HOUGHTON ROAD CORRIDOR
TUCSON, ARIZONA
ASSESS STAKEHOLDER INTEREST AND ISSUES

Prepared for

Arizona State Land Department

Task 1-A-2 Deliverable

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INTRODUCTION

Vision

On January 11, 2008, an urban planning permit (UPP) for approximately 12000 acres of state trust land located along the Houghton Road Corridor (HRC) southeast of Tucson was awarded by the Arizona State Land Department to Westcor, a subsidiary of Macerich. The HRC UPP project team, consisting of the Arizona State Land Department, Westcor, and a hand-selected team of real estate industry experts, is committed to an inclusive and comprehensive planning process that recognizes local context and physical site opportunities. The vision for the master plan is to create a sustainable, economically viable community, attractive to both existing and future residents and businesses, that includes the preservation of natural resources and open space, recreational amenities, employment centers, residential neighborhoods, and retail developments.

While using the Houghton Area Master Plan as a foundation, the planning team is exploring ways to blend the desert eco-system, population, market-demand projections and regional transportation plans to generate a community tailored to its unique setting, adding a vibrant new place to live and work in the greater Tucson metropolitan environment. Community input garnered to thoroughly explore and suggest optimal uses for this key Southern Arizona land parcel will be constant throughout the entire planning process.

With community input as the baseline, the planning team will determine the uses that ultimately deliver the highest value and best use of the land, to serve the interests of the state land trust and the City of Tucson.

STAKEHOLDER IDENTIFICATION & COMMUNICATION

Primary Stakeholder Identification and Issues

Stakeholder Identification

As a starting point, influential leaders throughout Tucson were identified in order to begin dialogue about key topics critical to the planning process. Local jurisdictions, established special-interest groups, established institutions, and immediately affected neighborhood associations are effectively represented.

The team also utilized the insights of the local business, political, policy and social leaders to establish the framework for primary stakeholder outreach, ensuring a representation of leadership on four main priorities that have resonated as being important interests of residents and the business community alike - transportation, environmental protection, open space and water/wastewater issues.

It's important to note that the primary stakeholder outreach plan is a precursor to a more community-based stakeholder outreach which will be discussed, and therefore initiated, following the first initial auction and as defined by the Development Plan & entitlement process.

Stakeholder Activities, Potential Objections and Issues

While it is clear that the full range of stakeholder issues, potential objections, and related activities will evolve over the life of the project as substantive project data is presented and as initial land-planning concepts are brought to light and further discussed, it is also true that certain major issues have already emerged as being important to one or more stakeholders and, in some cases, to the City at-large. In general, however, it is important to note that there iswidespread support for the concept of comprehensively planning the vast HRC acreage so as to eliminate the type of uncoordinated, inefficient, and piece-meal development which has characterized this area of Tucson to date.

With all of the above in mind, and with a further recognition that the following list is not exhaustive and will expand over the life of the project, the following major stakeholder issues and concerns have already been identified:

- Transportation Infrastructure. The timely improvement of key transportation arteries, such as Houghton Road and Valencia Road, has emerged as a significant concern of the homeowners and stakeholders throughout the area. Current plans to expand these major arterials are already being advanced by the Cityof Tucson and Pima County, and there is significant public support to ensure that these planned improvements are physically completed in the near-term. It is generally held that HRC should

these already-planned improvements as a fundamental component of the UPP and that the HRC planning efforts do nothing to alter or delay these desired transportation improvements.

- **Riparian and Watercourse Preservation.** The identification, assessment, and preservation of key watercourses and riparian areas are viewed as primary opportunities of the HRC planning effort. There isa clear public expectation that a comprehensive program of corridor set-asides, both for preservation and for multi-use functions such as regional trails and natural-area amenities, should be a key element of the ultimate HRC land-use plan.

- **Sustainability.** While various definitions of "sustainability" have been debated throughout the Tucson metropolitan area, and while various sustainability initiatives, programs, and policies have been publicly discussed, there is a general belief that HRC provides an exceptional opportunity to develop a truly substantive definition of sustainability that incorporates real, workable, practical, and economically viable sustainability practices which might, ultimately, serve as a model for larger City-wide sustainability policies.

- **"Fantasy Island"**. This series of mountain-bike trails within the northernmost reaches of HRC has gained substantial public support and, to some extent, national and international notoriety. While this use grew somewhat organically over the years and did not follow normal State Land Department permitting procedures, there is nonetheless a general community consensus that "Fantasy Island" must be recognized and somehow accommodated within the HRC planning effort.

