following (not limited to this list):

- Water harvesting;
- Energy Efficiency;
- Tree planting;
- Pedestrian ways and traffic calming;
- Site design, building orientation;
- Building materials; and
- Passive and active technologies.

3. Evaluate program performance and modify standards as appropriate.

Strategy No. 2

Establish a public-private voluntary green development program for all commercial and residential construction in the community.

Tasks

1. Convene key stakeholders in the green development movement to evaluate and consolidate current proposals advocating local green building programs, with a focus on certification, marketing, and education activities related to energy and water conservation, alternative building technologies, and other low-impact development practices.

2. Develop green development program goals, standards, and an operating structure for a comprehensive green development program. Goals could be as specific as: 'Tucson will double the number of trees shading streets an parking lots by year 2015, or Tucson will have the most miles of integrated and continuous bicycle and pedestrian paths per capita of any city in the United States by year 2015.'

3. Define specific incentive strategies to encourage green development in the community.

4. Seek sponsorship, participation, and program funding needs.

5. Monitor and evaluate program performance.

VI. Study Recommendations and Priorities

Introduction

The members of the Building from the Best of Tucson Advisory Team have worked collaboratively over the last several months to develop a series of achievable recommendations and priorities for the Mayor and City Council's consideration. Knowledgeable and informed constituents of the community have assisted in crafting these recommendations within this Study. The Advisory Team acknowledges that, as currently defined, the land-use code, development standards, and the development review process cannot adequately and efficiently serve to promote the type of best development practices envisioned for the future of our community.

There is agreement among the Advisory Team members that the development community and the City of Tucson have attempted to promote and implement quality development within the community. At the same time, the Team recognizes that there are a number of factors that impact the effort to encourage high-quality development projects in our community. Considerations such as the lack of a clear community vision for the type of development most suitable for our city; the need for community education and awareness on urban design issues; limitations with the current land-use code, development standards, and development review process; and market constraints all contribute to the problem.

The Advisory Team acknowledges a need for a change to move away from the current prescriptive regulatory 'suburban-based' development review process toward implementation of a new performance- and incentive-based development review system. There is also agreement that if the community expects quality infill and redevelopment to occur, the current system does not adequately support or encourage these types of projects in the central and mid-city areas. While the development process should promote creativity and flexibility, there is consensus that there is a need to ensure a level of certainty during the development review process for both City staff and the development community. Establishing this balance is key whether the current system is maintained or whether an optional alternative development review process is introduced.

Short- and Long-term Priorities

As directed by the Mayor and Council, the Advisory Team has developed the following short- and long-term policy recommendations. As defined, short-term priorities are understood as having a one- to two-year implementation horizon. Long-term priorities are considered equally important, however due to limited resources within the community, these priorities would be implemented over a two- to five-year period.

The short-term recommendations emphasize community education, and modification (as opposed to a wholesale revision) of the land-use code, development standards, and development review process. The Advisory Team believes strongly that these two areas of emphasis must be pursued with equal vigor. In addition, the Advisory Team recommends the adoption of a community Vision Statement and the implementation of a Building Resource Rehabilitation Code, which is currently under consideration by City staff. Long-term priorities focus on infill, redevelopment, and green development programs within the community.

Short-term Priorities

Recommendation 1: A Vision Statement for Future Growth and Development

The Advisory Team sought to identify a succinct Vision Statement by the City of Tucson for how we will grow and develop as a community. Elements were found in numerous documents, including the city's recently adopted General Plan. There is a need for a brief, stand-alone statement that is descriptive and detailed enough to serve a guiding document for future land-use decisions. The Vision Statement should also be supported by a series of design principles to illustrate the statement's intent. The Advisory Team has drafted such a statement and offers this Vision Statement for the Mayor and Council's consideration.

The Advisory Team recommends that the Mayor and Council adopt the Advisory Team's Vision Statement.

Recommendation 2: Community Design Academy

The need for greater education and awareness concerning the range of urban design issues was a recurring theme in the Advisory Team's discussions. This encompasses understanding both what is possible through better design and what the trade-offs are in promoting specific community design elements. The Advisory Team felt that all constituencies could benefit from targeted education and outreach, including neighborhood associations, developers and builders, financing

institutions, and City officials and staff. The Community Design Academy would be a public-private institution dedicated to fostering higher-quality development through greater awareness of design practices. The Academy could serve a technical support function for the development community and neighborhoods, sponsoring a speaker bureau and lecture series, providing guidance on specific development projects, and informing people on difficult issues such as density and growth management strategies.

