Main Gate Square, a shopping and dining destination with outdoor plazas in the University of Arizona area, near downtown and historic neighborhoods.

THE BUILT ENVIRONMENT

- **Historic Preservation**
- **Public Infrastructure, Facilities & Cost of Development**
- **Redevelopment & Revitalization**
- **Land Use, Transportation & Urban Design**

Introduction

The Built Environment Focus Area is presented as the conclusion to this chapter to emphasize that a successful and sustainable approach to Tucson's ongoing development should result in the realization of the goals and the fulfillment of policies in the preceding Focus Areas.

The city is not a blank canvas; it is a busy metropolitan area that has evolved over many years providing a diverse and dynamic population with places to live, work, and play. These places, which evoke the history, the culture, and the spirit of Tucson, together define the community's character. With care and deliberation, the community need not sacrifice form for function when continuing the development of the built environment.

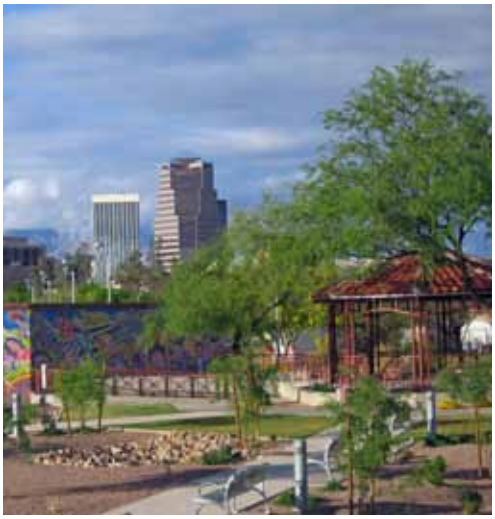
The community's built form is characterized by an older core of housing, businesses, institutions, and infrastructure from which newer, largely single family lots spread out to the edges. The shape of the city and how it functions in the future will be dependent on where and how additional development is accommodated.

Development decisions are increasingly influenced by a desire to take a more sustainable approach to our human-made environment. Such an approach includes more efficient and effective use of existing infrastructure and facilities; preservation of older buildings and landscapes that can be rehabilitated; redevelopment and revitalization of underutilized areas to strengthen struggling neighborhoods and boost economic vitality; and more integrative planning for the use, connection, and design of properties to support neighborhoods and centers in meeting a variety of needs.

This section presents goals and policies that address the four topics shown above, each of which is important to the future of Tucson's built environment and the smart growth of the community as a whole. The goals of this Focus Area are presented together on the next page, followed by background text and policies for each of the referenced topics.

The Arizona Revised Statute requirements for general plans addressed in this Focus Area include cost of development; public services and facilities; water resources; public buildings; conservation, rehabilitation, and redevelopment; land use; neighborhood preservation and revitalization; circulation; bicycling; and growth areas.

Parque de San Cosme near downtown.



GOALS

The City strives for:

18 **Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.**

19 **A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.**

20 **Strategic public and private investments for long-term economic, social, and environmental sustainability.**

21 **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.**

Bus stop near the Tucson House, a public housing development, was upgraded to better accommodate the high number of transit users in the area, including those with physical challenges.

Historic Preservation

While the act of formally conserving historic places in the United States dates back to the late nineteenth century, historic preservation became a popular component of planning in the 1960s when urban renewal threatened to destroy historic places in major cities across the United States.

Since then the multiple benefits of historic preservation have become better understood, including its positive effect on property values and its contribution to economic development, to sustainability through resource conservation, and to a diverse rather than homogenized built environment.

Historic preservation as practiced by federal, state, and local governmental agencies focuses on retaining buildings, districts, landscapes, objects, archaeological sites, and other resources that have been determined eligible for formal designation as historic resources. The designation of historic resources dates back to 1949 when the National Trust for Historic Preservation developed a specific set of goals for preservation.

The City of Tucson's role in historic preservation, which is overseen by its Historic Preservation Office, includes the assessment, documentation, and treatment of archaeological sites and historic buildings. The Office provides information and training on historic preservation laws and tools and conducts educational outreach to strengthen community appreciation of Tucson's historic legacy. This legacy extends from archaic Indian sites to pre-Columbian Hohokam Indian villages to more recent Native American communities, and has been vastly influenced by the Spanish, Mexican, and Territorial periods.

The Historic Preservation Office regularly coordinates on matters of historic preservation with City departments that are involved in permitting, property acquisition, and construction for projects that could impact historical and/or archaeological resources. Departments and their roles related to preservation include:

Sonoran style residences characterized by adobe block one-story row houses are found in Barrio Viejo. Tucson's oldest surviving homes date from the 1840s, when southern Arizona was still part of Mexico.

"More than 65 percent of cultural heritage travelers seek experiences where the destination, its buildings, and natural surroundings have retained their historical character."

—Metropolitan Tucson Convention and Visitors Bureau. Report to City Council, 2011.

- Department of Transportation—manages roadway projects and permits excavations in public rights-of-way both of which require cultural resource clearances. Transportation also purchases and sells real estate properties, including historic properties, through its Real Estate Division
- Housing and Community Development Department—oversees housing projects and code enforcement, both of which may involve historic structures
- Planning and Development Services Department—oversees construction and demolition permitting processes, as well as providing support to the Tucson-Pima County Historical Commission, Historic Zone Advisory Boards, and the Planning Commission, all of which participate in reviewing projects with components related to historic preservation
- Parks and Recreation Department—manages historic and archaeological resources in parks and trails
- Water and Environmental Services Departments—manage public projects for which they must obtain cultural resource clearances for public infrastructure projects
- General Services Department—manages and maintains City-owned buildings, including those with historic designations

The B. Heidel Hotel/ MacArthur Building, built in 1907 in downtown, served passengers of the Southern Pacific Railroad. Now offices occupy the building, following extensive reconstruction and restoration in 2010.

In Tucson, the economic contribution of historic preservation was shown through a 2004[1] analysis which found that the assessed value of properties within such a district increased an average of 5.9%. Additionally the values of properties within a City Historic Preservation Zone increased an additional 6.9% in comparison to properties in similar neighborhoods without historic designations. A 2007 paper that presented the results of 15 studies done in cities throughout the United States, including Tucson, showed a clear correlation between historic designation of neighborhoods and increased property values over time *(Exhibit HP-1).*

"Throughout the U.S., historic district designation typically increases residential property values by 5-35% per decade over the values in similar, undesignated neighborhoods."

—City of Tucson Historic Preservation Office, 2011.

[1] "A Cost/Benefit Analysis of Historic Districting in Tucson, Arizona, Andy Krause; Master of Science in Planning Report, 2004, unpublished.

In addition to contributing to increased property values, historic preservation has been found to have other positive effects on properties and activities beyond a specific preservation site. As identified by the federal Advisory Council on Historic Preservation, these include new businesses formed, private investment stimulated, tourism boosted, quality of life enhanced, new jobs created, and pockets of deterioration diluted. The stimulation of tourism in the Tucson area has been documented through research undertaken by the Metropolitan Tucson Convention & Visitors Bureau, which identifies "Heritage and Culture" as one of seven key factors that influence travelers to choose Southern Arizona as a destination.

EXHIBIT HP-1 Comparison of Property Values in Historic Districts

Study Area	Data Interval	Average Value Difference (%)	Annual Rate (%)	Reference
Athens, GA	1976-1996	+ 14	+ 0.7	Laithe and Tigue 1999
Denver, CO	1993-2000	+ 3-6	+ 0.4-1.2	Clarion Assoc. of CO 2002
Durango, CO	1993-2000	+ 0.7	+ 0.1	Clarion Assoc. of CO 2002
Galveston, TX	1975-1991	+ 85-360	+ 5.3-22.5	Govt. Fin. Res. Center 1991
Memphis, TN	1998-2002	+ 14-23	+ 3.5-5.7	Coulson and Lahr 2005
Mesa, AZ*	1997-2004	+ 26	+ 3.7	Bellavia 2007
New Jersey	?	+ 5	__	New Jersey Hist. Trust 1997
New York, NY	1975-2002	+ 13	+ 0.5	NYC Ind. Budget Office 2003
Phoenix, AZ*	2005	+ 31	__	Poppen 2007
Rome, GA	1980-1996	+ 10	+ 0.6	Leithe and Tigue 1999
San Diego, CA	2000-2005	+ 16	+ 3.2	Narworld 2006
Savannah, GA	1974-1997	+ 264-588	+ 11.5-25.6	Leithe and Tigue 1999
Texas (9 cities)	(variable)	+ 5-20	__	Leichenko et al. 2001
Tifton, GA	1983-1996	+ 2	+ 0.2	Leithe and Tigue 1999
Tucson, AZ	1987-2007	+ 15	+ 0.7	L'Orange 2007

*Mesa and Phoenix studies used sales values; all other studies used assessed values.

Source: Benefits of Residential Historic District Designation for Property Owners, Jonathan Mabry, Ph.D., Historic Preservation Office, City of Tucson, June 7, 2007, unpublished.

As concerns about finite resources and degradation to the natural environment have grown, the value of historic preservation to conservation has increased. Compared to new development, conservation of existing buildings, including historic buildings, reduces energy use, construction materials needed, landfill waste generated, new infrastructure costs, and sprawl.

In Tucson, there is a strong and well-rooted commitment to preserving archaeological and historic assets. Some examples of key initiatives over the years include:

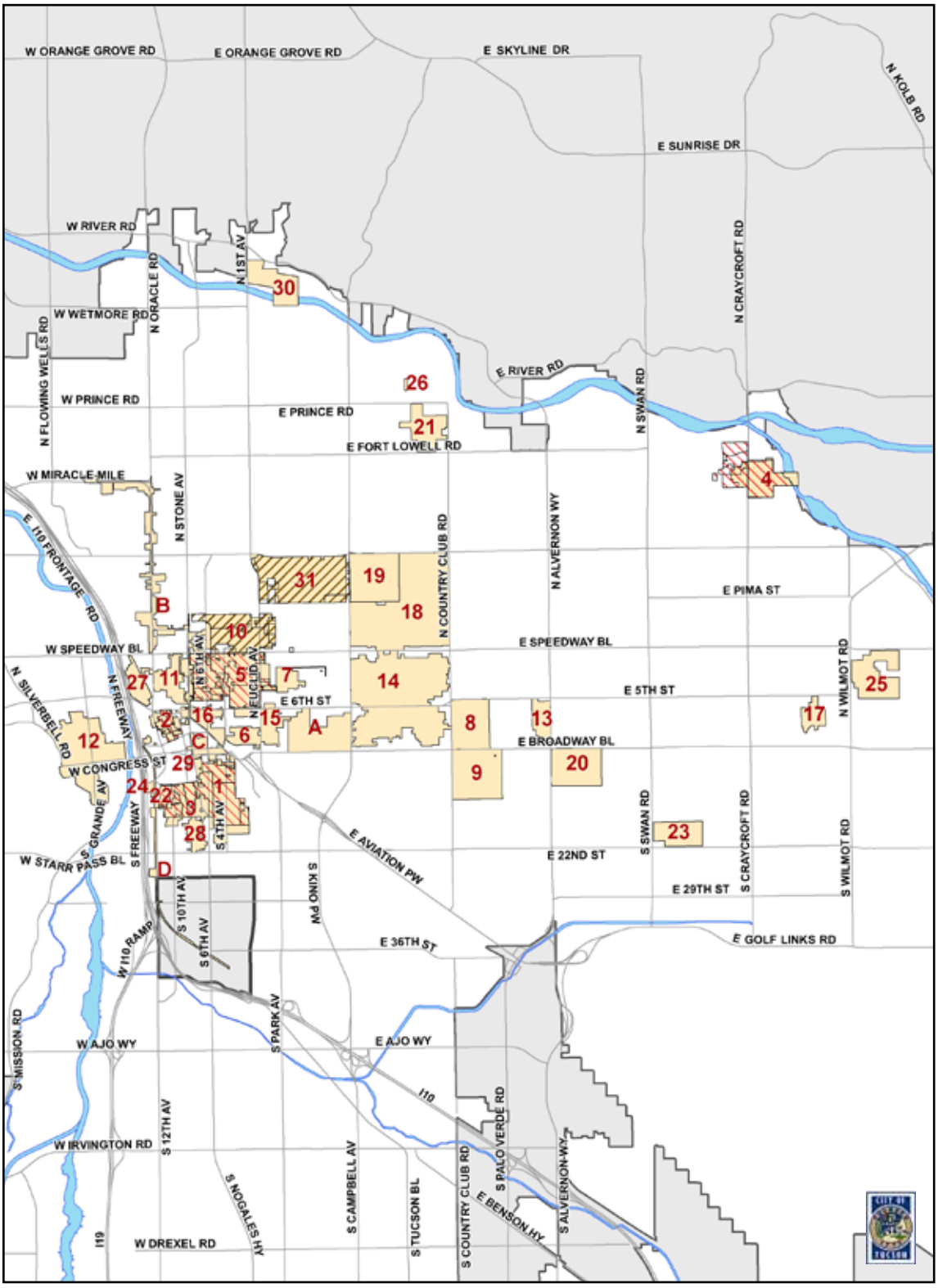
- Designation of thirty one National Register Historic Districts, six locally-designated Historic Preservation Zones, and two Neighborhood Preservation Zones between 1976 and August 2012 *(Exhibit HP-2)*. As of 2013, these historic districts combined included about 8,045 contributing residential and non-residential properties.
- Adoption of the Historic Landmark Signs Ordinance by Mayor and Council on June 28, 2011, which amended the City Sign Code to encourage the maintenance, restoration, and reuse of historic signs.
- Establishment of the Façade Improvement Program, which is a matching grant funded by private and public sources and administered by the Downtown Tucson Partnership. The Program provides financial assistance to private, not-for-profit, and/or City or County organizations for downtown properties that are on, or eligible for, the National Register of Historic Places. As of 2012, seven properties had been awarded a grant.
- Rehabilitation and adaptive reuse of a variety of historic properties. There are about 93 individually listed properties in Tucson outside a designated historic district.

Along with the successes in securing Tucson's legacy and experiencing the multiple benefits of preservation, there are ongoing challenges, several of which have become increasingly prominent in recent years. One particular challenge is how to develop infill compatibly with nearby historic resources to create a distinctive "sense of place" that weaves together the past and the present while allowing room for the future.

A second challenge is how to address the deterioration of historic structures

Improvements to three blocks of Scott Avenue in 2009 achieved more pedestrian-friendly access to nearby historic landmarks, including the Temple of Music and Art, Scottish Rite Mason's Cathedral, and the Children's Museum.

EXHIBIT HP-2 Historic Districts & Preservation Zones



1 Armory Park
2 El Presidio
3 Barrio Libre
4 Fort Lowell Multiple Resource Area
5 West University
6 Iron Horse Expansion
7 University of Arizona
8 El Encanto Estates
9 Colonia Solana
10 Feldmans
11 John Spring Neighborhood
12 Menlo Park
13 El Montevideo
14 Sam Hughes
15 Pie Allen
16 Warehouse
17 Indian House
18 Blenman-Elm
19 Catalina-Vista
20 San Clemente
21 Winterhaven
22 Barrio el Hoyo
23 Aldea Linda
24 Barrio el Membrillo
25 Harold Bell Wright Estates
26 Valley of the Moon
27 Barrio Anita
28 Barrio Santa Rosa
29 Marist College
30 Rillito Racetrack
31 Jefferson Park
32 Tucson Veterans Administration Hospital

A Rincon Heights (Pending)
B Miracle Mile (Pending)
C Downtown Tucson (Pending)
D EP & SW (Pending)
E 4th Avenue

Source: City of Tucson IT-GIS Section

Neighborhood Preservation Zones
Historic Preservation Zones
Historic Districts
Major washes
Federal Lands
City of Tucson
Other Jurisdictions

N 0 1 2 4 Miles

Since 2008, the annual *Historic Miracle Mile* Open House and Tour shares with the larger community the area's rich history and special resources.

that may add social and economic value to Tucson's future built environment. Tucson has an increasing number of structures that are turning fifty years of age and, therefore, could potentially qualify for historic designation. (See *Exhibit HP-3* in this section and *Exhibit H-2* in the Housing section). Some of these buildings are cared for, while others are worthy of receiving basic maintenance while appropriate uses and funding are sought for their rehabilitation. Not only would the reuse of these buildings contribute to Tucson's distinctiveness and property values, but it would conserve energy and resources.

An effective way to make sure that historic buildings are maintained is to provide incentives that will encourage owners to invest in the buildings' upkeep. Some incentives are available through historic designation; however, the historic designation process itself requires technical assistance, which is often beyond moderate-and-low income neighborhoods to obtain. Another challenge, therefore, is how to provide the technical assistance necessary to make the case for these neighborhoods to receive historic designation and the associated tax break incentives.

Ultimately central to successfully balancing the old and the new in Tucson's built environment is a proactive planning process that acknowledges and responds to historic resources with an understanding that they can contribute to a project's overall value and to the project's place in the future.

The following policies are intended to provide guidance as actions are identified and decisions are made about future disposition and treatment of Tucson's historic resources.

