



**Agency & Organization Stakeholders'
Meeting on Guiding Principles
June 10, 2011**

The June 10, 2011, Agency & Organization Stakeholders' Meeting included an exercise with the intended purpose of collecting input to help shape guiding principles for Plan Tucson. Participants were provided a series of partial statements for each of the three Plan Tucson Focus Areas (i.e., Socioeconomic Prosperity, Environmental Integrity, and Smart Growth). Each partial statement reflected a possible course of action the City might pursue consistent with visions and values provided through other local public participation efforts over the past decade. Participants were asked to complete those partial statements of interest to them by indicating the results that could be expected from pursuing the suggested course of action.

ENVIRONMENTAL INTEGRITY FOCUS AREA

1. Enhancing green infrastructure (an interconnected network of green space that conserves natural ecosystem values and functions and provides associated benefits to human populations)....

- Helps develop an improved quality of life.
- Will ensure tourism.
- Is responsible behavior.
- Expend SDCP.
- Is a good idea.
- Creates a community integrated with our natural world and that is more attractive to live in.
- Cools the streets/pavement.
- Reduces urban heat island.
- Reduces air-conditioning use.
- Encourages healthy exercise.
- Provides minimum necessary to support natural ecosystem – plant and animal species.
- Provides interface of nature and residents.
- Promotes healthy development of children.
- Watershed protection and health.
- Improves air quality.





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- Reduces urban heat island.
- Provides a natural environment even in the urban landscape – access.
- Increases recreation opportunities.
- Good for establishing community.
- Safety.
- Promotes healthy community – walk/bikeability.
- Diverse and accessible outdoor recreation options.
- Improves air quality and mitigates urban heat island effect.
- Provides an asset that attracts tourism.
- Protects urban wildlife, particularly birds.
- Increases property values for nearby homes and businesses.
- Reduces and avoids air pollutants and urban heat islands.
- Provides alternative transportation and recreational opportunities.
- Encourages walking and cycling.
- Improves health and possibly a person’s mood.
- Is nice to have.
- Can improve quality of life.
- Promotes ecotourism – \$\$\$\$\$.
- Promotes biological diversity.
- Contributes to Tucson’s overall aesthetics.
- Enhances built environment.
- Reduces heat island
- Reduces water use.
- Helps flood control.
- More enjoyable and beautiful city.
- Helps reduce carbon footprint.
- Being connected with nature. Is helpful for mental/physical health.
- Makes Tucson more habitable for animals.





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- Preserves bird populations, plants and habitats.
- Establishes non-urban refuges from city life.
- Creates local jobs.
- Requires non-car thinking.
- Provides for wildlife habitat and connectivity between populations (healthy).
- Provides increased opportunities for human health through exercise/recreation.
- Allows system to adapt in the face of changing situations (climate, etc.).

2. Preserving and restoring the natural environment...

- Is important for spiritual, mental, physical and emotional growth.
- Honors our natural and cultural heritage.
- Offers economic opportunities.
- Provides habitat for wildlife.
- Provides environmental services like floodwater management, etc.
- Keeps Tucson cooler.
- Improves health of Tucsonans.
- Will ensure tourism.
- Is responsible behavior.
- Is good for future generations.
- Prohibits damage to critical habitat/corridors.
- Impact fees to cover purchase of land to maintain current ratio of acres/population.
- Is critical to quality of life.
- Freeways? New or existing?
- Creates a community that is more attractive to live in.
- Allows citizens to appreciate the Sonoran Desert.
- Encourages native wildlife.
- Encourages citizens to appreciate shade cover.
- Provides minimum necessary to support natural ecosystem - plant and animal species.
- Provides interface of nature and residents.





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- Promotes healthy development of children.
- Watershed protection and health.
- Improves air quality.
- Maintains the health of the system we dependent on.
- Improves tourism.
- Retains the Sonoran Desert landscape and wildlife.
- Maintains/protects essential ecosystem services such as stormwater management, recharge; and preserves key wildlife habitats and corridors.
- Enhances and preserves the natural beauty of our Sonoran Desert and draws tourists.
- Makes Tucson a vacation destination.
- Maintains ecosystem services like stormwater retention.
- Could promote survivability by working within natural boundaries and limits instead of against them.
- Keeps the region's most important assets for the future.
- Maintains a portion of our sense of place.
- Maintains/promotes outdoor recreational activities.
- Promotes biological diversity.
- Promotes ecotourism – \$\$\$\$\$.
- Continue having a desirable place to live.
- Healthy community.
- Reduces urban heat island effect.
- Maintains our Sonoran Desert heritage.
- Allows for meditative spaces.
- Maintains plant and animal diversity.
- Provides a sense of place and connection to local landscape.
- Protects biodiversity and ecological function.





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3. Protecting air and water quality...

