

Draft for Review

# PLAN TUCSON

CITY OF TUCSON GENERAL PLAN 2013

Open House

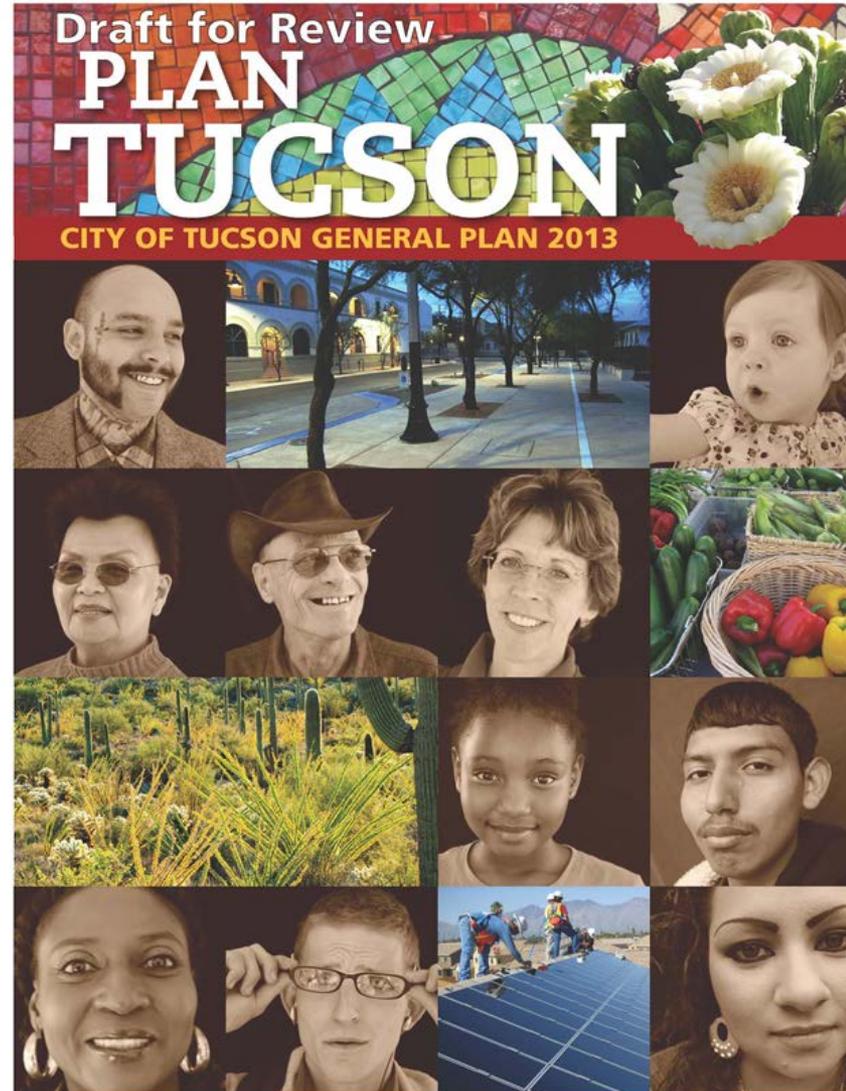
## *First Part of Meeting (45 minutes)*

- PRESENTATION ON PLAN TUCSON DRAFT:  
Purpose, Content, and Organization
- QUESTIONS & ANSWERS

## *Second Part of Meeting (45 hour)*

- OPPORTUNITY TO:
  - *View color copy of Draft Plan Tucson*
  - *Fill out Comment Form at the Open House*
  - *Talk one-on-one with City staff from Plan Tucson Team*