EXHIBIT HP-3 Building Stock Age in Tucson

Stock Type	Total Properties	# Built Prior to 1961	% of Total Properties
Residential (as of 2006)	233,561	83,805	36% of residential stock
Commercial (as of 2010)	25,471	6,342	25% of commercial stock
Subtotal	**259,032**	**90,147**	**35%**

Source: City of Tucson IT-GIS Section and Pima County Assessor and Historic Preservation Office

POLICIES

Historic Preservation (HP)

HP1 **Implement incentives for private property owners to maintain, retrofit, rehabilitate, and adaptively reuse historic buildings.**

HP2 **Provide technical assistance to commercial districts and low- to moderate-income neighborhoods to obtain historic designation.**

HP3 **Maintain, retrofit, rehabilitate, and adaptively reuse City-owned historic buildings.**

HP4 **Identify historic streetscapes and preserve their most significant character-defining features.**

HP5 **Follow national and local historic preservation standards when rehabilitating or adding facilities and landscaping in historic urban parks.**

HP6 **Mitigate impacts on historic, cultural, and archaeological resources caused by construction or excavation in City rights-of-way.**

HP7 **Evaluate the benefits of new development relative to historic preservation in land use decisions.**

HP8 **Integrate historic, archaeological, and cultural resources in project planning, and design when development occurs in historic districts.**

Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1, H3, H4, H5, H9	3.11
Economic Development	ED1, ED3, ED5, ED10	3.20
Public Safety	PS3, PS4, PS10	3.25
Parks & Recreation	PR1–PR5, PR8, PR9, PR11, PR12	3.30
Arts & Culture	AC1–AC3, AC5–AC7	3.37
Public Health	PH1, PH2, PH4, PH8	3.41
Urban Agriculture	AG1, AG2, AG4	3.45
Education	E2, E3, E6, E7	3.50
Governance & Participation	G1–G12	3.56
Energy & Climate Readiness	EC1–EC4, EC6, EC7	3.66
Water Resources	WR2, WR3, WR6, WR7, WR8	3.71
Green Infrastructure	GI1–GI6	3.77
Environmental Quality	EQ2–EQ5	3.83
Historic Preservation		**3.93**
Public Infrastructure, Facilities & Cost of Development	PI1, PI2, PI3, PI5	3.101
Redevelopment & Revitalization	RR1, RR2, RR3, RR4, RR5, RR6, RR7	3.108
Land Use, Transportation & Urban Design	LT1–LT16, LT21–LT26	3.126

Public Infrastructure, Facilities & Cost of Development

Construction, management, and maintenance of public infrastructure and facilities are primary responsibilities of government, contributing not only to basic public health and safety, but also to economic and social development. The City of Tucson plays an active role in the provision of many infrastructure systems and facilities, including water, roadways, lighting, parks, telecommunications, police, and fire.

The City of Tucson, like many communities that have grown rapidly, has significant infrastructure and service needs that are not met by current revenues. These needs are evident in both newly developing areas of the City as well as aging and redeveloping areas. The City relies on a variety of revenues and funding mechanisms to pay for public infrastructure and facilities including development impact fees, in-lieu fees, developer exactions and contributions, Community Facilities Districts, Tax Increment Financing, Improvement Districts, General Obligation Bonds, Certificates of Participation, Highway User Revenue Funds and other federal transportation funds, Regional Transportation Authority funds, and sales tax and state shared revenue.

City Hall, built in 1967.

The concept of fiscal sustainability considers the life cycle cost and benefits of development. Future growth should be evaluated from both the capital (initial construction of infrastructure) and operating (ongoing public services and maintenance of infrastructure) perspectives to ensure that growth is self-sustaining and not subsidized over the long term by current residents and businesses. Identifying affordable and equitable funding strategies to pay for the existing unmet needs our City faces in public infrastructure and facilities is another important component of fiscal sustainability. One way to address both issues is to direct new growth to areas of the City with existing infrastructure thereby generating revenue from new development that can help improve existing infrastructure and enhance existing services rather than to build completely new infrastructure and establish new services.

Additionally, the City's infrastructure and facilities are often interconnected with infrastructure and facilities provided by other governmental agencies. For

example, the State oversees the provision of school facilities, but the roadways, sidewalks, and bike paths that connect the schools to students' residences are provided by the City. Likewise, the Tucson International Airport, owned and operated by the Tucson Airport Authority, is served by Tucson water, public roads, and buses.

Since 1996, the United States has had a wide-reaching Critical Infrastructure Protection Program in place that addresses preparedness and response to serious incidents that involve critical infrastructure. The Patriot Act of 2001 defined critical infrastructure as those "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters."

Nationwide, infrastructure is in need of significant capital—extending from rail, air, and seaways to water supply, sewage, and irrigation systems, to energy pipelines and the electric grid. In 2009, the American Society of Civil Engineers determined it would take an investment of $2.2 trillion just to bring the nation's infrastructure to acceptable levels, excluding innovative projects such as high-speed railways and broadband expansion.[1]

Public infrastructure and facilities represent a significant investment for national, state, and local governments, not just to build them, but also to operate and maintain them. The City of Tucson has the responsibility to fund the provision and maintenance of public infrastructure and facilities taking into account tight budgets, changes in federal and state policies toward local government funding, and changes in economic conditions.

The primary vehicle for the City's fiscal planning is the preparation and monitoring of the City's annual budget, which is prepared by the Budget and Internal Audit Office in consultation with the City Manager and other City departments. City Departments and offices most actively involved with public infrastructure and facilities include City Court, Emergency Management, Environmental Services, Fire, General Services, Information Technology, Parks and Recreation, Police, Real Estate, Reid Park Zoo, Transportation, Tucson Convention Center, and Tucson Water.

The City has been involved in a variety of initiatives to address public infrastructure and facility needs since adoption of the existing General Plan in 2001. Following is a sampling of these initiatives:

- **Regional Transportation Authority (RTA) Plan, approved in May 2006 by Pima County voters:** A $2.1 billion plan funded by a half-cent excise tax along with other regional

Tucson Water working on transmission mains.

[1]2009 Report Card, American Society of Civil Engineers, www.infrastructurereportcard.org

and local dollars, such as developer impact fees. The multi-modal RTA Plan includes roadway, transit, safety, environmental, and economic vitality improvements. RTA projects are managed by the Pima Association of Governments' member jurisdictions, including the City of Tucson.

The 320-foot-long Luis G. Gutierrez Bridge, completed in 2012 as part of the 3.9-mile Modern Streetcar project, provides a shaded east-west connection for pedestrians, bicyclists, and future streetcar passengers.

The 62,377 square-foot Tucson Police Crime Laboratory, built in 2011, holds lab and office space for forensic analysts. Energy conservation and water harvesting were key elements of its design.

- **Tucson Parks and Recreation Ten-Year Strategic Service Plan, adopted in 2006 by Tucson Mayor and Council:** A strategic plan developed to identify Parks and Recreation service and facility needs for the twenty-first century, with implementation components within a ten-year period to build strong neighborhoods and improve the quality of life in Tucson.
- **Downtown Infrastructure Study, prepared in 2007 through a public-private collaboration coordinated by the Downtown Partnership:** A study providing infrastructure improvement recommendations developed by representatives of the City of Tucson, Pima County, utility agencies, and the private sector.
- **Water and Wastewater Infrastructure, Supply and Planning Study, approved in 2008 by Tucson Mayor and Council and Pima County Board of Supervisors:** A multi-year study of water and wastewater infrastructure, supply, and planning issues "to assure a sustainable community water source given continuing pressure on water supplies caused by population growth and the environment." The Action Plan for 2010-2015 was approved in 2010.
- **2040 Regional Transportation Plan (RTP), originally adopted in July 2010 and updated in 2012 by the Pima Association of Governments' Regional Council:** A long-range transportation plan for the Tucson metropolitan area and eastern Pima County. The RTP provides a framework for transportation investments in the region by identifying projects that could be developed with federal, state and local funding over the next thirty years.

- **Comprehensive financial policies, adopted in 2011 by Tucson Mayor and Council:** Policies that establish guidelines for the City's overall fiscal planning and management to sustain municipal services, including public infrastructure and facilities.
- **100-Million Dollar Bond for City Streets Improvements (2013-2017):** In November, 2012, voters approved Proposition 409, which will allocate $20 million per year to repair and resurface 130 miles of major streets and 114 miles of neighborhood streets over a five-year period. The bond package will help provide safer travel, maintain existing infrastructure, and diversify revenue sources for road maintenance during a time of shrinking state and federal funding for roads.

The range and quantity of City infrastructure and facilities are shown in *Exhibit PI-1*. *Exhibit PI-2* shows the location of City-owned and managed facilities, as well as the location of the public schools and libraries located within City limits. The public schools are under the auspices of the State of Arizona and the libraries under Pima County.

In recent years, important public infrastructure and facility goals have been achieved, such as the refinement of the obligated Water Service Area in 2010, the construction of the Westside Police Service Center in 2008 and the new Crime Laboratory in 2011, improvements to the Tucson Convention Center's main entrance in 2011, establishment of bike boulevards, and electrical upgrades at athletic facilities. At the same time, the City has identified unmet capital projects with no currently identified funding sources. As of August 2012, the City's unmet capital projects totaled approximately $1.3 billion.

A 100-million dollar bond was approved by voters in 2012 to resurface 130 miles of major streets and 114 miles of neighborhood streets over a five-year period.

Funding of Public Infrastructure & Facilities

The City of Tucson prepares and maintains an annual Capital Improvement Program (CIP) that covers a five-year planning horizon and identifies infrastructure and facility projects that the City will undertake and the funding sources that will be used. The CIP for Fiscal Years 2013-17 totals $826 million and includes projects in the areas of roadways; transit; drainage; street lighting; traffic signals; parks and zoo improvements; water system improvements; public safety facility expansions; public building upgrades, including energy efficiency improvements; convention center and parking investments; and landfill investments. Primary funding sources for the CIP include Regional Transportation Authority funding, Highway User Revenue Funds, Federal grants, Water and Environmental Services Revenue Bonds, Pima County Bonds, City General Obligation Bonds, Development Impact Fees, and Certificates of Participation.

EXHIBIT PI-1 City of Tucson Infrastructure & Facility Quantities

Parks and Recreation/Golf Resources
Parks (District, Neighborhood, School, Regional, and Open Space): 177
Recreation Centers: 16
Senior Centers: 3
Out of School Program Sites: 27
Senior Citizen Program Sites: 13
Municipal Swimming Pools: 26
Municipal Golf Courses: 5
Tennis Court Sites: 17
Ballfields/Multipurpose Fields: 202
Public Safety
Number of Police Stations: 5
Number of Fire Stations: 21
Transportation
Number of Street Miles Maintained: 2,100
Miles of Bikeways: 575
Miles of Drainageway: 1,449
Number of Street Lights: 19,664
Annual Miles of Fixed-Route Bus Service: 9,685,000
Annual Miles of Paratransit Service: 3,581,100
Number of Traffic Signals: 579
Tucson Water
Miles of Water Lines: 4,507
Miles of Reclaimed Water Lines: 193
Number of Active Water Connections: 225,250
Millions of Gallons of Potable Water Storage Capacity: 307
Billions of Gallons of Potable Water Delivered Annually: 36
Environmental Services
Annual Tons of Waste Received at Los Reales Landfill: 524,899
Annual Tons of Waste Collected by City of Tucson Refuse Services: 241,974
Annual Tons of Material Recycled: 39,000

Source: City of Tucson Adopted Budget, Fiscal Year 2013

The City has faced and continues to face declining revenues to fund the CIP due to changes in State and Federal funding allocations, the expiration of previous City and County bonds, limits on City bonding capacity, and the economic downturn. The City faces a growing unmet capital needs list currently estimated at close to $1 billion. The majority of this unmet need is for maintaining and improving existing City facilities and infrastructure, and are a result of the inadequate funding for this purpose over many years. In addition to considering the upfront investment required to build public facilities and infrastructure, it is important to consider the life cycle cost of these facilities, including how ongoing maintenance and provision of public services are to be paid. Options for addressing these unmet needs include growing the tax base through economic development and annexation, supporting the extension and expansion of existing funding sources such as Regional Transportation Authority funding and City and County bonds, and looking for opportunities to diversify and expand revenue sources.

Cost of Development

Growth and new development should not adversely impact current residents, and new development should be sited in a manner that is most beneficial to the environment, economy, and conservation of resources. The pattern of development that has evolved over time in Tucson has not been fiscally sustainable, as evidenced by the infrastructure deficits throughout the community and the challenge in adequately funding basic public services such as streets, parks, and public safety. To address the issue of fiscal sustainability, the Plan Tucson Opportunity Areas Map and many supporting policies throughout the

Plan are aimed at encouraging new development as much as possible in areas in which infrastructure already exists. By encouraging infill rather than edge development, the cost of new development is reduced, and the additional revenue from new development can be directed into investment in existing infrastructure and services.

In addition to locating new development appropriately and with sensitivity to the existing built environment, new development should pay its fair share toward the cost of additional public facilities required to serve that development. There are two primary methods the City uses to achieve this: developer contributions and development impact fees. The first method of participation involves direct developer construction of necessary infrastructure, both within the project and for off-site facilities necessary for the project. For example, if a new subdivision were proposed, the developer would be responsible for all interior infrastructure, including but not limited to transportation facilities, water and sewer services, and stormwater control. In addition, the developer would be responsible for upgrading or installing connecting infrastructure to access the project. This includes arterial and collector roads and water transmission or distribution lines or sanitary sewer collection lines.

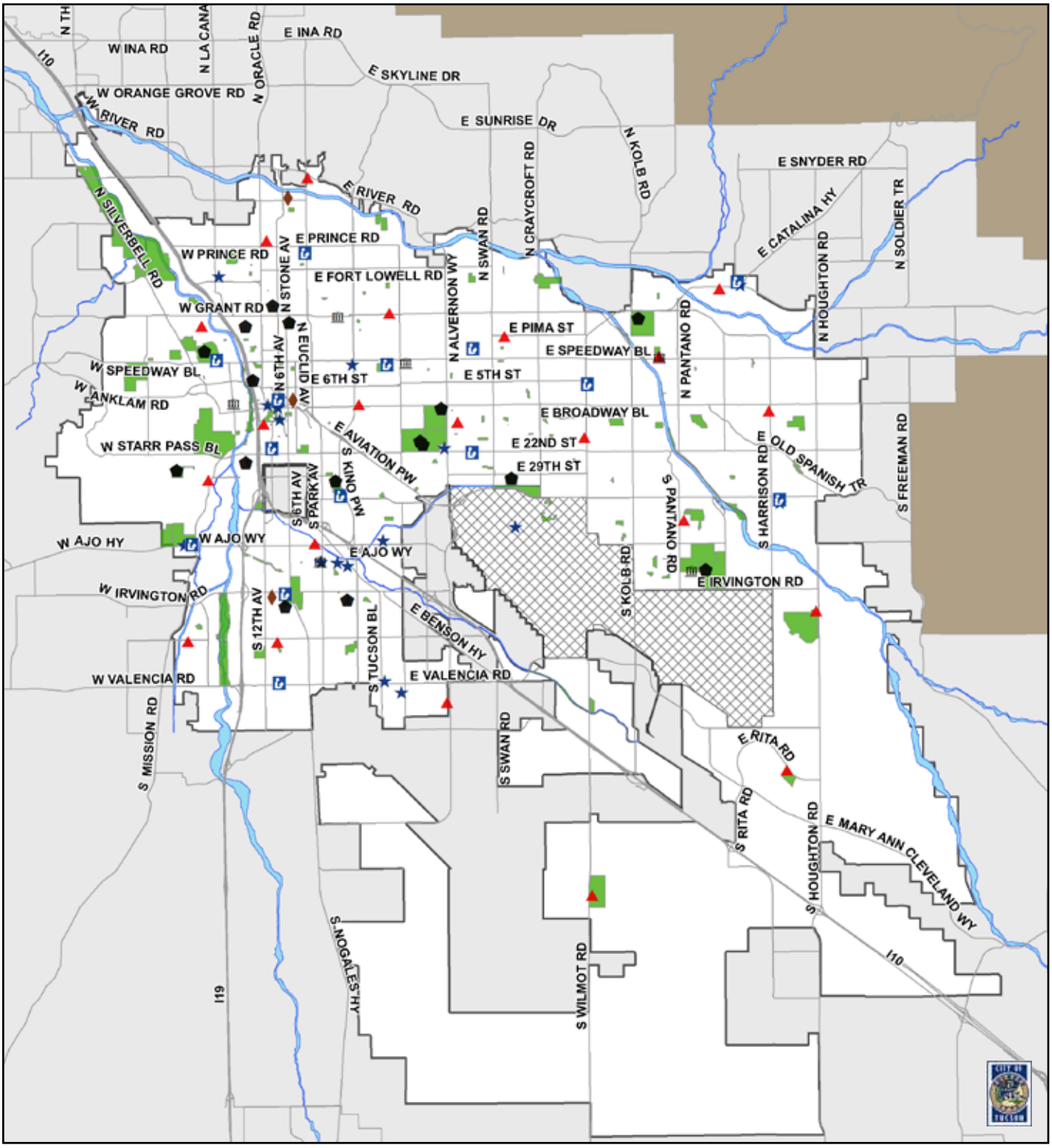
The second funding method is development impact fees. These are one-time payments used to construct system improvements needed to accommodate new development. A development fee represents new growth's fair share of capital facility needs. By law, development fees can only be used for capital improvements, not for operating or maintenance costs. Development fees are subject to rigorous legal standards that require fulfillment of three key elements, namely, demand, benefit and proportionality. First, to justify a fee for public facilities, it needs to be demonstrated that new development will create a demand for capital improvements. Second, new development must derive a benefit from the payment of the fees (i.e., in the form of public facilities constructed within a reasonable timeframe). Third, the fee paid by a particular type of development must not exceed its proportional share of the capital cost for system improvements.

