

# CHAPTER 4

## PLAN IMPLEMENTATION & ADMINISTRATION

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# PLAN IMPLEMENTATION & ADMINISTRATION

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

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

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

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

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

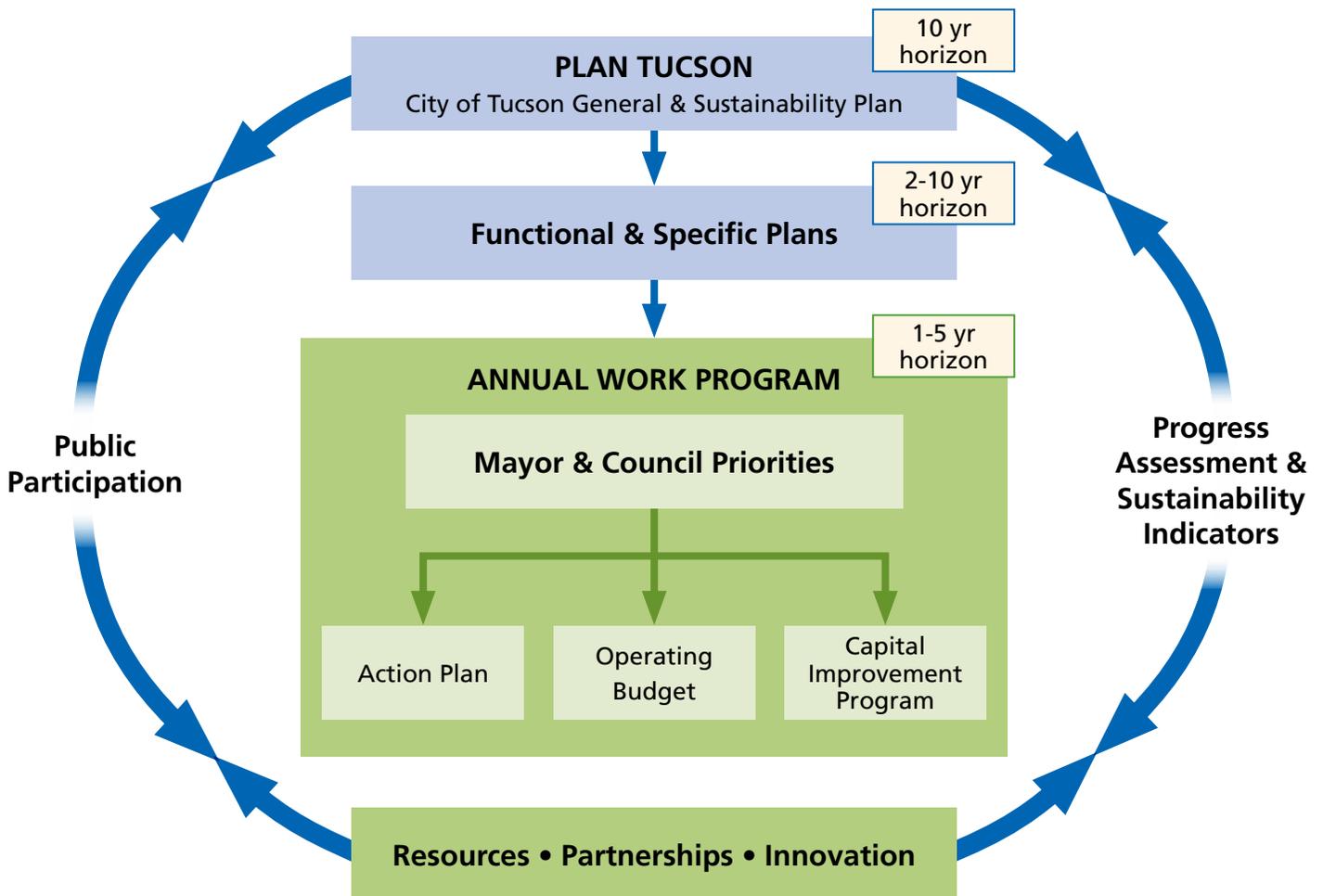
### Plan Implementation

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

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

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

EXHIBIT IA-1 Plan Tucson Implementation Framework





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

## Functional & Specific Planning

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

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

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

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

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

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

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

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

### Updating Specific Plans Through

**“Planning and Service Areas”** Plan Tucson Policy LT-25, included in Chapter 3 under Land Use, Transportation, and Urban Design, calls for “coordinated land use, infrastructure, and public service planning for ‘planning and service areas’, taking into account social, economic, and environmental needs; particular geographic attributes; existing specific plans; and the Plan Tucson Opportunity Areas Map.” Taking action to pursue this policy provides an opportunity to update the City’s specific plans while addressing the shortcomings of the current specific plan structure.