- **Davis-Monthan Air Force Base (DMAFB).** DMAFB is viewed as a long-standing and key institutional citizen within the Tucson metropolitan area. While the City has already adopted detailed regulatory criteria for development within the Airport Environs Zone (AEZ) adjacent to the Base, there remains significant concern as to the specific type, character, and intensity of development which should most appropriately occur near the facility. The HRC planning effort is viewed as an opportunity to equitably balance theeconomic development needs of the City while simultaneously protecting the long-term operational interests of DMAFB.

As alluded to above, this list of major issues is best viewed as a starting point. These items, together with other issues yet to emerge, will be refined and resolved over the life of the project as an on-going component of the HRC planning effort.

Primary Stakeholder Contact List

A contact list of primary stakeholders is included as an Appendix. The HRC Planning Team has been engaged in discussions with these individuals and organizations since the onset of the project, and will continue to do so over the life of the planning effort. As is typical for a long-term project such as this UPP, this list, while comprehensive

at this point, is best viewed as a "work in-progress" that will be updated over time as additional stakeholders, issues, and attendant interests evolve and emerge.

The aforementioned stakeholder list includes elected officials and organizations from throughout the Tucson metropolitan area. This stems from the fact that, while the entire HRC planning area lies within a single City of Tucson Council Ward (Ward 4), it is viewed throughout the Tucson community as a project of City-wide importance and one that will further a series of policy objectives (e.g. environmental preservation, sustainability) that are of significant interest to the community at-large.

Beyond this City-wide focus of the stakeholder list, it also includes those existing neighborhoods and organizations which border the HRC planning area and which will be the most directly affected by its ultimate development. It should be noted that some individual subdivisions have not been individually included in the list if its neighborhood is part of a larger homeowners association (for example, the Desert Willows subdivision is part of the master Civano HOA). Also, certain neighborhoods in the general area have been excluded from the stakeholder list if their boundary is not contiguous with the HRC planning area and if they are functionally seperated from HRC. Rocking K, for example, is wholly discontguous with the HRC site and is, for all practical purposes, physically seperated from HRC by the pantano wash.

Stakeholder Coordination Strategy and Approval Requirements

StakeholderCoordination Strategy

The goal of the overall Coordination Strategy is to gather feedback from a primary group of stakeholders, on an on-going basis, so as to best understand the concerns and issues of all affected parties and to prioritize those accordingly as the project proceeds. Outcomes and insights gleaned from these interactions will be contemplated, evaluated, and integrated by the project's planning team and then iteratively communicated back to the community through on-going stakeholder outreach over the life of the project.

With the above in mind, any stakeholder coordination strategy, during this early stage of the planning effort, is best viewed as a living document that will be refined and fine-tuned throughout the UPP effort as particular issues are raised, evaluated, resolved, or otherwise addressed, and as new stakeholders appear and new substantive issues emerge.

That being said, the primary stakeholder outreach plan is presently comprised of the following major elements:

- Monthly informational meetings to share progress, information, and emerging issues with the City Manager (or his designated representatives), the Ward 4 Councilmember & staff, and City Planning staff; these meetings will include consultant attendance as necessary.

- Quarterly informational meetings to share progress, issues, and new developments with the Mayor, the other Council Wards, and the District 4 County Supervisor's office (which surrounds the Planning Area).

- Quarterly technical meetings to discuss on-going issues and to review findings and data with key working groups representing the environmental community, the University of Arizona, Davis Monthan Air Force Base, the City of Tucson Department of Transportation, City of Tucson Water, the Pima County Regional Wastewater Reclamation Department, the Vail School District, etc.

- As needed, working meetings on specific issues/multi-disciplines in order to obtain professional and community input.

- As needed, informational meetings to share progress, issues, and new developments with registered HOA's and neighborhood associations (NA's) within the planning area. As the land-use plan is developed and refined, it is anticipated that the frequency of these meetings will naturally increase.

- Bi-annual informational meetings with Pima Association of Governments, the Southern Arizona Office of Governor Napolitano, and pertinent State Senators & Representatives.

Stakeholder outreach activities as described above have occurred since the onset of the project and will, obviously, continue over its life. As such, a significant portion of the overall stakeholder interactions will be completed prior to the first auction, with these efforts continuing beyond same and throughout the UPP effort. Ultimately, this work will culminate with the filing of the project's formal Planned Community Development (PCD) rezoning application.

As mentioned above, the entire stakeholder coordination strategy is one that must remain flexible over the life of the project as new issues -- and opportunities -- arise. It is also suggested that stakeholder interactions be conducted, to the greatest extent possible, in an atmosphere that is relatively informal so as to best foster an environment for the free and open exchange of ideas, issues, and information. For all intents and purposes, a transparent public-outreach strategy will produce the most productive and valuable input into the project's planning effort and will help foster the greatest degree of ultimate public acceptance.