- Helps save lives.
- Helps protect the environment.
- Keeps Tucson cooler.
- Will ensure tourism.
- Is responsible behavior.
- For our health!
- Is critical to quality of life.
- Protects the health of the communities, residents and natural environment.
- Improves citizen health.
- Encourages healthy exercise.
- Allows healthier landscapes which then reduce temperatures and urban heat island effect.
- Improves overall health, especially for those most vulnerable.
- Reduces medical costs.
- Improves visibility/quality of life.
- Supports plant and animal species.
- Reduces health effects on the most vulnerable population.
- Healthier population.
- Can improve tourism.
- Better for the economy (less regulation restrictive for businesses).
- Reduces the vulnerability of at-risk populations such as those with respiratory illnesses and young children.
- Reduces the cost of compliance with state and federal environmental regulations.
- Protects the health of residents.
- To live, perchance to breathe and drink.
- Keeps the region's most important assets for the future.
- Avoids federal fines required.
- Needed for future/legacy.





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- Attracts future employees.
- Necessary for life...health and wellness.
- Be responsible citizens or future generations.
- Keeps Tucson livable.
- Avoids the Phoenix effect.
- Creates local jobs.
- Improves health of residents.
- Improves health of local wildlife.

4. Promoting alternative energy sources and energy efficiencies...

- Helps save lives.
- Helps protect the environment.
- Creates economic opportunities.
- Reduces dependency on non-sustainable energy.
- Will ensure tourism.
- Is responsible behavior.
- Makes us less dependent on foreign oil and using up our natural resources.
- Creates a more sustainable community because it is based on low resource consumption and a diverse resource supply.
- Allows us to take advantage of the sun.
- Reduces expense for homeowners.
- Shows how Tucson is “forward thinking.”
- Reduces pollution.
- Reduces political effects of dwindling oil supplies.
- Offers clean job opportunities.
- Increases ability to rely on local resources.
- For economic benefit – business opportunities – residential savings.
- Encourages less dependence on foreign oil.
- Better for the environment.





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- Reduction in greenhouse gas emission.
- Improves the affordability of our community by reducing water and energy costs.
- Improves air quality and lessens health risks.
- Will save us money over the long-term.
- Could be a niche economic market for Tucson.
- Will help protect our air and water quality.
- Since peak oil is real, nuclear a fantasy based on another depleting resource and fossil fuels deadly, we have no other choice.
- Is in the long term best interest of us all.
- Could result in more local jobs if energy generated locally instead of importing.
- Energy costs reduced as alternative energy source.
- Free up dollars for other endeavors.
- Attracts new business, art and education.
- Cleaner world.
- Create a home grown industry.
- Free from external forces, i.e., Middle East.
- Be responsible citizens or future generations.
- Improves health (less coal burned!).
- Does our part to reduce global warming.
- Demonstrates our commitment to future generations.
- Creates local jobs.
- Reduces our dependence on unsustainable sources.
- Increases creativity and invention in burgeoning technological fields.
- Remodel existing city to create network of urban villages. Focus public funds on improving existing facilities and local food/water production.

5. Promoting land use and building design that enhance environmental integrity...

- Creates more efficient and energy efficient buildings.
- Creates a desirable community to live in that is more sustainable over time.





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- Reduces water use.
- Allows us to utilize desert's weather and ecosystem (sun and soil).
- Will increase shade cover.
- Promotes industry of creative design.
- Is consistent with the principles of sustainability.
- Supports ecosystems.
- Reduces pollution.
- Increases movement toward relocalization.
- Economical viability for the long run.
- Good for the economy.
- Potential leadership role with solar.
- Good for health.
- Reduces our carbon footprint.
- Creates a building stock that is less costly to operate, will last longer (is more durable), and creates healthier communities and workplaces.
- Results in building stock that is more compatible with our desert environment.
- Will attract new buyers and residents.
- Saves money in the long term.
- Protects our natural environment.
- Property values increase as does local prosperity.
- Integral part of Smart Growth.
- Low cost amenity (?) in micro-level site design.
- Use less and resources including H₂O.
- Create new innovative industries/businesses to implement job growth.
- More health and wellbeing.
- Reduces the need for car trips.
- Makes Tucson more distinctive.
- Maintains our connection with the desert.
- Creates comfortable living and working.





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- Will cut down the cost of infrastructure.
- Will help preserve our open spaces.
- Will cut down transportation/job costs.
- Increases personal wealth.

6. Conserving water resources...

- Is a necessity in the desert.
- Without it, we will die as a town, community, region and state.
- Protects our natural heritage.
- To help generations to come.
- Creates a more sustainable community due to lower demands of water. These water demands are easier to meet with a diverse water resource supply part (?).
- Reduces dependence on hydroelectric power.
- Reminds us of desert climate and features.
- Will reduce use of pumping.
- Reduces vulnerability of H₂O supply.
- Promotes health of the watershed.
- Reduces dependence on CAP.
- Reduces cost of pumping locally and of CAP. Therefore, reduces energy use and pollution.
- Improves quality of life through improved natural resources.
- Improves sustainability-given it is a limited resource.
- Economically wise.
- Reduces our carbon footprints.
- Reduces the long-term vulnerability of our water supply to drought/climate change.
- Reduces the cost of doing business and improves community affordability.
- Preserves options for future water use to respond to changing societal, economics, and environmental considerations.
- Will help the region survive in the future.
- Could be another niche economic mindset.





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- To drink, therefore to live.
- Should be a constant focus.
- Required to continue our existence in this valley.
- Maintains the natural world – parks.
- Nature and habitat.
- Maintains standard of living, i.e., property values.
- Allows more people to move here!
- Extends the life of our aquifer.
- Connects us with our desert environment.
- Allows for local food production.
- Allows for future growth in sustainable fashion. Alleviates some pressure of future growth.
- Protects vulnerable wildlife.





