

City of Tucson GENERAL PLAN

December 6, 2001

THE GENERAL PLAN

Tucson, Arizona

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CITY MANAGER

James Keene

The General Plan was originally adopted as the "*Comprehensive Plan*" pursuant to the Tucson *Zoning Code* and, subsequently, the Tucson *Land Use Code*. The term "*Comprehensive Plan (CP)*" was changed to the "*General Plan*" by Ordinance 9517, which was adopted by Mayor and Council on February 12, 2001. The change in title did not affect the content of the Plan.

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FORMAL ACTIONS ON THE GENERAL PLAN

Mayor and Council

February 26, 1979 - Resolution 10741 (Adoption)
April 13, 1981 - Resolution 11477 (Amendment: Transportation Section, Policy 1; Supporting Policies 1.2 - 1.6, and 1.12)
April 20, 1981 – Resolution 11484 (Amendment: Land Use Section, Industrial Policy 8)
July 6, 1981 - Resolution 11581 (Amendment)
June 21, 1982 - Resolution 11915 (Amendment)
May 18, 1987 - Resolution 14024 (Amendment: Land Use Section, Street Policy 11)
June 8, 1987 - Resolution 14047 (Amendment: Character and Appearance Section)
December 18, 1989 - Resolution 15155 (Amendment: Economic Development Section)
December 10, 1990 - Resolution 15369 (Amendment: Land Use Section, Policy 9; Parks, Recreation, Open Space, and Trails (PROST))
February 24, 1992 - Resolution 15938 (Amendment: Air; Cultural Heritage; Public Buildings, Services, and Facilities; Safety; Vegetation and Wildlife; and Water Sections)
December 14, 1998 - Resolution 18181 (Amendment: Land Use and Community Character and Design)
August 6, 2001 - Resolution 18946, Ordinance No. 9584 (Adopted per Growing Smarter)

Voter Ratification

November 13, 2001, Effective December 6, 2001

Hearings: Mayor and Council

May 15, 1978
January 26, 1981
April 13, 1981
April 20, 1981
July 6, 1981
June 21, 1982
May 18, 1987
June 8, 1987
December 11, 1989
July 2, 1990
February 24, 1992
November 23, 1998
July 2, 2001

Citizens Advisory Planning Committee

May 18 & 19, 1977
January 6 & 7, 1981
March 3 & 4, 1981
May 5 & 6, 1981
April 27 & 28, 1982
February 24 & March 4, 1987
April 1 & 16, 1987
November 1 & 2, 1989
May 2 & 16, 1990

Planning Commission

December 4, 1991 & January 15, 1992
October 7, and October 21, 1998
May 24, and June 6, 2001



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I. INTRODUCTION

A. Growing Smarter Background

On May 29, 1998, Governor Jane Hull signed into law the Growing Smarter Act, effective August 21, 1998. On May 18, 2000, Growing Smarter Plus became law. Combined, these Acts were the first significant state-level planning legislation in Arizona in over 20 years. Unless otherwise stated, references in this document to Growing Smarter, the Act, or the Growing Smarter project include both the original Growing Smarter Act and the Growing Smarter Plus legislation.

The Growing Smarter Plus legislation included an initiative (Proposition 100) that was on the November 7, 2000, ballot. Proposition 100, which was not approved by the voters, would have amended the state constitution to allow up to approximately 270,000 acres of State Trust land to be preserved as permanent open space, to extend grazing leases and permit dedication of Trust land for school sites. All other Growing Smarter requirements remain law, however, and are addressed in the following discussion.

The Act requires cities and counties to address the issues associated with urban growth and development. It was intended to strengthen the ability of communities in Arizona to plan for growth and to acquire and preserve open space. It is very broad in scope, and it requires communities to address growth and growth-related pressures by requiring new *General Plan* elements that:

- identify growth areas, establish policies and strategies for new growth to pay its fair share of the new public facilities required to serve it;
- identify open space needs and regionally plan for interconnected open space; and
- analyze the environmental impacts of the development anticipated by the *General Plan*.

Addressing the issues cited in Growing Smarter requires amendments to the City of Tucson's *General Plan*. It requires a number of new elements and changes to existing *Plan* elements. Compliance with the Growing Smarter mandates is required by December 31, 2001.

The City's compliance with Growing Smarter requirements includes an extensive public participation program. Meeting Growing Smarter requirements presents another opportunity to reflect on current and future issues and to ensure that the *General Plan* is aligned with the needs of the community. In addition to the elements required by the state legislation, the *General Plan* retains the correlation to Tucson's *Vision* statement and the *Regional Vision for Eastern Pima County*.

B. General Plan Profile

The *General Plan* presents a series of policies and recommendations for Tucson and, in some cases, all of eastern Pima County. It is in effect only within the corporate limits of the City of Tucson. The policies establish a basic direction and approach to guide the future growth and development of Tucson. The policies also provide guidance for the preparation of more detailed environmental, land use, and transportation proposals; the refinement of community facility and service plans; and the development or amendment of subregional, area, neighborhood, and other specific plans.

The policies presented in the *Plan* address environmental planning and conservation; cultural heritage; land use; circulation and bicycling; parks, recreation, open space, and trails; community character and design; safety; public buildings, services, and facilities; growth areas and population; cost of development; economic development; conservation, rehabilitation, and redevelopment; water resources; and housing.

Introduction to the General Plan

The *General Plan* is a policy document that has been regularly assessed and updated, typically every three to five years. The *Plan* has been amended 11 times since its initial adoption in 1979, with the last update occurring in 1998. Current requirements state that the *Plan* must be submitted for voter approval every ten years.

Since its original adoption, the *General Plan*, which is designed to meet the community's goals, has been augmented by the *Regional Vision Program* and the *Livable Tucson Vision Program*. These processes provided a forum for Tucson's citizens to give input into current issues and for the City to further develop the *General Plan* to ensure that it was in keeping with the goals of the community.

C. General Plan Themes

The *General Plan* guides land use decisions throughout the city of Tucson. The *Plan* encompasses much more than basic recommendations about where land uses are appropriate. It contains policies that address such diverse issues as water supply, housing, safety, and archaeological resources. Three overarching themes emerge from the *Plan*, including urban form, quality of life, and the economy and environment.

Urban Form

The first six elements of the *General Plan* establish the framework for the city's urban form. Taken together, these elements give an overall perspective on how, when, and where development will occur. The elements in this section address such issues as: areas of the city where development is expected to occur; appropriate locations for specific types of development, such as office, commercial, and residential; provision and maintenance of transportation facilities and services; visual quality of the community; protection and enhancement of Tucson's cultural heritage; and maintenance and rehabilitation of the existing built environment. The first six elements aim to address these vital issues in a way that acknowledges, respects, and enhances Tucson's rich, multicultural heritage and unique desert environment. The first six *General Plan* elements include:

- Growth Areas and Population
- Land Use
- Circulation
- Community Character and Design
- Cultural Heritage
- Conservation, Rehabilitation, and Redevelopment

Quality of Life

The second six elements of the *General Plan* address quality of life issues, such as: managing safety hazards; ensuring an adequate water supply; ensuring an adequate supply of safe, sanitary, affordable housing; providing and maintaining a high quality parks, recreation, and open space system; providing efficient and equitable City services; and establishing cost recovery methods to provide facilities and services to new development. In describing how services and facilities will be provided, these elements speak to the overarching issue of quality of life. The second six *General Plan* elements include:

- Safety
- Water Resources
- Housing
- Parks, Recreation, Open Space, and Trails (PROST)
- Public Buildings, Services, and Facilities
- Cost of Development

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Economy and Environment

The last two elements of the *General Plan* address growth and balance issues, including development of the city's economic base and protection and enhancement of the environment. Although there is a perception that economic development and environmental protection and enhancement are polar opposites, these issues are interwoven for two reasons. First, many industries in Tucson, including tourism, the film industry, astronomy, and other industries, depend on a healthy environment and clean air. Second, economic development and the need for environmental protection are both related to the community's continued growth. The last two elements of the *General Plan* acknowledge the interrelationship between economic growth and environmental protection.

The Economic Development Element is a local option that ensures Tucson's economic base remains strong. The policies focus on enhancing Tucson's image; recruiting, creating, expanding, and retaining businesses; and establishing a well-trained, well-compensated, diversified labor force.

The Environmental Planning and Conservation Element contains analysis, policies, and strategies to address the anticipated effects of *General Plan* elements on air quality, water quality, and natural resources. The policies and strategies in this element are designed to have community-wide applicability and do not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

The last two *General Plan* elements include:

- Economic Development
- Environmental Planning and Conservation

D. Vision

The *Regional Vision for Eastern Pima County* addresses the need for comprehensive regional planning, to preserve the region's positive characteristics as growth occurs. Local jurisdictions adopted a set of Regional Goals and committed to regional planning cooperation. Elected officials established an Executive Committee within the Pima Association of Governments to develop a framework for individual jurisdictions to create their own vision statements.

The City's visioning process involved extensive public review and input. The resulting goals, found within the Tucson's *Vision* statement, guide updates of the *General Plan* and assist the Mayor and Council in decision making. The *Vision* statement establishes common ground among the community's diverse groups and encompasses community attitudes about change and innovation. It is built on traditions, values, and resources that represent Tucson's "spirit," balanced with the need for economic growth and change.

The vision statements adopted by Pima County's five jurisdictions were melded into a regional vision that retained the essence of individual community visions, while capturing regional character and aspirations. After the *Regional Vision* statement was adopted by the individual jurisdictions, the Executive Committee and Pima Association of Governments adopted it as the *Regional Vision for Eastern Pima County*.

E. Livable Tucson Vision Program

Maintaining a livable community has been an ongoing concern for the City. This concern is based on the recognition that a livable, healthy community requires a long-term commitment to economic, social, and environmental well-being. The City has responded to this concern by ensuring that the *General Plan* has remained a "living" and dynamic document over the years.

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The *Livable Tucson Vision Program (LTVP)* began with a series of public forums to engage the community in identifying a common vision and strategies for achieving a livable community. Based on thousands of comments, seventeen key goals emerged. They are listed below. These goals embody the values and aspirations of the community to maintain and improve Tucson in the future. A series of public workshops were held to develop indicators of progress toward each of the seventeen goals. Taken together, the indicators form a community report card.

- Better Alternatives to Automobile Transportation
- Engaged Community and Responsive Government
- Safe Neighborhoods
- Caring, Healthy Families and Youth
- Excellent Public Education
- Infill and Reinvestment, Not Urban Sprawl
- Abundant Urban Green Space and Recreation Areas
- Protected Natural Desert Environment
- Better Paying Jobs
- Clean Air and Quality Water
- People-Oriented Neighborhoods
- Respected Historic and Cultural Resources
- Quality Job Training
- Reduced Poverty and Greater Equality of Opportunity
- Strong Local Businesses
- Efficient Use of Natural Resources
- Successful Downtown

The *General Plan* furthers the goals established by the *LTVP* by providing a framework for promoting more livable, sustainable, and enduring development. Although much of the *Plan* was adopted prior to the introduction of the *LTVP*, the goals and indicators that emerged during the *Program* showed that the *Plan* policies were generally in alignment with current values of the community. The 2001 update of the *Plan*, which is required to comply with Growing Smarter legislation, presents the opportunity to further refine the policies to ensure that their implementation promotes the goals of the Tucson *Vision* statement. The appropriate *LTVP* goals are provided for context in each *Plan* element.

II. ADMINISTRATION

A. Citizen Participation

Citizen participation associated with the *General Plan* is guided by the Growing Smarter Citizen Participation Program, which was adopted by the Mayor and Council in June of 1999. The program contains written procedures to provide effective, early, and continuous public participation from all geographic, ethnic, and economic sectors of the community, for *General Plan* adoption and for future *Plan* amendments. The notification list includes the school districts, associations of governments, public land management agencies, public utility companies, members of the public, and appropriate governmental jurisdictions.

The Citizen Participation Program meets Growing Smarter requirements and builds on the *Livable Tucson Vision* process. It is a citywide program that involves extensive public participation. Because the City of Tucson has a long history of addressing issues as they are raised, numerous plans and programs through various City departments have already been adopted, each with its own public participation process. In addition to these individual public processes, comments from the community were sought through six community forums, surveys, the City website, and various groups of citizen volunteers.