Construction of the Modern Streetcar in Downtown Tucson.

The City began assessing impact fees on new development in 2005. Impact fee revenue has been used to pay for infrastructure improvements in the areas of roads, parks, police, fire, and public facilities. In addition, Tucson Water recovers costs associated with new development through a system equity fee and a new water resource fee. Recent changes in State law governing development impact fees will limit the City's ability to use this funding source going forward. It will be necessary, therefore, to explore additional funding options such as Community Facilities Districts, in-lieu fees, Improvement Districts, and other options.

The policies that follow focus on existing public infrastructure and facilities maintenance and improvement, cost effectiveness, and technological innovations.

EXHIBIT PI-2 **Public Facilities in Tucson**



Source: City of Tucson IT-GIS Section

- Transit Center
- City Community Center
- City Ward Office
- Fire Station
- Pima County Public Library
- Police Station
- City Parks
- Major Washes
- Federal Lands
- Davis-Monthan AFB
- City of Tucson
- Other Jurisdictions

N

0 2.5 5 10

Miles

POLICIES

Public Infrastructure & Facilities (PI)

PI1 **Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.**

PI2 **Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.**

PI3 **Expand the use of state-of-the-art, cost-effective technologies and services for public infrastructure and facilities.**

PI4 **Identify potential reclaimed water users, such as schools, golf courses, and sports facilities, that will support the expansion of the reclaimed water system.**

PI5 **Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, and service expansion of public infrastructure and facilities.**

PI6 **Pursue all feasible and allowable funding mechanisms to ensure new development pays its fair share of the cost of growth, and that this funding results in a beneficial use to the development.**

Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1, H2, H9, H10	3.11
Economic Development	ED1–ED3, ED5, ED10, ED11	3.20
Public Safety	PS1, PS2, PS4, PS5, PS7, PS9, PS10	3.25
Parks & Recreation	PR1–PR6, PR8–PR10,	3.30
Arts & Culture	AC1–AC7	3.37
Public Health	PH1, PH2, PH4, PH8	3.41
Urban Agriculture	AG1-AG4	3.45
Education	E1, E3, E6, E7	3.50
Governance & Participation	G1–G12	3.56
Energy & Climate Readiness	EC1, EC3, EC4, EC6, EC8, EC9	3.66
Water Resources	WR1, WR2, WR4–WR11	3.71
Green Infrastructure	GI1–GI6	3.77
Environmental Quality	EQ1–EQ7	3.83
Historic Preservation	HP1, HP3, HP5–HP8	3.93
Public Infrastructure, Facilities & Cost of Development		**3.101**
Redevelopment & Revitalization	RR1–RR7	3.108
Land Use, Transportation & Urban Design	LT1– LT10, LT12, LT13–LT16, LT18–LT26	3.126

Redevelopment & Revitalization

Redeveloping and revitalizing underused and blighted areas, which was a focus of many cities in the 1970s and 1980s as part of urban renewal, is once again getting attention, but this time with the emphasis on sustaining a community over the long term. As used in the Arizona Revised Statutes, the term "redevelopment" refers to a project undertaken to acquire land and/or demolish existing structures to alleviate or prevent the spread of slum conditions or conditions of blight in the area. Such public action may be necessary when the private market is not providing sufficient capital and economic activity to achieve the desired level of improvement. "Revitalization" is often paired with "redevelopment" to suggest the desire to bring new life and activity into an area.

In Tucson redevelopment generally goes beyond addressing blighted lands or properties to involve the improvement of developed areas that presently suffer from physical deficiencies or include uses that have become obsolete or inappropriate as a result of changing social or market conditions. Revitalization has been associated with efforts to enhance community life and economic activities in an existing neighborhood, area, or business district with sensitivity to its residents, businesses, and historic and cultural resources.

Redevelopment and revitalization efforts are initiated at all levels of government, with many being community driven. In the City of Tucson, departments beyond the Planning and Development Services

Built in 2006, the Sunquest Information Systems at Williams Centre is part of the 160-acre mixed-use planned area development in central Tucson.

The Community Resources Campus is part of the Rio Nuevo North Redevelopment Project. This former landfill site is now occupied by a mix of commercial uses and a river park.

Department may be involved in redevelopment and revitalization efforts depending on the activities associated with a particular project. Some examples include the Environmental Services Department, which may play a role through its Brownfields Program, or the Housing and Community Development Department, which may become involved through the construction of public housing as part of a redevelopment or revitalization project.

There are a variety of measures used to stimulate redevelopment and revitalization. Some common measures include direct public investment, capital improvements, enhanced public services, improved housing opportunities, technical assistance, promotion, and tax benefits. The City of Tucson has used many of these measures to stimulate redevelopment and revitalization. The City of Tucson Brownfields Program, funded by the U.S. Environmental Protection Agency, provides assistance to get redevelopment underway on lands that have been impacted by previous uses involving hazardous materials. The City of Tucson HOPE VI Program, funded by the U.S. Housing and Urban Development Department, successfully contributed to the revitalization of Barrio Santa Rosa in 1996, the South Park Neighborhood in 2000, and the redevelopment of the Martin Luther King public housing located downtown in 2005.

Investment in public infrastructure is one important measure the City can take to spur redevelopment and revitalization of older areas. Some of the major transportation projects approved by voters in May 2006 as part of the Regional Transportation Authority Plan were intended not only to enhance mobility, but also to create more options for redevelopment in the vicinity of the projects. As of 2012, the planning phases of two of these projects were well underway and a third project was under construction. Downtown Links, which will connect Barraza-Aviation Parkway to I-10, is being planned to provide alternate access to the downtown along with new and underpasses, railroad

crossings, and sidewalks. The Grant Road Improvement Project, which will widen a five-mile section of Grant Road between Oracle Road and Swan Road, has integrated land use planning with the more traditional transportation planning. Tucson's Modern Streetcar, has been a key impetus for the construction of redevelopment projects along the transit route.

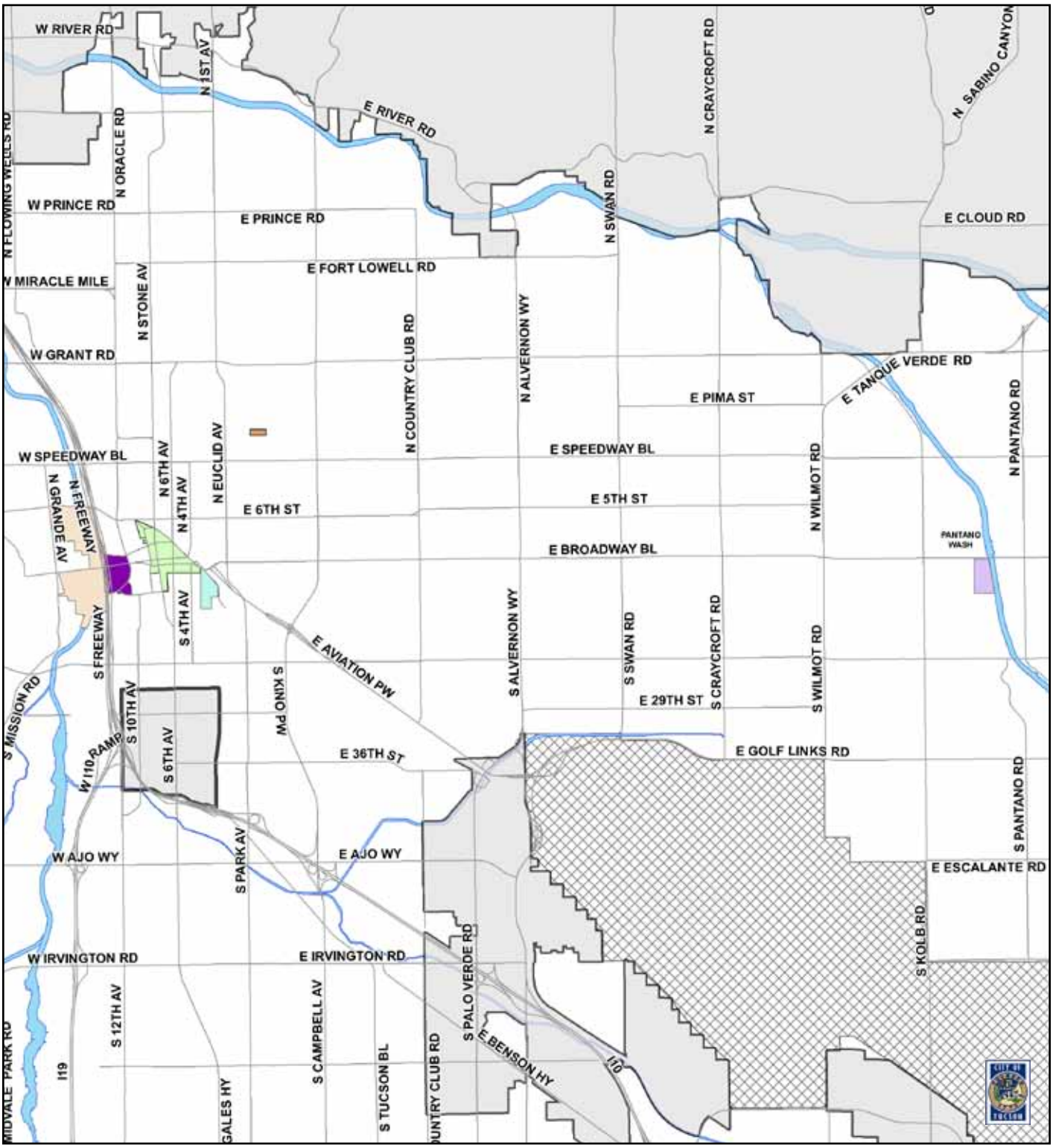
In addition to the measures referenced above, the City has used a variety of planning tools as a catalyst for redevelopment. Between 1971 and 1984, the City adopted six Redevelopment Plans, five for the downtown area and one for an area near the University of Arizona *(Exhibit RR-1)*. These plans, which are required by State law in the designation of a redevelopment area, were adopted by Mayor and Council for the acquisition, clearance, reconstruction, rehabilitation, or future use of specific redevelopment project sites, such as the Tucson Convention Center. All six of these plans are outdated. As of 2012 efforts were underway to create a new Redevelopment Plan in the downtown area.

In more recent years, the City has developed and implemented other planning tools intended to assist in redeveloping and revitalizing areas. Some of these tools are the:

- **Unified Development Code (formerly the Land Use Code) Planned Area Development (PAD):** Between 1981 and 2011, the City of Tucson approved 19 PADs throughout Tucson *(Exhibit RR-2)*. PADs are approved through a rezoning process to enable the creation of zoning standards that allow more flexibility for redevelopment projects.
- **Unified Development Code Urban Overlay District and the Downtown Area Infill Incentive District:** Mayor and Council adopted these two overlay districts on August 4, 2010, and September 9, 2009, respectively, to provide landowners with flexible development options rather than mandatory requirements. This focus on options rather than requirements came about as a result of Arizona Revised Statute 12-1134 (approved in 2006 as Proposition 207, "Private

The 14-acre Mercado District of Menlo Park began construction in September 2006. The master plan accommodates 106 single family residential lots and the potential for up to 120 multi-family residential units with approximately 80,000 square feet of commercial development.

EXHIBIT RR-1 Redevelopment Plans in Tucson



Source: City of Tucson IT-GIS Section

- Rio Nuevo-Downtown West Component
- University Neighborhood
- Rio Nuevo
- El Centro
- Broadway Proper
- Southern Pacific Reserve
- Major Washes
- Davis-Monthan AFB
- City of Tucson
- Other Jurisdictions

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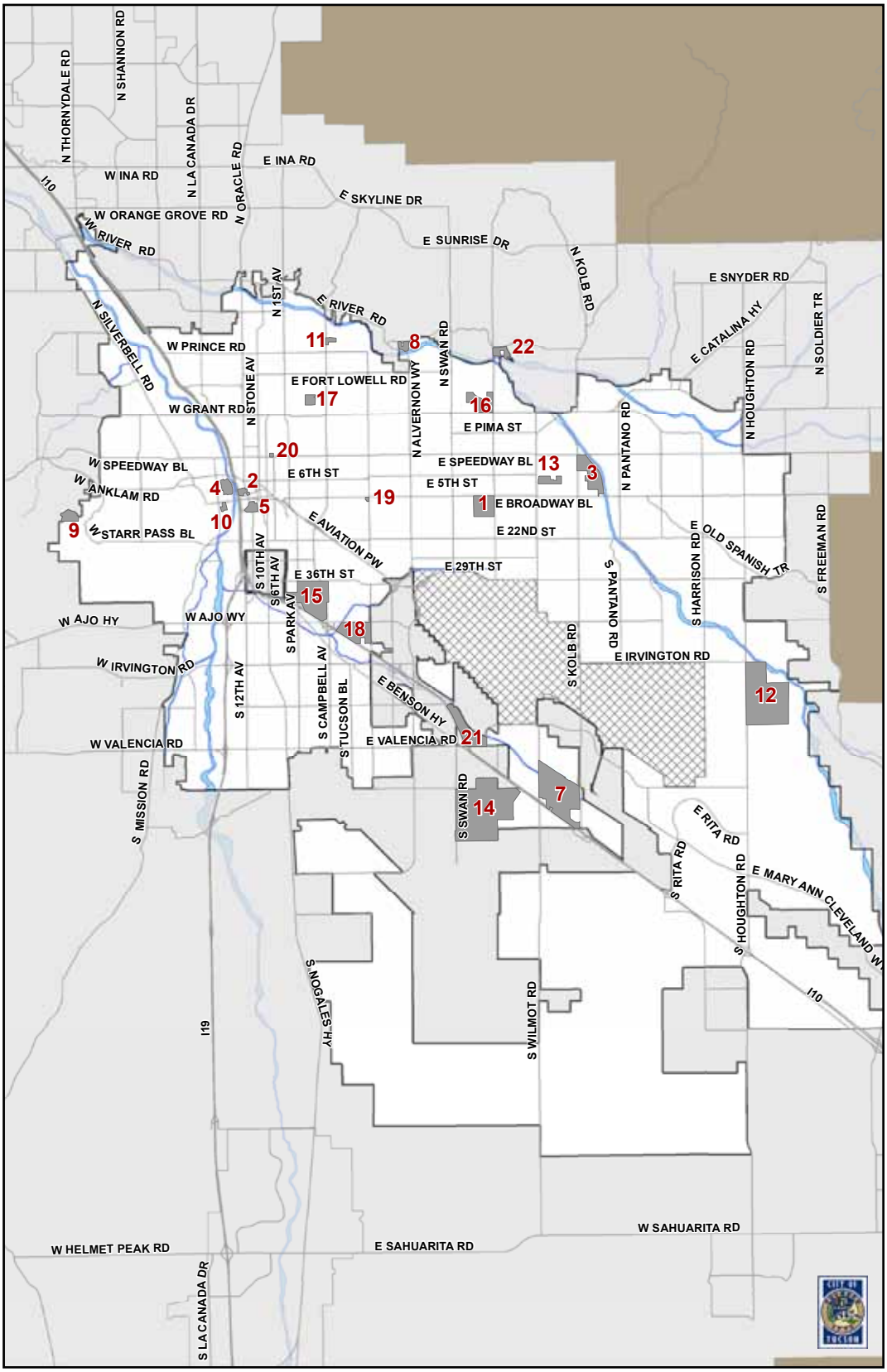
EXHIBIT RR-2 Planned Area Developments in Tucson

PAD Name

1 Williams Addition
2 La Entrada
3 Gateway Centre
4 Rio Nuevo
5 Tucson Community Center
7 La Estancia
8 Jewish Community Campus
9 Starr Pass Resort Hotel
10 Menlo Park Mercado District
11 UMC North
12 Civano
13 St. Joseph's Hospital
14 Los Reales Landfill
15 The Bridges
16 Tucson Medical Center
17 Salpointe
18 Kino Health Campus
19 Broadway Village
20 Casa de los Ninos
21 Valencia Crossing
22 Rio Verde Village



Source: City of Tucson IT-GIS Section

City of Tucson

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Property Rights Protection Act"). This statute requires the government to reimburse landowners when regulations result in a decrease in their property values.