*Chapter 1:* INTRODUCTION

*Chapter 2:* TUCSON PLANNING CONTEXT

*Chapter 3:* FOCUS AREA & POLICIES

**The Social & Economic Environment**

**The Natural Environment**

**The Built Environment**

*Chapter 4:* IMPLEMENTATION FRAMEWORK

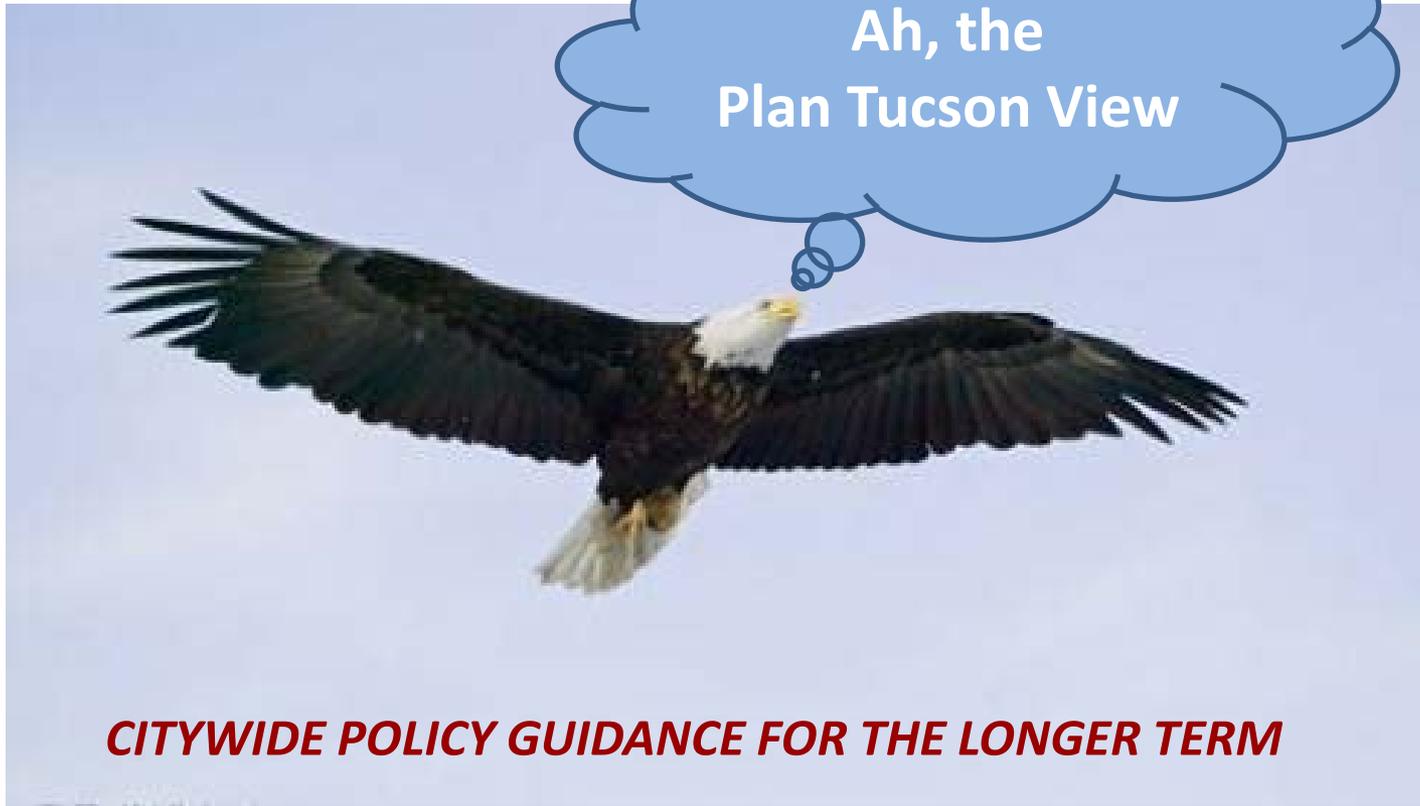
*Chapter 5:* PLAN ADOPTION, AMENDMENT, & ADMINISTRATION

GLOSSARY

APPENDICES



# 1. INTRODUCTION



Ah, the  
Plan Tucson View

***CITYWIDE POLICY GUIDANCE FOR THE LONGER TERM***



## Public Participation Completed



- Plan Tucson Public Participation Program, adopted by Mayor & Council, Mar. 22, 2011
- 6 General Public Introductory Meetings
- 2 stakeholder orientation meetings
- 39 Policy Working Groups
- 2 Policy Forums
- 5 Community Workshops
- 4 Open Houses



## Public Participation Underway

### *60-day State-mandated agency*

- Planning Commission
- Mayor & Council
- Arizona State Land Dept.
- Arizona Water Resources Dept.
- Davis-Monthan Air Force Base
- Pima Association of Governments
- Pima County & Pima County Planning
- Marana, Oro Valley, Pascua Yaqui, Sahuarita,
- San Xavier District, South Tucson
- **Any person or entity who requests in writing**

