

CHAPTER 4

PLAN IMPLEMENTATION & ADMINISTRATION

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PLAN IMPLEMENTATION & ADMINISTRATION

It is the City's intent that Plan Tucson be utilized to its full potential as the overarching long-range planning and sustainability policy document for the City of Tucson. The implementation of Plan Tucson will be overseen by the City Manager's Office to ensure a strong connection between policy making and the daily operations of City departments.

Plan Tucson will provide a framework and impetus for greater interdepartmental communication integrated with regular community engagement in the pursuit of an even more sustainable community with strong, healthy neighborhoods as the foundational unit.

This chapter references and builds on the requirements of Arizona Revised Statutes (A.R.S.) for general plan implementation, setting out a process that will link the general to the specific, the long-term to the short-term, and planning with sustainability. A.R.S. Sections 9-461.06 and 9-461.07 include requirements for the implementation and

administration of a general plan. Specific implementation actions called out in the Statutes include identifying and making recommendations to the Mayor and Council on how to implement the General Plan; providing an annual report on progress made; continuing to educate the public about and promote interest in the Plan; and consulting with the broad range of governmental and nongovernmental stakeholders about the implementation of the Plan. The City also must ensure that the preparation of a consolidated program of proposed public works and disposition of public real property are in conformance with the Plan. The Statutes lay out the

process to adopt and amend a general plan and require that cities define what constitutes a major amendment. More detail regarding the implementation and administration of Plan Tucson is provided in the remainder of this chapter.

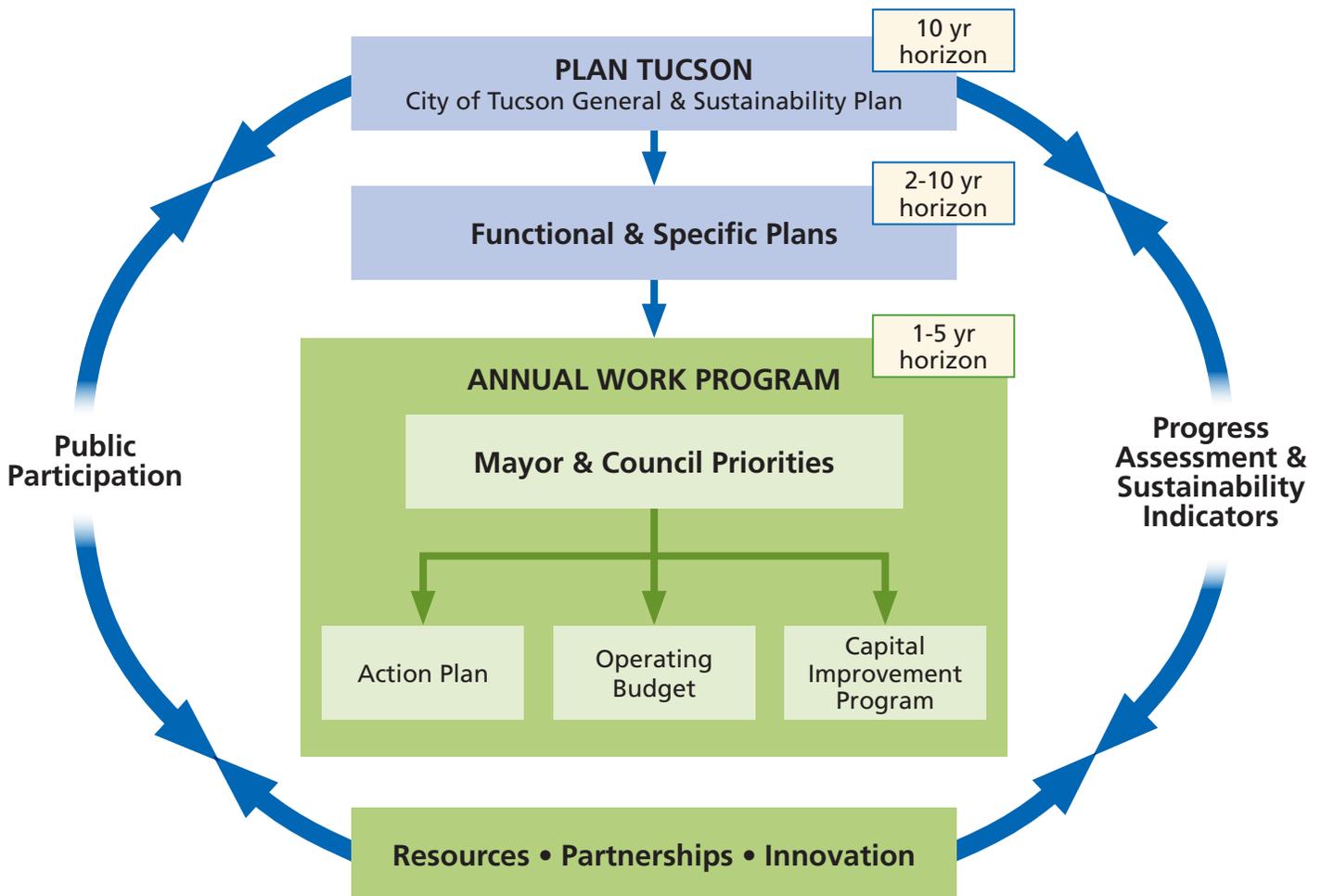
Plan Implementation

As described in Chapter 2, the sustainability of the community is interwoven with the sustainability of its neighborhoods. Neighborhoods are the smaller systems that together make up the larger system that is Tucson. Successfully implementing Plan Tucson requires the translation of broad policy

