

## **APPENDIX A**

### **Scope of Work**

Pima Association of Governments (PAG) seeks proposals from qualified professional firms or individuals (CONSULTANT), either singly or through a joint venture with others, to develop a Tucson Modern Streetcar Land Use and Development Implementation Plan (Plan). The Plan prepares properties within a quarter mile area of the modern streetcar alignment for transit-oriented development by addressing barriers, gaps and needed refinements in the current City of Tucson (City) land use plans, zoning maps, and development and design standards. This planning effort will be managed by PAG in coordination with the City of Tucson. PAG approval or acceptance of consultant work documents will not imply or require implementation of consultant recommendations by the City, but rather signify that the documents are complete and valid. The City will be solely responsible for implementing the outcomes from the study.

PAG desires an innovative and a solutions-oriented approach to the Plan that leads directly to legislative amendments (e.g. land use plan amendments, rezonings and land use code amendments) and revised procedures so that the Plan's recommendations can influence development proposals along the streetcar line and allow proposed development to occur in an expeditious manner.

#### **Tucson Modern Streetcar Project**

The City is beginning construction on the Tucson Modern Streetcar Project using \$75 million in Regional Transportation Authority funding and \$63 million in Transportation Investment Generating Economic Recovery (TIGER) Grant funds. The streetcar line runs for 3.9 miles and connects several activity centers, namely, the University Medical Center at the eastern terminus, the University of Arizona's main campus, the Main Gate commercial area, the Fourth Avenue commercial area, and the City's of Tucson's Downtown area. It ends at its western terminus in the currently developing, mixed-use Mercado District on the west side of the Santa Cruz River south of Congress Street. The modern streetcar project is part of the Regional Transportation Authority's multi-modal plan approved by Pima County voters in 2006. Additional information concerning the modern streetcar project is available at [www.tucsontransitstudy.com](http://www.tucsontransitstudy.com).

#### **Study Area**

The study area for this Plan includes an area of a 1/4 mile surrounding the Tucson Modern Streetcar alignment (as shown in Figure 1 on page 9 below). The streetcar alignment begins at its eastern terminus located in Township 14 South, Range 14 East, Section 6. The alignment approximately traverses an area that includes the University of Arizona along 2<sup>nd</sup> Street, turning south on Park Avenue, proceeding along University Boulevard turning south on Fourth Avenue, turning west on Congress Street, turning south on Granada Avenue, turning west on Cushing Street, crossing the Santa Cruz River on a new Cushing Street Bridge and ending in Township 14 South, Range 13 East, Section 14 at the western terminus. The boundaries of the study area can be modified during tasks as appropriate.

The properties within the study area require analysis to best prepare them for the appropriate land use plan, zoning, design and integration with the streetscape. The policy direction in the study area should be expected to reflect the best practices of transit-oriented development and be sensitive to doing compatible infill with designated historic structures and areas.

Four subareas with unique characteristics and concerns are also shown in Figure 1 and they are listed below as they occur in the following tasks:

- Modern Streetcar Corridor Central Segment (University Boulevard west of Euclid Ave. through the Downtown Area)
- West University Neighborhood Plan (WUNP) Transition Area (Euclid Ave. to Park Ave., Speedway Blvd. to 6<sup>th</sup> St.)
- Western Terminus and Surroundings (Congress St. near S. Avenida del Convento)
- Eastern Terminus and Surroundings (near Speedway Blvd and Campbell Ave.)

The study area and sub-areas may be adjusted during the project tasks to best fit the goals of the study.

### **Prior Studies**

A number of planning studies have taken place along the study area including:

- City of Tucson Community Challenge Planning Grant Application – 2010
- Downtown Links Land Use and Urban Design Plan – 2010
- Congress Street Concept Design – 2009
- Downtown Urban Design Reference Manual – 2008
- Downtown Infrastructure Study – 2007
- Transit-Oriented Development Handbook – final draft – 2007
- Tucson Modern Streetcar Station Area Market Analysis – 2007
- Tucson Historic Warehouse Arts District Master Plan – 2004
- Downtown Infill Incentive District Plan – Resolution 20487 – 2006
- West University Neighborhood Plan – 1988
- University Area Plan – 1989

For development of the Plan, the CONSULTANT will build upon the work already done in these design and planning studies.