B. Adoption and Ratification Process

The adoption or readoption of the *General Plan* shall be by resolution of the City of Tucson Mayor and Council. Adoption or readoption of the *General Plan* must be approved by an affirmative vote of at least two-thirds of the Mayor and Council and be ratified by a majority of the qualified electors.

The *General Plan* must be submitted for voter approval every ten years. This requirement provides the opportunity for the City to assess progress that has been made toward meeting the City's goals and to respond to the changing community.

Prior to adoption or readoption of the *General Plan*, the Planning Commission shall hold at least two public hearings in two different locations before forwarding a recommendation to the Mayor and Council. Prior to adoption or readoption of the *General Plan*, 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.

C. Major Amendment Process

The adoption of a major amendment to the *General Plan* shall be approved by affirmative vote of at least two-thirds of the members of the Mayor and Council. All proposed major amendments to the *General Plan* shall be presented by the Mayor and Council at a single public hearing during the calendar year in which the proposal is made. Prior to Mayor and Council consideration of an amendment to the *General Plan*, the Planning Commission shall hold at least two public hearings in two different locations before forwarding a recommendation to the Mayor and Council. Public and jurisdictional notice shall comply with all state and City regulations.

Changes that are not considered major amendments to the *General Plan* shall be processed in accordance with state and City of Tucson regulations concerning timing, notice, public hearing, and action.

The *General Plan* sets forth the criteria to determine the need for a major amendment to the *General Plan* in the Land Use Element.

D. Interrelationship of General Plan Policies

Within the *General Plan*, no policy or element stands alone. The policies, supporting policies, and actions of the *General Plan* are categorized into elements, which represent the general category into which the policies fall. However, the elements and the policies within them are interrelated. The *General Plan* should be reviewed as a whole in order to determine the *Plan's* direction regarding community issues. For example, to assess the *Plan's* guidance related to establishing housing policy, it would be necessary to review not only the Housing Element, but also the Land Use, Growth Areas and Population, and Cost of Development Elements.

E. Relationship of the General Plan to Specific Plans

The *General Plan* provides guidance for the city as a whole and, like specific plans, is used by staff to review development applications. However, the *General Plan* differs from specific plans in that the policy framework provided by the *General Plan* is, by definition, general. Because the *General Plan* is a long-range policy document, it influences future land uses in all-encompassing ways and is generally amended only in relation to citywide policy changes. Its policies are the foundation and broad framework for related City ordinances, regulations, specific plans, and other future plans. *General Plan* policies influence decisions on the annual City budget priorities and the Capital Improvements Program and are the impetus for City departments to coordinate on a variety of plans and projects. Thus, they facilitate better service to citizens.

Specific plans include area and neighborhood plans, subregional plans, and redevelopment plans. They provide for the systematic implementation of the *General Plan* through the use of detailed policy direction, often at the parcel level, for small 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 are subject to separate adoption and amendment processes. 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.

Because specific plans focus on detailed policies, they must include a measure of flexibility. Citizens may apply for amendments to specific plans to change the policies therein. For example, a rezoning applicant may apply for an amendment if the applicable specific plan does not support the proposed rezoning; or a neighborhood group may apply for an amendment to protect a resource, such as an open space parcel newly purchased by the neighborhood. Although policies in the specific plans are based on policies in the *General Plan*, specific plan policies are more detailed and therefore are referred to when making smaller-scale land use and planning decisions.

Policies in both the *General Plan* and the specific plans are used by City staff on a daily basis to evaluate rezoning applications, variance requests to the Board of Adjustment, and other development and permitting applications. Compliance with the spirit of the policies is essential for the City to support a proposed development project.

F. Relationship of the General Plan to the Land Use Code

The *Land Use Code (LUC)* contains the zoning regulations for the City of Tucson. A stated purpose of the *LUC* is to implement the *General Plan*. The *LUC* contains regulations relating to the administration of the *General Plan* and to the use of the *Plan* in reviewing applications for rezonings, variances, and other zoning applications.

G. Relationship of the General Plan to the Design Guidelines Manual

The *Design Guidelines Manual* expands on the overall policy direction provided in the *General Plan* by illustrating ways to meet policy objectives for design quality. Guidelines are not regulations or development standards. The *Design Guidelines Manual* is a “help document” that presents a variety of design options and techniques that

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illustrate ways to improve the overall quality of development, protect the integrity of existing neighborhoods, complement adjacent land uses, and enhance the overall function and visual quality of the community.

H. Format and Terminology

A *policy* is a guide for decision-making that identifies a desired level of commitment toward achieving something of value to the community. Policies are a reflection of values and are intended to affect future decision making regarding the subject of the policy. Policies in each *General Plan* element are numbered.

In some cases, *supporting policies* follow main policies. Supporting policies provide more detailed goals or objectives that relate to and expand upon the overall policies. Supporting policies are designated with numbers, with the overall policy number first and the supporting number following (i.e., 1.2).

Policies and supporting policies are, in some instances, supplemented by *statements of future actions*. A future action is a specific step that may be necessary to implement a policy. Actions generally list tasks to be undertaken by the City, although actions may apply to the private sector as well. Actions are designated by the policy or supporting policy number followed by a letter (i.e., 1.2.A) and are printed in italics. Not all policies have corresponding actions.

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

Several action terms, such as *identify, investigate, explore, design, and build*, refer to a work task or activity, often with a public entity as the implied actor. The *General Plan* Glossary further defines the most frequently used policy verbs and other references and technical terms.

III. GENERAL PLAN IMPLEMENTATION COMPONENT

Implementation is perhaps the most important step in the planning process. Plan implementation allows the policies to take effect, builds trust with the citizenry who participated in the planning process, and provides the opportunity to evaluate the outcome of the policies. Implementation of Tucson's *General Plan* shall comply with applicable state and local regulations. The *General Plan* presents overall guidelines for future city direction. The *General Plan* is implemented through the legislative actions of the Mayor and Council.

A. Introduction

The adoption and ratification of the Tucson *General Plan* is not the end of the process, rather it is the beginning of the next phase, which is implementation. A plan is only as successful as the strategies employed to implement it. It is the purpose of the Implementation Component to ensure that key policy initiatives within the *General Plan* are implemented. The Implementation Component sets a time frame for: (1) developing a Cost of Development Element implementation time frame; (2) implementing the transportation policies of the Circulation Element; (3) establishing programs or projects which demonstrate how the application of *Plan* policies can affect the urban environment; (4) developing indicators and measures which can be used to determine the progression of implementation of the *General Plan*; and (5) establishing a program which commits to a diversity of urban environments across the community. Future implementation strategies will be developed and incorporated into the Implementation Component as the Mayor and Council set additional priorities and make available resources for implementation.

The process of planning and developing a city is an ongoing effort which requires diligence on behalf of the residents, community groups, governmental agencies, and elected officials. These Implementation Component strategies will begin to move the process forward and provide momentum to all of the parties cited above to continue to implement key elements of the *General Plan*, in the collective pursuit of a more livable Tucson.

B. Strategies

The City Manager is directed to develop a work program to execute the following implementation strategies, by programming them to begin in the first fiscal year available, after the first full budget preparation cycle, following voter ratification of the *General Plan*. The work program shall include a detailed time line for the execution of these strategies within five years of the date of the ratification of the *General Plan*. The time frames may be amended by Mayor and Council to reflect changes in priorities while the *Plan* is in effect.

1) Cost of Development Element Implementation Time Frame

- a. Submit a time frame for implementation of the policies set forth in the Cost of Development Element (Element 12). The implementation should include completion of a study, using an accepted methodology, to determine the total cost of growth and development in prioritized areas of the city. As a part of the study, develop a Cost of Growth Model that tracks actual costs over time.

The time frame will advise the Mayor and Council of anticipated resource needs (staffing, consultants, etc.) and the changes in priorities in the City's work program necessary to accommodate the study.

- b. Within six months of completion of 1.a, above, the Mayor and Council will hold a public hearing on a program designed to recover the "fair share" of the costs of new public services and facilities required to serve new development. The program will contain details regarding the application of fair share cost recovery in an equitable manner, in designated areas of the city.

Within six months of the public hearing, an "Adequate Public Facilities Ordinance," or a similar tool, which integrates the information derived from the Cost of Growth Model into the Community Facilities

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Management Strategy (CFMS), shall be brought to the Mayor and Council for consideration. The CFMS will be used as the long-term framework for development of the Annual and Five-Year Capital Improvements Programs and for assessing and committing public funds to rehabilitation, redevelopment, or development programs or projects. The Mayor and Council can program those expenditures through the Action Plan Area designation process and the City's Capital Improvements Program.

- c. Concurrent with the development of the Cost of Growth Model, the City will coordinate with the State Land Department (SLD) to incorporate the conceptual plans for State Trust lands, located within the Evolving Edge and Future City Growth Areas and designated as Master Planning Areas, into the City's *General Plan*.

2) Transportation Strategy

Transportation issues have emerged as a community priority. The goal of this strategy is to address the transportation system needs and the lack of adequate resources to fund system improvements.

A process of public involvement will be conducted using a variety of outreach techniques to facilitate diverse community dialogue and gather meaningful, objective data. Specifically, the process will gather data regarding what the community considers the most critical transportation system needs and which possible funding options are preferred.

A Citizens Advisory Committee, composed of key community stakeholders, will review the feedback gathered during the public involvement process and a range of possible funding options with the goal of developing specific recommendations for the Mayor and Council regarding what type of funding source is to be pursued and a specific program of improvements to be completed over a set period of time. The Citizens Advisory Committee will also consider the statewide transportation planning effort and funding recommendation developed in conjunction with the Governor's Vision 21 Task Force, as well as the PAG Regional Transportation Plan adopted January 24, 2001.

Upon completion of the public participation process and its consideration of related transportation planning efforts, the Citizens Advisory Committee will make its final recommendation to the Mayor and Council in late November or early December 2001. This strategy and time line will permit the Mayor and Council to pursue dedicated funding for a program of specific transportation improvements for the City of Tucson.

3) Programs and Projects Demonstrating Policy Applications

To improve understanding of the *Plan*, it is important to inform the public of the development implications of the policies contained within the *General Plan*. This strategy addresses what developments could look like if *General Plan* policies and the Design Guidelines Manual are creatively implemented.

- a. To convey this information, City staff will prepare an informational brochure which demonstrates the application of *Plan* policies across several types of developments. This component of the strategy should be completed within six months of initiation.
- b. To maximize implementation of key *General Plan* land use policies, the City shall pursue development of a process/program to promote, create, and further develop activity centers and nodes which are recommended in the Land Use Element and which are intended to cluster complementary uses in a manner that enhances pedestrian, bicycle, and transit accessibility. This project should be completed within one year of initiation.
- c. The City will also pursue development of a process/program to promote renovation of existing strip commercial centers. Renovation goals will include ingress/egress and safety issues, innovative parking management, and improved transitions to adjacent neighborhoods. This component of the strategy should be completed within one year of initiation.

- d. As part of this strategy, staff will review applicable building codes, engineering standards, and *Land Use Code* requirements to determine opportunities to provide improved support, by the City Codes, for *General Plan* policies. Items c and d can be combined into a single study. These components of the strategy should be completed within 24 months of initiation, and the findings and recommendations shall be forwarded to the Mayor and Council for consideration.

4) Indicators and Measures

Measuring the community's progress toward the goals set forth in the *General Plan* is a fundamental component of implementation. Without knowing the extent of the progress toward the goals, the community leaders are at a disadvantage when called upon to address important issues. The need to modify a policy direction or to bolster an adopted policy can be difficult to ascertain without a "score card" of progress. This implementation strategy requires the development of a series of indicators which can be used to gauge the progress of *Plan* implementation. Accompanying these indicators will be a database containing the evaluation measures for each indicator. The database may also contain maps and other information necessary to effectively measure progress for each indicator.

The complete results of the 2000 Census will be a key component of this strategy. The Census will provide important data on population, housing, and commuting. The complete Census data will be available in 2002. The indicators and the database should also take advantage of the American Communities Survey data which will be made available to the City of Tucson on an annual basis. An annual report to the Mayor and Council on the status of the *Plan* will be prepared and presented to the Mayor and Council during its annual or biannual budget cycle, for funding considerations. By building this information into the evaluation process, the report on the state of the *Plan* becomes an important tool for decision makers. This strategy should be complete within one year of initiation.