The “planning and service area” approach to updating specific plans will require research and inclusive, interactive public participation to define the process for preparing and implementing these plans before substantive work on specific plans would begin. The starting point for the creation of “planning and service area” plans will be the existing specific plans within an area (Neighborhood, Area, Subregional Plans), as well as applicable functional and policy-guidance plans. The goals, policies, and land use designations in these existing plans that are still relevant and supported will be transferred to the “planning and service area” specific plans.

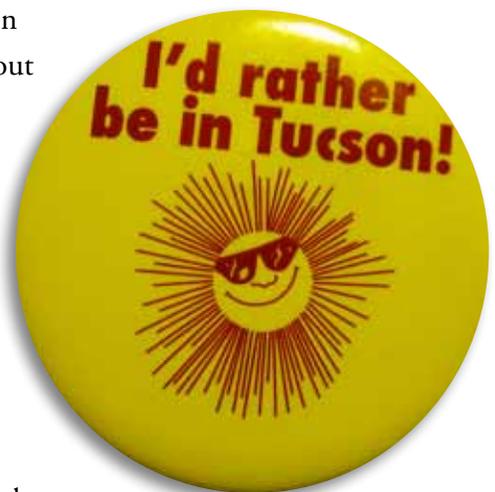
Goals for the “planning and service area” approach include:

- Translating the general policies in Plan Tucson to specific guidance and strategies within smaller geographic areas of the city
- Ensuring all of the city is covered by an updated specific plan
- Integrating sustainability principles into the planning process
- Expanding the scope of specific plans to be more integrative and holistic, addressing services and infrastructure in addition to land use

- Establishing a manageable number of specific plans to allow for more regular updates and more weight in outcomes for specific geographic areas
- Providing more consistency in specific plan content, format, and terminology
- Ensuring regular inclusive public involvement by stakeholders, including residents, businesses, and public institutions, within a “planning and service area” in the development of a specific plan for that area
- Establishing a structure for ongoing public guidance and oversight of specific plan implementation
- Providing greater clarity about the type and location of development
- Ensuring greater understanding of the varying needs in different parts of the city and tailoring responses to meet those needs
- Aligning City staff and resources to support the implementation of specific plans

### Annual Work Program

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



investments, programs, and services being implemented to achieve Plan Tucson goals and policies and Mayor and Council priorities. These components of implementation are described further below.

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

**Action Plan** The Action Plan is proposed as a new document that will serve as a companion document to the Operating Budget and Capital

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

### **Operating Budget & Capital**

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

### **Resources, Partnerships and Innovation**

The City's ability to implement Plan Tucson through the mechanisms described in this chapter is highly dependent on having the right foundational elements in place. The level of resources available to dedicate



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

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

the result is better decision making, reporting, and insight. New Smart Cities collaboration tools, technologies, and strategies will provide valuable guidance for Plan Tucson implementation.

## Public Participation

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

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

## Progress Assessment & Sustainability Indicators

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

Another important element in the assessment of and reporting on progress

in achieving the goals and policies of Plan Tucson is the identification and monitoring of key indicators. These indicators, which will be part of the Annual Progress Report, can provide a measure of how successfully policies have been implemented and what level of outcome has been reached. Locally-derived indicators are important for effectively communicating to the public how implementation of Plan Tucson is improving conditions for residents. The long-term prosperity of Tucson also requires that the community's quality of life rates competitively with other communities. Emerging national sustainability rating systems, such as STAR, provide a mechanism for communicating more clearly to existing and prospective residents and businesses the benefits of living in Tucson, and a basis for understanding how well the community is growing and improving relative to other cities.