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SOCIOECONOMIC PROSPERITY FOCUS AREA

1. Promoting Tucson as a healthy community with clean air and water, easy access to natural areas, safe biking and pedestrian ways, physically active residents, and beautiful weather...

- Will attract businesses, visitors and new residents that respect our values and will contribute to our community.
- Attracts business investment.
- Attracts tourism “import dollars.”
- Educates/influences residents.
- Increases economic opportunities through tourism.
- Improves the health of Tucsonans.
- Reduces emissions, CO² and energy costs.
- Attracts businesses and economic activities.
- Reduces health costs.
- Makes it easier to access workplace, after-school programs, etc.
- Healthier residents.
- Offering more to attract people and businesses.
- Improve health and nutrition.
- Improve access/opportunities to under-represented communities.
- Promote a culture of community interaction and building.
- Improves everyone’s health, from young to old, rich to poor.
- Ensures we’ll have clean air and water for many years into the future, for future generations.
- Promotes food opportunities - grow locally.
- Improves quality of life.
- Supports healthy lifestyles.
- Educates our children about the importance of integrating our natural world into our lives to improve mental and physical health.





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- Attracts residents and visitors to our community.
- This would help better the locals' health and lifestyle. Also, it will help decrease the population's health problems.
- Is just as important as supporting logistics, aerospace/defense, the energy sector, biotech/medical sector.
- Lowers overall living costs due to better community health.
- Will attract healthy people; like minded.
- Depends on increasing the amount of shade.
- Reduces costs for health care.
- Will attract like-minded individuals likely to support this value.
- Promotes/attracts the development of green businesses.
- Promotes these values to local residents.
- Improves the health of residents/quality of life.
- Decreases health costs.
- Good for tourism and economy.
- Connects people and places.
- Makes our community an attractive and healthy place for residents, businesses, and visitors.
- Tourism.
- Attracts new employers in a competitive landscape.
- Ensures our sustainability in the desert.
- Financial sustainability related to healthcare.
- Attracts creative newcomers.
- Brings in tourist dollars.
- Makes us proud to live here.
- Will help all residents maintain personal health and wellbeing.
- Will attract new residents to a community that demonstrates these values.
- Reduce health costs.
- Get public officials to promote/plan for these concepts.





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2. Recognizing that a thriving downtown and a strong University of Arizona play an important role in the economic development of our region...

- Increases the city's status as a vibrant young place to live and work.
- Aligns public and private investment with these areas.
- Leverages dollars for increased prosperity.
- Can expand the number of students who move to Tucson.
- Attracts tourism dollars.
- Creates jobs.
- Increases Tucson's pride.
- Builds intellectual capital.
- Keeps youth here.
- More economic development equals more income/jobs for residents.
- Important to support the U of A in advertising, housing needs.
- Allow using existing (U of A) resources towards the issue.
- Would become an attractive community.
- Train/prepare professionals who could/would stay.
- Provides jobs for a diversity of individuals - from low skill to high skill jobs.
- Ensures the availability of jobs, even in tough economic times.
- Supports the historically strong parts of our City - where Tucson's urban core started.
- Improves the standard of living in the community when this development focuses on including all residents and promotes small business (as opposed to corporate development).
- Helps employ residents (both downtown and at the U of A).
- Attracts visitors.
- Promotes research.
- Larger downtown will lead to greater job growth.
- Is critical but so is creating economic incentives to bring downtown medium sized? building.
- Keeps our kids employed here.





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- Makes central Tucson active and vibrant – fun.
- Will attract businesses and creativity to Tucson
- Reduces costs for more road development.
- Encourages people to live in central area.
- Allows use of alternative transportation.
- Allows us to capitalize on those resources.
- Improves quality of life.
- Attracts those who will support this value.
- Good for the economy – jobs.
- Promotes a stable and diverse economic development engine.
- Supports the creation of a highly-skilled workforce and well paying jobs.
- Provides regional support to future U of A downtown efforts.
- To have a place for civil discourse.
- Sustainable development, reduced transport cost.
- Cultural evolution – art, business, innovation, collective consciousness evolution.
- We should prioritize transit to these locations and remove cars from campus.
- We should integrate U of A with downtown.
- Promotes the development of industries to keep young talent locally.
- Can expand the number of students who move to Tucson.
- Can help maintain students after they graduate as new/permanent residents (?) the local economy.
- (?) (?) as a vibrant place to (?)
- Diverse residents equal different housing types.
- Professionals who work downtown can live downtown.
- Attracts tourism dollars (?) job opportunities.
- Increases community conveniences (?)
- Accesses new art forms.
- Keeps youth here.
- Creates jobs.





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3. Promoting Tucson as a community with unique habitat, unique culture and unique history with strong arts, music, and spectator sports...

