

## **INTEGRATIVE PERMITTING & DEVELOPMENT ENTITLEMENT;**

*Each project is an important piece of economic vitality*

### **Description of Proposal**

This is a proposal for an integrative review and development entitlement model. It is an overlay to existing process. It is intended to assist small businesses in achieving fluid approvals. The intent is for a better understanding of project variables not solely in control of applicants. Application is engaged early in a project as roadblocks are identified and direction is needed. Examples are commercial infill projects in special planning zones, use changes in older areas and core development that can demonstrate sustainability in energy and transit goals. Other applications can also be identified. The Office of Integrative Planning (OIP) is a possible management venue to overlay a model.

### **Small Business and our Permitting and Entitlement Process**

The Development Package is Tucson's main uniform site entitlement product. It applies to new commercial development. It codifies separation between a site and building review. For many blank slate projects this is a good thing. For commercial ventures in older areas containing existing structures this often may not work well because site and building design factors need to be addressed at the same time. Uniform site entitlement also contradicts the need for outside the box thinking in established areas. Another interesting factor, ironically, is the regulatory bill of rights. To avoid liability, reviews can look like a contest for rejection commentary. For a small investor seeking a permit this can be an unfriendly demoralizing experience. Finally, new "opt in" overlays add to challenges because overlay options impact present and future planning decisions as well as adjacent zoning.

### **Challenges for Small Building Projects and Change in Attitudes**

We like to say we support the growth of small building initiatives and quality infill, but the opposite is often demonstrated. Small investors want to know that Tucson is behind them as their risks hinge on uncertainty. Moreover, their burden of entitlement is disproportionately larger than that of big investors. Yet, their success is touted as a needed growth factor. We know small projects thirst for customization within an entitlement box. To small investors, development entitlement is a Rubik cube of process. It can negatively impact their confidence.

### **Synergy and Resources**

Outside the box thinking is needed. Synergy is a paradigm tool that allows separate activities to gain motion from single sources of effort and understanding. That principle embodies integrative thinking. It enables better use of resources by elevating the quality of approval processes. End products are fewer burdens for entitlement authorities, a vested interest in outcomes for small business starts, desired assurances and the confidence that investors need. This kind of synergistic principle can greatly expand; forging a path for more vibrant and diverse growth in our economy. Synergy in process becomes the broader objective for Tucson to thrive. It embodies mutuality.

Behavioral adaptations are key factors for **integrative review**. Often avoided, "engagement" becomes an attribute. An immediate benefit is doing more with less. Integrative leadership has to be the inspiration for a holistic review model that works proactively within our current box of resources and budgets.

### **Action**

This concept requires directive. Integrative development entitlement can be built around integrative management principles embodied in the OIP. It joins the micro-process and macro-process. Integrative city planning views a future from 30,000 feet. Integrative entitlement links that to a reality seen from 300 feet. It is a product of fluid motion. This job involves transforming disjointed static models to a single integrative model that is dynamic.