**5 Public Open Houses  
(Dec. 2012 & Jan. 2013)**

**Requested presentations &  
discussion**

**Media outreach**

**Comments requested  
by Feb. 6, 2013**



## 2. TUCSON PLANNING CONTEXT



EXHIBIT T-1 **Tucson Population & Land Area Change**

Year	Population	% Change in Population	Land Area (sq. miles)	% Change in Land Area (sq. miles)
1990	405,371		157.5	
2000	486,699	+20.0%	195.5	+24.1%
2010	520,116	+6.8%	227.7	+16.5%



# Prior Planning Efforts

## CHAPTER 2 TUCSON PLANING CONTEXT

### EXHIBIT T-5 Plans, Studies, & Other Initiatives Approved by Mayor & Council (continued)

Plan, Study or Report	Year
Plan for Annexation	2004
Planned Land Use Data Conversion Project	2010
Regional Transportation Authority Plan	2006
Regional Transportation Plan	2010
Rio Nuevo Master Plan, 10-Year Development and Long-Range Vision	2001
Ronstadt Transit Center Transportation and Feasibility Study	2005
Silverbell Road Design Concept Study	In progress
Solar Integration Plan	2009
Sonoran Desert Conservation Plan	2001
Specific Plans (Subregional, Redevelopment, Area and Neighborhood Plans) - years vary, from 1970's to 2009	varies
Stone Avenue Corridor Project	2005
Sustainable Land Use Code Integration Project	In progress
Transit-Oriented Development Handbook	2009
Transportation Access Management Guidelines for the City of Tucson	2003
Tucson Economic Blueprint, Strategic Analysis Report	2006
Tucson Fire Strategic Plan: 2009-2011	2009
Tucson Historic Warehouse Arts District Master Plan	2004
Tucson Modern Streetcar Project	2009
Tucson Post World War II Residential Subdivision Development Report (1945-1973)	2007
Tucson Regional Plan for Bicycling	2009
Tucson Solar Initiative	2009
University of Arizona Comprehensive Campus Plan Update	2009
Update to the Water Plan: 2000-2050	2008
Urban Environmental Accords	2005
Urban Landscape Framework	2008
U.S. Mayor's Climate Protection Agreement	2006
Water and Wastewater Infrastructure, Supply and Planning Study • Phase 1 (2009) & Phase 2 (2009) Final Reports • 2011-2015 Action Plan for Water Sustainability (February 2010)	2009
Water Efficiency: Water Conservation Program Recommendations for Tucson Water's Future	2006

- **Good jobs**
- **A strong economy**
- **Quality education**
- **A clean and safe built environment**
- **A protected natural environment**
- **A healthy population**
- **Cohesive and attractive neighborhoods**
- **Access to multiple forms of transportation**
- **A vibrant and diverse cultural life**
- **A sustainable development pattern**
- **A distinctive character for both Tucson & for the region**
- **An efficient, effective, and transparent government**

***Examples of Other Efforts***

Town Halls

Community Conversations

Imagine Greater Tucson



## GOALS

### The City strives for:

- 1** A mix of well-maintained, energy-efficient housing options with multi-modal access to basic goods and services.
- 2** A stabilized local economy with opportunities for diversified economic growth supported by high-level, high-quality public infrastructure, facilities, and services.
- 3** A safe community and secure neighborhoods.
- 4** A community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.
- 5** A healthy community physically, mentally, and environmentally.
- 6** A sustainable urban food system.
- 7** An educated citizenry.
- 8** Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.
- 9** 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.
- 10** Less dependence on carbon-based energy and greater energy independence.
- 11** A community that is resilient and adaptive to climate change.
- 12** Abundant and appropriate use of native plants and trees.



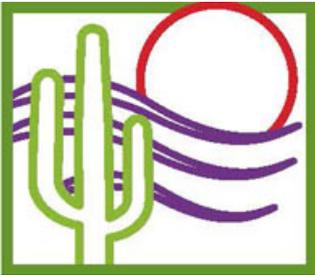
- 13** A network of healthy, natural open space managed for multiple benefits.
- 14** A secure, high quality, reliable, long-term supply of water for humans and the natural environment.
- 15** A comfortable, attractive, and pollution-free environment.
- 16** Sound, efficient, ecological policies and practices in government and in the private sector.
- 17** Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.
- 18** A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.
- 19** Strategic public and private investments for long-term economic, social, and environmental sustainability.
- 20** 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.