- **Unified Development Code Parking Requirements:** Mayor and Council adopted amendments to motor-vehicle parking regulations in March 22, 2011, to reduce excessive parking requirements, provide more flexibility for redevelopment sites, and offer alternative methods of compliance, such as individual parking plans.
- **Oracle Area Revitalization Project (OARP):** In 2011 the Mayor and Council adopted the OARP report, which provides recommendations for the area bounded by Miracle Mile, Speedway Boulevard, Stone Avenue, and Fairview Avenue, which has been struggling to regain its role as a prominent gateway in Tucson's urban core. The project was initiated by surrounding neighborhoods.

Ultimately, successful redevelopment and revitalization require an overall coordinated and comprehensive strategy to help foster a level of certainty that will lead to action. A combination of public and private sector investment, empowered by catalytic measures, planning tools, and a transparent public participation process, are essential.

The following policies emphasize consideration of redevelopment and revitalization in areas that can best sustain the development over time and benefit the City as a whole, that have not had the resources to pursue revitalization strategies in the past, or that could serve interim uses well until more sustainable uses can be accommodated.

In 2010, the former Ghost Ranch Lodge on Miracle Mile was rehabilitated and adaptively reused for housing for the elderly, maintaining its historic character and contributing to the revitalization of the surrounding area.

POLICIES

Redevelopment & Revitalization Policies (RR)

RR1 **Redevelop and revitalize in areas with the greatest potential for long-term economic development by focusing public resources, tools and incentives to catalyze private investment.**

RR2 **Focus private and public investments in Plan Tucson Opportunity Areas (see Exhibits LT-7, pag. 3.122 and LT-8, pg. 3.123).**

RR3 **Evaluate brownfield sites, closed public facilities, and underutilized land as opportunities for redevelopment and revitalization, using a multidisciplinary approach to attract new assets and strengthen existing surrounding assets, including neighborhoods, businesses, and historic and cultural resources.**

RR4 **Build from existing assets of areas identified for redevelopment and revitalization.**

RR5 **Pursue interim uses and/or green infrastructure on vacant and financially distressed properties.**

RR6 **Prioritize neighborhood revitalization efforts to focus on those geographic areas with the greatest need.**

RR7 **Undertake an inclusive community participation process in redevelopment and revitalization efforts.**

Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1–H7, H9	3.11
Economic Development	ED1–ED3, ED5, ED10, ED11	3.20
Public Safety	PS1–PS3, PS4, PS9, PS10	3.25
Parks & Recreation	PR1–PR6, PR8–PR10, PR12	3.30
Arts & Culture	AC1–AC3, AC5, AC6	3.37
Public Health	PH1, PH2, PH4, PH8	3.41
Urban Agriculture	AG1–AG4	3.45
Education	E3, E6, E7	3.50
Governance & Participation	G1–G12	3.56
Energy & Climate Readiness	EC1–EC8	3.66
Water Resources	WR1, WR2, WR4 -WR8, WR10, WR11	3.71
Green Infrastructure	GI1–GI6	3.77
Environmental Quality	EQ2–EQ5	3.83
Historic Preservation	HP1, HP3–HP8	3.93
Public Infrastructure, Facilities & Cost of Development	PI1, PI2, PI3, PI4, PI5, PI6	3.101
Redevelopment & Revitalization		**3.108**
Land Use, Transportation & Urban Design	LT1–LT16, LT21–LT26	3.126

Land Use, Transportation, & Urban Design

Although inextricably linked, land use planning and transportation planning have traditionally been addressed separately. In recent years there has been increasing conversation about the need to plan for these two elements together to provide more livable, healthy, and sustainable communities. While plans are relatively "two-dimensional," they become "three dimensional" with the application of design. In an urban setting, how buildings relate and how the public realm (e.g., roadways and streetscapes) interfaces with the private realm (e.g., houses, shops, and businesses) is key in creating a community's "sense of place."

The Three Elements

Land Use: Land use—that is, for what and how the land is used—really became a focus during the 1800s with the recognition that the placement of land uses had public health consequences. This led to more separation of land uses, particularly industrial and housing uses, and eventually to the development by government agencies of zones for the location of different uses—i.e., zoning. Zoning has and continues to play an important role in addressing the issue of land use compatibility. In recent years, however, there has been an increased understanding that a community and its public health, resource conservation, vitality, and aesthetics can be served by rethinking some of the traditional approaches to locating land uses. This is possible in part because of advances in technology, building practices, environmental regulations, and other areas that have made the possibility of mixing some land uses not only acceptable but desired. Such mixes of uses done thoughtfully can result in benefits to fitness and public health, public safety, service delivery, personal finances and, resource conservation. These benefits are dependent not only on mixing uses, but also on connecting uses.

Ronstadt Transit Center in downtown Tucson, with the Martin Luther King and One North Fifth apartments in the distance.

"An issue that often gets neglected in discussions about transportation is the high personal cost to residents of driving, which includes insurance, repairs, gas, and parking."

—Sustainable Land Use Code Integration Project Report, City of Tucson, 2010

Family walks along road in Sahuaro-Miraflores Neighborhood, which lacks pedestrian infrastructure—a challenge faced by other neighborhoods in Tucson.

Transportation/Circulation: Transportation is about the mobility of people and goods and the circulation system formed by the network of roadways, bicycle routes, pedestrian routes, and rail and air

Despite land uses being separated, they must be accessible and connected for a city to function. People go from their houses (residential land use), to work (generally a commercial or industrial land use), to stores (commercial land use), to school (institutional land use), to the park for recreation (open space land use). People's ability to move between land uses is critical to the function of those uses. Similarly circulation within a land use—for example a residential neighborhood or mixed use complex—is an important determinant in how well that land use functions internally.

While increased focus has been given to the movement of people within cities, the transport of goods in and out of the community, whether by truck, train, or plane, is also vital to a high functioning city. This regional circulation requires coordination with other jurisdictions, including consideration of surrounding land uses and the traffic generated into and out of the city. Building new transportation facilities often goes beyond serving existing land uses or even approved future development, to influencing the location of as-yet-to-be planned projects. Again, how our city is shaped and experienced is dependent on thinking carefully about decisions made regarding land use and transportation and both their immediate and long-term affects on each other.

Urban Design: Put simply, urban design addresses how the land uses and the circulation systems come together. Traditionally, design has been associated with the architecture of an individual building. However, how those buildings relate to each other, to the street, and to public spaces determines the efficiency of a community's operations, its long-term sustainability, and ultimately its character. A person's overall impression of a city is often in part an unconscious reaction to its urban design.

A particular focus of urban design is public space with consideration of how that public space is experienced and used and how that public space transitions to adjacent private spaces. In the United States, governments have long overseen the locations of land uses and the locations of transportation systems. However, thinking in terms of how those components come together—that is the design of the urban area—is a relatively new concept introduced in the 1960s. This is not to say that there

"Neighborhoods should be multimodal and offer transportation choices to all families."

—Tucson Sustainable Design Team Report, American Institute of Architects, 2007

are not many good examples of urban design from around the world and across the centuries, but only that the discipline of "urban design" is relatively new. In fact many contemporary examples of good urban design derive from historic precedents.

Integrating the Elements

Putting these elements—land use, transportation, and urban design—together in one section of Plan Tucson was a conscious decision to emphasize the importance of deliberatively considering the interaction of these three elements as planning for Tucson goes forward. This more holistic approach mirrors concepts being taught in architecture, planning, and engineering college classes, as well as being practiced in planning, architecture, and engineering firms. Similar integrative thinking can also be seen in public health, public safety, and other disciplines.

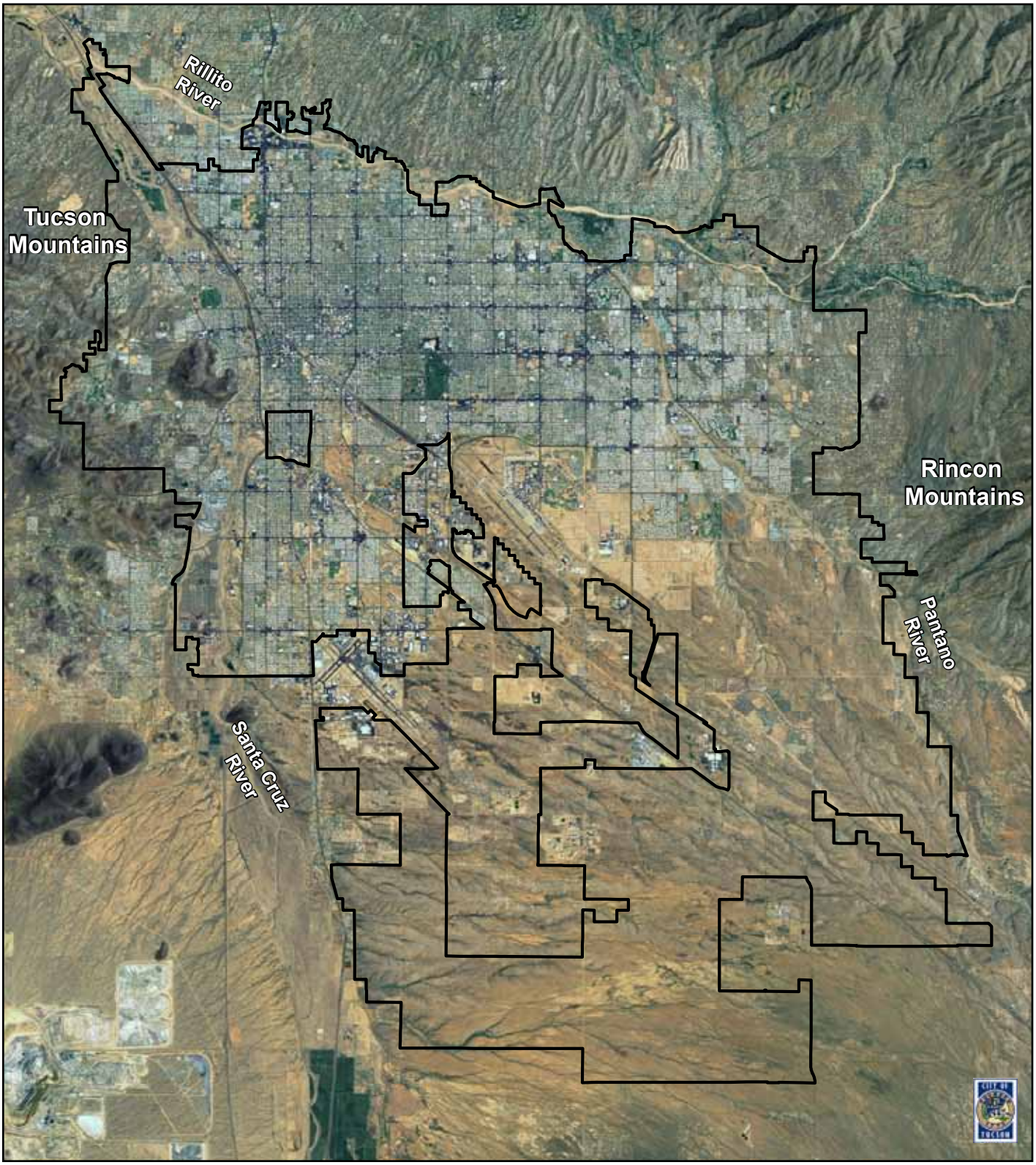
Advancing this integrated approach in the planning of the built environment is dependent on ongoing public dialogue. A person often thinks about the interrelationship of community elements intuitively. For instance this happens when a person has a thought such as, "I am gaining weight; I need some exercise; I'll put on my shoes and walk around the neighborhood, and maybe even stop at the grocery store." This person has recognized a potential health issue (overweight), has recognized a potential intervention (physical exercise), has identified a place within the community to get that physical exercise (within the neighborhood, presumably along sidewalks or streets). The design of that physical space in which the person is going to walk will influence the experience of walking and may play a large part in whether the person chooses this activity again. Some of that experience will be defined by whether there was a sidewalk or pathway upon which to walk, whether there was enough space to circulate comfortably, whether there was shade to mitigate the heat, whether there were aesthetic features to make the "journey" interesting in its own right, whether there were useful destinations in walking distance, and whether there were other people in the public realm to provide a sense of community and safety.

Children and their dog on a walk in downtown Tucson stop for a drink at a fountain designed for both humans and dogs.

Tucson's Growth Over Time

Tucson did not begin with a formal plan, rather it evolved in a physical setting consisting of prominent natural features, including mountain ranges, rivers, and washes *(Exhibit LT-1)*. Beyond the physical setting, the city has been shaped to a large degree by economic circumstances, transportation choices, land use policy and regulations, and development practices *(Exhibits LT-2 and LT-3)*. For many years, Tucson followed a fairly traditional growth model in which City government would approve

EXHIBIT LT-1 **Tucson Satellite Image**



Source: Esri, i-cubed, USDA, USGS, AEX, GeoEye, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

City of Tucson

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EXHIBIT LT-2 Land Use & Transportation Influential Events

Date	National/International Events	Tucson Events
1877		City of Tucson is incorporated.
1880		The Southern Pacific railroad arrived.
1883		Electric Light and Power Company is established
1891		Arizona Territorial University opens.
1906		Mule-drawn streetcar makes last run. Electric streetcar makes first run
1919		Tucson Municipal Flying Field opens—first municipally owned airport in nation.
1920s	Mass production of automobile enables people to live further out.	City of Tucson aggressively promotes its assets.
1930	Shift in public transit modes from electric streetcars to buses	Electric streetcar operation ends, replaced with buses. Tucson adopts its first zoning ordinance.
1937		Miracle Mile becomes first safety-plus thoroughfare in the West, with center median and traffic circle at each end
1940		Army Air Base is established in Tucson
1941		City Planning and Zoning Commission is created
1943		Tucson Regional Plan released by non-profit group Tucson Regional Plan Inc.
1945	World War II ends	Joint City and County planning staffs established; separated in 1965.
1956–1958	Federal Aid Highway Act creates interstate highway system. New highways bypass cities exacerbating urban core deterioration.	Interstate 10 is constructed, replacing Highway 80 as the major route through Tucson and bypassing urban core.
1959-1960		General Land Use Plan for Tucson region, consisting of an urban and a regional plan, adopted by City Mayor and Council in 1959, and by County Board of Supervisors in 1960.
1960s	Urban renewal movement begun to address traffic congestion, pollution, insufficient housing, higher crime rates, and overcrowded schools in urban cores across the nation	Tucson residents increasingly move out of urban core.
1968		Congress authorizes Central Arizona Project to bring Colorado River water to Phoenix and Tucson.