direction to specific initiatives, services, and investments that make sense in smaller geographic areas. The framework for the implementation of Plan Tucson is depicted in *Exhibit IA-1*. While the framework is depicted linearly in the graphic, in practice it will be undertaken in an iterative manner within a dynamic and evolving environment.

The primary means of translating Plan Tucson into specific actions are by undertaking functional and specific planning and by preparing an annual work program. These activities must be complemented by regularly assessing progress in implementation of Plan policies and communicating that

EXHIBIT IA-1 Plan Tucson Implementation Framework





progress to the community; tracking the community's progress based on longer term sustainability indicators to determine how Tucson is doing in comparison with other cities; providing regular inclusive public participation opportunities and feedback; leveraging and allocating sufficient resources; developing strong partnerships, and pursuing smart, innovative approaches to achieve desired results.

Functional & Specific Planning

Plan Tucson provides overarching guidance in the form of goals and policies. The implementation of these goals and policies will be undertaken through more detailed planning. The resulting detailed plans may relate to particular topics, such as financial sustainability or economic development, or to a service or facility, such as public safety, water, roadways, transit, or parks and recreation. These are referred to as "functional plans." Other detailed plans relate to particular geographic areas of the City such as the downtown, a

neighborhood, an area, or a corridor. These are referred to as "specific plans." The overarching goal for updating functional and specific plans is to ensure that these more detailed plans are rooted in the more general Plan Tucson goals and policies and that the plans relate to each other with the connections between the plans being clear.

Functional Plans As referenced in Chapters 2 and 3, there are many existing functional plans that City elected officials and staff consult in making decisions about water, transportation, roadway design, sustainability measures, and other matters. For example, the Mayor and Council recently approved the Economic Development Strategic Priorities Plan, which helped inform the Plan Tucson Economic Development policies presented in Chapter 3. Additionally, there are Plan Tucson policies that are anticipated to be the catalyst for new and updated functional plans. The Parks and Recreation Department, for instance, intends to update its Strategic Plan after Plan

Tucson is finalized to ensure that Parks and Recreation strategies are consistent with Plan Tucson goals and policies.

Specific Plans The Future Growth Scenarios Map presented in Chapter 3 under Land Use, Transportation, and Urban Design, depicts general locations and types of future development. More detailed planning within specific geographic areas will complement the Future Growth Scenario Map by translating Plan Tucson goals and policies into actions and land use guidance that relates to the needs, character, environmental conditions, and other factors of specific geographic areas of the community. Specific plans, which are addressed in A.R.S. Sections 9-461.08, 9-461.09, and 9-461.10, provide more detailed planning to allow systematic implementation of the General Plan through the use of detailed policy direction, in some cases at the parcel level, for smaller geographic areas of the City. In addition to recommending appropriate locations for different land use types, specific plans guide the location of buildings and other improvements with respect to existing rights-of-way; the treatment of floodplains, washes, and other amenities; the placement of public facilities; and other issues appropriate to the area covered by the specific plan. Specific plans may be adopted or amended by a majority of the Mayor and Council after public hearings by the Planning Commission and the Mayor and Council.

Currently 53 specific plans make up a quilt-like pattern across the city. These specific plans take the form of Neighborhood Plans, Area Plans, and Subregional Plans. The earliest plan was adopted in 1970 (Pullman Neighborhood Plan) and the most recent in 2009 (Miles Neighborhood Plan) with the majority adopted in the mid-

1980s. Many of these plans have served neighborhoods well as they have guided rezoning cases; provided direction for Neighborhood Associations; and been used in seeking funding for neighborhood improvements, capacity building, and other activities. This current specific plan structure also presents challenges. For example, some portions of the City have no specific plan coverage; density definitions vary in some plans; and changes in the physical make-up of the City are not reflected in some of the more dated plans. Because updating and managing the current number of specific plans is a resource intensive process, most plans will need to remain in an as-is state unless a more efficient and simplified method of undertaking specific planning is pursued.

Currently the City's specific plans are largely focused on land use. Most do not address infrastructure and service issues in a substantive way. For example, the current practices of preparing functional plans by City departments (such as corridor plans or parks and open space plans) do not have a formal connection to the preparation of specific plans. This results in an inefficient and disjointed patchwork of plans in which community and neighborhood needs are not fully understood or addressed. A key theme throughout Plan Tucson is the interrelationship of the elements addressed in the Plan. That is, that while elements are addressed separately, the community benefits from recognition of their interrelatedness, not just rhetorically but in practice. To translate this concept of element interrelatedness into meaningful outcomes for neighborhoods will require the development of updated specific plans that address the range of elements in Plan Tucson and provide a mechanism for ongoing oversight and updating.