### **3. FOCUS AREAS & POLICIES**



#### **The Social & Economic Environment**

Housing   Economic Development   Public Safety   Arts & Culture  
Public Health   Urban Agriculture   Education   Governance & Participation



#### **The Natural Environment**

Energy & Climate Change   Water Resources  
Green Infrastructure   Environmental Quality



#### **The Built Environment**

Historic Preservation   Public Infrastructure & Facilities  
Redevelopment & Revitalization  
Land Use, Transportation, & Urban Design



## THE SOCIAL & ECONOMIC ENVIRONMENT



- Housing
- Economic Development
- Public Safety
- Parks & Recreation
- Arts & Culture
- Public Health
- Urban Agriculture
- Education
- Governance & Participation

### Introduction

During discussions at public forums, Tucsonans often talk about their desire for an improved or enhanced “quality of life.” When they elaborate on what determines that quality, it generally begins with having a decent place to live, a job, and enough food on the table;

an opportunity for education; safety from crime and disasters; health and access to medical care; and a sense of identity within the community. The City has direct and indirect responsibilities that impact people’s assessment of their quality of life in Tucson.

A city’s social and economic environment is where many of the “quality-of-life” determinants are addressed, with particular focus on the human scale. The City’s role in meeting residents’ needs is twofold: the first is to provide core services as defined in the City Charter relating to the general welfare of the public, and the second is to support opportunities for personal advancement and growth. The goals and policies for the Social and Economic Environment are primarily focused on programs and services, while those associated with the Natural Environment and Built Environment chapters reflect the City’s authority in the regulation and development of physical resources and the landscape.

This section addresses the nine topics shown above, all of which are important to the future of Tucson’s social fabric and its economy. The Plan Tucson goals related most directly to the Social and Economic Environment are presented together on the next page, followed by introductory narratives and policies for each of the referenced topics.

The Arizona State Statute requirements for general plans addressed in this section include housing safety and recreation.

**Jr. BIOTECH, operated by the UA’s BIO5 Institute, provides classroom visits for modeling hands-on biotechnology activities.**



## GOALS

The City strives for

- 1 A mix of well-maintained, energy-efficient housing options with multi-modal access to basic goods and services.
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- 6 A sustainable urban food system.
- 7 An educated citizenry.
- 8 Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.

**Sonora Cohousing in Tucson is designed to build community through shared spaces that foster social interaction.**



# Element Introduction



## Housing

Shelter is a basic human need, making housing a key component of any urban plan. The availability, affordability, and quality of a community's housing relate directly to its livability. A snapshot of some key Tucson 2011 housing statistics<sup>1</sup> are shown below:

- Housing units within City limits: 230,906
- Renters: 50.2%
- Owners: 49.8%
- Average number of people in a household: 2.51

*Exhibit H-1* shows housing types in Tucson, while *Exhibit H-2* maps housing location and age.

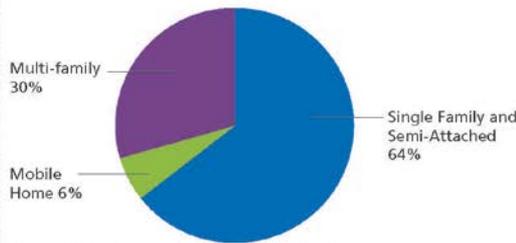
The City of Tucson has multiple roles in the maintenance, rehabilitation, development, and regulation of housing, with an overarching role in community development. The City's Department of Housing and Community Development (HCD), which is the direct recipient of annual funds from the federal Department of Housing and Urban Development (HUD), serves as both the local Public Housing Authority (PHA) and the Community Development Office (CDO). The PHA owns and operates 1,500 public housing units and manages 5,000 Section 8 housing contracts throughout the community. These contracts provide rent subsidies to low-income households that qualify based on federal criteria. Community development funding from HUD is used to assist with housing rehabilitation, new residential infill, removal of slums and blight, and restoration of historic buildings.