It is recommended that the Mayor and Council formally support the creation of the Community Design Academy. The Team also recommends that the Mayor and Council allocate $20,000 in City funds as seed funding for the Sonoran Institute to assist in underwriting the establishment of the Community Design Academy. In addition, the Team recognizes that the development and operation of the Academy will require significant additional funds, which will have to come from a range of private, federal, state, and local sources. The Mayor and Council should direct the Sonoran Institute to organize and facilitate an advisory committee comprised of community representatives, City staff, developers, builders, and other professionals to establish the academy within 12 months.

Recommendation 3: Alternative Performance-Based Development Review Process

The Advisory Team considered various changes to the land-use code, development standards, and development review process, and concluded that an important complement to the Community Design Academy is an alternative development review process that would encourage developers to pursue high-quality development projects. The program will establish key eligibility criteria and performance measures, as well as important technical land-use code and development standard modifications and review process improvements designed to minimize delays in the process. The alternative review process will focus on providing an improved accelerated review process for those projects that meet the established eligibility criteria and performance standards. (A similar performance-based program is currently being implemented in Austin, Texas, and San Jose, California.) Members of the Advisory Team indicated a strong desire to participate in any future initiative to define this alternative review process.

The Advisory Team recommends that the Mayor and Council task City staff to organize an advisory committee comprised of community representatives, City staff, developers, builders, and other professionals to draft a proposed alternative development review process within 12 months. The proposal should identify the geographic scope, eligibility criteria, performance standards, and incentives defining the alternative review process. This effort would also consider other communities that have developed similar programs. The Team also recommends inviting members of the Building from the Best of Tucson Advisory Team to participate in this advisory committee.

Recommendation 4: Building Resource Rehabilitation Code

The Advisory Team considered the adoption of a Tucson Building Resource Rehabilitation Code to be an important priority for our community in order to facilitate the rehabilitation of older buildings. The Team understands that the City of Tucson is moving forward with drafting such a code and supports this effort. It encourages adoption of a code that maintains building safety, provides predictability to the building owner, and requires improvements that are proportional to the owner's scope of work. The Advisory Team offers its assistance, if helpful, in review and commenting on a draft code.

Development of a Tucson Building Resource Rehabilitation Code is considered an important priority for our community. As the City continues to develop a Building Rehabilitation Code, the Building from the Best of Tucson Advisory Team and the Sonoran Institute offer their assistance in the development and approval process of the new Building Rehabilitation Code program.

Long-term Priorities

Recommendation 1: Infill and Redevelopment Policy and Program

The Advisory Team recognizes the need to focus on infill and redevelopment for the central and mid-city areas in our community. As the Mayor and Council consider new fringe and edge city regions as key growth areas, it is essential that central and mid-city infill and redevelopment code issues and review procedures be assessed and that appropriate modifications be implemented.

The current land-use code, development standards, and development review process do not adequately address the unique circumstances that affect potential infill and redevelopment projects in the City. Many landowners cannot develop or redevelop their properties because of the prohibitive costs and procedures involved. A number of existing well-intended ordinances prevent small landowners from investing in their properties and as such, they lay vacant or are unusable. The Institute and members of the Advisory Team offer to participate in a needed community task force to assist City staff to assess current Planned Area Development, Lot Development Option, and the Residential Cluster Project programs in the land-use code, and to define specific recommendations to improve these options as it relates to infill and redevelopment projects.

The Sonoran Institute and members of the Advisory Team offer to participate in a community task force to assist City staff to assess these programs.

Recommendation 2: Green Development Program

The Advisory Team acknowledges that many key stakeholders are currently working to define a program that provides technical and marketing support for builders and developers seeking to integrate environmentally sensitive and sustainable elements into local development projects. Great effort has gone into various proposals and concepts, and these efforts may benefit by joining together to establish a community-wide Green Development Program. The City of Tucson has the opportunity to become a national leader in the green building and sustainability movement. Key organizations such as the Development Center for Appropriate Technology, the Sonoran Institute, Southern Arizona Homebuilders Association, The University of Arizona, and the City of Tucson may all participate in the development of a specific recommendation for Mayor and Council consideration.

The Sonoran Institute and members of the Advisory Team offer to participate in a community task force to assist City staff to assess the feasibility for a City of Tucson Green Development Program. The City and the Sonoran Institute could convene a community task force and other stakeholders to define specific recommendations to develop the purpose, mission, funding needs and program objectives as it relates to sustainable and green development programming.

VII. Conclusion

The level of cooperation and collaboration in both phases of the Building from the Best of Tucson project has been extremely encouraging. The Sonoran Institute and members of the Advisory Team are committed to pursuing this effort to stimulate effective change in how we develop as a community. We are ready to assist the Mayor and Council in implementing the recommendations provided in this Report.