Exploring Development of “Planning and Service Areas”

Plan Tucson Policy LT-27, included in Chapter 3 under Land Use, Transportation, and Urban Design, calls for “Using existing neighborhood, area, and other specific plans as the starting point, undertake an inclusive public process to explore the concept of developing and implementing planning and service areas to coordinate and enhance land use planning, infrastructure improvements, and public service delivery.”

Exploring this “planning and service area” approach will require research and inclusive, interactive public participation. The starting point for this exploration will be the existing specific plans within an area (e.g., Neighborhood, Area, and Subregional Plans), as well as applicable functional and policy guidance plans. The goals, policies, and land use designations in these existing plans will be identified to determine what continues to be that are still relevant to and supported by neighborhoods and, therefore, should be an integral part of any “planning and service area” development.

Any amendment, consolidation, deletion, or modification of any neighborhood or area plan will be subject to the same public processes that are required during a neighborhood or area plan amendment, and all public input, including the input of the affected residents, will be maintained as part of the public record that is forwarded through these public processes.

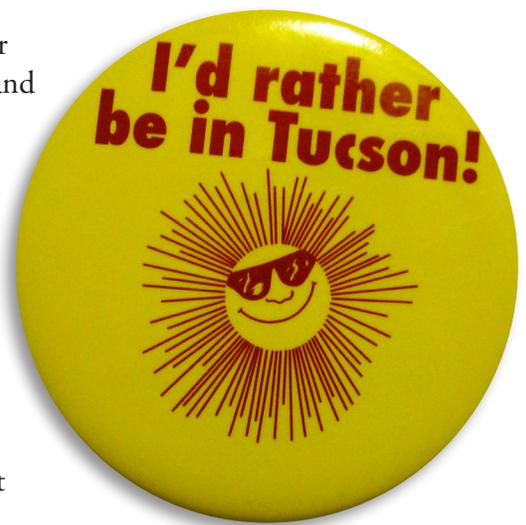
Establishing goals for the “planning and service area” approach would be part of the public process, but preliminary goals for consideration could include:

- Translating the general policies in Plan Tucson to specific guidance and strategies within smaller geographic areas of the city

- Ensuring all of the city is covered by an updated specific plan
- Integrating sustainability principles into the planning process
- Expanding the scope of specific plans to be more integrative and holistic, addressing services and infrastructure in addition to land use
- Ensuring regular inclusive public involvement by stakeholders, including residents, businesses, and public institutions, within a “planning and service area”
- Establishing a structure for ongoing public guidance and oversight of specific plan implementation
- Providing greater clarity about the type and location of development
- Ensuring greater understanding of the varying needs in different parts of the city and tailoring responses to meet those needs
- Aligning City staff and resources to support the implementation of specific plans

Annual Work Program

In addition to translating Plan Tucson into more detailed functional and specific plans, development of the Annual Work Program will connect Plan Tucson’s long-term vision with priorities and the deployment of City resources on a yearly basis. The first step in the development of the Annual Work Program is the establishment of Mayor and Council priorities for intermediate (1-3 years) objectives on which City government will focus. Once established, these priorities will inform the development of the Operating and Capital Budgets and the allocation of resources on an annual



basis. An Action Plan will be developed that will highlight the specific strategies, investments, programs, and services being implemented to achieve Plan Tucson goals and policies and Mayor and Council priorities. These components of implementation are described further below.

Mayor and Council Priorities While Plan Tucson provides the long-range vision for the City, the Mayor and Council will need to set shorter term priorities for the Plan's implementation, taking into consideration the current environment, pressing issues, and resource levels. This direction by the governing body will guide the development of the Action Plan and the Operating Budget/Capital Improvement Program.

Action Plan The Action Plan is proposed as a new document that

will serve as a companion document to the Operating Budget and Capital Improvement Program highlighting the significant initiatives, programs, and projects City staff will implement in the short term to achieve the Mayor and Council's priorities and Plan Tucson goals and policies. The Action Plan will include different types of actions, ranging from physical improvement projects to preparation of detailed plans to service delivery to development of regulations and ordinances. While the Action Plan will be updated annually, in some cases actions will take more than a year to complete and will appear in consecutive Action Plans until they have been accomplished.

Operating Budget & Capital Improvement Program Mayor and Council priorities and Plan Tucson goals and policies are operationalized through the annual budget process in which resources are allocated to specific services, programs, and projects. The Action Plan will create a linkage between these budget documents, the Mayor and Council priorities, and the Plan Tucson goals and policies. The Operating Budget is the City's annual financial plan detailing how project revenues will be expended for operations within departments, divisions, and program and service areas. The Capital Improvement Program (CIP) is a 5-year plan that identifies the capital projects and significant equipment and infrastructure investments that will be made by the City, along with the projected costs and funding sources for each project.