EXHIBIT LT-2 (continued) Land Use & Transportation Influential Events

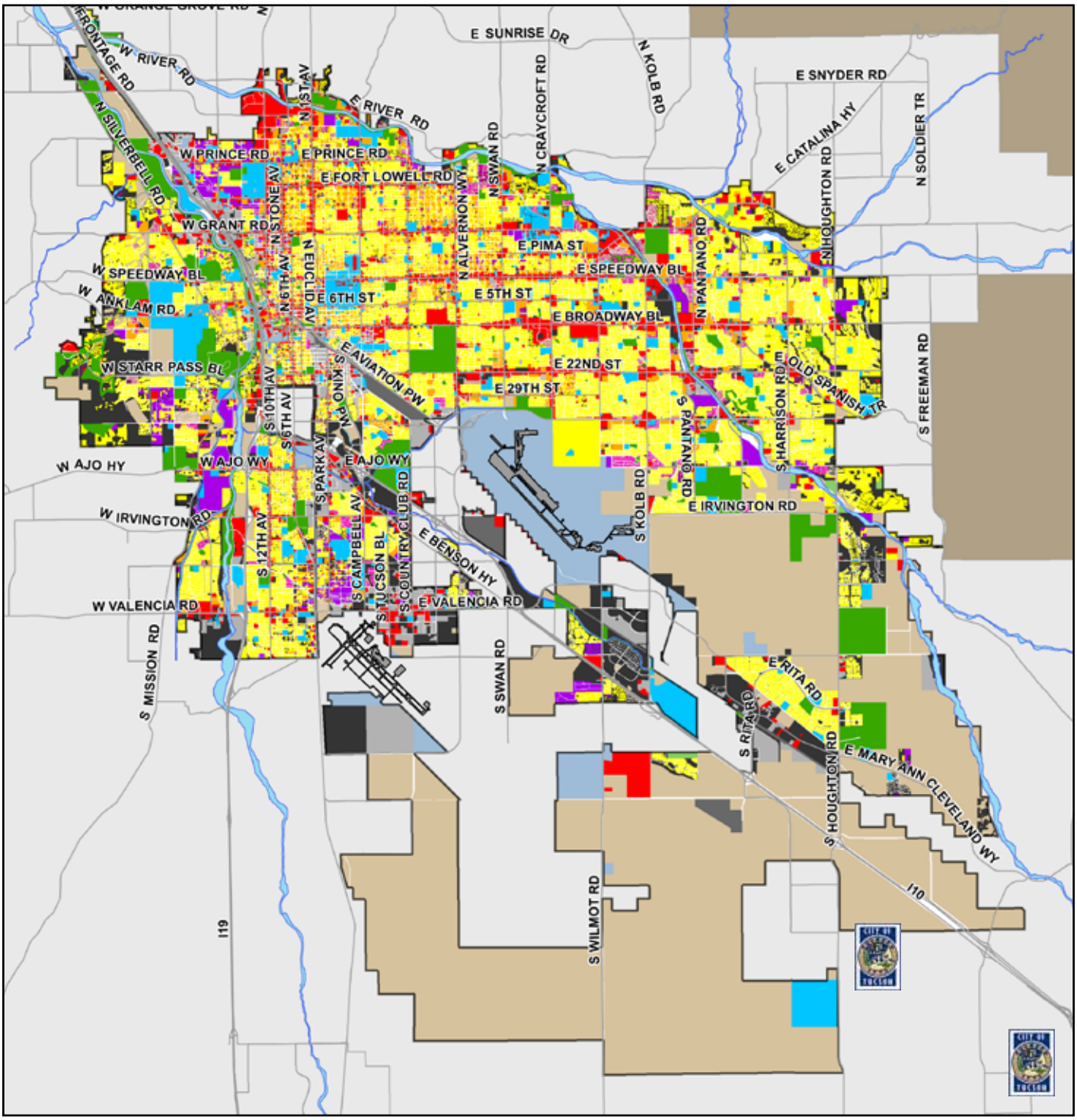
Date	National/International Events	Tucson Events
1969		City of Tucson assumes ownership of bus service, names system Sun Tran. City urban renewal demolishes Tucson's oldest barrios to build Tucson Convention Center.
1970s-1980s		During this period, Tucson adopts 75% of the current Area and Neighborhood Plans.
1975		General Land Use Plan for Tucson region revised as Tucson/Pima County Comprehensive Plan. Plan never adopted.
1979		Tucson General Plan adopted. Ten amendments approved between 1981 and 1998.
Late 1980s–Early 1990s	"Smart Growth" movement escalates, focuses on greater integration of land use and transportation	Laos, Ronstadt and Tohono Transit Stations are opened.
1998-2000		Governor signs Arizona Growing Smarter Legislation.
2001		Voters ratify General Plan update in response to 1998/2000 Arizona Growing Smarter Legislation.
2006		Voters approve Regional Transportation Authority 20-year regional transportation plan and half-cent sales tax to fund plan. Among projects within City of Tucson are Modern Streetcar and several road widening projects utilizing a context sensitive design approach.
2012		Mayor & Council adopt Uniform Development Code to replace Land Use Code adopted in 1995.

new development projects under the assumption that the necessary new or expanded public infrastructure and facilities would be provided to service that growth. This approach led to an over-reliance on expensive roadway networks that facilitated sprawl, neglecting areas with existing infrastructure and the provision of alternative modes of transportation. In the last several decades, the City of Tucson has been rethinking this model to put more emphasis on the utilization of existing infrastructure for growth and less car-dependent development, both at the city and regional levels, in addition to regular interdepartmental coordination to ensure that land use, transportation, and urban design are being considered holistically.

Primary Planning Tools

Fifty years after Tucson was incorporated, the City adopted its first zoning code. Today, Tucson has a hierarchy of plans and initiatives. Developed at different times and in response to varying urban conditions, these tools inform and regulate contemporary land use and transportation decisions. The most frequently used tools follow; all are referenced in other sections of

EXHIBIT LT-3 Existing Land Uses, 2013



Source: City of Tucson IT-GIS Section

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- Vacant
- Single Family Housing
- Townhomes
- Multi-family
- Mobile Homes
- Commercial
- Institutional
- Industrial
- Utilities
- Parks and Recreation
- Open Space/Common Area
- Public/Tax Exempt; Military
- Agriculture
- Major Washes
- Federal Lands
- City of Tucson
- Other Jurisdictions

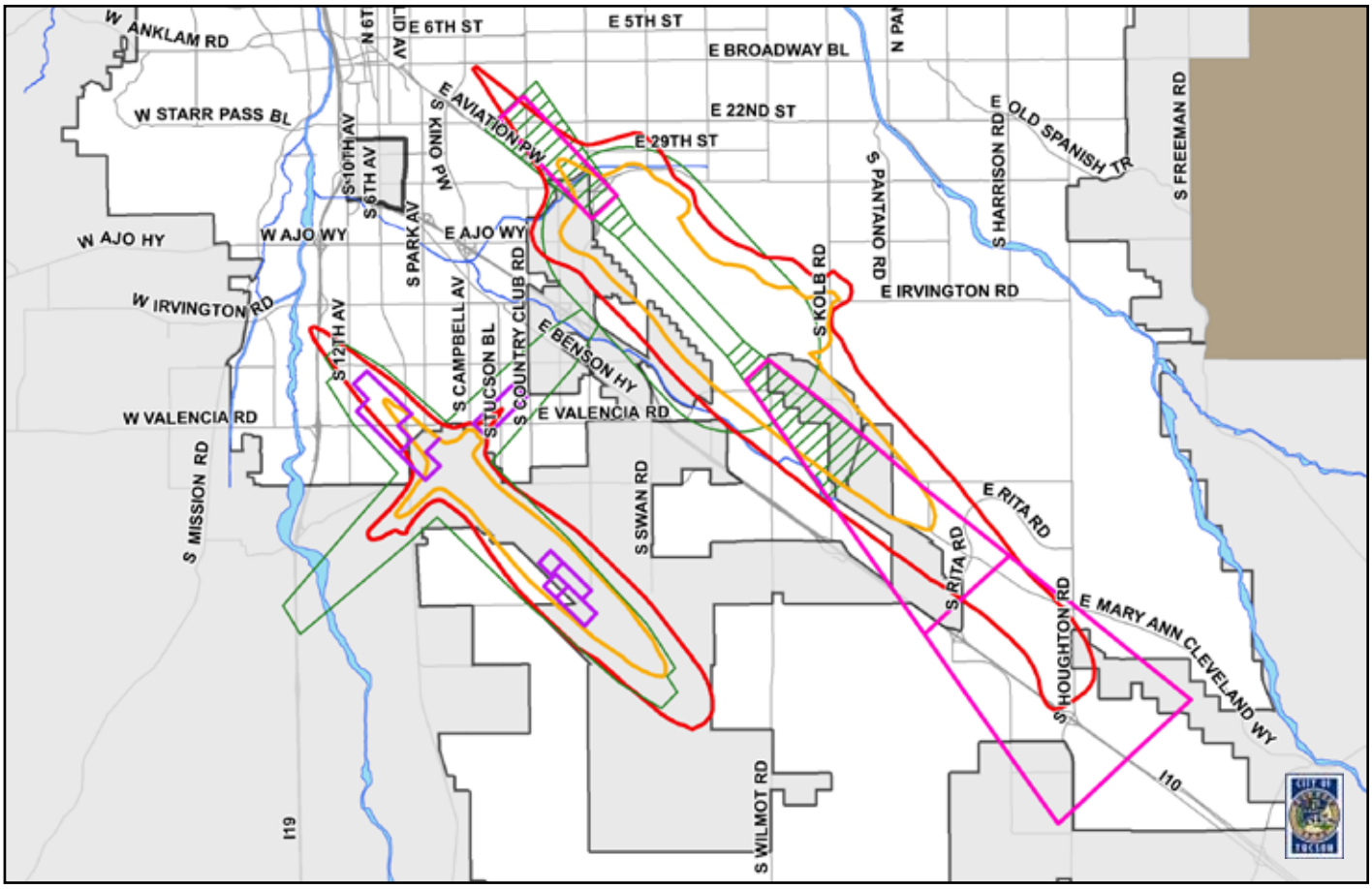
Plan Tucson.

- Unified Development Code (UDC, formerly known as the Land Use Code, LUC): Adopted by Mayor and Council in 2012, the UDC was the result of a project conducted over several years to simplify Tucson's 1995 Land Use Code. A stated purpose of the UDC is to implement the General Plan. The UDC contains the zoning regulations for Tucson, including overlay zones. Most overlay zones are more restrictive than the underlying zoning and add another layer of regulations to the underlying zoning requirements. The City adopted the Infill Incentive District to spur urban and transit-oriented development within the overlay's boundaries. Further, the City developed the Urban Overlay District which property owners may use for a transit-oriented development proposal in exchange for following improved urban design standards, or alternatively may use the underlying zoning. Making the overlay an option removed possible Proposition 207-market-value challenges from affected property owners. Proposition 207 is the Private Property Rights Protection Act (Arizona Revised Statute Section 12-1134). *Exhibit LT-4* lists the overlay zones active as of 2012, while *Exhibit LT-5* illustrates the Airport Environs Zone as one example of an overlay zone.
- Specific Plans (Subregional, Redevelopment, Area and Neighborhood Plans): As of 2012, the City had adopted a total of 77 specific plans, with three-quarters of those twenty or more years old. Specific plans are intended to advance the systematic implementation of the General Plan through the use of detailed policy direction, often at the parcel level, for specific areas of Tucson. In addition to recommending locations for different types of land use, specific plans guide the locations of buildings and other improvements with respect to rights-of-way, floodway and floodplain treatments, and public facilities. Policies established by specific plans are used by City staff in reviewing rezoning, variance, and other development and permitting applications.
- Functional Plans: Functional plans relate to a particular topic, such as financial sustainability or economic development, or to a service or facility, such as public safety, water, parks and recreation, transit, or roadways.
- The Major Streets and Routes (MS&R) Plan is a functional plan that was adopted by the Mayor and Council in 1982 to implement the General Plan. The MS&R, which has been revised 26 times, identifies the general location and size of existing and proposed freeways, arterial and collector streets, future rights-of-way, setback requirements, typical intersections, and gateway and scenic routes.
- Design Guidelines Manual: The manual was prepared in 1999 and has been used officially by the City of

EXHIBIT LT-4 **City of Tucson Overlay Zones**

Historic Preservation Zone (HPZ)—April 3, 1972
Hillside Development Zone (HDZ)—September 15, 1980
Gateway Corridor Zone (GCZ)—June 27, 1983
Major Streets and Routes Setback Zone (MS&R)—October 11, 1983
Scenic Corridor Zone (SCZ)—May 28, 1985
Airport Environs Zone (AEZ)—April 16, 1990
Environmental Resource Zone (ERZ)—July 3, 1990
Drachman School Overlay Zone—June 25, 2001
Rio Nuevo District (RND)—October 14, 2002
Neighborhood Preservation Zone (NPZ)—June 25 2008
Downtown Area Infill Incentive District (IID)—September 9, 2009
Urban Overlay District (UOD)—August 4, 2010

EXHIBIT LT-5 Airport Environs Overlay Zone



Source: Unified Development Code

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- Airport Hazard District (Height Zones)
- Approach Departure Corridors
- Compatibility Use Zones (CUZ)
- 65 Ldn* Noise Contour
- 70 Ldn* Noise Contour
- Major Washes
- Federal Lands
- City of Tucson
- Other Jurisdictions

* Ldn = Day-Night Average Sound Level

The Airport Environs Overlay Zone is comprised of the following zones and districts:

Airport Hazard District: A specifically designated area of land where uses that constitute hazards to airport operations are prohibited and heights are limited.

Approach Departure Corridors: Specifically designated areas located from 12,000 to 50,200 feet from the southeastern end of runways at Davis-Monthan Air Force Base, where land uses must be compatible with flight operations.

Compatible Use Zones: Specifically designated areas near the ends of Tucson International Airport runways where land uses must be compatible with flight operations.

Noise Control Districts: Specifically designated noise exposure areas at the Davis-Monthan Air Force Base and the Tucson International Airport where the existing and predicted average noise levels are 65 to 70 Ldn, and 70 Ldn or higher, triggering requirements for noise attenuation for certain land uses to improve the compatibility of occupied buildings with flight operations. Ldn, the day-night average sound level, are values expressed in decibels and represent the average noise level over a 24 hour period for an average day of the year. For Tucson International Airport, the Ldn values are calculated based on an FAA integrated noise model, which averages noise over a 365 day year. For Davis-Monthan Air Force Base, Ldn values are calculated based on the Department of Defense Noise Map model that averages noise over the total flying days of the year.

"The 2040 RTP envisions a premier, energy-efficient, and environmentally responsible regional transportation system that is interconnected, multi-modal, technologically advanced and integrated with sustainable land use patterns."

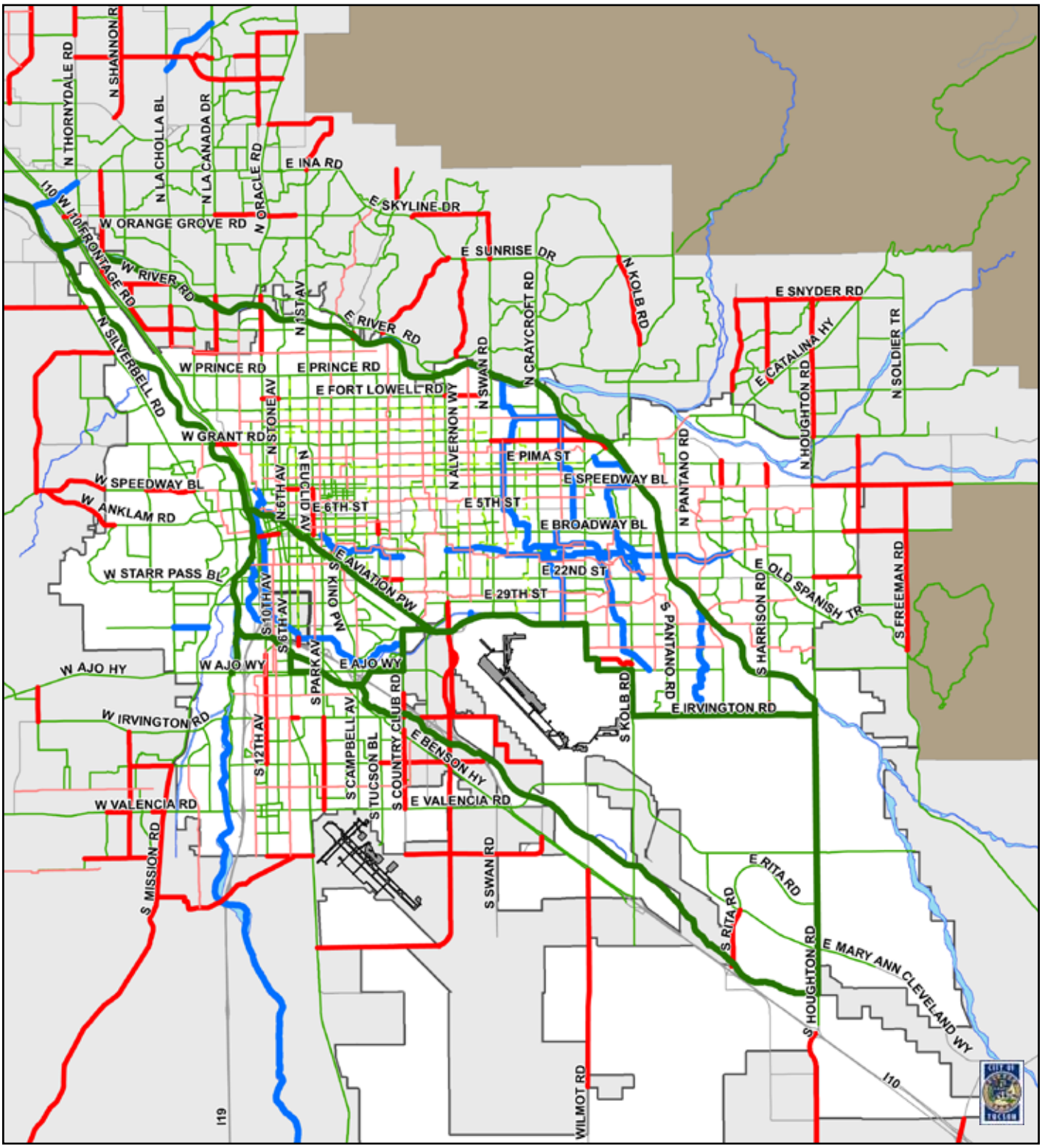
—2040 Regional Transportation Plan, Pima Association of Governments, 2010

Tucson Planning and Development Services Department since it was referenced in the voter-ratified 2001 Tucson General Plan. The Manual offers insight into and clarification of desired urban design outcomes. The Manual's non-regulatory guidelines are used during the review of rezonings, variances, and other land use decisions. The Manual is also available as a resource to neighborhoods for thinking through preliminary design concepts for proposed projects.

In addition to the preceding tools created to address actions to be taken within City of Tucson limits, there are several regionally focused plans that the City of Tucson participated in developing and that are applicable to decision-making related to the future of the City. The three plans noted below were adopted between 2000 and 2010. All are infrastructure-related plans with a direct impact on land use.