The STAR sustainability rating system, which was introduced in Chapter 2, comprehensively rates a community's sustainability across 44 specific objectives. These objectives call for clear outcomes that move a community toward the

larger goals of social, economic, and environmental sustainability. *Exhibit IA-2*, presented at the conclusion of this chapter, provides a sustainability matrix that blends local values and vision with the STAR objectives to create a series of sustainability outcomes for the community. These outcomes are intended to describe the way Tucsonans think the community should work, the basic assumptions Tucsonans want to be able to make about life in Tucson, and an expression of the high ethical standards to which Tucsonans wish to hold themselves in this community. Together the outcomes define an ambitious future for Tucson that contemplates the achievement of far-reaching economic prosperity, social equity, and environmental integrity.

In practice, the sustainability of day-to-day actions is difficult to measure. Individual decisions must balance concerns relating to all elements of sustainability, and in practice, regardless of how well intended, individual actions will promote some areas of sustainability and ignore or even hinder other areas. It is the accumulation of outcomes over time that determines the success of a community's efforts to become more



sustainable. As a result, the second aspect of this sustainability framework is a set of indicators by which progress can be assessed.

*Exhibit IA-2* also shows how the Plan Tucson goals and policies support progress in community sustainability. The strong alignment of these goals and policies with the Sustainable Community Outcomes demonstrates that Plan Tucson serves not only as a framework for improving the community's quality of life, but also as a platform for advancing Tucson's sustainability relative to other communities. Refining the indicators and undertaking annual monitoring of how the community is performing relative to the indicators will provide a meaningful gauge of the degree to which progress toward community sustainability is being made.

## Plan Adoption & Amendment

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

Following Mayor and Council's approval, the adoption, the readoption,

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

### Major Amendments A.R.S.

Section 9-461.06.L defines a major amendment as a "substantial alteration of the municipality's land use mixture or balance as established in the municipality's general plan land use element." A major amendment to Plan Tucson is necessary when:

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

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

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

EXHIBIT IA-2 Sustainability Indicators Matrix

THE SOCIAL & ECONOMIC ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
<b>HOUSING</b>			
The City strives for a mix of well-maintained, energy-efficient housing options with multi-modal access to basic goods and services.	H1, H2, H3, H4, H5, H6, H7, H8, H9, E7	Percent of income spent on housing and transportation costs; creation of new affordable housing; preservation of existing affordable housing	An adequate and diverse supply of location-efficient and affordable housing options for all residents.
<b>ECONOMIC DEVELOPMENT</b>			
The City strives for a stabilized local economy with opportunities for diversified economic growth supported by high-level, high-quality public infrastructure, facilities, and services.	ED2, ED7	Number of businesses; annual sales from businesses; percentage of residents employed	Economic prosperity and stability through the retention, expansion, and support of existing businesses.
	ED7, ED9	Community economic self-reliance; amount of deposits at local banks	Community self-reliance and a robust localized economy through increased demand for locally-produced goods and services, creation of local supply chains, and development of local resources, such as water, for the benefit of residents.
	ED4, ED8	Number of new businesses, annual sales, and total employment in targeted industry sectors	Local competitiveness is maximized through the strengthening of existing industry clusters, and economic leakage is minimized through establishment and growth of new industry sectors that benefit from the region’s unique local resources.
	ED5, AC9	Number of new businesses, annual sales, and total employment in targeted industry sectors	The advanced training and higher education community catalyzes economic growth through technological research and development; technology transfer and sharing of cost and risk of investments in innovation; development of intellectual capital and entrepreneurial spirit; and preparation of local workers with the skills needed for innovation.
	ED6, E5	Workforce training outcomes; post-secondary educational attainment	Coordination between private and public sector partners provides opportunities to all residents for occupational mobility, improved workplace performance, and continued workforce participation throughout life and market transitions.
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	ED11	Median household income; percentage of household incomes that meet or exceed the living wage standard	Every worker earns a living wage, receives affordable benefits, has access to programs that support families, and can gain upward economic mobility through improved productivity in a safe and non-discriminatory workplace environment.