Stakeholder Regulations and Approval Requirements

The group of stakeholder interests that defines the HRC planning effort is a large and diverse one. Many of the stakeholders are formal governmental bodies and/or regulatory agencies, while many are established special-interest groups and/or formal homeowner and neighborhood associations.

With respect to formal governmental jurisdictions and their departments, their attendant stakeholder regulations and approval requirements are established, documented, and essentially predictable. These are discussed in numerous

separate deliverables being prepared under this UPP Scope of Work, including Task I-A-3 (Education Issues), Task I-A-4 (Public Facilities), Task I-A-6 (Zoning and Entitlements), Task I-B-3 (Regional Transportation Issues), Task I-B-4 (Regional Water and Wastewater Issues), Task I-C-5.5 (Tucson Riparian Preservation and Protection), Task I-C-5.6 (Tucson Native Plant Preservation Ordinance), and numerous others. These separate deliverables can be consulted, as needed, for relevant regulations and approval requirements.

Applicable regulations and approval requirements for established special-interest groups and for registered homeowners and/or neighborhood associations are quite a different matter. In many cases, there are no formal regulations or approval requirements that will apply to the HRC planning effort. More accurately, working

successfully with such groups and procuring their ultimate support is derived from a process of long-term, on-going, and dedicated good-faith interaction. Ultimately, these groups may choose to bring the HRC project before their

particular governing board or leadership committee for formal consideration and some form of official action, but whether this is done, or not done, will ultimately be the decision of each individual group. The internal processes and decision-making of each such stakeholder must be respected in this regard; it is most important that, in the end, each group is allowed, and convinced that it had, meaningful, substantive, and on-going input into the planning process.

City of Tucson Project Working Team - PWT

The Project Working Team (PWT) is a key element of the UPP Scope of Work, in that it provides an essential and on-going mechanism for meaningful interactions with the City of Tucson and its technical staff.

To date, and at the direction of the City Manager, the PWT is comprised only of the City Manager due to the fact that, for all intents and purposes, the UPP is presently in its beginning stages. We anticipate that, as initial land-use planning concepts are developed and brought forth, the make-up of the PWT will be appropriately expanded to

include pertinent departmental leaders so as to bring a more complete technical review of the project and to properly vet emerging substantive issues such as transportation, environmental preservation, infrastructure programming and financing mechanisms, and the appropriate consideration and integration of adopted area-plan concepts. Much of

this work will occur prior to the first auction, will continue beyond same and throughout the UPP effort, and will culminate with the ultimate filing of the project's formal Planned Community Development (PCD) rezoning application.

Presently, the PWT meetings with the City Manager have been of a more informal nature and have focused primarily on information-sharing and on insuring that the City remains properly informed of the Permittee's various on-going stakeholder outreach. As such, no meeting notes have been formalized to document the PWT interactions to this point. At which time the PWT expands into more technical discussions with additional City personnel, summary meeting notes will be accordingly prepared so as to document the particular issues discussed and the attendant progress being achieved on each.

CONCLUSIONS & RECOMMENDATIONS

This report has identified the primary stakeholders with respect to the HRC planning effort and has described a public participation strategy for effectively coordinating and interacting with the identified stakeholder groups and agencies. Major stakeholder issues known to date have also been identified and discussed.

In consideration of everything presented and discussed heretofore, the following recommendations are put forth:

- That the list of stakeholders identified herein be viewed as a list which, while complete to date, is subject to expansion and refinement as the project evolves and as stakeholder interactions proceed.
- That the public participation plan and public outreach strategies described in this report proceed with an inherent flexibility that allows for their refinement and modification: 1) as the project generally moves forward through all Scope of Work tasks, 2) as particular stakeholder issues are further identified, discussed, and/or resolved; and 3) as meaningful new public participation opportunities present themselves over the course of the project.
- That the frequency of stakeholder meetings described in this document be adjusted and/or increased, as necessary throughout the project, so as to insure that the identified stakeholders are afforded the proper opportunity for meaningful and substantive input into the planning process.
- That the public participation plan and stakeholder outreach as described herein continues as it has to date and in the months leading up the first auction, such that on-going progress might be made in identifying, discussing, and potentially addressing, in some measure, key stakeholder issues prior to the auction date.
- That the Planning Permittee keep the State Land Department informed, both on a formal and informal basis, as to the on-going stakeholder meetings, their topics of discussions, emerging issues, and the manner in which key issues are being addressed and/or resolved.