The City leverages local, state, and federal resources in partnership with other governmental agencies and non-profit and for-profit organizations

to provide housing opportunities for low-income families, seniors, persons with disabilities, and the homeless. The federally-mandated City of Tucson/Pima County HUD 5-Year Consolidated Plan and the Analysis of Impediments to Fair Housing Report set the framework for strategies and investments of City-administered funding earmarked for housing related activities. Annually, the City contracts with over 70 non-profit agencies, including 14 HUD-designated Community Housing Development Organizations.

The City's Planning and Development Services Department (PDSD) is responsible for regulating the location, development, and maintenance of housing in general. PDSD oversees residential land use and permitting processes and has legal authority over property maintenance requirements and building health and safety violations.

EXHIBIT H-1 Housing Types in Tucson, 2010



Source: 2006 American Community Survey 5-Year Estimate

<sup>1</sup>2011 American Community Survey, United States Census Bureau

City's Real Estate Division and Environmental Services Department, the City of Tucson Historic Preservation Office also play roles in provision of housing. The Mayor council appointed Metropolitan Housing Commission (MHC) advises city on housing related issues.

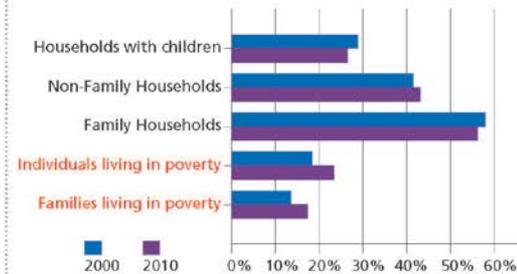
City's relationship with local sector builders and developers of rental properties is typically based on permits for market-driven pricing. In the 1990s, the for-profit private community responded to escalated market demand for urban housing with the construction of divisions containing spacious family houses with flexible floor plans; large lots; indoor-outdoor living spaces; neighborhood common areas; recreation facilities; and structured homeowners associations. These multi-lane communities dominated the market through the 1990s. In 2005 parts of Pima County were recognized as the fastest growing in the United States due to rapid construction of subdivisions along the city's edge.

During the 2000–2010 decade, emphasis on conserving natural resources increased with more focus on building new energy efficient and on rehabilitating existing stock. In 2000, the City adopted the International Building Code (IBC), which incorporates energy conservation and green building technologies. "Green building" was further promoted when a Leadership in Energy and Environmental Design (LEED) certification standard was adopted by the city in 2006.

<sup>2</sup>City of Tucson, *Year in Review, 2007 Residential Statistics Report*, Tucson Association of Realtors @ Multiple Listing Service, Inc.

<sup>3</sup>42nd in Foreclosure Activity," *Inside Tucson Business*, Thursday, April 26, 2012. (Article cited in *RealtyTrac*, Irvine, CA.)

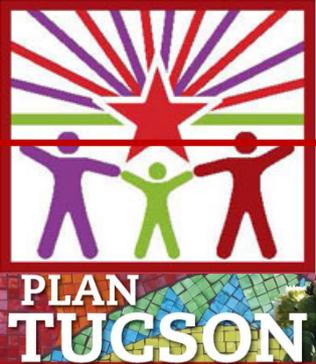
EXHIBIT H-3 Demographics & Poverty



Tucson's residential development patterns have shifted in recent years due to changes in demographics and fluctuations in the economy. As presented in *Exhibit H-3*, family households and households with children decreased between 2000 and 2010, while non-family households increased. Exhibit H-2 also shows in the same decade an increase in the poverty rate for both individuals and families.

After a housing boom in 2007, when prices reached an average of \$272,601<sup>2</sup> per unit, new housing production in Tucson slowed. Home ownership rates in the City dropped as a result of single family residential housing foreclosures. In the first quarter of 2012, Tucson ranked 42nd in the nation in foreclosures,<sup>3</sup> with 1 out of every 150 homes in Tucson in foreclosure proceedings. As a result, investors are anticipated to own and control a larger share of the housing that was previously owner/occupied by families and individuals. Lower-income families have been further marginalized in home ownership.