- Increase community cohesiveness, youth education and access to art.
- Attracts a diversity of visitors.
- Provides a variety of experiences for local residents.
- Creates job opportunities.
- Increases economic opportunities through tourism.
- Nurtures the creative community of Tucson.
- Builds a sense of pride.
- Honors our past and present.
- Ensures we celebrate and honor Tucson's diverse perspectives.
- Keeps our youth here.
- Fosters creativity.
- Attracts more visitors equals more income. More interest in enlarging city boundaries.
- Would be appealing for businesses to have.
- Would attract professionals.
- Would support a community-based economic development structure.
- Nurture fuels (?) individuals.
- Allows a wide diversity of individuals to feel comfortable expressing themselves here.
- Helps to open people's minds beyond what they're used to.
- Supports a strong economy by bringing visitors.
- Helps people to connect with each other in old/comfortable and new/exciting ways.
- Nurtures and highlights our diversity.
- Promotes a strong community.
- Educates our community.
- This would help market Tucson as being unique and different from other regions.
- Promotes tourism.





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- Promoting the arts and music can lead to diversity.
- Heritage conservation is critical to tourism, encourages development.
- Will attract visitors (and economic prosperity).
- Keeps artists and creative minds here.
- Increases quality of life and diverse experiences.
- Strong sense of place creates a caring, civic-minded population.
- Raises our quality of life.
- Economic benefit.
- Educational benefit.
- Improved quality of life.
- Helps our world to evolve.
- Attracts a more diverse population.
- Brings in tourist dollars.
- Provides outlets for creativity.
- Enhances our lives!
- Attracts talent.
- Attracts investment.
- Will increase the local population and attract new residents who also value these elements.
- The more who use these resources, the more affordable they become and the more they are used.... (?) local dollars in the local economy.

4. Protecting and enhancing historic and cultural assets and traditions...

- Welcome people of all backgrounds and beliefs.
- Respects Tucson's roots, attracts tourism by being unique – not any town USA.
- Leads to “Brand Identity,” for Tucson.
- Encourages/facilitates educational opportunities.
- Attracts tourism/business.
- Honors our past and unique identity.





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- Promotes economic opportunities.
- Welcomes cultural diversity.
- Offers economic opportunities.
- Learning from the past is important for the future.
- Attracts more residents and visitors.
- Would promote diversity, integration and opportunities for marginalized populations.
- Would attract tourism.
- Reminds our community of our past.
- Increases our understanding of where our community is today.
- Can guide us to regionally/locally sensitive solutions for today and tomorrow.
- Supports the preservation, understanding, and appreciation of Tucson's unique history.
- Help educate communities and the youth about the city's heritage and history.
- Important so the culture is not lost if the city grows.
- Is critical to our economic future.
- Should be a public sector priority.
- Demonstrates love of our culture.
- Honors.
- Makes Tucson a great destination.
- Makes Tucson a great place to live – will attract new business because people will want to live here.
- Strengthens our roots, place of being, groundedness and commitment to community.
- Joy and intergeneration integrity.
- Maintains Tucson's Mexican history.
- Differentiates Tucson from other cities and regions.
- Will help us maintain our unique identity
- Promotes tourism – jobs.
- Welcoming to all people of different backgrounds and beliefs.
- Encourages educational opportunities.





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5. Supporting improved education at all levels for residents of all ages...

- Promotes advancement in employment opportunities.
- Helps retain valuable employees and encourages better schools.
- Enhances the role/function of the education system: jobs, creativity, and innovation.
- Attracts businesses and retains existing businesses.
- Builds a trained workforce.
- Keeps our youth from leaving.
- Honors the role of teachers in our society.
- Creates critical thinking.
- Decreases poverty and crime.
- More intelligent residents attract more diversified businesses.
- Prepared workforce to fill needs.
- We would keep our talent in the community. We would support the development of a sustainable community-based economic development system.
- Addresses issues of inequality.
- Equality.
- Increases job opportunities for people of all skill levels, including persons with developmental disabilities.
- Places value on all skill levels of employment and encourages pride in non-academic forms of employment.
- Reminds people that learning never stops and they can grow in knowledge and skills at all stages of life.
- Improves the quality of life for all residents and visitors.
- Increases community involvement.
- Empowers individuals.
- Improving education can lead to a decrease in crime.
- Can help job growth.
- Better educated individuals can give back to the community and improve the city.
- Build a (???) and educated base.





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- Results in better job opportunities.
- Smarter workers.
- Smarter voters.
- Is critical to economic development.
- If done right and not as a “training” exercise to fill niches in a dead system, could promote individual and community resilience.
- Is a core need, underlying many other areas.
- Keep up with rest of the country/world.
- Creates opportunities for new technologies/businesses to emerge.
- Culture of continued learning.
- Is essential for workforce development.
- May reverse the narrow minded decisions from our legislators.
- An educated community that is more involved.
- Will improve the personal wealth for all.
- Will enhance neighborhood stability.
- Will serve as an attractor for new residents.
- Builds a trained workforce.
- Also attracts new businesses.
- Retains employees, offers advancement opportunities.
- Requires PCC/JTED.
- Creativity and innovation.

6. Ensuring a full range of housing options is available to accommodate residents of all income levels and life situations...

- Allows more opportunities to include residents of all income levels.
- Promotes stronger neighborhoods, less likely to become distressed during economic downturns.
- Creates a ‘community for life.’
- Affords business opportunities “redevelopment.”