- Water and Wastewater Infrastructure, Supply and Planning Study: In 2010, the City of Tucson and Pima County approved this multi-year study that addresses water and wastewater infrastructure, supply, and planning issues, to assure a sustainable community water source. The 2010-2015 Action Plan accompanying the Study calls for the formal adoption of the Water Service Area Policy, which establishes a water service boundary for Tucson Water based on economic, social, and environmental considerations. The Water Service Area Policy was adopted by Mayor and Council in 2010, and is used in determining land for potential annexation.
- Regional Transportation Authority (RTA) Plan: This 2.1 billion dollar plan, overseen by the Regional Transportation Authority (RTA), was approved by Pima County voters in 2006. The RTA Plan is funded by a 1/2-cent excise tax along with other regional and local dollars, such as developer impact fees. While the primary purpose of the RTA Plan is focused on accommodating vehicles, it also includes funding for alternative transportation modes, including pedestrian ways, bicycle facilities *(Exhibit LT-6)*, bus facilities, and a modern streetcar. For several of the major corridor projects within City limits, there has been increased effort to consider the area beyond the roadway as part of the study area for planning purposes—this approach is referred to as "context sensitive design."
- 2040 Regional Transportation Plan (RTP): The RTP was adopted in 2010 and updated in 2012 by the Regional Council of the Pima Association of Governments (PAG), which includes representation from the City of Tucson. The 2040 RTP is a long-range transportation plan for eastern Pima County and the Tucson metropolitan area that supports operational and infrastructure improvements to increase the efficiency of transporting people and goods within and to destinations outside of the region. The Plan also provides a framework for transportation investments in the region by identifying projects that could potentially be developed with federal, state, and local funding.

EXHIBIT LT-6 Existing & Planned Bicycle Routes



Source: City of Tucson IT-GIS Section

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Existing Bike Routes
2040 RTP Roadway Bicycle
Bike Blvd Improvement (Illustrative)
Add Bike Lanes
Shared-Use Path
UrbanLoop
Major Washes
Federal Lands
City of Tucson
Other Jurisdictions

- Pima Regional Trail Master Plan: This Master Plan, which was adopted in 1989 and revised in 2012, was a collaboration of the City of Tucson Parks and Recreation Department and the Pima County Department of Natural Resources. The goal of this planning effort was to expand the trail system within urban areas and to explore new opportunities for trail expansion in the outlying areas. The Master Plan consists of 853 miles of existing and proposed trails, paths, greenways, river parks, bicycle boulevards, and enhanced corridors that connect regional destinations, parks, schools, and preserve areas.
- 2004 City of Tucson Plan for Annexation: On June 28, 2004, the Mayor and Council endorsed the Plan for Annexation, which includes policy to pursue annexation of both vacant/underdeveloped land and developed land within an adopted Municipal Planning Area (MPA). The decision to recommend pursuing an area for annexation is based on a comprehensive analysis of the following factors: (1) development/growth potential, (2) projected revenues to be received and projected costs to serve, (3) ability/capacity to serve, (4) strategic importance of the location, (5) the staff resources necessary to complete the annexation versus the benefits when compared to other potential annexation areas, and (6) any other factors that are relevant to the analysis. Subsequently, the Mayor and Council directed staff also to consider the Water Service Area and the Conservation Land System and associated guidelines in the analysis of land for potential annexations.

Father and son cycling from school along the Santa Cruz River Trail. In background, Armory Park low-income senior apartments, completed in 2012.

Departmental Responsibilities

In Tucson, as in many communities, land use and transportation are overseen by separate City departments. Planning and Development Services enforces zoning regulations, manages the specific plans and oversees the permitting processes. The department also manages the Design Guidelines Manual, which includes consideration of urban design factors. The Department of Transportation has responsibility for the design, construction, and management of roadway projects and related facilities, such as bicycle routes and pedestrian ways, and for the design and construction of the Modern Streetcar. Functional plans are managed by various departments; for instance the Department of Transportation enforces the Major Streets and Routes Plan. Long-term planning, such as that represented by this General Plan, is undertaken through the Housing and Community Development Department, which also oversees historic preservation. Other City departments are involved in aspects of land use and transportation planning. The Tucson

Police Department reviews development plans taking into account public safety concerns such as sightlines. The Parks and Recreation Department plans and constructs pedestrian bicycle facilities and multi-use paths.

Opportunity Areas for Future Development

To move toward a more connected, integrated pattern of land use, areas that provide opportunities for enhanced development over the next several decades have been identified as building blocks of urban growth. Existing neighborhoods, which are considered stable, are included in the building blocks in recognition of the role of neighborhoods as the foundational unit of the city. While the existing neighborhoods are not places identified for more intensive growth, to maintain their stability these neighborhoods will require ongoing investment in the maintenance and enhancement of existing properties as well as in neighborhood infrastructure and facilities. *Exhibit LT-7* maps the locations of these Opportunity Area Building Blocks, while *Exhibit LT-8* defines each building block.

The following list summarizes what the Opportunity Areas Map does, what purposes it serves, and what it is not intended to be.

- incorporates both existing and desired future development that may occur within the next several decades based on the Pima Association of Governments 2040 projections.
- reflects the collective desires expressed by Tucsonans, business owners and civic organizations through the Plan Tucson public participation process
- arranges housing and employment opportunities in ways that could contribute to the more effective use of public infrastructure and facilities, increase the use of public transit, bicycles, and walking, and decrease the overall amount of land developed
- is a reference for applying Plan Tucson's goals and policies intended to enhance Tucsonans' social, economic, natural, and built environments
- can inform discussions of urban form, redevelopment, new development, general distribution of land uses, transportation, and public infrastructure and facilities, along with other more site specific and area specific issues
- includes a variety of land uses and densities within each building block. The color coding is representative of a range of land uses and densities over a large area and not specific to any one site within an Opportunity Area
- is NOT a current or future zoning map
- is NOT replacing adopted specific plans (Subregional, Redevelopment, Area, or Neighborhood Plans)

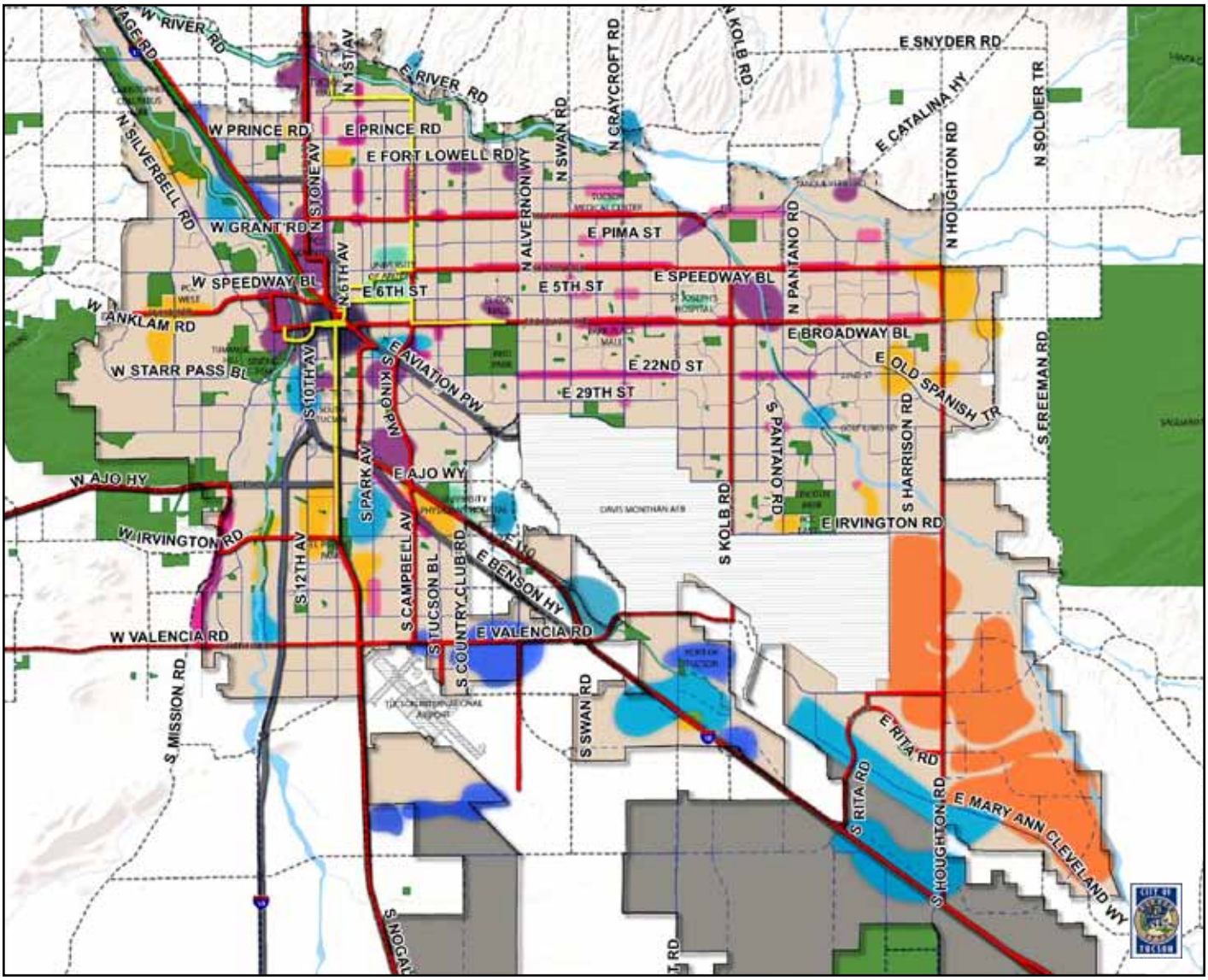
Guidelines for Development Review

The Guidelines for Development Review, which are referenced in Policy LT-26 as *Exhibit LT-11,* are intended to provide more specificity for use of Plan Tucson in rezoning and other discretionary land use decisions in which a property is not under the umbrella of an adopted specific plan (Subregional, Area or Neighborhood Plan) or for which a specific plan does not provide sufficient information.

Opportunity Areas Map Assemblage

The Opportunity Areas Map was

EXHIBIT LT-7 **Plan Tucson Opportunity Areas**



Source: City of Tucson IT-GIS Section

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Opportunity Areas

- Existing Neighborhoods
- Neighborhoods of Greater Infill Potential
- Neighborhood Centers
- Downtown
- Business Centers
- Mixed-Use Centers
- Mixed-Use Corridors
- Campus Areas
- Industrial Areas
- Houghton Corridor Area
- Southlands

- Potential Annexation Areas
- Existing Parks/Open Space
- City of Tucson Boundary

From Major Streets and Routes Plan

- Future Roads
- County Major Routes
- Major Highways
- Major Roads

From 2040 Regional Transportation Plan

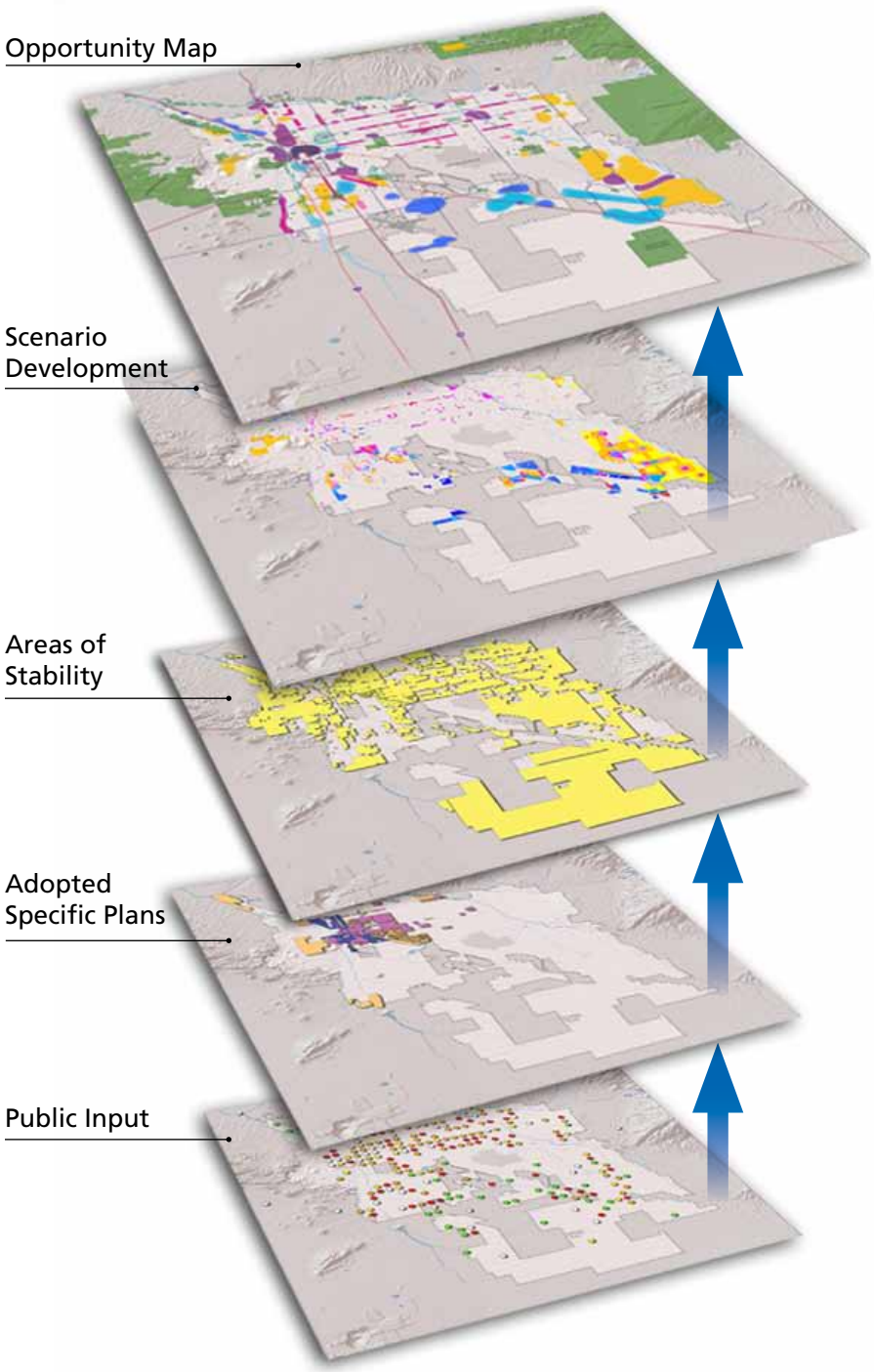
- Planned Bus Routes (BRT, Express and Circulator)
- Planned Commuter/Intercity Rail
- Planned Streetcar

This Concept Map is for illustrative purposes only and identifies areas of opportunity. It does not constitute zoning regulations, establish zoning district boundaries, or indicate official city policy relating to specific sites. The categories and colors must be interpreted based on the policies contained in Plan Tucson. *Map available on-line at www.tucsonaz.gov/plantucson*

EXHIBIT LT-8 General Descriptions of the Opportunity Area Building Blocks

Existing Neighborhoods	Existing neighborhoods are primarily developed and largely built-out residential neighborhoods and commercial districts in which minimal new development and redevelopment is expected in the next several decades. The goal is to maintain the character of these neighborhoods, while accommodating some new development and redevelopment and encouraging reinvestment and new services and amenities that contribute further to neighborhood stability.
Neighborhoods with Greater Infill Potential	Neighborhoods with greater infill potential are residential neighborhoods and commercial districts for which there is potential for new development and redevelopment in the next several decades. In some areas, entire new neighborhoods may be built. These neighborhoods are characterized by an urban scale that allows for more personal interaction, while providing safe and convenient access for all ages and abilities to goods and services needed in daily life. These neighborhoods include a mix of such uses as a variety of housing types, grocery stores and other retail and services, public schools, parks and recreational facilities, and multi-modal transportation choices.
Neighborhood Centers	Neighborhood centers feature a mix of small businesses surrounded by housing and accessed internally and from nearby neighborhoods by pedestrian and bike friendly streets and by transit.
Downtown	Downtown Tucson acts not only as a regional employment and administrative center, but also as a major hub for public transit services and connections (light and commuter rail, regional buses, streetcar). It is a vital pedestrian-oriented urban area that provides higher-density housing, retail, art and culture, and entertainment for its residents and those of greater Tucson.
Business Centers	Business centers are major commercial or employment districts that act as major drivers of Tucson's economy. These centers generally contain corporate or multiple-use office, industrial, or retail uses. Existing examples in Tucson include the University of Arizona Science and Technology Park, Tucson Mall, and the Tucson International Airport area.
Mixed-Use Centers	Mixed-use centers combine a variety of housing options, retail, services, office, and public gathering places, located close to each other, providing occupants of the center and the residents and workers in the surrounding neighborhoods with local access to goods and services. Public transit, bicycles, and walking will get priority in these areas although cars will still play an important role. Existing examples in Tucson include Williams Centre, Gateway Centre, and the Bridges.
Mixed Use Corridors	Mixed-use corridors provide a higher-intensity mix of jobs, services, and housing along major streets. The businesses and residences within these corridors will be served by a mix of high-frequency transit options, as well as pedestrian and bicycle facilities.
Campus Areas	Campus areas include and surround large master-planned educational, medical, or business facilities. A fully-realized campus area serves the local workforce and student population and includes a range of housing, a variety of retail opportunities, and convenient transit options. Campus areas often accommodate businesses that are the spin-off of economic development opportunities generated by the primary employers. Existing examples include the University of Arizona, Pima Community College, Tucson Medical Center, Saint Joseph's Hospital, Saint Mary's Hospital, University Physicians Hospital, and the Veterans Affairs Medical Center.
Industrial Areas	Industrial areas are strategically located for efficient handling of intermodal freight movements. These areas support national and international freight movement through Tucson by connecting existing major regional commercial transportation routes, including railway, major highways, and the airports
Houghton Corridor Area	Development in the Houghton Corridor Area is to be master planned with a cohesive system of mixed use centers and neighborhoods, providing a variety of housing types and densities, a compact development pattern, a transportation and circulation system that offers alternatives for mobility, and a regional open space system. A phased approach to development will provide for increased efficiency of infrastructure and services for residents.
Southlands	Southlands is a long-term growth area, formed predominantly by large tracts of undeveloped land located at the southeastern and southern perimeters of the city. A large portion of this area is administered by the State Land Department. Prior to releasing these lands for development, the State will initiate planning efforts to promote orderly phased development that reflects sustainable and innovative community design.
Potential Annexation Areas	Potential Annexation Areas are areas that the City of Tucson may be pursuing for annexation within the next decade, working with other local jurisdictions with the ultimate goal of having urban commercial and residential areas located within incorporated cities and towns.