Resources, Partnerships, & Innovation

The City's ability to implement Plan Tucson through the mechanisms described in this chapter is highly dependent on having the right



foundational elements in place. The level of resources available to dedicate to the implementation of Plan Tucson is an obvious factor that will impact how quickly and to what degree actions and investments can be pursued. The recent economic downturn and slow economic recovery have diminished City resources, and the current priority for resources is the incremental restoration of basic municipal services such as street paving, park maintenance, and public safety staffing. Clearly, the City cannot implement Plan Tucson entirely on its own. Effective partnerships between the City and other governmental agencies, non-profit organizations, neighborhoods, and businesses are critical to the success of this endeavor and can help leverage the resources and expertise that will be needed to achieve Plan Tucson goals.

Plan Tucson implementation must be done smartly and innovatively to ensure that resources are used as efficiently as possible and best known practices and technologies are being employed to produce desired results. “Smart Cities” is a growing movement that encourages a broad, integrated approach to improving the efficiency of city operations, the quality of life for citizens, and growing the local economy. Greater service demands and infrastructure needs coupled with tightened budgets mean solutions have to be smarter, and address the city as a whole. Some of the elements of Smarter Cities include having the tools to analyze data for better decisions, anticipating problems to resolve them proactively, and coordinating resources to operate effectively. As an example, Tucson Water was recently selected for an IBM Smarter Cities Challenge Grant that will use data and automation to increase water reliability and let customers monitor their water use in real-time to promote conservation.

When information can be automated, analyzed and presented more effectively, the result is better decision making, reporting, and insight. New Smart Cities collaboration tools, technologies, and strategies will provide valuable guidance for Plan Tucson implementation.

Public Participation

The Governance and Participation policies, presented in Chapter 3, will provide guidance for public involvement in Plan Tucson implementation.

Translating Plan Tucson goals and policies into meaningful actions and investments appropriate to meet the distinct needs in various parts of the city will require an extensive public involvement process, including residents, businesses, institutions, not-for-profit governmental organizations, and other governmental agencies. There will be many avenues for public participation in Plan Tucson implementation, ranging from engagement in the “planning and service area” process described earlier in this chapter, to public hearings that are held before the Planning Commission and Mayor and Council, to websites and listservs for sharing of information and providing avenues for input.

Progress Assessment & Sustainability Indicators

Measuring progress toward fulfilling Plan Tucson goals and policies is a critical component of successful implementation. Weekly Mayor and Council agenda materials will be reformatted to include a section on the linkage of the item to Plan Tucson goals and policies. Monthly reporting by City departments will also describe efforts being made to implement Plan Tucson. This information will be assembled into an Annual Progress Report on Plan Tucson implementation.

Another important element in the assessment of and reporting on progress in achieving the goals and policies of Plan Tucson is the identification and monitoring of key indicators. These indicators, which once developed will be part of the Annual Progress Report, can provide a measure of how successfully policies have been implemented and what level of outcome has been reached.

Locally derived indicators are important for effectively communicating to the public how implementation of Plan Tucson is improving conditions for residents. Local indicators can be paired with national indicators to get a sense of how the community is doing in relation to other communities. The use of such indicators together can help communicate the benefits of living in Tucson to existing and prospective residents and businesses.

Exhibit IA-2, at the end of this chapter, presents a matrix consisting of four columns—the first column lays out

the Plan Tucson goals, while the second references related Plan Tucson policies. The third and fourth columns show sustainability indicators and outcomes respectively. These indicators and outcomes were derived from the STAR Rating System, an example of one of the national systems developed recently to measure community sustainability (see *Exhibit T-7*, Chapter 2). Review of the matrix reveals that there is a strong alignment of the Plan Tucson goals and policies with community sustainability indicators and outcomes, which will allow Plan Tucson to serve not only as a framework for improving the community's quality of life, but also as a platform for advancing Tucson's sustainability relative to other communities.

The first step in undertaking such assessments on a regular basis will be to refine a set of indicators and outcomes that will provide a meaningful gauge of quality of life and community sustainability.



Plan Adoption & Amendment

The adoption or readoption of a general plan or major amendment to an adopted plan is subject to public participation procedures adopted by Mayor and Council as required under A.R.S. Section 9-461.06.C, and shall be approved by an affirmative vote of at least two thirds of the members of the City of Tucson Mayor and Council as specified in A.R.S. Section 9-461.06.H. Prior to approval by the Mayor and Council, the Planning Commission shall hold at least two public hearings in two different locations before forwarding a recommendation to the Mayor and Council. Additionally, the Mayor and Council shall hold at least one public hearing to consider the matter. Public and jurisdictional notice of the public hearings shall comply with all applicable State and City regulations.

Following Mayor and Council's approval, the adoption, the readoption, or major amendment of the General Plan must be ratified by Tucson's registered voters at least once every ten years as required under A.R.S. Section 9-461.06.K. This provides the opportunity for the City to assess progress that has been made toward meeting goals and policies of the existing General Plan and to respond to a changing community.