APPENDIX 1

Project Advisory Team Members

Name	Affiliation
Ray Allen	Tucson Fire Department
Dante Archangeli	Milestone Homes
Frank Bangs	Lewis & Roca
David Burns	Burns Wald-Hopkins Architects
Sam Chandler	Tucson Solid Waste Department
Don Chatfield	Primavera Builders
Shel Clark	Haley & Aldrich
Joe Comella	Tucson Community Services
Angela Donelson	US Department of Housing and Urban Development
Tom Doucette	Doucette Homes
Richard Fe Tom	The Architecture Company
James Gray	Adobes del Bosque, LLC
Craig Gross	Tucson Development Services
Yolanda Herrera-La Fond	Sunnyside Neighborhood Association
Joy Lyndes	Sage Landscape Architects
David Mann	Tucson Development Services
Jim Maurer	Tucson Planning Department
Kim McKay	Tucson Transportation Department
Sarah More	Tucson Planning Department
Gary Molenda	Business Development Finance Group
Noemi Navarro	Chicanos por la Causa
Gary Oaks	Tucson Transportation Department
Ron Peetz	Bednar Homes
Gale Prososki-Marsland	SolarBuildt, LLC
Luther Propst	Sonoran Institute
Jack Siry	Tucson Planning Department
Dan Uthe	Tucson Fire Department

Project Staff

Name	Affiliation
John Laswick	Smart Development Services
John Shepard	Sonoran Institute
Keith Walzak	Alta Planning & Design

APPENDIX III

GLOSSARY OF TERMS

Building Code - A national, international and/or municipal ordinance that regulates the construction and occupancy of buildings for health and safety reasons.

Cluster Housing - Housing which may be permitted to have reduced (potentially zero) side and rear yards and that concentrates buildings on a small area of the lot. The resulting open space can be used as communal open space or, if environmentally significant, could be transferred to a Land Trust. Cluster housing can also be used to reduce both the visual and environmental impact of development.

Comprehensive Planning - Long-range planning by a local or regional government encompassing the entire area of a community and integrating all elements related to its physical development such as housing, recreation, open space, and economic development.

Density - The level of concentration (high or low) of buildings, including their total volume, within a given area. Often expressed as a ratio, for example, dwelling units per acre or floor/area ratio.

Design Review - The submission of a site or building design for review by a design review body constituted to comment or make recommendations on the design or to grant approval.

Design Standards - A set of design guidelines defining parameters to be followed in site and/or building design and development.

Development - Is any activity related to the use of land that is subject to regulation by the City of Tucson through its zoning and subdivision codes or other applicable City Code provisions.

Development Criteria - The specific design regulations that apply uniformly to all uses, in all zones.

Development Review Process - The process of reviewing land use issues by which long range, comprehensive, and redevelopment plans are implemented, culminating in the issuance of a building permit.

Development Regulation - Any zoning, subdivision, site plan, official map, flood plain regulation, or other governmental regulation that affects the use and intensity of land development. There is a tendency to combine all development regulations into a single land development ordinance since procedures, informational requirements, public hearings, and notices are the same or similar for all development applications.

Development Standards Amendment Process - An administrative process to modify the requirements of a Development Standard in the case of a practical difficulty, which prevents the strict application of the Standard. The Development Services Department Director may approve modifications, provided that the modification is in conformity with the intent and purpose of the Standard, and that it addresses health, life, and safety considerations; and the strict application of the Standard fails to accomplish the intent of the Standard due to reasons such as existing conditions, the character of the area, or existing site or location constraints, etc. Each modification request is site and development specific and will not set a precedent for a request in another case. Modification requests must be approved or denied in writing within five days from the application date.

Green Building - A green building is a whole-systems approach utilizing design and building techniques to reduce energy consumption and minimize the environmental impact of building construction and life-cycle operation.

Green Development - The integration of social and environmental goals with financial consideration in projects of every scale and type. This could include, but is not limited to, energy performance, restoration of ecosystems, fostering community cohesion or a reduction of dependence on the automobile. The elements of green development can be grouped into three broad categories - environmental responsiveness, resource efficiency, and community and cultural sensitivity.

Impact Fee - A charge levied on developers by local governments to pay for the cost of providing public facilities necessitated by a given development.

Infill - Developing on empty lots of land within an urban area rather than on new undeveloped land outside the city. Infill development helps minimize urban sprawl and can aid in economic revitalization.

Infrastructure - Services and facilities provided by a municipality or privately provided, including roads, highways, water, sewage, emergency services, parks and recreation, and so on.