EXHIBIT LT-9 Considerations in Assembling Opportunity Areas Map (Exhibit LT-7)



assembled based on the items below. *Exhibit LT-9* illustrates components considered in creating the map:

- Plan Tucson's draft goals and policies
- Population and employment projections to the year 2040 prepared by the Pima Association of Governments
- Results of Plan Tucson's Community Workshops, at which participants expressed preferred locations for future growth.
- Land use direction provided by adopted specific plans to help guide where development might take place
- Zoning overlay districts
- Single-family residential zoning
- Environmental constraints
- Vacant and underutilized land
- Existing parks and open space
- Planned transportation projects indicated in the 2040 Regional Transportation Plan and future planned major roadways identified in the Major Streets and Routes Plan
- Clusters of development with significant impact on Tucson's economy
- Balanced Housing Model, which considers shifts in housing preferences and demographics that suggest that Tucsonans will demand a broader range of housing choices in the future, providing a clearer picture of future demand for single family homes, townhomes, and apartments *(Exhibit LT-10)*
- Best practices nationwide

Ongoing Specific Planning

While the Opportunity Map depicts general locations and types of future development, more detailed planning

within specific geographic areas will need to be done to refine the Opportunity Areas Map and translate Plan Tucson goals and policies into actions that make sense in specific areas. To provide the City, other agencies, neighborhoods, businesses, institutions, and other stakeholders with a comprehensive understanding of the challenges and opportunities for development and redevelopment, and the improvement, maintenance, provision and financing of public infrastructure and facilities, a more in-depth, integrative analysis of the different components of the built environment will be needed.

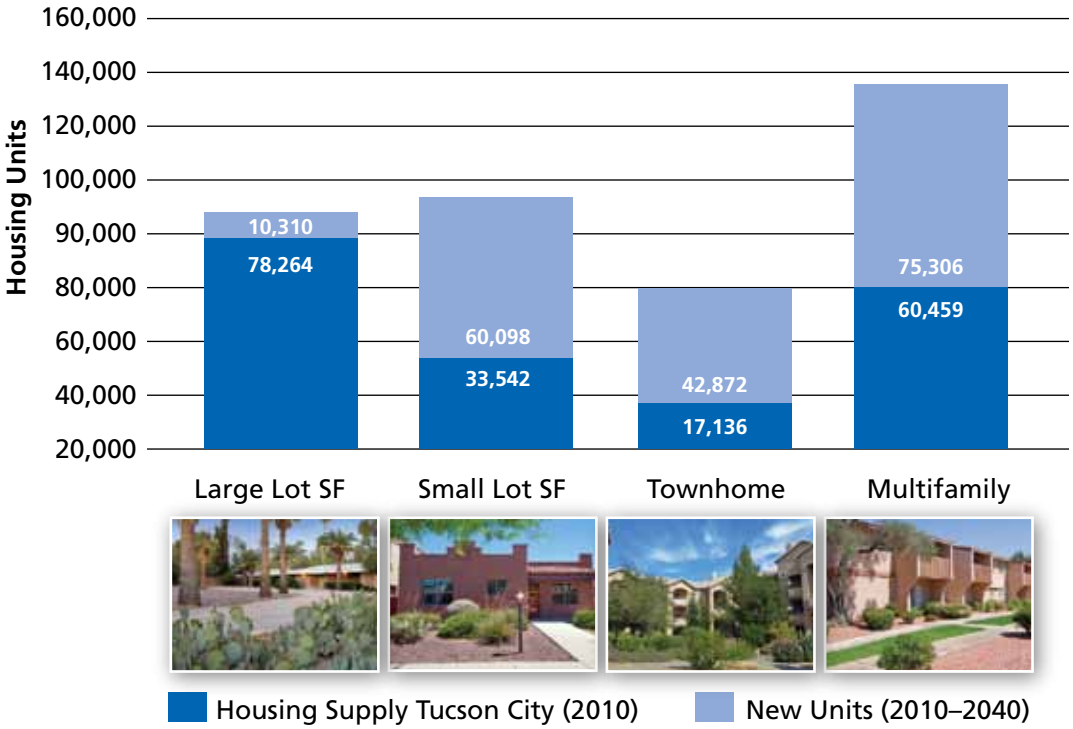
Chapter 4, which addresses the implementation and administration of Plan Tucson, describes, among other things, an approach to the preparation of future specific plans for geographic areas of the city that would meet a number of current planning challenges. This idea, put forth in policy LT-25 at the end of this section, would complement the Opportunity Areas Map with more detailed land use guidance for specific geographic areas, fill gaps in the City not covered by specific plans, and integrate land use, infrastructure, and urban design in a manner that responds to the Plan Tucson overall goals and policies across the elements.

The following land use, transportation, and urban design related policies provide direction for subsequent actions to take advantage of the identified opportunities for development.

POLICIES

Land Use, Transportation, and Urban Design Policies

Exhibit LT-10 **Future Housing Need by Housing Type**



Source: American Community Survey and Balanced Housing Model 2012-Fregonese Associates

(LT)

LT1 **Integrate land use, transportation, and urban design to achieve an urban form that supports more effective use of resources, mobility options, more aesthetically-pleasing and active public spaces, and sensitivity to historic and natural resources and neighborhood character.**

LT2 **Develop City departmental resources and facilitate regular interdepartmental communication for the integration of land use, transportation, and urban design related planning and decisions.**

LT3 **Support development opportunities where:**
- **a. residential, commercial, employment, and recreational uses are located or could be located and integrated**
- **b. there is close proximity to transit**
- **c. multi-modal transportation choices exist or can be accommodated**
- **d. there is potential to develop moderate to higher density development**
- **e. existing or upgraded public facilities and infrastructure provide required levels of service**
- **f. parking management and pricing can encourage the use of transit, bicycling, and walking**

LT4 **Ensure urban design that:**
- **a. is sensitive to the surrounding scale and intensities of existing development**
- **b. integrates alternative transportation choices, creates safe gathering places, and fosters social interaction**
- **c. provides multi-modal connections between and within opportunity areas**
- **d. includes ample, usable public space and green infrastructure**

LT5 **Undertake a comprehensive review of current City urban design guidance**

LT6 **Promote the development of dog friendly facilities within the urban environment.**

LT7 **Use the Plan Tucson Opportunity Areas Map:**
- **a. as a general guide for determining the general location of development opportunities, development patterns, land use and transportation concepts, while also considering area and site-specific issues**
- **b. in conjunction with the Guidelines for Development Review for discretionary rezonings, variances, special exceptions, and other land use decisions.**

LT8 **Undertake more detailed planning and related community participation for the Opportunity Areas Map building blocks, including boundaries for specific development areas, types and mixes of uses,**

needed public infrastructure and facilities, and design features.

LT9 **Locate housing, employment, retail, and services in proximity to each other to allow easy access between uses and reduce dependence on the car.**

LT10 **Support urban agriculture and green infrastructure opportunities in new development or redevelopment when appropriate.**

LT11 **Adjust future right-of-way widths of major roadways considering their expected function for all modes of transportation and foreseen improvements.**

LT12 **Design and retrofit streets and other rights-of-way to include green infrastructure and water harvesting, complement the surrounding context, and offer multi-modal transportation choices that are convenient, attractive, safe, and healthy.**

LT13 **Continue to explore and monitor opportunities to increase the use of transit, walking, and bicycles as choices for transportation on a regular basis.**

LT14 **Create pedestrian and bicycle networks that are continuous and provide safe and convenient alternatives within neighborhoods and for getting to school, work, parks, shopping, services, and other destinations on a regular basis.**

LT15 **Support the provision of secure storage and of showers and lockers for bicyclists and pedestrians.**

LT16 **Reduce required motor-vehicle parking areas with increased bike facilities for development providing direct access to shared use paths for pedestrians and bicycles.**

LT17 **Implement transportation demand management strategies, such as flexible work hours, vanpools, and other strategies.**

LT18 **Consider new development or the extension of major infrastructure in the Houghton Area only after additional, more refined planning efforts are completed.**

LT19 **Pursue annexation of vacant, underdeveloped, and developed land that is within both the adopted Water Service Area and the Municipal Planning Area, taking into consideration the development/growth potential, projected revenues to be received, and projected costs and capability to serve the area, and the strategic importance of the location.**

LT20 **Apply Pima County Conservation Land System map and associated guidelines to future annexations.**

LT21 **Consider the application of the Conservation Land System designation and requirements in rezoning reviews.**

LT22 **Participate in efforts to develop a coordinated regional, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods within the region and to destinations outside of the region.**

LT23 **Ensure that proposed land uses are compatible with adjacent military operations, coordinating with stakeholders in planning for such uses by amending the Airport Environs Zone regulations in the event of future significant changes in mission and/or flight operations.**

LT24 **Ensure that proposed land uses within the city are compatible with sources of currently identified aggregates as mapped by State of Arizona agencies when such maps are made available and that any identified aggregates within City limits are considered for future development needs.**

LT25 **Coordinate land use, infrastructure, and public service planning for "planning and service areas," considering social, economic, and environmental needs; particular geographic attributes; existing specific plans; and the Plan Tucson Opportunity Areas Map.**

LT26 **Apply Guidelines for Development Review *(Exhibit LT-11)* to the appropriate Building Blocks within the Opportunity Areas to evaluate and provide direction for annexations, plan amendments, rezoning requests and special exception applications, Board of Adjustment appeals and variance requests, and other development review applications that require plan compliance. The Guidelines referenced in this policy and presented in *Exhibit LT-11* are integral to this policy and are the tools used to meet policy objectives. Apply specific plan and functional plan policies to these types of development applications. Refer to the Design Guidelines Manual for additional guidance.**

Storefront improvements along South 6th Avenue followed public infrastructure improvements, including sidewalks and lighting.

EXHIBIT LT-11 **Guidelines for Development Review**

(referenced in Plan Tucson Policy LT-26)

The Unified Development Code (UDC) contains regulations relating to the administration of the general plan and its use in the review of applications for changes of zoning, variances, and other special development applications. City staff will use policies in Plan Tucson, in addition to specific plans, functional plans (such as the Major Streets and Routes Plan), and the Design Guidelines Manual to evaluate rezoning applications, variance requests to the Board of Adjustment, and other development and permitting applications. Compliance with the spirit of the policies is essential for the City to support a proposed development project.

Development Review Protocol

The policies of a specific plan covering an area and the Guidelines for Development Review are consulted for primary guidance for changes in zoning and other discretionary land use applications. Should an interpretation question arise, the policies of specific plan will take precedence.

Guidelines will provide primary development guidance in the case where there is no specific plan covering an area, or where a specific plan does not contain sufficient policy guidance. In these cases, the Plan Tucson Opportunity Areas Map should be referenced for determination of the appropriate Building Block that a particular development falls within. Set 1 of the Guidelines applies to all locations and types of development, while the subsequent sets (Sets 2—10) apply to specific Opportunity Areas Map Building Blocks.

Terminology and action words used in the Guidelines reflect varying levels of policy commitment, such as very strong (assure, require, preserve, protect, promote); situational and/or conditional (consider); and basic commitment (encourage, foster). Verbs are intended to convey this varying level of commitment. For example, the word support is generally used in policy statements to designate desired land use applications or actions. The verb consider suggests conditional support, while the verbs encourage or foster describe a recommended action or condition that City staff is not in a position to require. The verb promote is used in a more general way to express a strong City or agency commitment to a proposed concept, program, or activity that may not directly relate to land use and development procedures. Examples include promoting improved air quality, environmental legislation, and revisions to property assessment formulas.

At such time as the City is entirely covered by updated specific plans through the "planning and service area" process referenced in Plan Tucson, the Guidelines for Development Review will be reconsidered to determine their appropriateness.

Guidelines begin on page 3.129

Review Guidelines that Apply to All Locations & Types of Development (Set 1)	
LT26.1.1	Utilize solutions and strategies included in the Design Guidelines Manual to provide an improved level of community design.
LT26.1.2	Require telecommunications facilities be located, installed, and maintained to minimize visual impact and preserve views. Cabling and fiber optics should be installed underground where possible, and the visual impact of cellular towers should be a prime consideration in the City's acceptance and approval.
LT26.1.3	Improve the appearance of above-ground utilities and structures and extend access to high-tech wireless communications facilities throughout the city.
LT26.1.4	Consider incentives and other programs that remove or bring nonconforming signs into conformance, particularly in conjunction with roadway and public works improvements.
LT26.1.5	Support the relocation of nonconforming signs removed due to roadway construction or other public works projects, when their new location or design meets current Sign Code requirements.
LT26.1.6	Require nonconforming signs to be removed or brought into conformance as a condition of rezoning or a special exception land use and upon development plan approval.
LT26.1.7	Preserve and strengthen the distinctive physical character and identity of individual neighborhoods and commercial districts in the community.
LT26.1.8	Support land use, transportation, and urban design improvements that will link the Downtown activity center, Fourth Avenue, the Warehouse District, and the University of Arizona and enhance the historic and cultural quality within the greater Downtown. Continue to work with the University of Arizona, private developers, and neighborhood groups to enhance these linkages and Downtown design character.
LT26.1.9	Support strategically located mixed-use activity centers and activity nodes in order to increase transit use, reduce air pollution, improve delivery of public and private services, and create inviting places to live, work, and play.
LT26.1.10	Consider special zoning districts, such as Planned Area Developments (PAD) or overlay districts, as a way to promote the reuse of historic structures, foster mixed-use activity nodes, pedestrian and transit-oriented development areas, and pedestrian-oriented districts in areas suitable for redevelopment or enhancement.
LT26.1.11	Support the retention and expansion of existing business.
LT26.1.12	Support conservation and efficient water use in an effort to minimize the need for new water sources.
LT26.1.13	Preserve Tucson's cultural heritage, including its archaeology, architecture, and its array of cultural traditions.
LT26.1.14	Support the continuation of original use or adaptive reuse of historic landmarks.
LT26.1.15	Protect historic and archaeological resources.
LT26.1.16	Preserve Tucson's historic architecture in keeping with applicable rehabilitation standards.
LT26.1.17	Support methods to conserve and enhance habitat when development occurs.
LT26.1.18	Support the development and management of healthy and attractive urban vegetation.
LT26.1.19	Protect and improve air quality by reducing sources of air pollution.
LT26.1.20	Support an accessible open space system that connects open space in the urbanized area to the surrounding public natural areas.
LT26.1.21	Support an interconnected open space system.
LT26.1.22	Support an interconnected urban trail system throughout the city to meet the recreational needs of pedestrians, bicyclists, and equestrians.