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
The City strives for a reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.	ED3	Market demand for green products and services	Existing and new green industries take full advantage of the region's renewable energy assets; maximize investment in and use of the region's intellectual and human capital; and spur technological innovation, resulting in a sustained increase in green jobs.
<b>PUBLIC SAFETY</b>			
The City strives for a safe community and secure neighborhoods.	PS1, PS4, PS5, PS6, PS8, PS10, ED1, PR7, E7	Violent crime rates	Government and empowered residents collaborate to prevent and reduce crime and violence, foster pro-social behaviors such as non-violent conflict resolution, and promote a sense of increased personal safety.
The City strives for a safe community and secure neighborhoods.	PS2, PS3, PS7, PS9, PH6	Quality of fire protection; emergency response times; perceptions of safety; risk from hazard threats	Preventative and collaborative approaches are used to minimize emergency incidents; reduce the vulnerability of all community members to human and natural hazards; and respond to hazards and crises in a manner that is quick, effective, and expedites recovery.
<b>PARKS AND RECREATION</b>			
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	PR1, PR2, PR3, PR4, PR5, PR6, PR9, PR10, PR11, PR12, ED1, GI3	Acres of parkland per 1,000 residents; percentage of households located within a ½-mile walk distance of a public space or park; percentage of households located within 3 miles of an off-road trail; percentage of residents that visit a park at least once a year; residents' perceptions regarding the quality of the community's public space and park system	An active network of equitably and conveniently accessible parks, trails, and public spaces provides multiple services and uses, and contributes to improved mental and physical well-being, and environmental quality.
<b>ARTS AND CULTURE</b>			
The City strives for a community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.	AC1, AC2, AC3, AC4, AC5, AC6, AC7, AC8, ED1, ED5, E2	Number of and annual sales in the creative industries; attendance and participation in arts and cultural events; access to free community venues	A broad range of arts, cultural, and heritage resources and activities reflect and promote the social, cultural, and economic diversity of the community and encourage participation, self-expression, and community cohesion.
<b>PUBLIC HEALTH</b>			
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	PH3, PH4, PH5, PH6, E7	Health outcomes; health risk factors; access to health care	An accessible and equitable local health system maximizes personal and community health, and emphasizes preventative care by promoting healthy lifestyles and improving the environments in which people live and work.

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
The City strives for a community that is healthy physically, mentally, economically, and environmentally.	PH1, PH2, PH7, PH8, PR3, PR5, PR7, AG3, G13	Percentage of kids and adults that are physically active	Every resident has fundamental knowledge of, and physical and economic access to, healthy living opportunities that promote an active lifestyle, good nutrition, and physical wellness.
<b>URBAN AGRICULTURE</b>			
The City strives for a sustainable urban food system.	AG1, AG2, AG3, AG4, PH2, LT10	Fresh food produced locally; access to low-cost healthy food; nutrition	A collaborative network integrates sustainable food production, processing, distribution, consumption, and waste management in order to create a more locally based, self-reliant food economy where all people, at all times, have physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences.
<b>EDUCATION</b>			
The City strives for an educated citizenry.	E1, E3, E4, E5, E6, E7, ED1	Reading proficiency; high school graduation rates	Equitable and lifelong educational attainment exists for all residents through a strong public school system, quality educational facilities, and a wide range of learning opportunities that are accessible and appropriately serve all segments and all ages of the populations.
<b>GOVERNANCE AND PARTICIPATION</b>			
The City strives for timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.	G4, G5, G6, E7	Percentage of registered voters; percentage of residents that volunteer; civil and human rights complaints are investigated and violations redressed; diverse composition of boards and commissions; social; cultural diversity events are held	Fair treatment and meaningful involvement is available for all people, regardless of any social or cultural distinction, by ensuring that all community members have: the skills, resources, and assurances needed to participate in decisions affecting individual and community well-being; equitable access to participation in the civil and political life of the community; and meaningful civic participation opportunities.
The City strives for a community where no one lives in poverty.	H8, H10, E7	Percentage of people in who need assistance obtaining human services; percentage of residents living below the poverty line	High quality human services programs are available and utilized to guarantee basic human needs are met so that all residents can lead dignified, economically stable and secure lives.
The City strives for timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.	G1, G2, G3, G7, G8, G9, G10, G11, G12, E7, WR6, WR7, WR10, EQ7, PI2, PI3, PI6, RR7, LT2	Residents believe they are able to have a positive impact on their community	City decisions and actions are transparent to the community, collaborative, and supportive of regional goals; and the City is responsive to public values by openly communicating public policy, making all policy decisions in an open and accessible format, disclosing information in a timely and easy to understand manner, and demonstrating the responsible use of tax dollars to advance stated community goals and priorities.