Major Amendments A.R.S. Section 9-461.06.L defines a major amendment as a "substantial alteration of the municipality's land use mixture or balance as established in the municipality's general plan land use element." A major amendment to Plan

Tucson is necessary when:

1. The site of a development proposal is not covered by an adopted specific plan;
2. The Future Growth Scenario Map Building Block designation for the site as depicted on the Future Growth Scenario Map must be changed to maintain consistency with the development proposal; and
3. The proposed development site consists of 65 or more acres.

Major amendments are considered on an annual basis by the Mayor and Council and require a two-thirds-majority approval. State law prohibits major amendments to the General Plan from being enacted as emergency measures. Major amendments are subject to public referendum.

Minor Amendments All amendments to Plan Tucson that are not a new or readopted general plan or a major amendment are considered minor amendments and shall be processed in accordance with state and City of Tucson regulations concerning timing, notice, public hearing, and action.

EXHIBIT IA-2 Sustainability Indicators Matrix

THE SOCIAL ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
HOUSING			
The City strives for a mix of well-maintained, energy-efficient housing options with multi-modal access to basic goods & services, recognizing the important role of homeownership to neighborhood stability.	H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, E7, LT9	Percent of income spent on housing and transportation costs; creation of new affordable housing; preservation of existing affordable housing	An adequate and diverse supply of location-efficient and affordable housing options is available to meet the needs and preferences of all residents.
PUBLIC SAFETY			
The City strives for a safe community and secure neighborhoods.	PS1, PS4, PS5, PS6, PS8, PS10, BC6, PR7, E7	Violent crime rates	Government and empowered residents collaborate to reduce and prevent crime and violence, foster pro-social behaviors such as non-violent conflict resolution, and promote a sense of personal safety in all aspects of daily life.
	PS2, PS3, PS7, PS9, PH6	Quality of fire protection, emergency response times; perceptions of safety; risk from hazard threats	Preventative and collaborative approaches are used to minimize emergency incidents; reduce the vulnerability of all community members to human and natural hazards; and respond to hazards and crises in a manner that is quick, effective, and expedites recovery.
PARKS & RECREATION			
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	PR1, PR2, PR3, PR4, PR5, PR6, PR9, PR10, PR11, PR12, BC6, TQ5, TQ6, GI3	Acres of parkland per 1,000 residents; percentage of households located within a ½-mile walk distance of a public space or park; percentage of households located within 3 miles of an off-road trail; percentage of residents that visit a park at least once a year; residents' perceptions regarding the quality of the community's public space and park system	There is an active network of equitably and conveniently accessible parks, trails, and public spaces that provides multiple services and uses, contributes to improved mental and physical well-being of all residents, and protects environmental quality.
ARTS & CULTURE			
The City strives for a community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.	AC1, AC2, AC3, AC4, AC5, AC6, AC7, AC8, BC5, BC6, BC7, TQ4, TQ9, E2	Number of and annual sales in the creative industries; attendance and participation arts and cultural events; access to free community venues	A broad range of arts, cultural, and heritage resources and activities are maintained and enhanced to reflect and promote the social, cultural, and economic diversity of the community, and to encourage participation, self-expression, and community cohesion.
PUBLIC HEALTH			
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	PH3, PH4, PH5, PH6, E7	Health outcomes; health risk factors; access to health care	There is an accessible and equitable local health system that maximizes personal and community health, and emphasizes preventative care by promoting healthy lifestyles and improving the environments in which people live and work.

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<p>The City strives for a community that is healthy physically, mentally, economically, and environmentally.</p>	<p>PH1, PH2, PH7, PH8, PR3, PR5, PR6, PR9, PR7, AG3, GI3, TQ5, LT14</p>	<p>Percentage of kids and adults that are physically active</p>	<p>Every resident has fundamental knowledge of, and physical and economic access to, healthy living opportunities that promote an active lifestyle, good nutrition, and physical wellness.</p>
<p>URBAN AGRICULTURE</p>			
<p>The City strives for a sustainable urban food system.</p>	<p>AG1, AG2, AG3, AG4, PH2, TQ7, LT10</p>	<p>Fresh food produced locally; access to low-cost healthy food; nutrition</p>	<p>There is a collaborative network that integrates sustainable food production, processing, distribution, consumption, and waste management in order to create a locally based, self-reliant food economy where all people, at all times, have physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences.</p>
<p>EDUCATION</p>			
<p>The City strives for an educated citizenry.</p>	<p>E1, E3, E4, E5, E6, E7, BC6</p>	<p>Reading proficiency; high school graduation rates</p>	<p>Equitable and lifelong educational attainment exists for all residents through a strong public school system, quality educational facilities, and a wide range of learning opportunities that are accessible and appropriately serve all segments and all ages of the populations.</p>
<p>GOVERNANCE & PARTICIPATION</p>			
<p>The City strives for a sustained increase in household income and wages, and a sustained reduction in the poverty rate, especially for Tucson's children, seniors, and disabled residents.</p>	<p>H7, H8, H10, E7</p>	<p>Percentage of people in who need assistance obtaining human services; percentage of residents living below the poverty line</p>	<p>High quality human services programs are available and utilized to guarantee basic human needs are met so that all residents can lead dignified, economically stable and secure lives.</p>
<p>The City strives for timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.</p>	<p>G4, G5, G6, E2, E7, AC1, AC2, AC4, AC7, AC8, TQ9, LT4, PR11</p>	<p>Percentage of registered voters; percentage of residents that volunteer; civil and human rights complaints are investigated and violations redressed; diverse composition of boards and commissions; social; cultural diversity events are held</p>	<p>Fair treatment, respect, and meaningful involvement is available for all people, regardless of any social or cultural distinction, by ensuring that all community members have: the skills, resources, and assurances needed to participate in decisions affecting individual and community well-being; equitable access to participation in the civil and political life of the community; and meaningful civic and cultural participation opportunities.</p>
<p>The City strives for timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.</p>	<p>G1, G2, G3, G4, G5, G7, G8, G9, G10, G11, G12, E7, WR6, WR7, WR10, EQ7, PI2, PI3, PI5, PI6, RR7, LT2</p>	<p>Residents believe they are able to have a positive impact on their community</p>	<p>City decisions and actions are transparent to the community, collaborative, and supportive of regional goals; and the City is responsive to public values by openly communicating public policy, making all policy decisions in an open and accessible format, disclosing information in a timely and easy to understand manner, and demonstrating the responsible use of tax dollars to advance stated community goals and priorities.</p>