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- Opens infill opportunities.
- Opens economic opportunities for residents.
- Ensures people from different economic classes and job fields can thrive in Tucson.
- Reduces economic and emotional stress.
- Accommodates different lifestyle choices.
- Attracts different levels of employees.
- Provides jobs for many people.
- Would address inequality issues.
- Promote a local economy
- Promotes ownership and increase value to properties.
- Community integration-unity.
- Improves safety.
- Reduces homelessness.
- Reduces domestic violence (victims will feel more comfortable leaving a violent household if they have safe housing options).
- Help reduce the level of population living on the streets.
- Will reduce homelessness.
- Will improve neighborhood aesthetics.
- Will allow better health, safety, welfare and childhood experiences.
- Helps to maintain vibrant neighborhoods.
- Minimize the oncoming effects of climate change on those who are not vulnerable.
- Power in diversity/strength.
- Moral obligation to take care of our neighbors.
- Increases tolerance.
- Allows people to live where they want to (close to friends, family and jobs).
- Promotes infill.
- Is an example of a caring and just community.
- Will decrease crime and increase personal safety.
- Reduces emotional stress.





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- Reduction of costs, poverty at household level.
- Creates a community for life.
- Accommodates different lifestyles and career opportunities.
- Attracts businesses.

7. Supporting a fair and stable local tax structure that provides for adequate funding for public amenities and services...

- Allows Tucsonans to be responsible for Tucson.
- Keeps state and national influences at bay.
- Can also set the stage to “attract” business investment.
- Nurtures local businesses.
- Keeps youth in Tucson.
- Keeps youth and families engaged.
- Decreases crime.
- Enables businesses to feel more stable in their growth in the area.
- RV industry doesn’t want to stay here due to higher per day taxes.
- Would support planned development.
- Promote physical activity, food production, resilience, etc.
- Prevent frustration and crime.
- Provide community and educational opportunities.
- Improves public education.
- Use funds to improve transportation, parks and other public amenities.
- Should also be based on incentives to bring businesses to Tucson.
- Will reduce the shabby look of Tucson.
- Will provide for public good.
- Supports healthy sense of community.
- Will reduce uncertainties for businesses, residents, and local government.
- If it could be truly fair and redistribute the hoarded wealth of a few, it could promote democracy.





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- Is necessary for a balanced community.
- Reduces economic divide.
- Stability and safety of citizens.
- Balanced and forward moving economy.
- Local gas tax.
- Needed for reasonable city.
- Will help everyone “share the wealth.”
- Allows for their continuation.
- Improves neighborhoods.
- Allows Tucsonans to be responsible for Tucson (versus state and Feds).
- Keeps youth engaged – less crime.

8. Diversifying housing types within neighborhoods...

- Creates a more stable cohesive neighborhood; allows residents to remain in their neighborhoods by moving up or downsizing with leaving.
- Creates conflict – not necessarily a good thing.
- Need to further define this if it is a principle.
- Supports integration within neighborhoods if done right.
- Creates opportunities for awareness of different realities.
- Creates opportunities for intergenerational, inter-economical and intercultural exchanges and learning.
- Offers more interaction between neighbors.
- Allows residents to have a home closer to their place of work.
- Would promote equality/access for all.
- Would encourage social integration.
- Would encourage community ownership and environmental stewardship.
- Promote collaborative approaches to neighborhood improvement.
- Increases communication, interaction, and understanding among people of different backgrounds.
- Ensures quality of life.





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- Ensures access to great places to live for people of all incomes and backgrounds.
- This will promote diversity.
- Reduces pockets of poverty.
- Reduces transport cost.
- Is key to NEW economy.
- Expands our world and conciseness.
- Adds options for income/viable employment.
- Makes neighborhoods more interesting.
- Provides new experiences with different cultures and classes.
- Makes them safer.
- Promotes infill.
- Creates diversity.
- Will demonstrate diversity as a community value.
- Will enhance neighborhood stability.
- Can move within neighborhood as income changes.
- Doesn't (?) (?) levels of responsibility.

9. Continuing to place a high priority on citizen input and involvement, and community building through organized neighborhood associations...

- Promotes trust in local government. Demonstrates citizens as valuable assets with a voice.
- Enhances community outreach and assistance.
- Does not encompass all views/input.
- Mini “political” bodies – negative.
- Neighborhood associations only a piece of pie – must expand – input from other avenues.
- Keeps residents active and invested in their city’s future.
- Builds trust between government and citizens.
- Creates opportunities for citizen engagement.
- Encourages youth to pursue careers in local government.





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- Reduces costs for police, fire, etc. with community engagement.
- Gives Tucson reputation as a friendly place to live.
- Provides for better maintenance of neighborhoods.
- Transparency, trust, credibility and buy-in.
- Valuable education to community members.
- Lasting relationships – promote “common good.”
- Encourages local knowledge not only “expert knowledge” – lasting change.
- Ensures quality of life.
- Helps cement in place a public process for government by the people.
- Facilitates communication and the creative process for social growth.
- Will improve community capacity to make increasingly complex public decisions.
- Will strengthen one local democratic culture.
- Will build the assets of local neighborhoods.
- Will require neighborhoods, others, and government to learn how to work more effectively together.
- Promotes trust in local government.
- Shows citizens as assets.
- Builds community (?) in times of need.
- Reduces costs for public safety (?). We take care of each other.
- Civic models for our youth.