### **Plan Goals**

The main goals of the Plan are as follows:

- Ensure land uses in the vicinity of the modern streetcar line are ready to proceed through the City's development review process as is practical. This project will involve preparing recommended policies, standards and documents for the required legislative process.

- Review input from stakeholders on their concerns, issues and priorities for planning along the streetcar line. Incorporate their suggestions as is practical into final recommendations.
- Build on the multiple infill and transit studies that have occurred within the planning area in the recent past. All of them have useful recommendations that should be revisited and used as the foundation for any resulting products.
- Prepare planning area supplemental strategies and recommendations on streetscape, parking and affordable housing.
- Issue specific recommendations at the end of each specified task.

In accordance with the plan goals, the CONSULTANT will prepare recommendations that lead to the legislative planning and zoning processes, such as land use plan amendments, rezonings to an urban overlay district, or an amendment to the City's Downtown Area Infill Incentive District. The CONSULTANT will develop an administrative process to be used at the development review level for proposed projects that support the best practices of transit-oriented development.

### **Planning Approach**

The Plan may entail data collection, scoping of issues, evaluation of existing land use plans' policies and land use designations, current zoning and its opportunities and barriers on the project's planning area, development of urban design, historic preservation design standards, refining of Land Use Code language affecting the existing Downtown Area Infill Incentive District, preparation of supplemental assessments and strategies affecting infrastructure, marketing of property, economic development and affordable housing.

Prior to developing the Plan, the City will meet with stakeholders to discuss the Plan's parameters. The City will attempt to learn from the stakeholders what issues, concerns, priorities and opportunities they see within the planning area. The CONSULTANT may be asked to attend these meetings to help gather initial stakeholder input and assess that input as the Plan is developed. The City may meet with stakeholders during development of the Plan to provide updates and obtain input for the draft final recommendations prior to finalizing a phase of the Plan. The CONSULTANT may be asked to give presentations and answer questions about a particular phase or portion of the Plan.

### **Proposed Tasks**

The CONSULTANT is encouraged to be creative in developing a sound analytical approach which achieves the goals for this project. The CONSULTANT is urged to be as specific as possible when describing the activities and anticipated outcomes for each of the tasks outlined below. However, the CONSULTANT may propose reasonable modifications to tasks and/or additional tasks for PAG approval to meet the goals of this study. Tasks 1, 2, 3, 7 and 8 must be completed by the CONSULTANT. In addition, the CONSULTANT must complete either Task 4 or Task 5, though both are encouraged; if one task is not selected, the

CONSULTANT must complete, at a minimum, the diagnostic report for that task. Task 6 is optional, though encouraged.

The CONSULTANT is urged to make maximum use of matrices, tables and drawings in working papers produced for the project to ensure conciseness and clarity and to minimize the amount of text required.

#### *TASK 1: Project Management, Administration and Coordination*

This task includes:

- Project management and administration.
- Refinement of the scope of work.
- Review and incorporation of related data, plans and studies.
- Coordination with PAG and the City.
- Attend stakeholder meetings as needed.

The CONSULTANT, with approval of the PAG project manager, will develop a refined Scope of Work (if needed), a detailed project schedule including milestones and a stakeholder list. The CONSULTANT will provide to PAG a revised labor/dollar allocation and project task cost breakdown if necessitated by scope or schedule refinements.

#### **Deliverables**

Refined scope of work, summary of previous collected data, city plans and studies, detailed project schedule, project task cost breakdown and stakeholder list.

#### *TASK 2: Analysis and Recommendations for Modern Streetcar Corridor Central Segment from University Boulevard west of Euclid Ave. through the Downtown Area*

This task includes areas within the planning area but outside of the three areas described below. Generally, it includes University Boulevard west of Euclid Avenue, the Fourth Avenue Commercial corridor, and the Downtown Core Sub-district of the Infill Incentive District outside of the area noted in Task 4 (Western Terminus).