THE ECONOMIC ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
JOB & WORKFORCE DEVELOPMENT			
<p>The City strives for a local job market that provides opportunities for all Tucsonans to meet their basic needs and pursue career advancement, matched with a well-educated, well-qualified workforce that is able to meet the dynamic needs of businesses and employers.</p>	<p>JW1, JW2, JW6, E5</p>	<p>Workforce training outcomes; post-secondary educational attainment</p>	<p>Coordination between private and public sector partners provides opportunities to all residents for occupational mobility, improved workplace performance, and continued workforce participation throughout life and market transitions</p>
<p>The City strives for a local job market that provides opportunities for all Tucsonans to meet their basic needs and pursue career advancement, matched with a well-educated, well-qualified workforce that is able to meet the dynamic needs of businesses and employers.</p>	<p>RG5, RG6, JW4, JW6, BC4, AC9</p>	<p>Number of new businesses, annual sales, and total employment in targeted industry sectors</p>	<p>The advanced training and higher education community catalyzes economic growth through technological research and development; technology transfer and sharing of cost and risk of investments in innovation; development of intellectual capital and entrepreneurial spirit; and preparation of local workers with the skills needed for innovation.</p>
<p>The City strives for a sustainable and diversified economy that maximizes Tucson’s strategic location and balances traditional import and export of resources with locally supplied goods and services to meet local demand.</p>			
<p>The City strives for a sustained increase in household income and wages, and a sustained reduction in the poverty rate, especially for Tucson’s children, seniors and disabled residents.</p>	<p>JW1, JW2, JW7</p>	<p>Median household income; percentage of household incomes that meet or exceed the living wage standard</p>	<p>Every worker earns a living wage, receives affordable benefits, has access to programs that support families, and can gain upward economic mobility through improved productivity in a safe and non-discriminatory workplace environment.</p>
<p>The City strives for a community that is healthy physically, mentally, economically, and environmentally.</p>			

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BUSINESS CLIMATE

<p>The City strives for an economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.</p> <p>The City strives for a stabilized local economy with opportunities for diversified economic growth supported by high-level, high-quality public infrastructure, facilities, and services.</p>	<p>BC1, BC2, BC4, RG4, RG5, TQ1, TQ6, TQ7, TQ8, TQ9</p>	<p>Number of businesses; annual sales from businesses; percentage of residents employed</p>	<p>Economic prosperity and stability is realized through the retention, expansion, and support of existing businesses.</p>
<p>The City strives for a reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.</p>	<p>RG6, BC4, JW3, EC1, EC2, EC5, EC6, EC7, WR3, EQ7</p>	<p>Market demand for green products and services</p>	<p>Existing and new green industries take full advantage of the region's renewable energy assets; maximize investment in and use of the region's intellectual and human capital; and spur technological innovation, resulting in a sustained increase in green jobs.</p>
<p>The City strives for an economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.</p> <p>The City strives for a stabilized local economy with opportunities for diversified economic growth supported by high-level, high-quality public infrastructure, facilities, and services.</p>	<p>BC1, BC2, BC4, BC7, RG1, RG2, RG3, JW2, PI1</p>	<p>Number of new businesses, annual sales, and total employment in targeted industry sectors</p>	<p>Local competitiveness is maximized through the strengthening of existing industry clusters, economic leakage is minimized through establishment and growth of new industry sectors that benefit from the region's unique local resources, and international trade opportunities are expanded and strengthened.</p>

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REGIONAL & GLOBAL POSITIONING