5) Commitment to Diversity

The strength of a city, the interest in living there, and the pleasure experienced from residing there are often derived from the diversity not only of the population of the city, but also of the built environment within the city. That is the case within the city of Tucson. Diversity in the retail sector ranges from Joestler's Broadway Village, to Plaza Palomino, to Park Place Mall. Residential diversity entails new homes with extensive energy efficiency and modern floor plans, to the turn-of-the-twentieth century homes in the city's earliest neighborhoods. Other opportunities cover the wide variety of styles, price ranges, and locations offered during more than 100 years of residential construction. There are also great variations in office and industrial locations and building types.

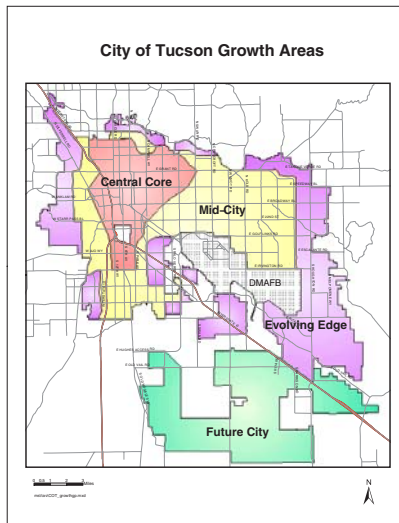
The purpose of this strategy is to ensure that this diversity of urban environments is maintained in the city. A study shall be completed to determine what approaches should be taken to maintain this diversity. The study should: identify the types of environments to be preserved or encouraged; establish the design guidelines, incentives, and regulations necessary to meet the diversity goal; determine the city's role and the resources available to meet the diversity goal; and develop a program or programs to achieve the diversity goal.

This project should involve a broad citizen participation process and should build on the policy direction in the *General Plan* and the Design Guidelines Manual. The product of this effort may include recommendations to the Mayor and Council for special districts with specific design standards, community-wide design standards, or other tools which recognize and support the desired diversity of the built urban environment. This project should be completed within 30 months after its initiation.

ELEMENT 1: GROWTH AREAS AND POPULATION

Introduction

The depth and complexity of the issues facing Tucson and all urban areas today are staggering. There is a need to balance the many daily decisions of individuals and organizations, operating within an ever-changing economy and marketplace, with the provision of public infrastructure that carries a 50-year life span. Those decisions must also be weighed within the context of the built environment, which is progressing through its own life cycle. The long-term prosperity and vitality of the city demands a set of strategies, which recognizes these complexities and interrelationships of the community's social fabric.



The term “development” is used in this element in the broadest sense to include new construction and rehabilitation. The Growth Areas and Population Element recognizes that not all undesirable conditions can be addressed by a blanket approach, nor can all opportunities be exploited with a single policy. This approach provides a set of strategies which is inclusive, which does not favor or exclude any part of the city, and which promotes vitality in all parts of the city. The policies encompassed in each of the Growth Areas seek to balance the needs, desires, and decisions of the many families, individuals, organizations, and businesses that comprise the community. This approach recognizes the existence of development activity in all areas of the city.

The Growth Areas and Population Element is the City's response to the Growing Smarter Act mandate, as set forth in ARS 9-461.05.D.2. This element is premised on the existing and projected population growth of the City. Tucson was the 45th largest U.S. city in 1980, 34th largest in 1990, and 30th largest in 2000. The population growth rate for the next 25 years should average about 1.8 percent per year. This element identifies those areas that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements, which are designed to support a planned concentration of a variety of uses, including residential, office, commercial, tourism, and industrial.

The element includes policies and strategies designed to: (1) make automobile, transit, and other multimodal transportation more efficient; make infrastructure expansion more economical; and provide for a rational pattern of land development; (2) conserve significant natural resources and open space areas in the Growth Areas and coordinate their location to similar areas outside the Growth Area's boundaries; and (3) promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity.

The development of this element evolved from a response to the legislative mandate into the creation of a broader policy framework which more fully recognizes the complex nature of the city of Tucson. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, or revitalization can be pursued in a citywide context which allows for greater recognition and understanding of the implications of such decisions.

Element 1: Growth Areas and Population

This element recognizes the dynamics and complexities of market forces; the choices of individuals, families, and organizations; and the life cycle of structures. The underlying premise for the element is that the different areas of the city require different strategies and policies to address problems and to build on opportunities. These strategies seek to prevent deterioration, to foster revitalization, and to manage new growth in a financially equitable manner.

The use of the term "balance" is an essential component of the Growth Areas and Population Element. The City's efforts to maintain a vital community and built environment consist of a series of interrelated policy issues. Each of these policy issues has its own political, livability, and budget implications. These policy issues include: promoting new development and redevelopment in the existing urbanized city; encouraging the rehabilitation and reuse of structures; managing new development at the city's edge; addressing the costs of providing infrastructure and facilities to serve new development, relative to the revenues received from this development; and fostering environmental preservation and protection.

The City currently has adopted policies and ongoing or special programs which intersect each of these policy issues. Recognition of these policy issues, and the current City approaches to addressing these issues, creates a framework for policy analysis and discussion and affords all interested parties the opportunity to more fully gauge the implications of a suggested policy direction.

Background

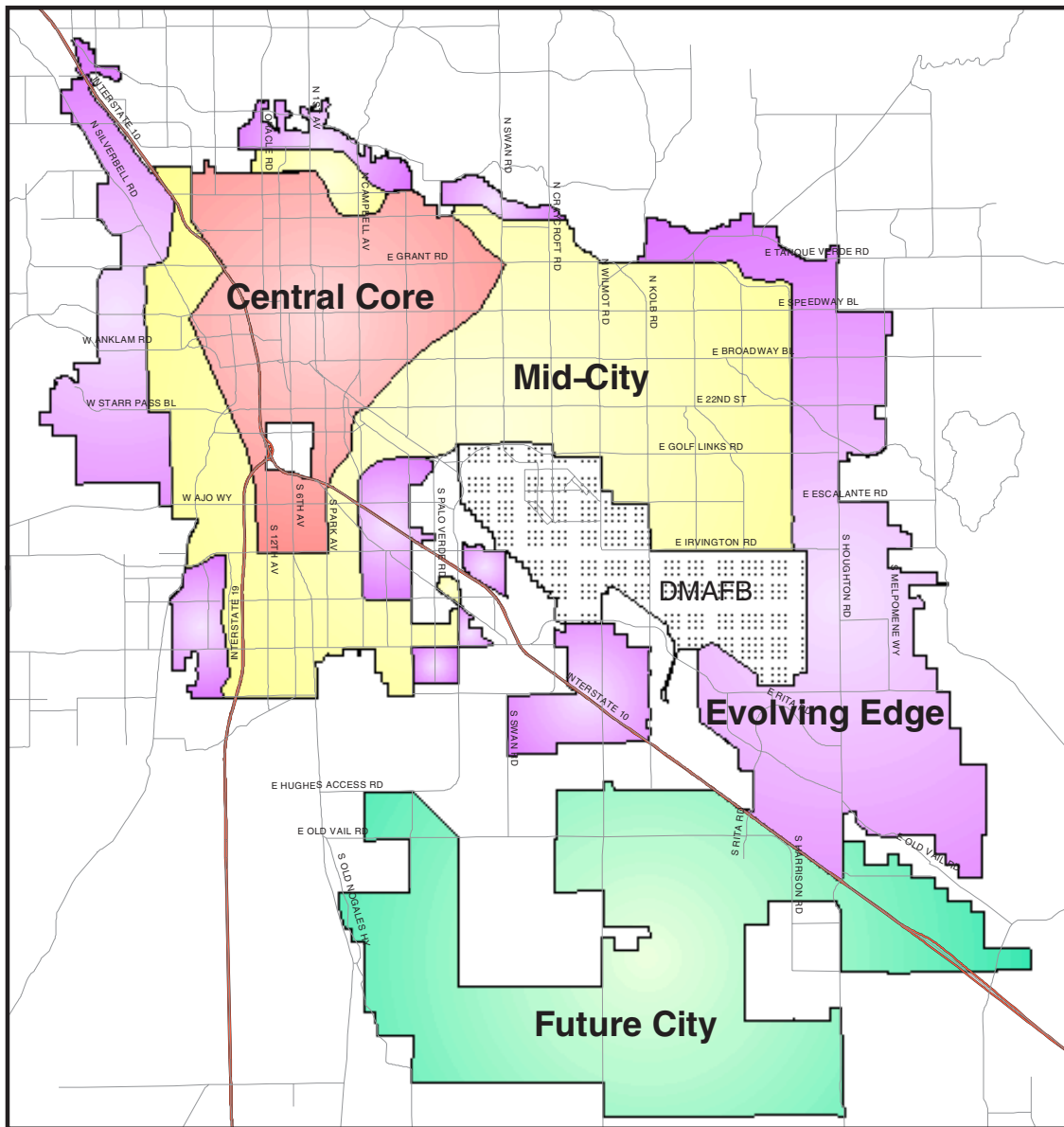
Population Component

The City's basic responsibility is to protect the safety and welfare of its citizens. The City would provide the infrastructure and services required to adequately serve the people. The likely demands required by future growth would be obtained cooperatively through regional processes to estimate and project population. These demand levels would be used by City staff in planning efforts.

City of Tucson Population Projections

Year	Projected Population
1990	405,390
1995	442,910
2000	485,790
2005	532,183
2010	588,558
2015	650,169
2020	711,812
2025	771,438

City of Tucson Growth Areas



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Element 1: Growth Areas and Population

Growth Area Component The built environment of the city of Tucson is dynamic. New structures, community facilities, and infrastructure are built as others decline or are revitalized. The natural cycle of the built environment is construction, economic usefulness, deterioration (due to age, neglect, economic obsolescence, or a combination), and revitalization, which extends the economic life, or continued deterioration, which may lead to the need for demolition in the case of structures or replacement in the case of infrastructure. Various stages of the cycle appear to be more prominent in different areas of the city. Thus, at different stages of the cycle, one area may need a different set of strategies to address its localized conditions or opportunities than another. Similarly, depending on the opportunities available or those that can be created, the overall type of development occurring may differ from Growth Area to Growth Area.

The four Growth Areas are shown on the City of Tucson Growth Areas Map, and are defined as: the Central Core, the Mid-City, the Evolving Edge, and the Future City. The Growth Areas have been identified to be consistent with the Growing Smarter mandate. A set of policies has been established for each of the Growth Areas. These policies not only address the issues raised by Growing Smarter but also look at the broader policy issues facing each Growth Area.

The four Growth Areas in the City of Tucson were established to reflect the land use patterns in the historically different areas of the City and to use that information as a basis to: (1) establish a Community Facilities Management Strategy (CFMS) and (2) identify development and redevelopment opportunities for structures and land across the entire City. A process must be established which creates a rational and systematic approach to addressing the challenges and capitalizing on the opportunities identified in each of the Growth Areas.

The overall goal of this element is to build upon the positive steps the City has already undertaken to address development and redevelopment opportunities and to establish the policy foundation for creating a CFMS.

Growth Area Administration The Growth Areas and Population Element creates a systematic approach to addressing issues related to maintenance and to development of the built environment by establishing Action Plan Areas (APA). The APAs merge multidepartmental-based information on: public facility conditions, maintenance and replacement plans, extension plans, assessment inventories of the built environment, and facility financing opportunities. The multidepartmental data gathering and analysis of the conditions and needs of existing public buildings, facilities, and services facilitate the prioritization of the expenditure of public funding through programs such as the Five-Year Capital Improvements Program (CIP). The goals of an APA may also include economic development or socioeconomic issues, which may extend beyond the issues of land use and the built environment.

The APAs coordinate capital improvements, development programs, and possibly other programs, as established by the Mayor and Council, and are the key implementation components of the CFMS. APAs continue to exist only as long as is necessary to ensure that CIP coordination is maintained; the projects are completed; and the goals of the CFMS are achieved.

Element 1: Growth Areas and Population

The CIP projects identified as part of the APA are coordinated to maximize the impact of the public investment based on the policy guidance of the Cost of Development Element. To be effective, the resources necessary to implement the Action Plans must be identified and committed to achieving the goals of the APA. The resource commitment may extend beyond a single budget year, yet all resources must be identified in the five-year CIP. APAs are to be identified in the five-year CIP with the annual CIP budget programmed as an implementation component of the CFMS.