Land Use - A description of the existing or proposed occupancy or utilization of land which includes the principal use and accessory uses.

Land-Use Code - Chapter 23 of the Tucson Code as adopted by the Mayor and Council establishing zoning regulations governing the use, placement spacing, and size of land and structures within the corporate limits of the city. Such regulations are applied on individual properties through the use of zoning districts. The boundaries of these districts are depicted on the adopted City Zoning Maps.

Lot Development Option - A special development application that provides the ability to modify provisions applicable to land use within a zone in order to encourage design innovation; provide administrative relief to zoning requirements that do not affect the adjacent properties and the surrounding neighborhood and community; allow design modification in cases where strict application may be impractical due to topography, onsite or adjacent existing development, or life safety issues; provide for energy conservation through flexible site and building design; and allow for consideration and implementation of alternative design solutions within the intent of the regulation in a timely and efficient manner. Requirements that may be considered for modification are setbacks and wall and fence heights.

Mixed Use - A development on a site with two or more separate principal land uses, designed, developed, and owned or managed as a single coordinated entity utilizing legally established common elements or shared facilities.

Ordinance - A municipally adopted law or regulation.

Planned Area Development (PAD) - An area of minimum contiguous size, as specified by ordinance, to be planned, developed, operated, and maintained as a single entity and containing one or more residential clusters or planned unit residential developments and one or more public, quasi-public, commercial, or industrial areas in such ranges or ratios of nonresidential uses to residential uses as specified in the ordinance.

Project Design Option - An administrative process that allows the modifications of specific Development Regulations in order to accomplish design flexibility in Land Use Code compliance; originality and innovation in site planning and architectural design; energy conservation through site and building design; alternative design solutions within the intent of the regulation; and enhancement of community aesthetics. Regulations that may be considered for modification are landscaping and screening, the number of off-street motor vehicle parking spaces, and the location and number of bicycle parking spaces.

Redevelopment - The redesign or rehabilitation of existing properties.

Renovation - The process of upgrading an existing building. Usually, there is an attempt to keep the same general appearance of the building with new materials or to return the building to its original appearance.

Residential Cluster Project - A type of residential development incentive that permits flexibility in lot area, setback requirements, building heights, and building arrangement, provided there is no increase in the number of lots permitted under a conventional subdivision of the same property in the same size zone, but where the size of individual lots may be reduced in order to gain common open space. Maintenance and development costs in this type of development are reduced by having shorter streets and utility lines, often resulting in less costly housing.

Rehabilitation Code - Requirements applicable to existing buildings whose use is changed, or buildings undergoing rehabilitation with the extent of the requirements depending on the amount of money being spent on the building and, to some extent, applicable to existing buildings receiving rehabilitation costing more that 50 percent of the replacement cost of the building. Specific provisions and requirements to comply are defined in the Uniform Construction Code for new buildings or in some cases, jurisdictions have created a separate building rehabilitation code to guide applicable and necessary requirements.

Setback - The part of zoning regulations that restrict building to within a specified distance from the property frontline or edge of the public street; thus, the structure must be set back a given number of feet from the frontline.

Specific Plan - A detailed policy plan or regulation that implements the General Plan or any of the elements of that Plan. Specific plans include sub-regional, area and neighborhood plans, the Major Streets and Routes (MS &R) Plan; the Land Use Code (LUC); and any other similar plan.

Sprawl - An irregular spread of residential areas, shopping centers, and small industries beyond city boundaries.

Stakeholders - Those people who are or will be affected by a real estate development, financially and/or physically (occupants and users, investors and lenders, local community, local government, and other institutions).

Suburban Development - The shift of development from the central city to outlying communities adjacent to a city, created by the overflow effect of cities and by improved access to the inner city by the automobile.

Sustainability - Meeting our present needs without compromising the ability of meeting future generation's needs. This implies that the actions we take to meet our basic needs for food, shelter, clothing, etc., must not jeopardize the natural systems that support all life. Understanding the nature of the interdependence of the human and natural environment is paramount to understanding sustainability.

Urban Design - The process of organizing the contextual elements of the built environment such that the end result will be a place with its own character or identity. Also planning the development of the built environment in a comprehensive manner to achieve a unified, functional, efficient, and aesthetically appealing physical setting.

Variance - Permission to depart from the literal requirements of a zoning ordinance.

Village - A small, compact center of predominantly residential character but with a core of mixed-use commercial, residential, and community services. This term does not necessarily refer to the form of incorporation of a municipality and is often smaller than a municipality.

Zoning - The dividing of a municipality into districts and the establishment of regulations governing use, placement, spacing and size of land and buildings.