<p>The City strives for an economy that supports existing businesses and attracts new businesses to increase employment opportunities, raise income levels, expand the tax base, and generate public and private investment leading to a high quality of life for the community.</p>	<p>BC1, BC2, BC4, BC7, RG1, RG2, RG3, JW2, PI1</p>	<p>Number of new businesses, annual sales, and total employment in targeted industry sectors</p>	<p>Local competitiveness is maximized through the strengthening of existing industry clusters, economic leakage is minimized through establishment and growth of new industry sectors that benefit from the region’s unique local resources, and international trade opportunities are expanded and strengthened.</p>
<p>The City strives for a stabilized local economy with opportunities for diversified economic growth supported by high level, high quality public infrastructure, facilities, and services.</p>			

TOURISM & QUALITY OF LIFE

<p>The City strives for a community whose vibrant economy and quality of life benefits residents and attracts visitors and tourists.</p>	<p>BC5, BC6, BC7, TQ3, JW1</p>	<p>Residential housing density in urban core; employment density; diversity of land uses; transit availability; walkability; urban design standards for density (e.g., setbacks).</p>	<p>This is a centered city with a vibrant downtown and urban core that: is an appealing and valued community asset; embodies the City’s economic heart and cultural soul; represents a shared community vision; acts as a lodestone attracting residents and visitors alike; reflects genuine partnership and coordination between municipal, business, non-profit, and neighborhoods; and is supported by appealing gateways and corridors that connect with other major activity centers.</p>
<p>The City strives for a sustainable and diversified economy that maximizes Tucson’s strategic location and balances traditional import and export of resources with locally supplied goods and services to meet local demand.</p>	<p>BC3, BC4, TQ1, TQ2, TQ3, TQ4, TQ5, TQ6, TQ7, TQ8, TQ9, JW4, JW5, AC2, BC7</p>	<p>Community economic self-reliance; amount of deposits at local banks</p>	<p>Community self-reliance and a robust localized economy is achieved through increased demand for locally-produced goods and services; creation of local supply chains; development of local resources, such as water, for the benefit of residents, and expansion of tourism and event-based industries that draw visitors to the community.</p>
<p>The City strives for a community whose vibrant economy and quality of life benefits residents and attracts visitors and tourists.</p>			

THE NATURAL ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
ENERGY & CLIMATE READINESS			
The City strives for a reduction in the community's carbon footprint and greater energy independence.	EC1, EC2, EC4, EC5, EC6, EC7, EQ7, HP1, LT9, LT13, LT14, LT17	Annual amount of greenhouse gas emissions reductions	Community carbon neutrality is reached through reducing, to the extent possible, the amount of greenhouse gases emitted, and addressing the remainder of those emissions through carbon offsets, while promoting economic vitality and protecting human health.
	EC4, LT9, LT11, LT12, LT13, LT14, LT15, LT16, LT17	Annual vehicle miles traveled	Usage of low-carbon and highly-efficient transportation, fleet, and fuel options is maximized and annual vehicle miles traveled is minimized.
The City strives for a reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.	EC4, EC5, EC6, EC7, E7	Percentage of local energy supply from renewable energy sources; percent ownership of alternative fuel vehicles by residents	Community-wide energy use is reduced to the extent possible, and remaining energy needs are exceeded with renewable and environmentally-benign energy sources.
The City strives for sound, efficient, ecological policies and practices in government and in the private sector.			
The City strives for a reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.	EC1, EC2, WR3, PR8	Average energy use intensity and water use intensity of buildings; percentage of buildings with a green building certification; number of indoor air quality complaints	Local government and private buildings are constructed to a healthy, energy positive standard by reducing the use of resources, minimizing the negative impacts on the environment, and improving building performance and indoor environmental quality throughout a building's life cycle – from siting to design, construction, operation, maintenance, renovation, and demolition.
The City strives for sound, efficient, ecological policies and practices in government and in the private sector.			

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The City strives for a community that is resilient and adaptive to climate change.	EC3, EC8, EC9, E7, WR8, WR11, GI5, PH3	Level of community vulnerability to climate change	This is a climate-resilient community that responds to climate-related changes or stress in a positive and beneficial manner, is able to maintain core functions and values despite those stresses, and avoids disproportionate and inequitable impacts to vulnerable and disadvantaged populations.
The City strives for sound, efficient, ecological policies and practices in government and in the private sector.	EC3, EC8, EC9, E7, WR8, WR11, GI5, PH3	Level of community vulnerability to climate change	This is a climate-resilient community that responds to climate-related changes or stress in a positive and beneficial manner, is able to maintain core functions and values despite those stresses, and avoids disproportionate and inequitable impacts to vulnerable and disadvantaged populations.

WATER RESOURCES

The City strives for a secure, high quality, reliable, long-term supply of water for humans and the natural environment.	WR1, WR2, WR3, WR7, WR9, PI4, E7	Compliance with EPA water quality standards; compliance with National Pollutant Discharge Elimination System permit	Significant and sustained reductions in community-wide potable water use are achieved, and the capture of rainwater and storm water and the reuse of gray water and reclaimed water are used to offset potable water use to the extent possible.
	WR4, WR6, WR7	Height of the water table	The hydrological integrity and availability of water in the natural environment is protected and restored in order to preserve and enhance riparian and other natural habitats.