APAs are established by the Mayor and Council in response to CIP demands and the APA criteria. Annual progress reports for each of the APAs would be submitted to the Mayor and Council for review. Progress reports for an APA would provide an update of the work completed to date and would also contain a work plan and budget recommendations for the upcoming fiscal year.

As part of the budget process, the Mayor and Council would conduct an annual review of the progress of APAs, based on the progress reports and the long-term goals of the CFMS. Should the Mayor and Council determine that the goals for an APA have been met and that the Action Plan has been fully realized, the Mayor and Council would declare the Action Plan to be implemented and would dissolve the APA. During the budget process, the Mayor and Council would also determine whether the goals of the CFMS warrant the creation of additional APAs.

The following policies are set forth to establish the four Growth Areas and to provide policy direction for the creation of a CFMS.

Growth Areas and Action Plan Areas (APAs)

Policy 1: Establish the four Growth Areas and the process for establishing APAs to create the structure for the CFMS and to achieve a balance of development across the community.

Supporting Policies

1.1 Establish the Central Core, Mid-City, Evolving Edge, and Future City Growth Areas.

1.2 Develop criteria for the creation of APAs, based upon level of service standards set forth in the Public Buildings, Services, and Facilities Element; facility plans; land use plans; critical need; facility demand based upon projected growth; and the general policy direction established for each Growth Area.

Actions

1.2.A Establish a plan content and structure protocol to promote consistency across all plans.

1.2.B Define critical need.

1.2.C Initiate an internal analysis and review process for

Element 1: Growth Areas and Population

Action Plans which coordinates the CIP with the work plans of the appropriate City departments within the overall context of the CFMS.

1.2.D Conduct the appropriate review as part of the budget process.

1.2.E Develop a reporting protocol to effectively convey the findings of the analysis of the APAs to the Mayor and Council.

Policy 2: Commit to developing a CFMS, which includes providing the staffing and technology resources to manage the program.

Supporting Policies

2.1 Use the CFMS as the long-range framework for development of the annual and Five-Year Capital Improvements Program and for assessing and committing public funds to rehabilitation, redevelopment, or development programs or projects.

2.2 Develop plans for the maintenance, replacement, and extension of community facilities, as set forth in Policy 2 of the Cost of Development Element.

2.3 Conduct surveys of the built environment to begin to establish an inventory of conditions, needs, and opportunities.

2.4 Establish a central "clearinghouse" within the City organization where all facility maintenance, replacement, and extension plans are housed and can be coordinated with the results of the surveys of the built environment.

Policy 3: Establish a cost accounting system within the City organization which can identify and track the true cost of public improvements on a geographic basis.

Supporting Policy

3.1 Integrate the cost accounting program into the reporting process for APAs and the CFMS.

Element 1: Growth Areas and Population

GROWTH AREAS

The Growth Areas Component of this element discusses the four Growth Areas and provides broad policy guidance for each area. The Land Use Element provides policies in greater detail for these areas. Included in each Growth Area discussion is a comparison of the 1990 and 2000 U.S. Census counts and a land availability analysis. The complete data for these discussions are provided below in Table 1, Growth Areas Population, and in Table 2, Vacant Land: Parcels by Ownership, Size, and Growth Area.

GROWTH AREAS POPULATION							
Growth Area	1990*	1990*	2000	2000	90-'00	90-'00	90-'00
	Population (2001 area)	% of City Area	Population	% of City Area	Change	Growth Rate	% of all Growth
Central Core	133,241	31.6%	138,807	28.5%	5,566	4.2%	8.6%
Mid-City	221,611	52.5%	251,765	51.7%	30,154	13.6%	46.7%
Evolving Edge	62,490	14.8%	90,230	18.5%	27,740	44.4%	43.0%
Future City	4,778	1.1%	5,897	1.2%	1,119	23.4%	1.7%
Tucson	422,120	100.0%	486,699	100.0%	64,579	15.3%	100.0%

Table 1

VACANT LAND: PARCELS BY OWNERSHIP, SIZE, AND GROWTH AREA													
PARCEL SIZE (sq. ft.)	CENTRAL CORE		MID-CITY		EVOLVING EDGE		FUTURE CITY		TOTAL		TOTAL ALL VACANT	CUMMULATIVE	
	Private	Public**	Private	Public**	Private	Public**	Private	Public**	Private	Public**		SUM	%
0 - 7,000*	1,760	1,016	1,995	472	3,760	568	1	-	7,516	2,056	9,572	9,572	41.9%
7,000 - 14,000	1,135	868	1,289	597	1,199	1,009	-	4	3,623	2,478	6,101	15,673	68.5%
14,001 - 43,560	385	480	700	355	745	244	-	3	1,830	1,082	2,912	18,585	81.3%
43,561 - 216,800	121	354	586	314	797	251	3	12	1,507	931	2,438	21,023	91.9%
216,801 - 435,600	12	45	75	96	945	76	-	-	1,032	217	1,249	22,272	97.4%
435,601 or more	4	40	45	117	190	188	3	6	242	351	593	22,865	100.0%
Total Parcels	3,417	2,803	4,690	1,951	7,636	2,336	7	25	15,750	7,115	22,865		
Total Area (acres)	998.5	2,967.6	3,570.5	6,917.5	10,072.2	25,938.0	700.6	30,507.8	15,342	66,331	81,673		
% of Vacant in Area	25.2%	74.8%	34.0%	66.0%	28.0%	72.0%	2.2%	97.8%	18.8%	81.2%			
% of Vacant in City	1.2%	3.6%	4.4%	8.5%	12.3%	31.8%	0.9%	37.4%					

* Many parcels are too small to be economically developed.

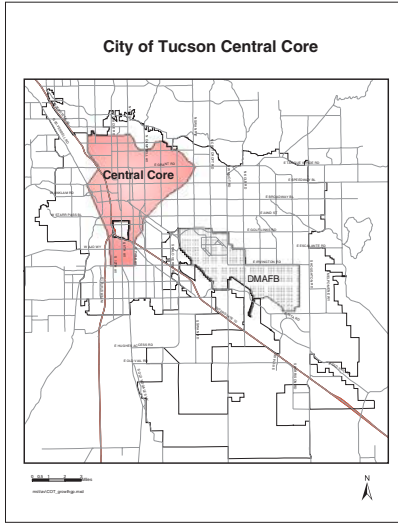
** Much public, tax exempt land is coded by the assessor as if it were vacant when in fact it is in use. Each parcel must be individually investigated.

The estimate of public vacant land is inflated.

Table 2

Central Core Growth Area

Introduction



The Central Core Growth Area (Central Core) of the city, a substantial part of which was constructed prior to World War II, contains many structures now experiencing the revitalization phase of the cycle and comprises a substantial part of the economic activity within the city. The development pattern in the Central Core was established in the pre-automobile era, which is reflected in the close mix of residential, commercial, office, and industrial uses. The Central Core, due to its age, is also different in its physical development than the rest of the city. It has narrower streets and different types of water pipe and sewer construction.

This area contains many of the community's most dynamic and historic neighborhoods and sites. Many of these historic buildings have undergone extensive renovations, including historic preservation efforts, and are still very viable. Others, however, would need investment to spur revitalization. Opportunities exist for scattered site infill projects and potentially for larger redevelopment projects; however, this area does not contain the tracts of vacant land needed for production housing construction at a larger scale.

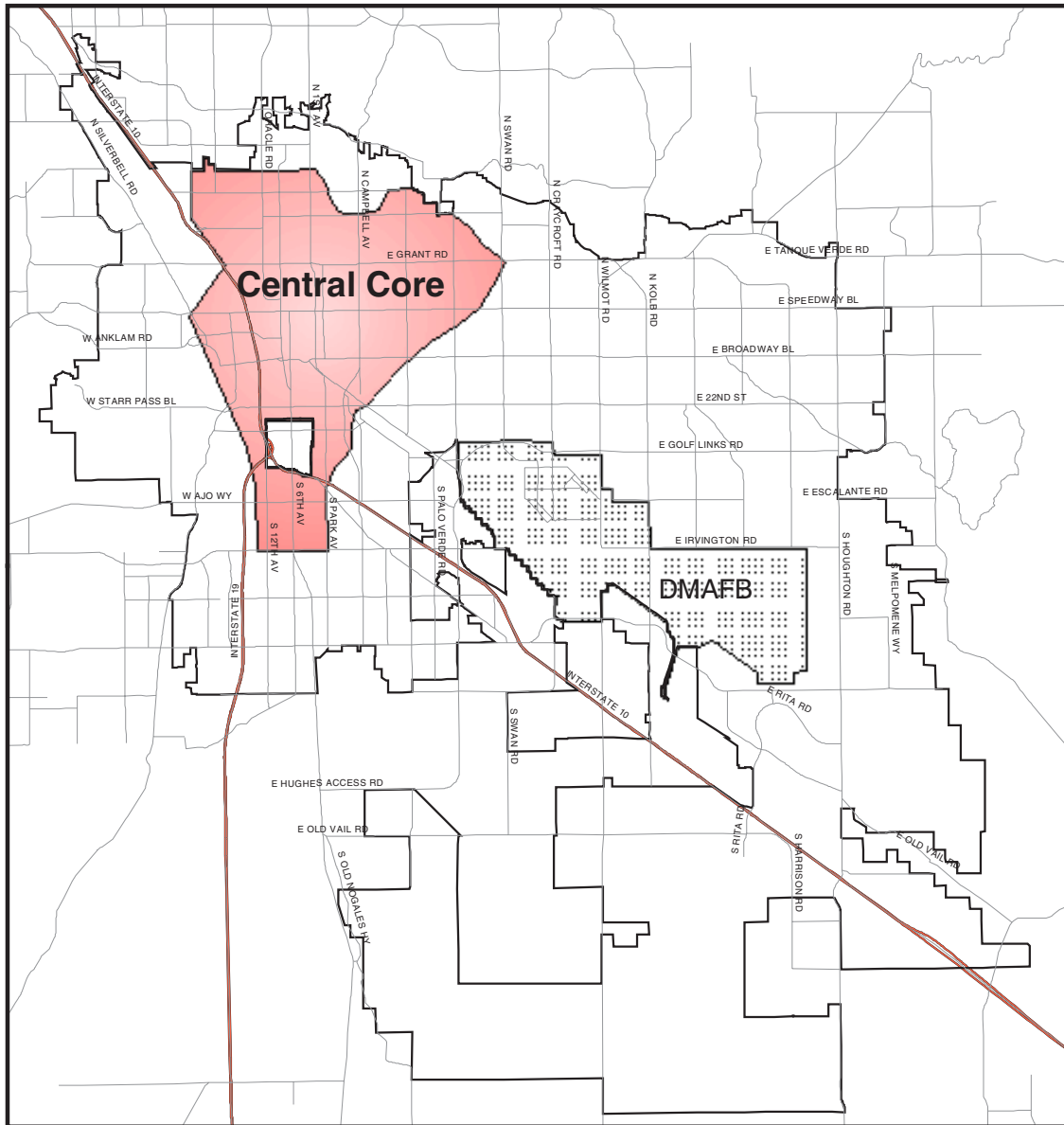
The land use characteristics of the Central Core Growth Area, as currently classified by the County Assessor's database, reveal the dense nature of its development pattern. Nearly 40 percent of the land area is used for residential purposes. Commercial and industrial uses comprise approximately 9 percent and 5 percent, respectively, of the land uses. Nearly 25 percent of the land is used for streets, and approximately 8 percent is used for other public uses. Sixteen percent of the land within the area is classified as undeveloped, compared to 40 percent citywide. Undeveloped land, under the Assessor's classification system, does not automatically mean the land is available for development. The land may be in a floodplain or a wash; it may be a very small remnant; or it may be tax-exempt public land developed for public facilities.

A substantial amount of the economic activity within the city takes place within the Central Core. Approximately 40 percent of the business licenses are issued to Central Core sites. In addition, nearly 32 percent of the office space and 47 percent of the industrial space is located within the Central Core. Approximately 42 percent of all employment is within the Central Core. Clearly the Central Core and the Mid-City area, discussed below, are the "Economic Engine" of the city. Figure 1 contains the comparison of economic activity for all four areas of the city.