10. Work toward reducing poverty...

- Reduces the incident of crime and involvement with drugs.
- Helps stabilize families.
- Reduces health risks; healthy kids.
- Aligns resources – builds systems for self improvement/responsibility.
- Reduces health costs.
- Reduces crime.
- Increases equity.





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- Reduces social service demands and costs.
- (I see this as being done by attracting more businesses to Tucson.)
- Would bring stability; create jobs, resilient local economies.
- Would promote opportunities for all, thus improving local economic development.
- Increases the safety to our region's most vulnerable – those in poverty are more at risk of abuse, hunger, neglect, mental illness.
- Reduces crime.
- Requires an excellent education system.
- If accompanied by a concerted effort to reduce income inequality, could improve everyone's quality of life.
- Is necessary for a balanced community.
- Reduces economic divide.
- Moral obligation.
- Reduce.
- Will increase personal and public safety.
- Will decrease crime.
- Will raise the standard of income; fuel the economic engine of the local economy and tax base.
- Aligns resources; builds systems for self improvement and responsibility.
- Stabilize families.
- Reduces costs for social services.
- Improves health.

11. Expanding and diversifying the local economy by supporting existing businesses, assisting new businesses, and preparing our workforce for jobs at various skill levels...

- Increase employment opportunities and increase in salaries.
- Increases economic opportunities.
- Diversifies our economic base.
- Keeps youth here.





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- Increases tax base and services.
- Maintain stable costs for businesses, including tax rates and utilities.
- Will attract more types of businesses.
- Community based food economy (example).
- Would create new jobs, niche opportunities. Would provide organic opportunities for workforce development.
- Would be more resilient.
- Is the most important, unaddressed issue and accordingly is the last question given the least focus in this survey.
- Needs constant attention and monitoring.
- Reduce crime.
- Happiness of populace.
- Resilient.
- Will have the multiple effect of (?) the local economy.
- Will help maintain and develop the unique entrepreneurial culture of Tucson.



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SMART GROWTH FOCUS AREA

1. Directing new growth near existing development...

- Leverages current infrastructure.
- Will cut down the cost of infrastructure.
- Will help preserve our open spaces.
- Reduces demand/need for additional infrastructure-roads, transit, water lines, sewers, power.
- Will help a sprawling city stay more contained.
- Cuts down on urban sprawl.
- Allows for greater centralization and use of public transportation, which then cuts down on energy use and traffic.
- Better efficiency in providing for centralizing of public facilities; parks and recreation.
- Will limit the types of development the market will deliver.
- Helps reduce travel time and less cost.
- Protecting open land creates diverse urban nodes, walkability, community identity, and mass transit.
- Infrastructure and service dollars savings.
- Depends on whether it matches current pattern or is counter to it.
- More of same extends average trip length and an indeterminate impact on transit.
- Often overlooks existing infrastructure.
- Promotes the protection of open lands.
- Creates dense urban nodes and walkable environment.
- If managed well can create community identity.
- Creates the need for bi-modal and mass modal transit system.
- Limits destruction of natural habitat.
- Encourages diversity of backgrounds and ages in a geographic, reduces gentrification.
- Reduces cost of new infrastructure.





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- Reduce stress on transportation infrastructure.
- Economic benefit.
- Historic character.
- Use compatibility.
- Is an efficient use of financial resources which makes new growth more profitable and affordable.
- Reduces infrastructure costs (construction and maintenance).
- Less environmental impact.
- Will protect our natural resources.
- Will create denser, more transit-friendly communities.
- Environmental-saves the existing desert, which economically relates to tourism.
- Leads to critical mass for public transportation – can bike/walk to places.
- Economically – helps preserve public school enrollment at present sites.
- Could promote intelligent, sustainable infill instead of more sprawl.
- Integrates new with existing communities.
- Maximizes use of existing infrastructure that will minimize cost of expanding infrastructure.
- Injects renewed vitality.
- Is an opportunity to enhance both.
- Preserves natural, open space.
- Creates opportunity for less car travel.
- Reduces car emissions, resulting in improved air quality.
- Rebuilds the urban core, increases tax base.
- Could improve, increase public school system/population.
- Puts people and their problems closer together.
- Increases the viability of mass transit.
- Saves on expensive infrastructure and services.
- More efficient.
- Preserves open space and food growing areas.





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- Reduces need for cars and driving miles
- Reduces footprint, protecting vulnerable habitats.
- Allows wildlife to have room to roam.
- Creates a smaller, efficient transportation network.
- Will cut down the cost of infrastructure.
- Will help preserve our open space.

2. Promoting mixed use development (developing commercial uses in conjunction with residential)...

- Improves access for persons with disabilities and low income by reducing travel needs.
- Is not always necessarily good. Input from residential are extremely important to gather to what is needed in those residential areas.
- Proper zoning needs to be addressed.
- Less travel from home to work, home to shopping.
- Services are more available in immediate neighborhood.
- Reduces energy consumption.
- Provides residents access to needed services without traveling distances.
- May reduce average trip length of new development.
- Will not reduce total travel unless it is counter-type to existing development and improves balance of origins and destination.
- Creates community dimension (?) and livability.
- Reduces pressure on auto dependability.
- Creates a competitive community profile.
- Puts pressure on (?) historic resources architecture of (???) that line the corridor, activity center and downtown.
- Reduces costs of transit to work/shopping.
- Makes it possible to walk or cycle or take bus to work/shopping.
- Reduced stress on infrastructure.
- Economic benefit.