GREEN INFRASTRUCTURE

The City strives for abundant and appropriate use of native plants and trees.	GI1, GI2, GI3, GI4, GI6, WR8, EC3, E7, RR5, LT4, LT10, LT12	Percentage of land with protected vegetated surfaces; percentage of population living within a 1/2-mile walk from green infrastructure features	There is a strategically planned and managed green infrastructure network that emphasizes the protection and use of native plants and trees, conserves ecosystem values and functions, and provides associated benefits to human populations such as urban heat island mitigation, storm water management, and air quality benefits.
The City strives for a network of healthy, natural open space managed for multiple benefits.			
The City strives for a network of healthy, natural open space managed for multiple benefits.	GI2, GI5, WR4, ED5, LT1, LT20, LT21, PI7, BC7, TQ2	Rate of spread of existing invasive species into priority natural systems areas; presence of new invasive species; use of best land management practices; acres of land conserved in priority areas; natural system connectivity; acreage of land restoration	Critical community natural resources are protected through acquisition, conservation, and management of important landscapes in perpetuity, and through restoration of habitat and natural ecosystems, to ensure their resilience and adaptability, and ability to continue to provide critical ecosystem services of clean water and air, food, shelter, and public safety.

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ENVIRONMENTAL QUALITY

A comfortable, attractive, and pollution-free environment.	EQ2, EQ3, WR5	Compliance with air quality standards; annual trends in the Air Quality Index	The health of all residents is supported and not degraded by environmental conditions, and human activities improve rather than degrade the quality of air, water, soil, and other elements of the natural system.
	EQ1, EQ6, E7	Reduce and reuse material waste produced in the community.	The waste stream going to landfills is eliminated through reduced waste generation, increased recycling, and increased diversion of useful materials from the waste stream for reuse.

THE BUILT ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
HISTORIC PRESERVATION			
A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.	HP1, HP2, HP3, HP4, HP5, HP6, HP7, HP8, H4, H5, PR8, E7, LT1, TQ4, PI7	Access of residents of diverse income levels and race/ethnicity to community facilities, services, and infrastructure; clean-up of contaminated sites	Public services, benefits, and infrastructure developments are provided fairly across the community, all residents are provided equal protection from environmental and health hazards, and past disinvestment and disproportionate exposures to hazards are redressed.
The City strives for strategic public and private investments for long-term economic, social, and environmental sustainability.			
PUBLIC INFRASTRUCTURE & FACILITIES			
The City strives for well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.	PI1, PI5, PI6, EQ3, EQ7, PR8, WR10, RR5, RR6	Access of residents of diverse income levels and race/ethnicity to community facilities, services, and infrastructure; clean-up of contaminated sites	Public services, benefits, and infrastructure developments are provided fairly across the community, all residents are provided protection from environmental and health hazards, and past disinvestment and disproportionate exposures to hazards are redressed.
The City strives for strategic public and private investments for long-term economic, social, and environmental sustainability.			

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REDEVELOPMENT & REVITALIZATION

<p>The City strives for an urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.</p>	<p>RR1, RR2, RR3, RR4, RR5, RR6, PI2, LT19, BC8, RG4, WR10</p>	<p>Percentage of new development in locally-designated infill and redevelopment areas; percentage of new housing units that utilized existing water and sewer mains and did not require extending or widening public roadways</p>	<p>New growth is focused in infill and redevelopment areas that do not require the extension of water, sewer, and road infrastructure or facilitate sprawl; emphasizing land use patterns that improve community health and safety, increase equity, enhance environmental quality, and provide economic benefits.</p>
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LAND USE, TRANSPORTATION, & URBAN DESIGN

<p>The City strives for an urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.</p>	<p>LT1, LT3, LT4, LT5, LT6, LT7, LT8, LT9, LT10, LT11, LT18, LT19, LT20, LT21, LT23, LT24, LT25, LT26, LT27, LT28, E6, EQ4, EQ5, PH1, HP7, BC8</p>	<p>Percentage of housing within ¼-mile or ½-mile walk distance of transit stops; residential housing density in urban core; employment density; diversity of land uses; transit availability; walkability; urban design standards for density (e.g., setbacks); daytime ambient noise levels; amount of light glare and/or light trespass; visibility of stars</p>	<p>Development is concentrated in compact, human-scaled, walkable centers and neighborhoods that: connect to transit, offer diverse uses and services, provide housing options for families of all income levels, and minimize the indirect impacts of the built environment on the integrity of ecological systems, dark skies, water consumption, and public health.</p>
	<p>LT1, LT3, LT4, LT9, LT11, LT12, LT13, LT14, LT15, LT16, LT22, LT25, ED5, PR9, PH1, PH4, PH8, E7, RG3</p>	<p>Mode split; percent of income spent on transportation costs; pedestrian and bicyclist fatalities; vehicle miles traveled</p>	<p>Safe, affordable, diverse, and efficient mobility options are accessible to all residents, with emphasis on walking, bicycling, and mass transit to reduce vehicle miles traveled.</p>