While the Central Core may include a substantial portion of the economic activity, an overview of the 1990 demographic data (the most current available) points to issues and opportunities which can have an impact on the future development and revitalization of the area. The area was home to 32 percent of the city's population. Nearly 40 percent of the residents were

Element 1: Growth Areas and Population

City of Tucson Central Core



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Element 1: Growth Areas and Population

minorities, compared to 35 percent citywide. The poverty rate was 32 percent and was coupled with a 10 percent unemployment rate. Citywide, these rates were 20 percent and 8 percent, respectively. Strategically developed and executed Action Plans can impact issues beyond land use in the Central Core.

Population The Central Core Growth Area encompasses approximately 27 square miles and has a 2000 population of 138,807 people. That population figure represents an increase over 1990 of 5,566 people, a growth rate of 4.2 percent. The growth in the Central Core, over the last decade, was 8.6 percent of the population growth of the city as a whole. During the years 1997-1999, over 2,000 permits were issued for new residential structures, and another 932 permits were issued for residential improvements in the Central Core. The growth and activity within the Central Core highlights the area's vitality and desirability as a place to live.

Land Availability While the Central Core remains a vital and desirable place to live, the potential for new residential development, on currently vacant land, is limited. Table 2 shows that the amount of private, vacant land is quite limited, and the availability of larger lots, suitable for subdivisions, is scarce. Thus, the overall potential for future residential development, on currently vacant land, in the Central Core would be limited mostly to the development of scattered sites and some smaller subdivisions. This area, however, is projected to retain its character as the city's "Economic Engine" and remain a major employment center within the metropolitan area.

Background The Community Facility Management Strategy should be consistent with the City's *General Plan*. Therefore, APAs established within the Central Core Growth Area should include the overall policies listed below. These policies address the key issues in the Central Core Growth Area and are consistent with the policies found in the following elements: Land Use; Community Character and Design; Circulation; Conservation, Rehabilitation, and Redevelopment; Housing; and Economic Development.

Policy 4: **Implement the Rio Nuevo Master Plan, as adopted by the Mayor and Council, to develop the Downtown retail core as the primary regional activity center for finance, culture, and government, complemented by a mixture of land uses that supports Downtown housing and is compatible with the adjacent Downtown's historic residential neighborhoods.**

Policy 5: **Promote land use, transportation, and urban design improvements that would link the Downtown with Fourth Avenue, the Warehouse District, and the University of Arizona and would enhance the historic and cultural quality within the greater Downtown.**

Policy 6: **Support commercial revitalization that builds on transportation improvements and that establishes appropriate links to the adjacent and surrounding neighborhoods.**

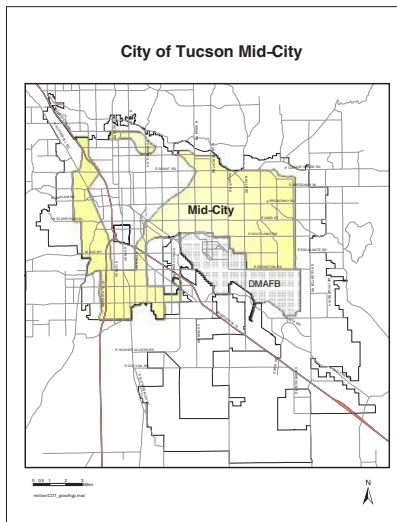
Policy 7: Promote the continued viability of historic neighborhoods, historically significant structures and sites, and the development and retention of residential uses in the greater Downtown.

Policy 8: Support a mix of housing types and opportunities throughout the Central Core Growth Area to meet the diverse needs of the residents.

Policy 9: Investigate the creation of Infill Incentive Districts as permitted under Arizona law.

Mid-City Growth Area

Introduction



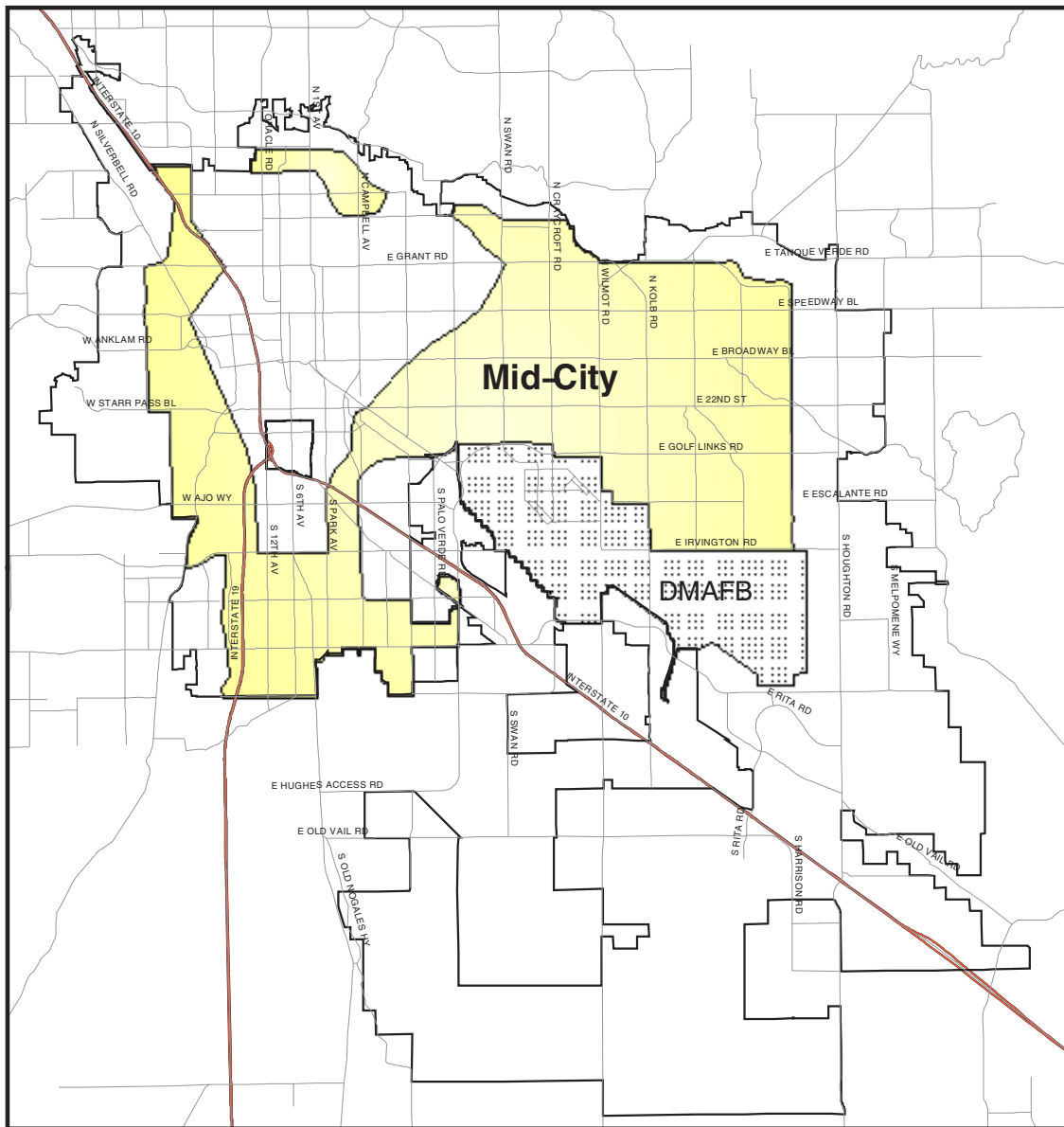
Some of the residential structures in the Mid-City Growth Area (Mid-City) are showing signs of deterioration due to age and neglect, but there is not significant, widespread deterioration. Many of the neighborhoods are experiencing turnover as the original property owners are leaving, and new, younger families are moving in. The policies below are designed to provide incentives for private reinvestment in these areas.

Many of the commercial properties in this area were developed for a retail space market that no longer exists. The anchor stores in the retail centers are too small for today's market; thus they stand vacant, causing some of the commercial centers in the Mid-City Growth Area to experience downturns. The vacant anchor store no longer draws patrons to the center to support the smaller shops, and it creates a negative visual impact on potential lessees of other space within the center. The policies below encourage the City to explore opportunities to work with the private sector to bring these centers back to life.

The Mid-City is serviced by a grid system of arterial and collector streets. As development has moved to the east and northeast, the east-west routes have experienced a substantial increase in crosstown commuting. The policies listed below focus primarily on land use changes along major streets. Specific transportation policies and standards can be found in the currently adopted *Major Streets and Routes Plan*.

Properly designed activity centers are attractive gathering places that serve civic, public, and community purposes. Activity centers also can reduce automobile travel; increase transit use and pedestrian travel; replace many of the undesirable characteristics of strip commercial development; and become the focus and hub of regional, community, district, or neighborhood activities. Although activity centers are more than shopping centers, the anchor of most activity centers is shopping, complemented by restaurant,

City of Tucson Mid-City



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Element 1: Growth Areas and Population

entertainment, and office uses. An activity node offers a limited range of services primarily for the immediate neighborhood. Regional activity centers, such as the Downtown, include a variety of cultural, employment, retail, government, and educational services.

Population The Mid-City Growth Area contains 51 percent of the city's population. From 1990-2000, the area gained 30,154 people for an estimated population of 251,765. This represents a 13.6 percent increase in population for the Mid-City Growth Area, and it was nearly 47 percent of the entire population increase for the city, during the decade. Over 4,000 new residential permits were issued from 1997-1999.

Land Availability As shown in Table 2 the Mid-City Growth Area contains enough vacant land for sustained development activity for the near term, although the number of larger parcels is limited. Only 45 parcels of 10 or more acres remain in this area. As the larger and more economically feasible parcels are developed, the rate of growth in the Mid-City Growth Area should begin to slow. Development would continue as there are still a substantial number of smaller parcels which can be developed.

Background The overall policies of the Mid-City Growth Area are focused on neighborhood preservation, transportation efficiencies, and commercial revitalization. These policies should be part of any Action Plan identified for the Mid-City Growth Area.

Policy 10: Support continued neighborhood investment.

Policy 11: Support a mix of housing types and opportunities throughout the Mid-City Growth Area to meet the diverse needs of the residents.

Policy 12: Explore opportunities to promote the rehabilitation of commercial nodes and centers.

Policy 13: Continue to explore opportunities to improve traffic flow along the crosstown corridors through capacity improvements, innovative technologies, land use coordination, and promotion of alternate modes of travel. Consider the impacts of these corridors on adjacent neighborhoods.

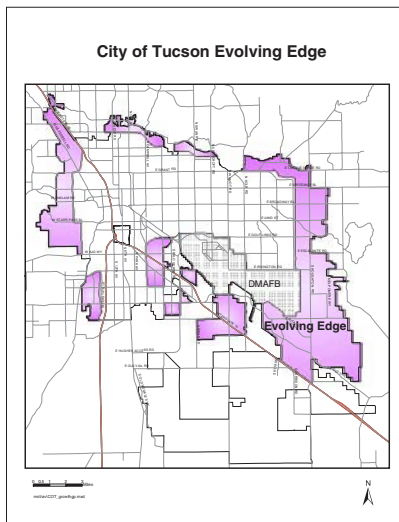
Policy 14: Promote strategically located mixed-use activity centers and activity nodes in order to increase transit use; reduce air pollution; improve delivery of public and private services, and create inviting places to live, work, and play.

Policy 15: Support development which utilizes existing facilities and which minimizes the need for additional public facilities.

Evolving Edge Growth Area

Introduction

The construction curve of the cycle is most evident in the Evolving Edge Growth Area (Evolving Edge). This area includes development in diverse parts of the city. The Evolving Edge is characterized by larger, relatively easy to develop tracts of land. New residential subdivisions and large industrial parks constitute the majority of development in the Evolving Edge Growth Area. It also contains elements of suburban development ranging from the 1960s through the 1990s. Issues surrounding development at the Evolving Edge include preservation of natural open space, the continued development of an interconnected regional trail system, development patterns which respect the lay of the land, and finding mechanisms to equitably finance new infrastructure needed to serve new development.



While the Evolving Edge Growth Area is experiencing significant development activity, over 40 percent of the land is still undeveloped. Much of this land can be developed. Census data shows that in 1990 this area contained only 15 percent of the city population. This population was 28 percent minority and more affluent than the city as a whole, with poverty rates and unemployment rates at a relatively lower 10 percent and 5 percent, respectively.

The sparse development of this area is reflected in the land use proportions and the level of economic activity. Residential is the primary land use in the Evolving Edge Growth Area, comprising approximately 18 percent of the land. Streets cover 8 percent, and the commercial, industrial, and public land uses range from 3 to 6 percent each.