## THE NATURAL ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
<b>ENERGY AND CLIMATE READINESS</b>			
The City strives for a reduction in the community's carbon footprint and greater energy independence.	EC1, EC2, EC4, EC5, EC6, EC7, EQ7, LT9, LT13, LT14, LT17	Annual amount of greenhouse gas emissions reductions	Community carbon neutrality is reached by reducing, to the extent possible, the amount of greenhouse gases emitted, and addressing the remainder of those emissions through carbon offsets, while promoting economic vitality and protecting human health.
The City strives for a reduction in the community's carbon footprint and greater energy independence.	EC4, EC5, EC6, EC7, E7	Percentage of local energy supply from renewable energy sources; percent ownership of alternative fuel vehicles by residents	Community-wide energy use is reduced to the extent possible, and remaining energy needs are met using renewable and environmentally-benign energy sources.
The City strives for a reduction in the community's carbon footprint and greater energy independence.	EC4, LT9, LT13, LT14, LT17	Annual vehicle miles traveled	Usage of low-carbon and highly-efficient transportation, fleet, and fuel options is maximized and annual vehicle miles traveled is minimized.
The City strives for a reduction in the community's carbon footprint and greater energy independence.	EC1, EC2	Average energy use intensity and water use intensity of buildings; percentage of buildings with a green building certification; number of indoor air quality complaints	Local government and private buildings are constructed to a healthy, energy positive standard by reducing the use of resources, minimizing the negative impacts on the environment, and improving building performance and indoor environmental quality throughout a building's life cycle – from siting to design, construction, operation, maintenance, renovation, and demolition.
A community that is resilient and adaptive to climate change.	EC3, EC8, EC9, E7, WR11	Level of community vulnerability to climate change	This climate-resilient community responds to climate-related changes or stress in a positive and beneficial manner, and is able to maintain core functions and values despite those stresses.
Sound, efficient, ecological policies and practices in government and in the private sector.	EC1, EC6, E7, WR3, EQ7, PI2, PI3	Amount of energy and water use by public infrastructure	Water, energy, and other resource use are minimized in the development, operation and maintenance of local infrastructure.
<b>WATER RESOURCES</b>			
A secure, high quality, reliable, long-term supply of water for humans and the natural environment.	WR1, WR2, WR3, WR7, WR9, PI4	Compliance with EPA water quality standards; compliance with National Pollutant Discharge Elimination System permit	Significant and sustained reductions in community-wide potable water use are achieved, and the capture of rainwater and storm water and the reuse of gray water and reclaimed water, are maximized to offset potable water use.

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
A secure, high quality, reliable, long-term supply of water for humans and the natural environment.	WR4	Height of the water table	The hydrological integrity and availability of water in the natural environment is protected and restored in order to preserve and enhance riparian habitats.
<b>GREEN INFRASTRUCTURE</b>			
Abundant and appropriate use of native plants and trees. A network of healthy, natural open space managed for multiple benefits.	GI1, GI2, GI3, GI4, GI6, WR8, EC3, E7, RR5, LT10, LT12	Percentage of land with protected vegetated surfaces; percentage of population living within a 1/2-mile walk from green infrastructure features	A strategically planned and managed green infrastructure network, emphasizing the protection and use of native plants and trees, that conserves ecosystem values and functions and provides associated benefits to human populations by providing urban heat island mitigation, storm water management, and air quality benefits.
A network of healthy, natural open space managed for multiple benefits.	GI2, GI5, WR4, ED5, LT1, LT20, LT21	Rate of spread of existing invasive species into priority natural systems areas; presence of new invasive species; use of best land management practices; acres of land conserved in priority areas; natural system connectivity; acreage of land restoration	Critical community natural resources are protected through acquisition, conservation, and management of important landscapes in perpetuity, and through restoration of habitat and natural ecosystems, to ensure their resilience and adaptability, and ability to continue to provide critical ecosystem services of clean water and air, food, shelter, and public safety.
<b>ENVIRONMENTAL QUALITY</b>			
A comfortable, attractive, and pollution-free environment.	EQ2, EQ3, WR5	Compliance with air quality standards; annual trends in the Air Quality Index	The health of all residents is supported and not degraded by environmental conditions, and human activities improve rather than degrade the quality of air, water, soil, and other elements of the natural system.
A comfortable, attractive, and pollution-free environment.	EQ1, EQ6, E7	Reduce and reuse material waste produced in the community.	The waste stream going to landfills is eliminated through reduced waste generation, increased recycling, and increased diversion of useful materials from the waste stream for reuse.