Review Guidelines that Apply to Individual Opportunity Area Building Blocks (Sets 2 – 10)	
Guidelines for Review Set 2: Existing Neighborhoods Building Block & Neighborhoods of Greater Infill Potential	
LT26.2.1	Low-density (up to 6 units per acre) residential development is generally appropriate along local streets and in the interior of established single-family residential areas.
LT26.2.2	Medium-density (between 6 and 14 units per acre) residential, with greater densities possible in conformance with the FLD provision. Medium-density residential development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas. In areas already predominately zoned R-2 additional medium-density residential may be appropriate.
LT26.2.3	High-density (greater than 14 units per acre) residential development is generally appropriate where primary vehicular access is provided to an arterial street and is directed away from the interior of low-density residential areas.
LT26.2.4	Support community commercial and office uses located at the intersections of arterial streets, taking into consideration traffic safety and congestion issues.
LT26.2.5	Support neighborhood commercial uses located at the intersections of arterial streets, arterial and collector streets, or collector street intersections.
LT26.2.6	Support residentially-scaled neighborhood commercial and office uses along collector streets if the building is residentially scaled; the site design is pedestrian-oriented; the use will not generate significant auto traffic.
LT26.2.7	Support the redevelopment and/or expansion of existing strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Primary access can be generally provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, and screening; **f.** Current or future cross access between parcels and uses can be feasibly accommodated; and, **g.** Buildings and their associated activities, such as, but not limited to, loading zones and dumpsters, can be oriented away from adjacent residential uses, toward the interior of the site or toward boundaries adjacent to similar uses.
LT26.2.8	Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainageways, can be established and adjacent residential property can be appropriately screened and buffered. Commercial expansions or consolidations, especially in conjunction with street widening, may be an appropriate means to preserve the vitality of the street frontage and the adjacent neighborhood.
LT26.2.9	Consider public-private partnerships and shared investments in connection with future street projects. When right-of-way acquisition diminishes market viability for affected businesses, expansion to additional parcels to provide consolidated access and improved parking, including shared parking and other site amenities, may be considered.

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LT26.2.10	Support the location of residentially-scaled office uses as a possible alternative to residential uses along major streets when: **a.** existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and, **f.** Consideration is given to accommodating current or future cross access between adjacent parcels and uses.
LT26.2.11	Consider the conversion of residential structures to nonresidential uses or higher density residential uses where: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and, **f.** Consideration is given to accommodating current or future cross access between adjacent parcels and uses.
LT26.2.12	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.2.13	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.2.14	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.2.15	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
Guidelines for Review Set 3: Neighborhood Centers Building Block	
LT26.3.1	Medium-density (between 6 and 14 units per acre) residential, with greater densities possible in conformance with the FLD provision. Medium-density residential development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas. In areas already predominately zoned R-2 additional medium-density residential may be appropriate.
LT26.3.2	High-density (greater than 14 units per acre) residential development is generally appropriate where primary vehicular access is provided to an arterial street and is directed away from the interior of low-density residential areas.
LT26.3.3	Support community commercial and office uses located at the intersections of arterial streets, taking into consideration traffic safety and congestion issues.
LT26.3.4	Support neighborhood commercial uses located at the intersections of arterial streets, arterial and collector streets, or collector street intersections.
LT26.3.5	Support residentially-scaled neighborhood commercial and office uses along collector streets if the building is residentially scaled; the site design is pedestrian-oriented; the use will not generate significant auto traffic.

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LT26.3.6	Support the redevelopment and/or expansion of existing strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Primary access can be generally provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, and screening; **f.** Current or future cross access between parcels and uses can be feasibly accommodated; and, **g.** Buildings and their associated activities, such as, but not limited to, loading zones and dumpsters, can be oriented away from adjacent residential uses, toward the interior of the site or toward boundaries adjacent to similar uses.
LT26.3.7	Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainageways, can be established and adjacent residential property can be appropriately screened and buffered. Commercial expansions or consolidations, especially in conjunction with street widening, may be an appropriate means to preserve the vitality of the street frontage and the adjacent neighborhood.
LT26.3.8	Consider public-private partnerships and shared investments in connection with future street projects. When right-of-way acquisition diminishes market viability for affected businesses, expansion to additional parcels to provide consolidated access and improved parking, including shared parking and other site amenities, may be considered.
LT26.3.9	Support the location of residentially-scaled office uses as a possible alternative to residential uses along major streets when: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and, **f.** Consideration is given to accommodating current or future cross access between adjacent parcels and uses.
LT26.3.10	Consider the conversion of residential structures to nonresidential uses or higher density residential uses where: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and, **f.** Consideration is given to accommodating current or future cross access between adjacent parcels and uses.
LT26.3.11	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.3.12	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.

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LT26.3.13	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.3.14	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
Guidelines for Review Set 4: Downtown Building Block	
LT26.4.1	Support the Downtown core as the primary regional activity center for finance, culture, and government, complemented by a mixture of land uses to support Downtown housing that is compatible with the adjacent Downtown historic residential neighborhoods.
LT26.4.2	Support new residential opportunities in the Downtown.
LT26.4.3	Support upgrades to neighborhood infrastructure, including sidewalks and street lighting, which are compatible with the historic character.
LT26.4.4	Support retail and other private sector development that will complement and support the existing Downtown fabric.
LT26.4.5	Locate new major governmental, cultural, and educational facilities in the Downtown area.
LT26.4.6	Support historic neighborhoods, historically significant structures and sites, and the development and retention of residential uses in the greater Downtown.
LT26.4.7	Support appropriately located and scaled high-density residential uses in and near the Downtown to support Downtown services and retail and provide incentives to attract new commercial and other support services to the Downtown.
LT26.4.8	Support Downtown development and redevelopment of street level retail or other pedestrian-oriented land uses, such as galleries, restaurants, and cinemas.
LT26.4.9	Support revitalization of the Warehouse District for the development of a diversity of arts-related land uses and special cultural events.
LT26.4.10	Support City participation in the construction of multiuse parking structures that support intermodal opportunities and ground level retail.
LT26.4.11	Support public-private partnerships to enhance building facades and streetscapes.
LT26.4.12	Support land use, transportation, and urban design improvements that will link the Downtown activity center, Fourth Avenue, the Warehouse District, and the University of Arizona and that will enhance the historic and cultural quality within the greater Downtown. Continue to work with the University of Arizona, private developers, and neighborhood groups to enhance these linkages and Downtown design character.
LT26.4.13	Support the limitation of drive-through facilities and auto-related uses, such as the sale, rental, service, or repair of vehicles, in Downtown pedestrian-oriented districts. Banks, restaurants, and pharmacies that provide in-car service should assure that the drive-through design will not conflict with pedestrian circulation.
LT26.4.14	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.4.15	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.4.16	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.4.17	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.

Guidelines for Review Set 5: Business Centers Building Block	
LT26.5.1	Support development in or adjacent to existing regional and community-level activity centers that will: **a.** Integrate residential and nonresidential land uses and the mix of private and public land uses, including entertainment, recreation, retail, restaurants, offices, libraries, hotels, public meeting facilities, child care, transit facilities, and other services into mixed-use activity centers; **b.** Reestablish pedestrian connections in the street network, where they have been lost, adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes; **c.** Support alternate modes of transportation; **d.** Encourage infilling vacant or underutilized parcels adjacent to existing regional and community-level activity centers; **e.** Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment; and **f.** Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes, public sidewalks, and walkways and separating them from auto traffic access.
LT26.5.2	Consider redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for activity center or node development.
LT26.5.3	Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.
LT26.5.4	Support a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.
LT26.5.5	Support residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and lower-density infill can complement the scale and character of neighborhood activity nodes.
LT26.5.6	Consider incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.
LT26.5.7	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.5.8	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.5.9	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.5.10	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
LT26.5.11	Require telecommunications facilities be located, installed, and maintained to minimize visual impact and preserve views. Cabling and fiber optics should be installed underground where possible, and the visual impact of cellular towers should be a prime consideration in the City's acceptance and approval.
LT26.5.12	Improve the appearance of above-ground utilities and structures and extend access to high-tech wireless communications facilities throughout the city.
LT26.5.13	Consider incentives and other programs that remove or bring into conformance nonconforming signs, particularly in conjunction with roadway and public works improvements.

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LT26.5.14	Prohibit the relocation of nonconforming signs that have been removed due to construction of roadway and other public works projects.
LT26.5.15	Require nonconforming signs to be removed or brought into conformance as a condition of rezoning, development plan approval, or change in land use.
LT26.5.16	Preserve and strengthen the distinctive physical character and identity of individual neighborhoods and commercial districts in the community.
LT26.5.17	Support land use, transportation, and urban design improvements that will link the Downtown activity center, Fourth Avenue, the Warehouse District, and the University of Arizona and enhance the historic and cultural quality within the greater Downtown. Continue to work with the University of Arizona, private developers, and neighborhood groups to enhance these linkages and Downtown design character.
LT26.5.18	Support strategically located mixed-use activity centers and activity nodes in order to increase transit use, reduce air pollution, improve delivery of public and private services, and create inviting places to live, work, and play.
Guidelines for Review Set 6: Mixed-use Centers Building Block	
LT26.6.1	Support development in or adjacent to existing regional and community-level activity centers that will: **a.** Integrate residential and nonresidential land uses and the mix of private and public land uses, including entertainment, recreation, retail, restaurants, offices, libraries, hotels, public meeting facilities, child care, transit facilities, and other services into mixed-use activity centers; **b.** Reestablish pedestrian connections in the street network, where they have been lost, adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes; Set 6 continued on next pag **c.** Support alternate modes of transportation; **d.** Encourage infilling vacant or underutilized parcels adjacent to existing regional and community-level activity centers; **e.** Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment; and, **f.** Support pedestrian and bicycle use by providing clearly marked
LT26.6.2	Consider redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for activity center or node development.
LT26.6.3	Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.
LT26.6.4	Support a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.
LT26.6.5	Support residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and lower-density infill can complement the scale and character of neighborhood activity nodes.
LT26.6.6	Consider incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes
LT26.6.7	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.6.8	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.

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LT26.6.9	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.6.10	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
Guidelines for Review Set 7: Mixed-use Corridors Building Block	
LT26.7.1	Medium-density (between 6 and 14 units per acre) residential, with greater densities possible in conformance with the FLD provision. Residential development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas. In areas already predominately zoned R-2 additional medium-density residential may be appropriate.
LT26.7.2	High-density (greater than 14 units per acre) residential development is generally appropriate where primary vehicular access is provided to an arterial street and is directed away from the interior of low-density residential areas.
LT26.7.3	Support community commercial and office uses located at the intersections of arterial streets, taking into consideration traffic safety and congestion issues.
LT26.7.4	Support neighborhood commercial uses located at the intersections of arterial streets, arterial and collector streets, or collector street intersections.
LT26.7.5	Support residentially-scaled neighborhood commercial and office uses along collector streets if the building is residentially scaled; the site design is pedestrian-oriented; the use will not generate significant auto traffic.
LT26.7.6	Support the redevelopment and/or expansion of existing strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Primary access can be generally provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, and screening; **f.** Current or future cross access between parcels and uses can be feasibly accommodated; and, **g.** Buildings and their associated activities, such as, but not limited to, loading zones and dumpsters, can be oriented away from adjacent residential uses, toward the interior of the site or toward boundaries adjacent to similar uses.
LT26.7.7	Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainageways, can be established and adjacent residential property can be appropriately screened and buffered. Commercial expansions or consolidations, especially in conjunction with street widening, may be an appropriate means to preserve the vitality of the street frontage and the adjacent neighborhood.
LT26.7.8	Consider public-private partnerships and shared investments in connection with future street projects. When right-of-way acquisition diminishes market viability for affected businesses, expansion to additional parcels to provide consolidated access and improved parking, including shared parking and other site amenities, may be considered.

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LT26.7.9	Support the location of residentially-scaled office uses as a possible alternative to residential uses along major streets when: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and, **f.** Consideration is given to accommodating current or future cross access between adjacent parcels and uses.
LT26.7.10	Consider the conversion of residential structures to nonresidential uses or higher density residential uses where: **a.** The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses; **b.** Safe and appropriate access generally can be provided from a major street; **c.** Required parking, loading, and maneuvering can be accommodated on site; **d.** Screening and buffering of adjacent residential properties can be provided on site; **e.** Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and **f.** Consideration is given to accommodating current or future cross-access between adjacent parcels and uses.
LT26.7.11	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.7.12	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.7.13	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.7.14	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
Guidelines for Review Set 8: Campus Areas Building Block	
LT26.8.1	Support development in or adjacent to existing regional and community-level activity centers that will: **a.** Integrate residential and nonresidential land uses and the mix of private and public land uses, including entertainment, recreation, retail, restaurants, offices, libraries, hotels, public meeting facilities, child care, transit facilities, and other services into mixed-use activity centers; **b.** Reestablish pedestrian connections in the street network, where they have been lost, adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes; **c.** Support alternate modes of transportation; **d.** Encourage infilling vacant or underutilized parcels adjacent to existing regional and community-level activity centers; **e.** Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment; and **f.** Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes, public sidewalks, and walkways and separating them from auto traffic access.

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LT26.8.2	Consider redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for activity center or node development.
LT26.8.3	Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.
LT26.8.4	Support a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.
LT26.8.5	Support residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and lower-density infill can complement the scale and character of neighborhood activity nodes.
LT26.8.6	Consider incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.
LT26.8.7	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.8.8	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.8.9	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.8.10	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.
Guidelines for Review Set 9: Industrial Areas Building Block	
LT26.9.1	Evaluated new industrial proposals on a case-by-case basis according to the following criteria: **a.** Convenient access to highway, rail, or air services and routes; **b.** Nearby public transit to serve employees, especially for proposed large industrial facilities with high numbers of employees; **c.** Pedestrian access and facilities between bus stops and employment centers; **d.** Parking, loading, and maneuvering requirements are met on-site; and, **e.** Architectural detailing provided on all sides of structures and the landscaped setbacks from the front and the rear property lines.
LT26.9.2	Support the rehabilitation and adaptive reuse of former industrial buildings, such as those in the Warehouse District, and the reclamation and redevelopment of abandoned industrial and/or contaminated sites. Warehouse District land uses and intensities should be compatible with the existing industrial character, historic resources, and current and proposed arts uses.
LT26.9.3	Support environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.
LT26.9.4	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
LT26.9.5	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.
LT26.9.6	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high-and medium-density development can support and reinvigorate regional activity centers, while appropriate medium-and low-density infill can complement the scale and character of neighborhood activity nodes.

Guidelines for Review Set 10: Houghton Corridor Area and the Southlands Building Blocks	
LT26.10.1	Both the Southlands Area and the Houghton Corridor, as identified on the Opportunities Map are to be master planned for development. The Houghton Road Corridor is anticipated should develop before the Southlands Area due to the Houghton Road improvement project, the proximity of infrastructure along Houghton Road, and the master planning effort already completed for the area.
LT26.10.2	In areas that are not currently developed, support master planned areas that reflect sensitivity to environmental resources and existing residential uses and that is phased or financed to meet infrastructure requirements. **a.** Have a minimum overall residential density that can sustain regular transit usage; **b**. Consist of a series of Neighborhoods focused on a neighborhood center, integrated through open space and recreation areas and pedestrian, bike, transit, and the roadway system; **c.** Maximize connectivity of all transportation modes to enhance internal movement within and between individual neighborhoods within the master planning area, including appropriate connections to the regional circulation system; **d**. Provide neighborhoods with clearly defined edges and a center that provides a social focus for the residents, giving them an identity and a sense of place; **f.** Optimize the size of a neighborhood at a quarter mile from the center to the edge; **g.** Provide Neighborhood entry roads that are designed and landscaped as entry statements, terminating at the neighborhood center or taking advantage of existing vistas; **h.** Base the neighborhood circulation system on a hierarchical network of streets, such as a spine road that provides primary access through the neighborhood, and secondary roads, decreasing in size/capacity, which provide multiple routes to diffuse traffic congestion and encourage pedestrian circulation; and, **i.** Provide neighborhoods with a variety of housing types; and include in Neighborhoods, a public space, such as a square or plaza/park area, and incorporate a transit stop as part of its design.
LT26.10.3	Support conservation and efficient water use in an effort to minimize the need for new water sources.
LT26.10.4	Protect historic and archaeological resources.
LT26.10.5	Support methods to conserve and enhance habitat when development occurs.
LT26.10.6	Support the development and management of healthy and attractive urban vegetation.
LT26.10.7	Protect and improve air quality by reducing sources of air pollution.
LT26.10.8	Support an accessible open space system that connects open space in the urbanized area to the surrounding public natural areas.
LT26.10.9	Support an interconnected open space system.
LT26.10.10	Support an interconnected urban trail system throughout the city to meet the recreational needs of pedestrians, bicyclists, and equestrians.

Other Related Policies

ELEMENT	Policy #	PAGE #
Housing	H1, H2, H7, H9	3.11
Economic Development	ED1–ED4, ED9–ED11	3.20
Public Safety	PS1–PS3, PS9, PS10	3.25
Parks & Recreation	PR1, PR3, PR4, PR6, PR8–PR11	3.30
Arts & Culture	AC1, AC3–AC7	3.37
Public Health	PH1–PH4, PH8	3.41
Urban Agriculture	AG1–AG4	3.45
Education	E2, E3, E6, E7	3.50
Governance & Participation	G1–G12	3.56
Energy & Climate Readiness	EC1–EC4, EC6 -EC9	3.66
Water Resources	WR1, WR2, WR4 -WR8, WR10, WR11	3.71
Green Infrastructure	GI1–GI6	3.77
Environmental Quality	EQ2–EQ5	3.83
Historic Preservation	HP1–HP8	3.93
Public Infrastructure, Facilities & Cost of Development	PI1, PI2, PI4–PI6	3.101
Redevelopment & Revitalization	RR1–RR7	3.108
Land Use, Transportation & Urban Design		**3.126**