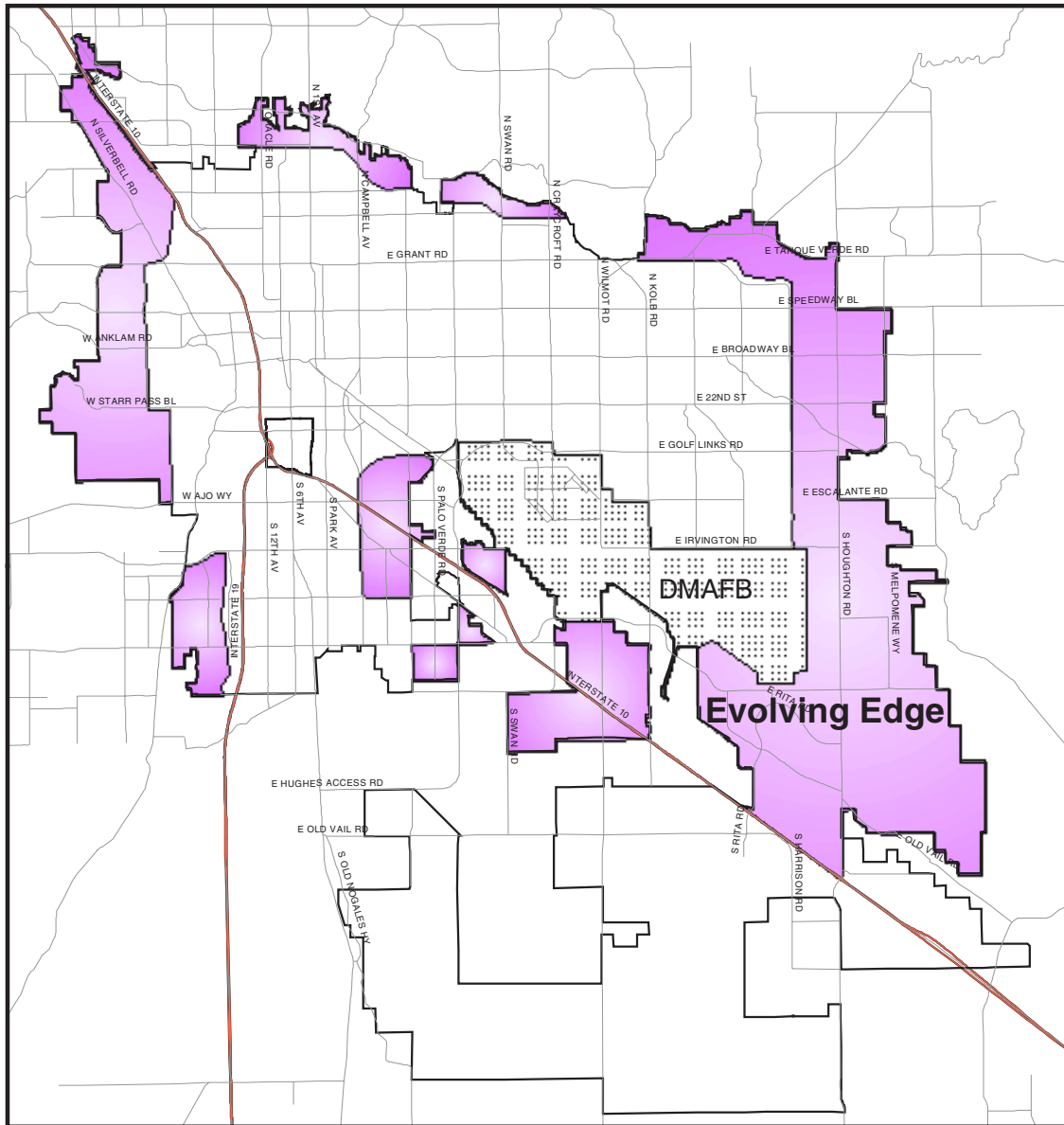
Population

The Evolving Edge Growth Area experienced a 44.4 percent population increase, to an estimated year 2000 population of 90,230 persons. The Evolving Edge is projected to receive a significant portion of the new development and population growth of the city over the ten-year life of this *Plan*. Much of the Evolving Edge Growth Area is comprised of State Trust lands, which may be released for disposition over the next ten-years.

Land Availability

Much of the projected growth in the Evolving Edge Growth Area would occur in the southeastern portion of the city, which is shown on the Generalized Distribution of Land Use Patterns as Master Planning Areas. The area east of South Houghton Road and north of Interstate 10 (I-10) includes nearly 8,000 acres of State Trust land. The State Land Department, at the publication of this *Plan* document, is engaged in a conceptual planning effort for these lands. Within this area, three developments are currently either in construction or in the latter planning stages. The three developments include plans for over 2,000 dwellings. It is anticipated that the State Land Department will complete the conceptual plan in 2001 and,

City of Tucson Evolving Edge



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Element 1: Growth Areas and Population

once that plan is integrated into this *General Plan*, will dispose of the first phase of the Trust land in 2002.

Background The Evolving Edge Growth Area contains large tracts of State Trust land which are projected to be released in phases throughout the ten-year horizon of this *Plan*. The Trust lands are undeveloped and are not served by public facilities. Houghton Road, a major corridor adjacent to the State Trust land, would not provide the capacity needed to serve this area once development begins on the State Trust land.

The policies guiding the development of land within the Evolving Edge Growth Area focus on the need to phase the release and development of Trust land to coincide with the availability of the public facilities needed to serve the new development. A long-range capital improvement plan, established as part of the CFMS, is recommended to ensure the necessary public facilities are in place and to ensure the equitable funding of those facilities.

Policy 16: Develop a long-range capital improvement program as part of the CFMS to coordinate the construction of the required facilities with the release and development of State Trust land.

Policy 17: Engage the Arizona Department of Transportation (ADOT) and the Arizona State Land Department (SLD) in a cooperative planning and construction program for the Houghton Road Corridor and the adjacent State Trust lands. Phase the reconstruction of Houghton Road to meet the anticipated increase in demand for road capacity as the State Trust land develops.

Policy 18: Establish the Desert Village (as presented in the Land Use Element) land use pattern for the large tracts of State Trust land within the Evolving Edge Growth Area. Desert Villages include strategically located Desert Village centers and community centers to increase transit use; reduce air pollution; improve delivery of public and private services; and create inviting places to live, work, and play.

Policy 19: Promote policies, programs, and improvements which support a compact, transit-oriented jobs-housing balance within the I-10 Corridor.

Policy 20: Support compact development patterns which minimize the need for additional public facilities.

Policy 21: Support a mix of housing types and opportunities throughout the Evolving Edge Growth Area to meet the diverse needs of the residents.

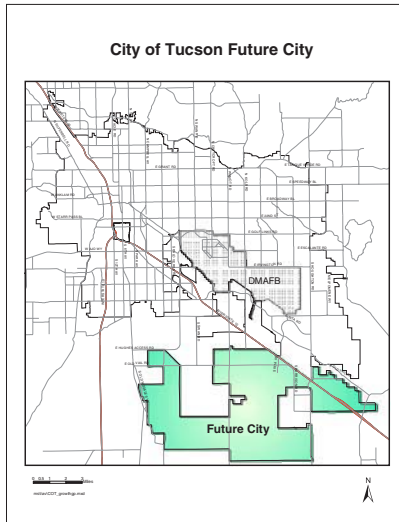
Policy 22: Protect washes, linkages to important habitat areas, and wildlife corridors through design and development practices which respect the natural environment.

Policy 23: Expand the regional trail system and connect it with the Pima County system.

Policy 24: Investigate, as part of the CFMS, the establishment of a "Concurrency" ordinance, an "Adequate Public Facilities" ordinance, or a "Service Area Boundaries" ordinance to require public facilities to be in place or to be properly phased to meet the demand of new development.

Future City Growth Area

Introduction



The Future City Growth Area contains nearly 50 square miles of undeveloped State Trust land lying within the city of Tucson's south and southeast sides. These lands hold the potential for the long-term growth of the city. With potentially quick access to the Multifunctional Corridor along I-10, east of Tucson International Airport, these lands comprise areas of future employment and residential development. The majority of future job growth is anticipated to be along the I-10 Corridor; thus properly phased development of this Growth Area would prove to be an important land use strategy.

Nearly 90 percent of the land in the Future City Growth Area is vacant. Residential, commercial, and industrial uses, combined, comprise approximately 7 percent of the land area. Approximately 2 percent of the workforce is employed in the Future City Growth Area.

Currently, the predominant land uses within the Future City Growth Area are large regional institutional or distribution facilities. This area contains a state and a federal prison, with plans for an additional state facility; the City's police and fire training facility; a regional power generating plant; and large electrical and gas transmission facilities.

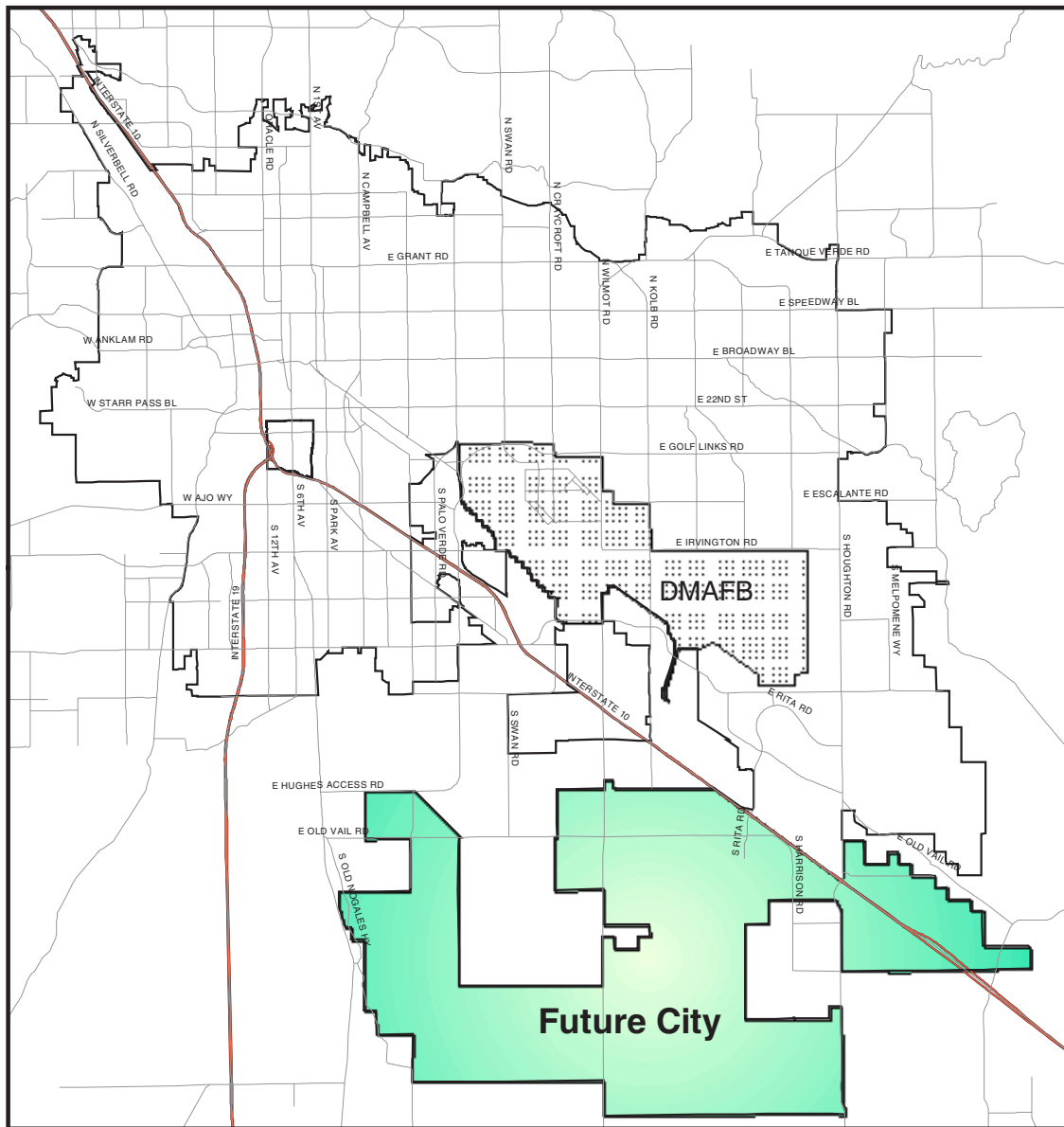
Population

The 2000 U.S. Census population estimate for the Future City Growth Area is 5,897 persons, an increase of 1,119 from 1990. The population growth for this area is anticipated to be moderate over the near term. Anticipated development would be associated with the regional facilities. This development may generate some additional employment; however, residential development is not anticipated for the near term.