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- Historic character or community identity.
- Use compatibility.
- Stimulates diverse neighborhoods providing close retail goods and jobs.
- Connectivity/walkability - reduces fuel costs.
- Reduces infrastructure costs.
- Creates sense of community
- Cuts down driving.
- Small business incentive.
- Could promote less need for excessive travel especially fossil fueled vehicles.
- Power down for sustainability.
- Reduces car travel for services.
- Improves health if more cycling/walking occurs.
- Increases interest/choices within neighborhoods.
- Could promote local business.
- Improves interaction with neighbors, sense of community.
- Increases walkability.
- Reduces need for transit.
- Healthier lifestyle.
- Safer - eyes on workplace after hours, eyes on homes during (*thought not completed*)
- Promotes greater sense of community.
- Attracts creative class? (*participant's question mark*)
- Improves neighborhoods.
- Makes neighborhoods more diverse.
- Reduces car trips.
- Creates smaller communities within region.
- Will cut down transportation - job costs.
- Increases personal wealth.





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3. Directing more dense development along major transit corridors, in activity centers, and downtown and away from neighborhoods...

- Will be a more acceptable and healthier way of life.
- This would allow for transportation such as tram to service the neighborhoods off each side of the corridor.
- Increase the cost effectiveness of public transit, if transit is provided.
- Depends!
- Impact of transit corridors depends on nature of destination. Presumes the only issue of importance is moving people around. Activity centers need to be balanced between O & D and connected to each other with transit.
- Ensures density needed for public transit.
- Reduces pressure on outlying natural areas.
- Reduces development pressure on neighborhood.
- Public safety is improved.
- Co-location of business interests and transport spurs investment.
- Puts pressure on (?) historic resources (?????) line the corridors, activity centers and downtown.
- Use compatibility.
- Infrastructure optimization
- Congestion - commute times.
- New economy/changing jobs.
- Is an efficient means to provide optimum transportation opportunities to residents.
- University area concern - mini dorms could be discouraged from within adjoining neighborhoods, since U of A students would be on those corridors.
- If done in conjunction with #2 above, could promote less travel.
- Preserves neighborhood integrity.
- Maximizes land use.
- Increases need for transportation and related costs.
- Improves image, sense of calm, and traffic safety of neighborhoods for young and old.





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- May increase traffic to downtown activities.
- Keeps street crime concentrated on corridors and out of the residential areas.
- Promotes public transit.
- Allows for a reduction in single-user transportation modes.
- Will cut down transportation – job costs
- Increases personal wealth

4. Recognizing that established neighborhoods play a critical role...

- Is essential and is a critical need, too.
- Neighborhoods can offer their own distinct point of interest to those around them allowing for the residents of those neighborhoods to extract their own source of pride.
- In Tucson's identity.
- By preserving the history and character.
- In creating community identity.
- Fostering strong sense of place.
- Has far reaching economic potential.
- Community engagement is facilitated.
- Cultural heritage is preserved.
- Makes building neighborhood networks easier.
- Economic business relocation based on the other 16 hours in a day.
- Economic????? not balancing business needs.
- Because they reflect the values and culture of the community's base.
- Protects social and cultural assets.
- Protects and preserves Tucson's history and culture.
- Can't encourage number one above without the existing developed area providing a good quality of life.
- Historic designation may be difficult; but neighborhoods without it need to be protected too.
- Putting more density through land use coverage already at 70% coverage in R-1, undermines (?) the best feature of established neighborhoods-yards are an asset!





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- Recognize established community cohesion and promote it if nimbyism can be kept in check.
- Some “neighborhoods” are better than others....
- In maintaining a sense of community and regional character.
- Protects the well being and safety of residents.
- Could direct more funding to enhance neighborhoods.
- Could serve as model for improving/enhancing neighborhoods.
- Improves overall sense of community.
- Increases the likelihood that residents will accept change.
- In creating community.
- Will build upon the assets of local neighborhoods.
- Will require neighborhoods, others and government to learn how to work more effectively together.

5. Investing in public infrastructure (roads, streetscapes, sidewalks, transit, bike routes, and parks)...

- Should be done in a cost effective way and should also include great participation of neighborhood input.
- Extended walking paths that connect with others in the city.
- Is the only way to grow out region and global competitiveness.
- By creating walkability and bikeability routes to reduce obesity and have healthier individuals.
- Should focus on reducing travel needs through neighborhood: short trip infrastructure street crossing, neighborhood walk ability measures.
- No public funds should be spent on expanding capacity to support added population. 100% fee.
- Is smart growth and of value to the community.
- Encourages “street life” (public engagement in place) and discourages gang control of streets.
- Encourages biking, walking – health benefits / recreation benefits
- How do you pay? Priority?