This task will involve data collection and analysis of the longest segment of the modern streetcar corridor that will result in a brief diagnostic report summarizing the issues and recommended strategies. The task also may result in the consultant providing recommended refinements to the Infill Incentive District and the Downtown Links Overlay, or recommended draft language for an urban overlay district affecting parts of the Fourth Avenue commercial area and its environs. Based on the diagnosis and stakeholder input, the outcome of this task may require the development of land use plan amendments, an urban overlay district rezoning, and Land Use Code revisions.

There may be a need for more emphasis on compatibility between transit-oriented development and historically compatible development especially in the Fourth Avenue area. In cases of historically designated areas, the recommendations may require that preservation be emphasized. If a rezoning is required, it will result in a development document establishing the recommended policies and standards to reflect the best practices of transit-

oriented development and historically compatible development. Recommendations must be organized to enter into the appropriate Land Use Code's legislative procedures to allow properties with transit-oriented proposals to proceed expeditiously in the development review process.

Deliverables: A brief area working paper diagnostic report, and one or more of the following as needed for a development document for an urban overlay district: a draft text amendment to the Infill Incentive District with any needed design standards, if necessary; a draft amendment to the Downtown Links Urban Overlay District; and if necessary, assistance on documentation of any needed land use plan amendments including land use designations and policies.

*TASK 3: Transportation Analysis and Recommendations for West University Neighborhood Plan (WUNP) Transition Area*

This task applies to the area in the West University Neighborhood Plan (WUNP) known as the Transition Area, bounded by Park and Euclid Avenues on the east and west, and Speedway Boulevard and 6<sup>th</sup> Street on the north and south. This task will involve data collection and analysis, which will result in a diagnostic report focused on the upcoming transit-oriented plan proposed amendment to West University Neighborhood Plan and urban overlay district currently in development for that area. The report's prime concern is adapting to current and new transportation issues that will occur in the near future as the area begins to build out to be more transit-oriented. The report should identify current and potential future transportation shortcomings, as well as opportunities and strengths of the area. The report should take into consideration the expected population increases and the types of transportation modes that are and will be used in the area. It should give advice and recommendations on what improvements to the various transportation modes should be done to improve level of service, improve use of bicycles and pedestrian access as well as streetcar ridership. The report should analyze the potential for traffic intrusion into the surrounding historic neighborhoods. The report should recommend strategies that reduce modal conflicts and encourage a viable multi-modal transportation system for the area. Further, it should give recommendations on how various transportation improvements may be funded.

Deliverables: A transportation diagnostic report, including problem analysis, recommended transportation solutions and recommended funding mechanisms to help implement the recommended solutions.

*TASK 4: Analysis and Recommendations for Western Terminus and Surroundings*

This task applies to the entire area currently in the Infill Incentive District's Downtown Core Sub-district on the west side of the I-10. Additional property on the east side of I-10 may be added after further analysis or input from Mayor and Council, stakeholders or staff.

This task will involve data collection and analysis that will result in a brief diagnostic report summarizing the issues and recommended strategy. The task also may involve the development of a rezoning document and the creation of a draft development document for an urban overlay district. A development document is similar to a rezoning site analysis. It

also may require an amendment to the Infill Incentive District or a land use plan amendment. Recommendations should guide land use, design and zoning in the Area to reflect the best practices of transit-oriented development and historically compatible development. Task 3 recommendations must be organized to enter into the appropriate Land Use Code's legislative procedures. The ultimate purpose is to allow properties with transit-oriented proposals to proceed expeditiously in the development review process.

### **Deliverables**

A brief working paper diagnostic report, a final map of West Terminus area, a draft development document for an urban overlay district or a creation of comparable new Infill Incentive District sub-district with design standard and, if necessary, assistance on any needed land use plan amendments including land use designations and policies. The map should include the location of land use designations and a set of general and special area policies, as needed.

#### *TASK 5: Analysis and Recommendations for Eastern Area Terminus and Surroundings*

This task generally includes private parcels in the vicinity of the eastern terminus near the intersection of Speedway Boulevard and Campbell Avenue. This area may be expanded based on further analysis or input from Mayor and Council, stakeholders or staff.