# Element Policies



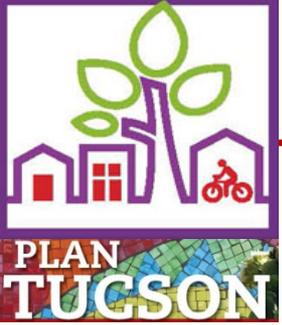
## POLICIES

### Housing

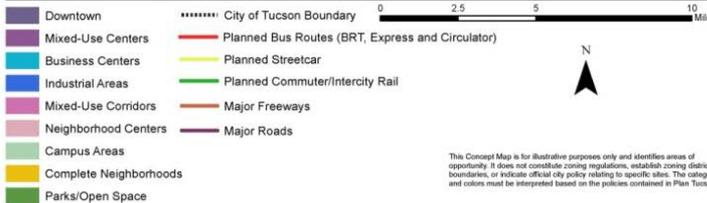
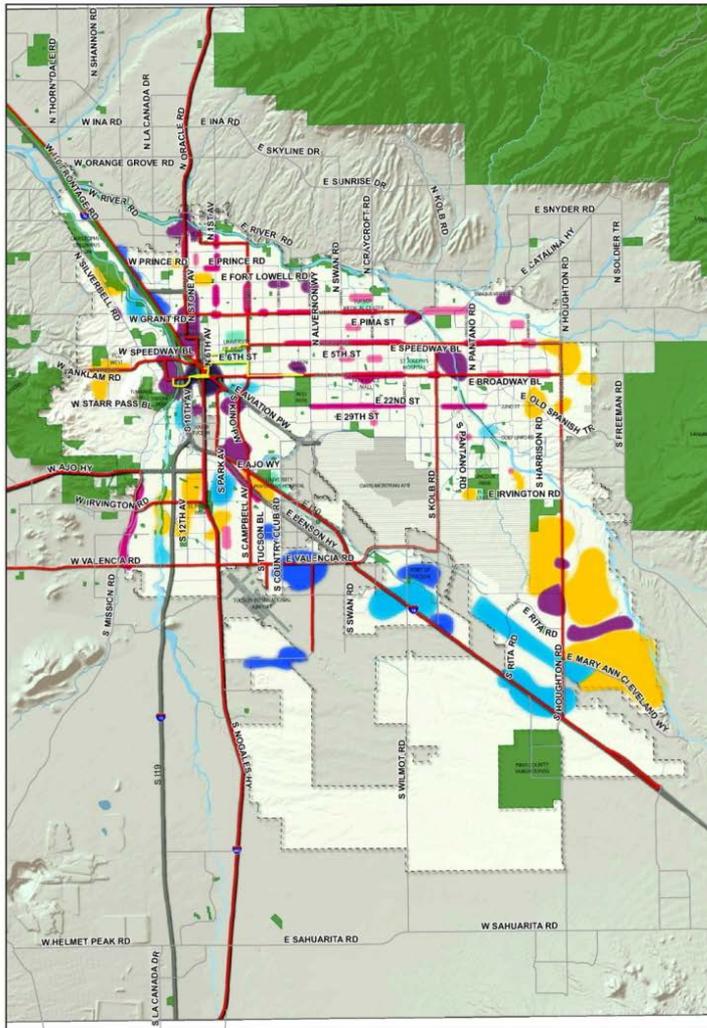
- H1** Evaluate the social, physical, and spatial needs related to housing program design and location including neighborhood conditions and access to basic goods and services.
- H2** Focus public and private investment on documented housing needs and priorities considering long-term housing supply and demand.
- H3** Improve housing conditions in aging and historic neighborhoods.
- H4** Include historic properties in the City's programs and partnerships to develop affordable housing.
- H5** Take multiple approaches to reduce housing costs and increase affordability.
- H6** Increase access to housing choice.
- H7** Address the housing needs of the most vulnerable populations in the community, including those at risk of homelessness.
- H8** Promote housing that supports aging in place.

### Other Related Policies

ELEMENT	Policy #	PAGE #
<b>Housing</b>		3.9
Economic Development	ED6, ED9	3.15
Public Safety	PS4, PS5, PS8	3.19
Parks and Recreation	PR9	3.24
Arts and Culture	—	3.30
Public Health	—	3.33
Urban Agriculture	AG1	3.37
Education	E7	3.42
Governance and Participation	G7	3.48
Energy & Climate Change	EC1, EC2, EC5	3.57
Water Resources	WR3, WR8	3.62
Green Infrastructure	GI1, GI4	3.68
Environmental Quality	EQ4, EQ5	3.73
Historic Preservation	HP1, HP2, HP7	3.83
Public Infrastructure and Facilities	PI1	3.89
Redevelopment and Revitalization	RR6	3.96
Land Use, Transportation & Urban Design	LT3, LT7	3.109