Land Availability

With nearly 50 square miles of vacant public land, the vast majority of which is State Trust land, the Future City Growth Area is just that, the future of the city of Tucson. This area holds the long-term growth potential of the city. Significant urban development is not anticipated in the near term; however, urban development would be occurring in this area for the next 50 years.

City of Tucson Future City



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Element 1: Growth Areas and Population

Background The City has the opportunity to plan for phased development within this Growth Area. The opportunity exists to establish policies for the financially equitable provision of public infrastructure to serve future development. This opportunity can position the City financially to be most able to address community facility issues in all of the Growth Areas. Used together, the CFMS and the policies for financing public facilities, as set forth in the Cost of Development Element, can result in the coordination of capital improvements with land development. This, in turn, would allow the City to establish equitable policies for funding open space, roadways, sewer and water lines, etc., to help orderly development of these areas.

Policy 25: Work cooperatively with the State Land Department to master plan and phase the release and development of State Trust lands over time, to coincide with community need and the availability of the required infrastructure and services.

Policy 26: Establish the Desert Village (as presented in the Land Use Element) land use pattern for the large tracts of State Trust land within the Future City Growth Area. Desert Villages include strategically located Desert Village centers and community centers to increase transit use; reduce air pollution; improve delivery of public and private services; and create inviting places to live, work, and play.

Policy 27: Support a mix of land uses, including housing types and opportunities and supporting retail and commercial services, to balance housing and services with the anticipated jobs in the I-10 Corridor and to reduce the need for long-distance, single occupant vehicle commuting.

Policy 28: Protect washes, linkages to important habitat areas, and wildlife corridors through design and development practices which respect the natural environment.

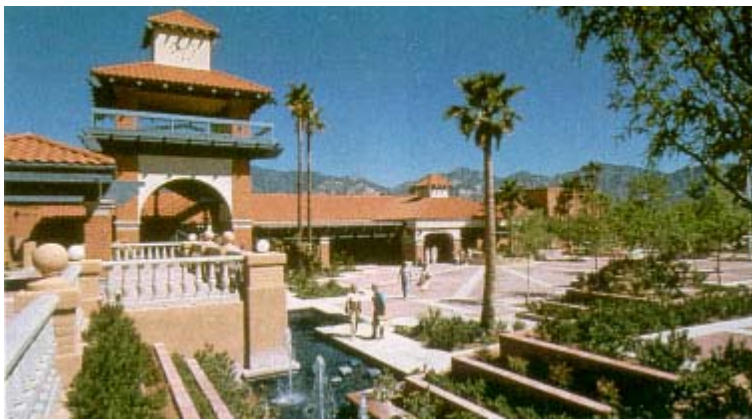
Policy 29: Expand the regional trail system and connect it with the Pima County system.

ELEMENT 2: LAND USE

VISION The *Vision* for regional land use will guide the growth of the Tucson metropolitan area in an efficient, coordinated manner in order to provide for high quality and balanced land use in the unique Sonoran Desert setting. As a comprehensive statement of long-range policy direction, land use patterns will reflect the community's desire to affect its destiny constructively. Local governments will participate in a regional effort to encourage growth in appropriate areas while maintaining the unique character of individual communities. The natural character of the region will be maintained through attention to environmental values, compatible use, and sensitive design of structures. The continued development of mixed-use activity centers is the centerpiece for the land use vision in the urbanized area. This vision also addresses land use themes with respect to urban growth, residential neighborhoods, industrial districts, and commercial areas.

New growth will be accommodated primarily through compatible infill, higher density activity centers, and redevelopment corridors rather than peripheral sprawl. Thus, over the next two decades, the historical trend of dispersed population will be slowed and reversed so that overall densities will be increased and open space resources thus preserved. Smaller and clustered residential lots will be acceptable with more skillful site planning. Higher densities will contribute to successful achievement of improved air quality.

At least 90 percent of the regional population will be located within a defined metropolitan urban area of approximately 600 square miles. Urban densities will be clearly separated from rural and natural resource-based areas. Greater integration of land uses will be encouraged in the urbanized area. New commercial and high-density residential development will be designed to minimize adverse impacts and enhance urban streetscapes. Opportunities for new office, commercial, and residential uses at a variety of densities will be made available at appropriate locations along major streets.



An ample reserve capacity for future land uses will be maintained at a level to safely and economically accommodate the additional people expected to reside within the metropolitan area over the next twenty years. This reserve will be regularly reviewed and adjusted as needed to satisfy a wide choice of lifestyle preferences.

The region has evolved as a low-density, spread-out metropolitan area, punctuated by various activity centers, such as shopping malls; major medical and educational facilities; concentrated job sites (including industrial and business parks); and airport,

Element 2: Land Use

military, and university complexes. Such activity centers will help preserve the surrounding desert and retain residential neighborhoods at traditional densities.

Future emphasis will be placed on securing self-sustaining activity centers which include high-density residential facilities, work sites, transportation, recreation, shopping, and services. Activity centers will concentrate economic activities, provide shelter, and optimize the movement of people, information, goods, and services. They will be designed to promote social interaction, conserve land resources and energy, and establish points of reference within the region by virtue of higher intensities and identifiable visual characteristics.



A vibrant downtown is the civic and cultural heart of the region.

The integrity and stability of residential neighborhoods will be protected and enhanced. Physical and functional separation of incompatible land uses will improve the quality of life. Preservation of neighborhoods will be considered on an equal basis with overall community needs and goals.

Industries will be encouraged to locate near airports and along major transportation corridors, such as Interstate 10 (I-10), Interstate 19 (I-19), and the Southern Pacific Railroad. Control over strip commercial development along major streets will be regulated rigorously so that the traffic and visual nuisances of strip developments will diminish. As an alternative to the prevailing linear pattern of commercial development, the *Vision* includes commercial uses grouped together at major street intersections. Small-scale neighborhood commercial centers will provide convenience and fulfill the needs of the surrounding population. Community commercial activities that serve larger areas will be encouraged to locate in mixed-use activity centers.

Livable Tucson Goals

Better Alternatives to Automobile Transportation

Includes improved public transportation system, bicycle- and pedestrian-friendly streets, improved roadways (landscape, lighting, sidewalks, bus stops), and promotion of alternatives to the automobile.

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime, policing, and risk perceptions.

Infill and Reinvestment, Not Urban Sprawl

Includes well-planned growth, the management of sprawl, and development in the city's core, rather than on the periphery.

Abundant Urban Green Space and Recreation Areas

Includes recreation and green space within the city, including neighborhood and regional parks, common space, community gardens, bike and walking paths, linear and river parks, trees, and urban landscaping.

Protected Natural Desert Environment

Includes protection of the Sonoran Desert ecosystem and protection of washes, hillsides, open space, and wildlife.

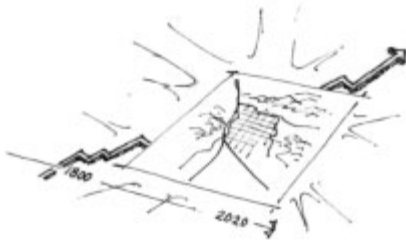
People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Successful Downtown

Includes the cultural and commercial aspects of the city center.

Introduction



The Land Use Element identifies policies that, along with other elements of the *General Plan*, describe the City's vision for physical development by providing criteria for the location and intensity of future residential, commercial, office, mixed-use, and industrial land uses.

The Land Use policies establish a community framework and are supplemented and reinforced by the policies in Element 4, Community Character and Design. Both the Land Use and Community Character and Design policies are the result of a 1998 *General Plan* update. The update expanded on the major themes of the Tucson *Vision* document (1989) and *Livable Tucson Goals* (1997), while incorporating new approaches to community planning that address livable communities, the concepts of sustainability and new urbanism, and pedestrian and "transit-oriented development." The 2001 update added related policies that had been adopted as part of other *General Plan* elements. These policies were added to establish context for the elements of the document.

The purpose of the Land Use and Community Character and Design policies is to guide any future urban growth into patterns that create a more livable community. For Tucson, this means that development and redevelopment should balance economic and environmental quality, promote more efficient use of land and public infrastructure, reduce automobile dependence, better support alternate modes of transportation, and create safer and more attractive neighborhoods. The indicators of a livable community are economic vitality, community stability, and environmental health.

Tucson's Vision for Land Use

The Tucson *Vision* document for land use acknowledges that, to a great extent, future land use is shaped by the city's existing land use and transportation patterns. Although there are large tracts of vacant land, Tucson is primarily an established city with its urban form determined by terrain, hydrology, and historic settlement patterns. This community form is reflected in low profile, medium- to low-density residential development spread throughout the basin's regular grid of streets, supported by commercial and other nonresidential uses along major arterial streets.

Within the urban perimeter of the city, where opportunities for infill and redevelopment exist, such development needs to be sensitive to site conditions as well as neighborhood context. At such future time that development may occur beyond the urban perimeter, MPCs and “Desert Villages” are encouraged.

Policies in this section and in Community Character and Design promote a sensitive response to natural resources; innovative neighborhood design, such as cluster and planned unit developments; and increased densities in the urban core to support greater transit use.



Major Themes The critical residential land use theme common to the *Tucson Vision*, *Livable Tucson Goals*, and area and neighborhood plans is *the protection of residential neighborhoods while promoting compatible infill*. More recent planning and community design approaches highlight pedestrian- and transit-oriented development as a means to increase residential density, reduce auto trips, and promote transit use. Generally, the higher the density, the lower the vehicle miles traveled (VMT) per capita. Fewer and shorter auto trips translate to lower road construction and maintenance costs and improved air quality.

The recurrent nonresidential theme focuses on *grouping commercial uses in nodes or mixed-use activity centers*. Again, the integration of uses, particularly in mixed-use centers or “village centers,” is emphasized as one way to create a more livable, pedestrian-friendly community. In addition, increasing residential uses and density in and around activity centers will provide a local market for commercial services. A number of policies in these core documents are, in a sense, variations on these two major themes. They outline specific ways to locate residential infill and nonresidential uses appropriately and to enhance design, pedestrian circulation, transit use, and streetscape quality.

Because the framework for development is already determined for much of the urbanized area of the basin, the focus of the policies and actions is on fine-tuning, improving what exists, and ensuring that new development and redevelopment are compatible with surrounding development and established residential character. In many cases, the opportunities for higher density infill will be limited to large vacant or underdeveloped sites on major arterials or adjacent to activity centers. Accommodating new development into the fabric of existing activity centers and surrounding neighborhoods will require attention to transitions in density and design character. The effects on community design are particularly challenging with large retail establishments (the “big box” or mega-marts). Design guidelines will help mitigate the negative impacts of these large commercial buildings on neighborhood and street character. In

areas that are undeveloped, particularly large vacant areas, more sustainable land use patterns and more pedestrian-friendly design in MPCs should be incorporated into the development.

Policies in these four sections of the *General Plan* (Element 1, Growth Areas and Population; Element 3, Circulation; Element 4, Community Character and Design; and Element 14, Environmental Planning and Conservation) focus on compatible urban infill and integration of land uses--on maintaining, preserving, refining, redeveloping, and rehabilitating what is currently on the ground.

Regional Context

Although most of the policies and actions in this section provide land use guidance for the City of Tucson, the last listed policy focuses on regional land use planning and coordination to support more livable communities and more sustainable land use patterns. This policy recognizes that major issues affecting the quality of community life in metropolitan Tucson are also regional in scope.

Each of the region's jurisdictions, in their individual land use plans and in the shared *Regional Vision* statement, has addressed the important connection between land use and transportation. An overall theme of these plans is to coordinate land use and transportation planning and to manage any future growth in ways that will balance environmental, social, and economic values. Regional jurisdictions recognize that unplanned growth is costly. It consumes environmental resources and tax dollars in the form of infrastructure requirements, and it diminishes the quality of community life.