This task will involve data collection and analysis that will result in a brief diagnostic report summarizing the issues and recommended strategy. The task also may involve the development of a rezoning document and the creation of a draft development document for an urban overlay district. A development document is similar to a rezoning site analysis. It also may require a land use plan amendment. Recommendations must be organized to enter into the appropriate Land Use Code's legislative procedures to allow properties with transit-oriented proposals to proceed expeditiously in the development review process. Recommendations should guide land use, design, zoning in the terminus area to reflect the best practices of transit-oriented development and historically compatible development.

### **Deliverables**

A brief area working paper diagnostic report, a final map of East Terminus area, a draft development document for an urban overlay district, and if necessary, recommendations on any needed land use plan amendments including land use designations and policies. The map should include the location of land use designations and a set of general and special area policies, as needed.

#### *TASK 6: Development of Supplemental Strategies*

Throughout the study area, several larger issues exist that The Plan should address. This task will involve data collection and analysis, building on previous work done in the study area. The task should include an assessment of streetscape infrastructure along the streetcar corridor including on-street parking and public parking structures for any deficiencies and make recommendations on improvements and a financial strategy to accomplish the improvements.

Also the task should include the following: a marketing element reviewing City and private parcels most supportive of transit-oriented development and as is practical a quantifying of

the economic benefit of the changes in land uses; and an affordable housing element that considers demographic trends for the planning area and recommends supportive strategies.

### **Deliverables**

A streetcar corridor report which assesses the status of the corridor's key deficiencies in the following three areas and opportunities for improvements, and provides recommendations on how to achieve improvements where necessary. The three topics include: 1) a streetscape and parking infrastructure assessment element focusing on areas of deficiencies and financial strategies to accomplish improvements; 2) a marketing element focusing on City and private parcels most supportive of transit-oriented development; 3) an affordable housing element considering the demographic trends for the area and recommending supportive strategies.

#### *TASK 7: Develop Implementation Strategies and Action Plan*

This task includes:

- a) Summarize issues, opportunities and constraints identified in prior tasks and potential solutions, including successful approaches to implementation.
- b) Develop an action plan and phasing strategy for the potential solutions.
- c) Describe policy implications and, if policies prevent implementation of strategies, develop a plan for how to change the policy. If changing the policy is not feasible, identify a plan for how to implement the strategy within the existing framework.

### **Deliverables**

An action plan outlining tasks above.

#### *TASK 8: Final Report and Documentation*

This task includes:

- a) Assemble all final products from the study tasks into a complete study record.
- b) Prepare a summary document and presentation directed at a general audience and focusing on the essential features of the plan.

### **Deliverables**

Final report including summary, recommendations, maps and supporting information. Summary presentation and documentation of information from each work task.

The principal work products of this project are described above. Each working paper should present information in a succinct manner with extensive use of tables, matrices and drawings.

### **Submittal Requirements**

The CONSULTANT will provide three (3) unbound copies and one (1) electronic copy of the initial draft documents to PAG for initial internal review. The CONSULTANT will incorporate comments from the internal review into a revised working paper and submit one (1) unbound copy and (1) electronic copy for external review within two weeks of receiving PAG comments. The CONSULTANT will then address or incorporate all comments resulting from the external review and submit five (5) copies of the final working papers and (1) electronic copy to PAG. Copy ready quality of all deliverables is required. Copies of all drafts and final papers and reports must also be delivered in electronic format (standard Microsoft Office

software). Copies also must be supplied in Adobe Acrobat portable document format (pdf files) to facilitate distribution for comment.

The CONSULTANT will allow sufficient resources to meet with the PAG project manager as necessary. The CONSULTANT will provide to PAG a draft copy of all materials to be presented at meetings for review and comment at least three business days prior to the scheduled meeting. Comments received from PAG will be incorporated into the presentation materials prior to the presentation. The CONSULTANT will provide PAG with paper and electronic copies of all materials (e.g. slide shows) presented at the workshops and meetings. Slide show presentations for the workshops and meetings should be prepared in Microsoft PowerPoint Presentation format.

All work products created during the course of this project become the property of PAG. Work products include, but are not limited to, written reports, graphic presentations, spreadsheets, databases, data files, computer programs, and support documentation. All Working Papers and the Final Report shall include an executive summary.

Figure 1. Map of Modern Streetcar Land Use and Development Plan Study Area

Modern Streetcar Land Use and Development Plan Study Area