# Opportunity Areas Map



## EXHIBIT LT-8 Opportunity Map Components

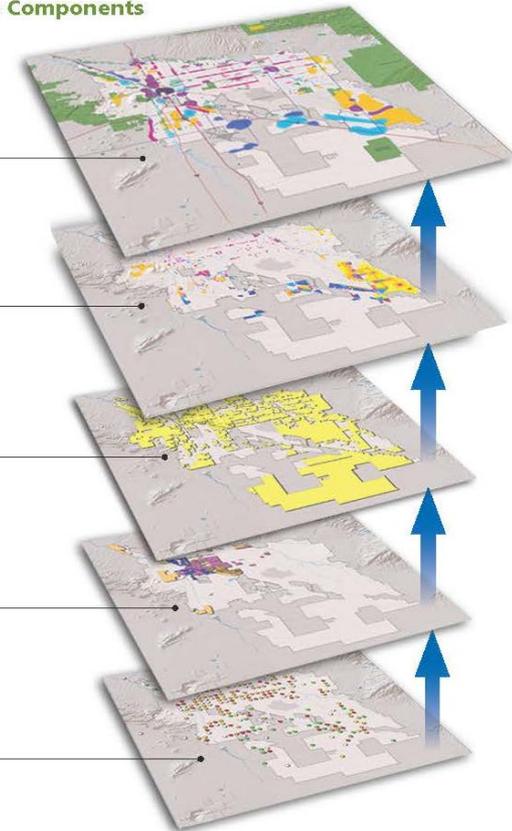
Opportunity Map

Scenario Development

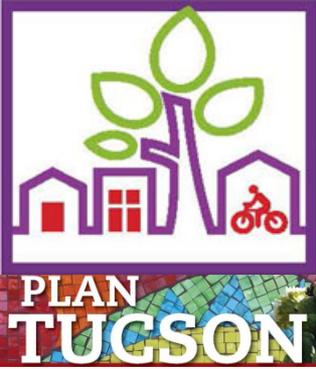
Areas of Stability

Adopted Specific Plans

Public Input



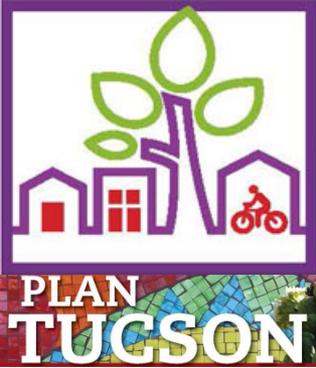
This Concept Map is for illustrative purposes only and identifies areas of opportunity. It does not constitute zoning regulations, establish zoning district boundaries, or indicate official city policy relating to specific sites. The categories and colors must be interpreted based on the policies contained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



# Opportunity Map Components

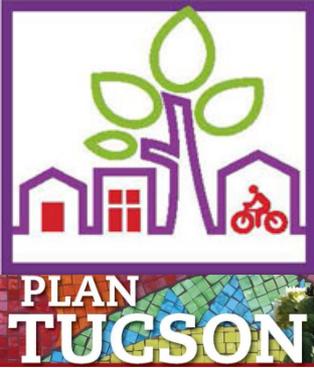
EXHIBIT LT-6 **Opportunity Area Building Blocks** (See also *Exhibit LT-6, Opportunities Map*)

Complete Neighborhoods	Complete 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. This includes a variety of grocery stores and other commercial services, housing options, public schools, parks and recreational facilities, and 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, 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 residents and workers of the center and 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: 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 or 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, and 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.



# Opportunity Map Components

- **PAG 2040 Population & Employment Projections**
- **Areas of stability**
  - public input
  - Plan Tucson draft goals & policies
  - historic districts
  - adopted specific plans
  - single family residential zoning
  - environmental constraints
- **Underutilized & vacant parcels**
- **Availability of existing infrastructure**
- **Clusters of development with significant economic impact**
- **Public input**
- **Balanced Housing Model**