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- Alternate modes are important.
- Is an efficient use of financial resources because costs typically escalate in the future. Sometimes land is not available in the future and needs to be set aside or used today for tomorrow's generations.
- City of Tucson has low percentage of land allotted for city parks-given national recommendation, need parks for open spaces, trees for heat-island effect deterrent. Before all land gets gobbled up for increased density in established neighborhood.
- Need to set aside for pocket parks-not use Reid Park land for other stuff than park use since nothing else in around mid-town.
- Any bike routes should use sidewalks so pedestrians/bicycles and cars aren't all sharing same curb area.
- With the exception of more roads, would promote the development of human scaled, sustainable urban villages.
- Facilitates mobility and access.
- Protects well being and safety.
- Improves health.
- Increases value of living here.
- Improves chances of connecting with neighbors.
- Improves overall aesthetic of city.
- Increases Tucson's miserable park per capita ratios.
- Shows that people care about their community.
- Increases potential for increased use.
- Is critical and a good use of money.
- Sets the stage for other community improvements.
- Spurs economic growth.
- Is a (?) role of government.

6. Locating future growth near existing infrastructure (available water, sewer, and power sources)...

- May require redevelopment of existing infrastructure.
- Would this not put more strain on the current infrastructure unless monies are invested in upgrades.





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- Has unknown costs. Cost of adding capacity to existing infrastructure maybe greater or lower than new areas, due to higher per-mile costs.
- Is obvious.
- Limits destruction of natural habitat.
- Encourages diversity of backgrounds, ages in a geographic area.
- Reduces cost of new infrastructure.
- Economic benefit.
- Use compatibility.
- Repayment of investment of “oversized” infrastructure.
- Is an efficient use of financial resources which makes new growth more profitable and affordable.
- Also is most efficient in terms of resource use (energy, materials, efficient water use).
- Saves money.
- Sounds good, but are sewers able to accommodate additional flow?
- Water delivery lines okay? Sure is better than paying to pump water up hill-on to outskirts.
- What future growth?
- Locating infill migration back to existing infrastructure and shoring up same might result in better chance for survival for some as the earth heats up.
- Maximizes use of existing resources which is more economically viable than adding/expanding infrastructure.
- Reduces car travel.
- Improves air quality.
- Reduces dependence on finite resource/oil.
- Increases Tucson tax base.
- Saves scarce resources for other uses.
- Reduces costs to existing residents.
- Reduces service costs.
- Will cut down the cost of infrastructure.
- Will help preserve our open space





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- Cut down transportation-job costs.
- Increases personal wealth.

7. Planning efforts that encompass a regional perspective...

- Essential.
- Cohesive growth across the region.
- Interrelated.
- Should focus on two things: 1) what do our target industries need to expand, create good jobs in terms of land use and incentives. 2) Education.
- Would help create a common theme so that drastic differences are not created that would cause division.
- Need to focus on performance not prescription.
- Are valuable but can be so broad that unexpected consequences can result at the local level.
- Creates table for dialogue rather than lawsuits.
- Engages diverse dialogues ensuring that solutions are more likely to succeed.
- Economic benefit.
- Local control
- Freeway?
- Keeps us from working at cross purposes with other communities.
- RTA - problem that decision making not representative of population. If so, Marana, South Tucson, etc. shouldn't have same vote in the city of Tucson.
- City of Tucson residents pay for transportation in county but get little back - pay twice - for city and county.
- Could promote consideration of the actual carrying capacity of the bio region.
- Preserves regional character including existing cultural diversity.
- Maintains and supports community feel.
- Allows for consideration of regional resources or lack thereof.
- Increases potential for reduction in duplicated or redundant services/features.
- Increase chances of economy of scale efforts.





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- Prevents duplication in some cases.
- Builds sense of community.
- Are necessary in order to generate connectivity and be economically efficient.
- Is a challenge!

8. Balancing the development of facilities and services with consideration of operations and maintenance to sustain them over time...

- Is a must.
- Would reduce costs in the long term.
- No public funds should be spent to expand infrastructure capacity to support new growth.
- All operating revenues should be spent on OM&R.
- Economic benefit.
- New funding sources.
- Development pays for itself. What does that mean? For how long?
- Is important when considering an asset's lifecycle cost and the optimization of financial investments in that asset.
- Makes the provision of critical services more cost effective.
- Absolutely – problem - does growth pay for itself? Gilbert's study says NO. Building more roads, etc. just first step - maintenance of inter-city streets have suffered to outskirts area.
- Is fiscally vital and necessary.
- Must always be considered in planning for growth.
- Creates potential for financial responsibility.
- Puts brakes on unlimited growth.
- Requires foresight and perseverance.
- Will help assure continuity of these facilities and services.

9. Embracing historic preservation...

- Is good but should not hold back modern progress to proceed to better help the needs of our city.





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- Is important to our identity.
- Safeguards from demolishing without thought put into- need to be a balance-some things need to go.
- Is critical.
- Is important to the longevity and livability of the city.
- Is a high priority value and should not be compromised in the name of “progress.”
- Within reason.
- Economic cost.
- Is important to understand the past to set a path for the future.
- Vital-economic tourism, desire to live in existing neighborhood.
- Helps to maintain community character.
- Encourages uniqueness of this place.
- Retains links to the past.
- May invite/spur tourism.
- Can be overdone.
- Helps maintain and develop our unique identity.

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