## THE BUILT ENVIRONMENT

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
<b>HISTORIC PRESERVATION</b>			
A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.	HP1, HP2, HP3, HP4, HP5, HP6, HP7, HP8, H4, H5, PR8, E7, LT1	Number of historic districts; annual number of eligible structures and sites designated, rehabilitated, or converted through adaptive reuse; annual number of historic structures retrofitted or with energy efficiency or clean energy technologies	Historic buildings, structures, sites, neighborhood districts and cultural landscapes are preserved and reused, enabling retention of local, regional, and national history and heritage, reinforcement of community character, and resource conservation.
<b>PUBLIC INFRASTRUCTURE AND FACILITIES</b>			
Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.	PI1, PI5, PI6, EQ3, EQ7, PR8, WR10, RR5, RR6	Access of residents of diverse income levels and race/ethnicity to community facilities, services, and infrastructure; clean-up of contaminated sites	Public services, benefits, and infrastructure developments are provided fairly across the community, all residents are provided protection from environmental and health hazards, and past disinvestment and disproportionate exposures to hazards are redressed.
Strategic public and private investments for long-term economic, social, and environmental sustainability.			
<b>REDEVELOPMENT AND REVITALIZATION</b>			
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.	RR1, RR2, RR3, RR4, RR5, RR6, PI2, ED10, LT19	Percentage of new development in locally-designated infill and redevelopment areas; percentage of new housing units that utilized existing water and sewer mains and did not require extending or widening public roadways	New growth is focused in infill and redevelopment areas that do not require the extension of water, sewer, and road infrastructure or facilitate sprawl; emphasizing land use patterns that improve community health and safety, increase equity, enhance environmental quality, and provide economic benefits.
<b>LAND USE, TRANSPORTATION, AND URBAN DESIGN</b>			
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.	LT1, LT3, LT4, LT5, LT6, LT7, LT8, LT9, LT10, LT18, LT19, LT20, LT21, LT23, LT24, EQ4, EQ5, PH1, HP7	Percentage of housing within ¼-mile or ½-mile walk distance of transit stops; residential housing density in urban core; employment density; diversity of land uses; transit availability; walkability; urban design standards for density (e.g., setbacks); daytime ambient noise levels; amount of light glare and/or light trespass; visibility of stars	Development is concentrated in compact, human-scaled, walkable centers and neighborhoods that: connect to transit, offer diverse uses and services, provide housing options for families of all income levels, and minimize the indirect impacts of the built environment on the integrity of ecological systems, dark skies, water consumption, and public health.

Plan Tucson Goals	Plan Tucson Policies	STAR Sustainability Metrics	Long-term Community Sustainability Outcomes
<p>An urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.</p>	<p>LT1, LT9, LT11, LT12, LT13, LT14, LT15, LT16, LT22, LT25, ED5, PR9, PH1, PH4, PH8</p>	<p>Mode split; percent of income spent on transportation costs; pedestrian and bicyclist fatalities; vehicle miles traveled</p>	<p>Safe, affordable, diverse, and efficient mobility options are accessible to all residents, with emphasis on walking, bicycling, and mass transit that reduce vehicle miles traveled.</p>
<p>An urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.</p>	<p>ED1, ED10</p>	<p>Residential housing density in urban core; employment density; diversity of land uses; transit availability; walkability; urban design standards for density (e.g., setbacks).</p>	<p>This is a centered city with a vibrant downtown core that: is an appealing and valued community asset; embodies the City’s economic heart and cultural soul; represents a shared community vision; attracts residents and visitors alike; reflects genuine partnership and coordination between municipal, business, non-profit, and neighborhoods; and is supported by appealing gateways and corridors that connect with other major activity centers.</p>