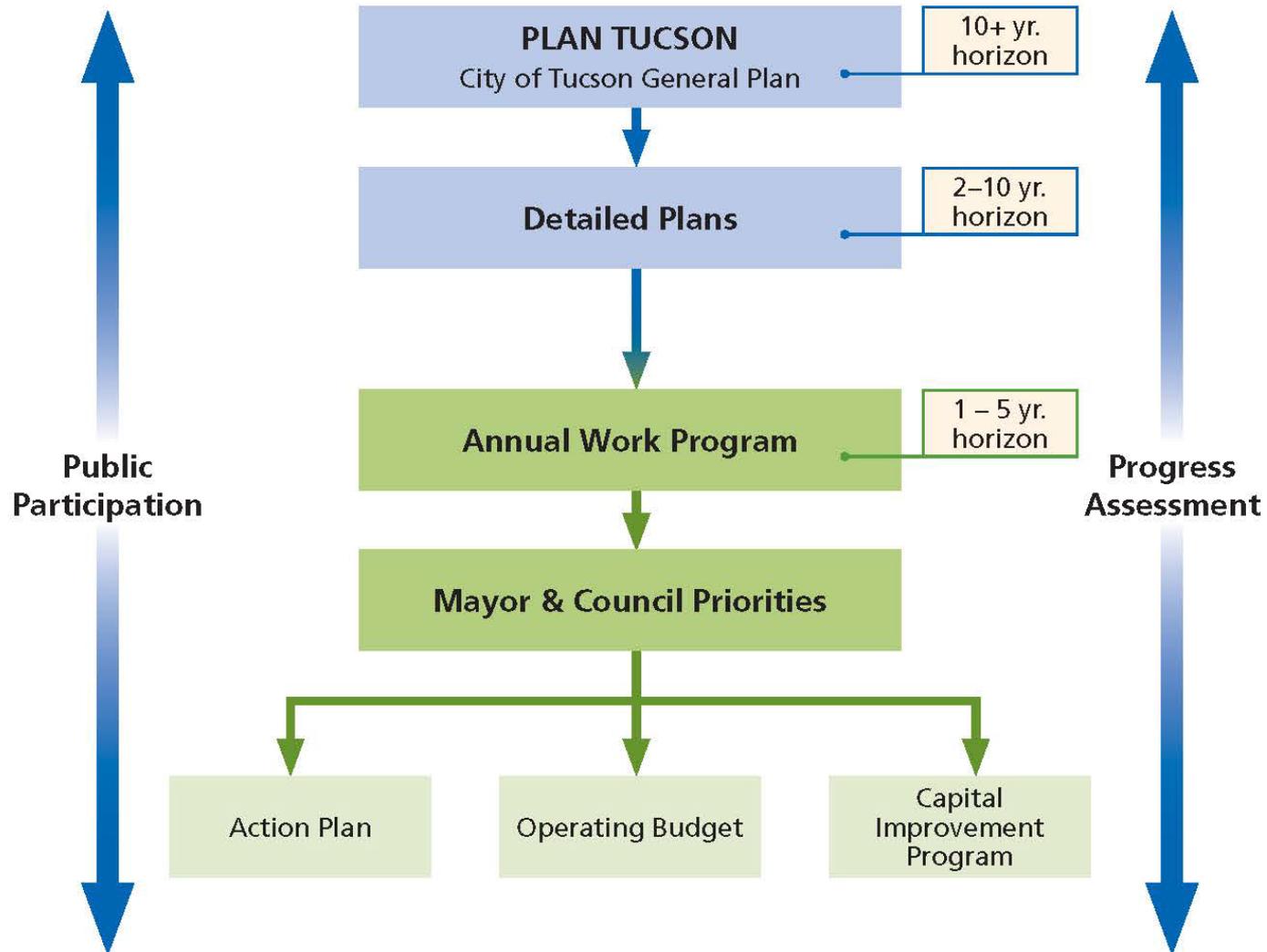
# Balanced Housing Model

Exhibit LT-7 **Future Housing Need by Housing Type**



## 4. IMPLEMENTATION FRAMEWORK

EXHIBIT IF-1 **Plan Tucson Implementation Framework**



## **5. PLAN ADOPTION, AMENDMENT, & ADMINISTRATION**



**Written Comments Deadline – Feb. 6, 2013**

**Planning Commission – Feb. 13, 2013 and Feb. 27, 2013**

**Mayor and Council – 1 study session**

**Mayor and Council – 1 public hearing**

**Mayor and Council – Decide whether to adopt, 2/3 vote required**

**General Election, Nov. 5, 2013 – Voters decide whether to ratify**