The region's metropolitan planning organization, the Pima Association of Governments (PAG), is both the clearinghouse for technical information on water and air quality and, through its Transportation Planning Division, the focus of long-range metropolitan transportation planning. PAG has been an important advocate for regional information sharing and cooperation.

Maintain A Distribution and Range of Land Use to Serve Existing and Future Citizens

Background

The City of Tucson Generalized Distribution of Land Use Patterns reflects the basic use and intensity to which land in the city is proposed to be developed. The Tucson Generalized Distribution of Land Use Patterns displays the broad designation and arrangement of land uses and densities. These broad designations, listed below, include residential, commercial, business/industrial, mixed use, activity centers, MPCs, park and open space, and public use categories. A general description of the range of primary and supportive uses, gross residential densities, and other pertinent characteristics is identified. The Tucson Generalized Distribution of Land Use Patterns is implemented through more detailed subregional, area, neighborhood, community, and other City specific plans; land use codes; and other regulatory measures. These specific plans provide more detailed policy direction and development review criteria at the parcel level concerning

the location, type, and intensity of residential uses, shopping and business centers, office and employment areas, parks, libraries, and other public buildings and services.

Policy 1: Maintain a generalized distribution of land use patterns for Tucson which (a) provides sufficient land for a variety of land uses, facilities, and services needed to serve present and future citizens; (b) recognizes the basic environmental and cultural heritage characteristics of the city; and (c) makes sound use of its economic resources and natural amenities.

RESIDENTIAL DESIGNATIONS

The following Generalized Distribution of Land Use Patterns designations are to be used in conjunction with the other land use policies and the other elements of the *General Plan*.

Rural Character (generally up to two dwelling units per acre)

This designation identifies areas primarily made up of and planned for housing units on larger lots, typically found in existing edge areas, usually in lower density residential zoning categories. Planned residential developments with natural or consolidated open space may be located in these areas. Limited office and commercial services at the intersections of major streets and public and private facilities may also occur in these areas.

Suburban Character (generally up to six dwelling units per acre)

This designation is primarily made up of and planned for housing units at densities up to approximately six housing units per acre. This includes the range of densities allowed in low-density zoning categories, though zoning classifications with higher densities may be found along major streets. Planned residential/mixed use developments with natural and consolidated open space may also be located in these areas.

This designation encompasses the basic areas of residential development that have been constructed in Tucson since World War II. The designation also encompasses the majority of single-family housing units currently located in the Mid-City and Evolving Edge Growth Areas. While the basic character of development is suburban with single-family dwellings, a mixture of duplexes, town houses developed in a cluster pattern, and apartment complexes may also occur within this designation. These uses typically occur along major streets or as components of neighborhoods, when consistent with historic land use and zoning patterns. This designation also includes such supporting land uses as neighborhood office and commercial uses, churches, park and recreation areas, and public and private schools. A full range of public services and facilities may also be located within these designations.

Mid-Urban Character (up to 14 dwelling units per acre)

This designation generally encompasses those areas that developed prior to World War II or have been more recently planned as integrated mixed-use communities. This designation generally encompasses the range of densities found in the low to medium residential zoning categories. Residential zoning categories with higher densities may be found along major streets. This designation encompasses the majority of dwelling units located in city's Central Core Growth Area. It is also prominent in planned communities in the Evolving Edge Growth Areas. While much of this classification is composed of some of Tucson's most historic single-family residential neighborhoods, a mixture of housing types and densities, including duplexes, town houses, apartment complexes, condominiums, and manufactured housing, may also occur. Generally, higher density residential uses, offices, and supportive neighborhood and community commercial uses are located along major streets within this area and in areas reflecting historic land use and zoning patterns. Other supportive uses may include public and private schools, churches, and parks and recreation areas, as well as a full range of public services and facilities.

Urban Character (greater than 15 dwelling units per acre)

This designation identifies areas, which include or are planned for high-density residential and supportive uses. High-density residential uses, such as apartments, condominiums, and town homes, are generally developed along major transportation corridors and close to activity centers, such as the University of Arizona, the Downtown area, and other commercial and employment generators. This land use pattern may also include a range of office, commercial, churches, public and private schools, parks and recreation areas, and public and semipublic land uses, as well as lower density residential uses.

NONRESIDENTIAL DESIGNATIONS

Mixed Use Character

This designation identifies those areas where a diverse range of types and intensities of business, office, and commercial use may occur. This category includes commercial areas that developed along major streets, neighborhood and community shopping centers, and other specialty business locations, as well as public and semipublic land uses. A range of residential uses may also be developed within this classification. Further policy direction for the development of commercial uses is provided in the Land Use policies, Economic Development Element, and City specific plans.

Activity Centers

The designation identifies the location of existing and planned mixed-use activity centers. Activity centers promote a planned and integrated combination of commercial, office, entertainment, service, educational, employment, and residential uses within a focused area. Activity centers are planned to provide services at the local, community, and regional level. They are also intended to foster opportunities for the integration and promotion of multimodal transportation systems.

Tucson's Downtown area is an example of this designation which identifies the historic governmental, financial, and commercial center of Tucson. This activity center includes the Rio Nuevo special

development area. This area is planned to provide for a variety of land uses, including facilities for personal shopping and services; space for business, financial, and professional mid- and high-rise offices; hotels and entertainment facilities; governmental offices and community facilities; and medium- and high-density residential development.

The University of Arizona activity center, including the Main Campus and the University Hospital complex, is another example of an activity center. The majority of the activity center is the property of the State or associated with the functions of the University. The *General Plan* promotes continued coordination with the University and surrounding neighborhoods in the development of this area through more detailed specific plans.

Examples of educational, commercial, and employment centers include Pima College, Tucson Mall, El Con, Park Place, Williams Center, and Tucson Medical Center; and access to arterial streets is essential to the success of these centers. Wherever possible, these concentrations of activity should be reinforced with a mixture of other land uses including office and residential. Further policy direction regarding mixed-use activity centers is contained in the Land Use policies, Planned Area Developments (PADs), and other specific plans.

INDUSTRIAL DESIGNATION

Industrial This classification designates areas which include and are planned for major commercial and industrial employment generators. These include research, commercial, and industrial parks and campuses and other industrial uses. The location and intensity of industrial uses are further guided by the industrial land use policies and more detailed specific plans. The City's *Land Use Code* also provides regulatory measures to address such impacts as noise, smoke, traffic generation, vibration, odors, and safety.

PLANNED COMMUNITIES DESIGNATIONS

Existing Master Planned Communities (MPCs) Existing MPCs and PAD sites typically contain a mix of uses. They may also be residential communities created to emphasize innovative design and to facilitate the integration of residential neighborhoods and the preservation of open space. An example of a planned community with an urban character is the Williams Center PAD located at Broadway Boulevard and Craycroft Road, with its higher density residential and commercial mixed uses. An example of a more suburban planned community is Silverado, located between Speedway Boulevard and 22nd Street east of Melpomene Way, a predominately residential community with integrated open space.

**MASTER PLANNING
DESIGNATIONS**

Master Planning Areas

Master Planning Areas are predominantly large tracts of undeveloped land, located in the southern and southeastern areas of the community. The vast majority of these areas are State Trust land. Some small private holdings are located in the southeastern Master Planning Area. Where appropriate, development proposed for privately-held lands should demonstrate physical integration with, and should fulfill the policy direction of, the City's *General Plan* and appropriate specific plans.

The Master Planning Areas coincide with the Evolving Edge Growth Area (southeast) and the Future City Growth Area (south).

Master Planning Areas are comprised of a hierarchy of planning subsets - Desert Villages, MPCs, and Neighborhoods. These planning subsets provide the flexibility required to effectively manage the disposition and subsequent development of State Trust lands, while ensuring that the individual developments, supporting infrastructure, open space, and services are properly linked and integrated.

**State Conceptual Land Use
Plans**

Prior to releasing State Trust lands for development, the Land Commissioner will initiate the development of a conceptual land use plan for the area. The state must prepare conceptual plans for urban Trust land, pursuant to ARS 37-331.03. The conceptual land use plans identify:

- 1) Appropriate land uses, including residential, commercial, industrial, and open space;
- 2) Transportation corridors and infrastructure requirements;
- 3) All natural and man-made constraints and opportunities associated with the land; and
- 4) Lands that are not suitable for conservation purposes or MPCs but, due to their size or compatibility with surrounding land uses and in the best interests of the Trust, are suitable for small lot sales, individual homesites, or affordable housing.

The State Land Department must consult with the City regarding integrating the state's conceptual land use plan into the City's *General Plan*. The state and the City must revise and update their respective plans at least every ten years.

Hierarchy of Plans

Desert Village

The Desert Village is a large-scale development made up of integrated MPCs and Neighborhoods, as defined in this element, integrated with a Desert Village Center. The essential features of the Desert Village include: a definable boundary; a fully integrated circulation system that uses a functional hierarchy of transit-accommodating streets and pedestrian and bike trails; a variety of land uses and housing types and densities; preservation of washes and environmentally sensitive areas as part of the regional open space system; and a defined core activity area, called the Desert Village Center. Unified control of the project during the phasing process is desired to assure successful long-term implementation of the Desert Village Plan.

Desert Village development is located and phased to efficiently extend existing utility and road infrastructure and to promote a rational pattern of land use. Proposed new development which is not integrated with existing development (leapfrog development) is discouraged. Environmentally sensitive lands are to be mapped, preserved, and integrated into the village-wide open space and recreation system, as appropriate. The village-wide open space system shall be linked to the regional system.

The Desert Village Center is a defined area, with a consistent design theme, that provides a broad range of goods and services to the entire Desert Village. The Desert Village Center serves as the main transit hub for the Desert Village and may also function as a regional center for goods and services. Higher density residential development is appropriate in and near the Desert Village Centers. The types of goods and services available in a Desert Village Center may include, but are not limited to: all manner of retail, including groceries and pharmacies; entertainment, including movie theaters, restaurants, and clubs; and services, such as doctor, dentist, hair salon, insurance, real estate, etc.

The Desert Village plans may be approved when consistent with the *General Plan* and the appropriate City specific plan. The Desert Village may be defined as a benefit area for assessment purposes to address cost of development issues. (See Element 12, Cost of Development.)

Master Planned Community (MPC)

Each Desert Village consists of a series of Master Planned Communities (MPC). The MPCs are arranged to be placed within the sphere influence of the Desert Village Center. The planning and community design of the MPCs should result in a minimum overall residential density that can sustain regular transit usage and that can provide the economic density necessary to make the Desert Village Centers viable.

The primary elements of the MPCs are a series of Neighborhoods focused on a Community Center and integrated through open space and recreation areas and pedestrian and bike facilities, with a transit-

accommodating roadway system. Connectivity of the vehicular (transit and private automobile), pedestrian, and bicycle modes is to be provided to enhance the internal movement within and between the individual Neighborhoods that comprise the MPC and to accommodate external trips beyond the MPC.

The Community Center may provide community-level goods and services, such as neighborhood-scaled retail uses. Higher density residential uses are appropriate near or in the Community Centers. Smaller Community Centers will provide a social focus for the MPC and may include appropriately scaled land uses, such as public squares or plazas, parks, public facilities, public and private schools, churches, etc. Each center should include a transit stop.

Neighborhoods Neighborhoods are the primary land use element of the MPC. A typical Neighborhood has a center, providing a social focus for residents, and an edge that denotes the limits of the Neighborhood. The optimal size of a Neighborhood is a quarter mile from center to edge. Entry roads should be designed and landscaped as entry statements, terminating at the Neighborhood center or embracing existing vistas. Combined, these elements provide a social identity and create a sense of place. Pedestrian and vehicular connectivity between the Neighborhoods of the MPC and with the Community Center is critical, as is internal accessibility among residents of individual Neighborhoods. A component of this connectivity should include an integrated network of pedestrian and bike paths that link residences with all Neighborhood elements. Increased pedestrian activity encourages casual meetings among residents, reinforcing the bonds of community. These bonds can be further enhanced through designs incorporating architectural elements that promote a sense of place.

The Neighborhood circulation system is based on a hierarchical network of streets that keeps local traffic off regional roads while minimizing through-traffic utilizing local streets. A spine road provides primary access through the Neighborhood. Secondary roads decreasing in size/capacity serve residential areas. This system is designed to provide multiple routes to diffuse traffic congestion equitably for pedestrian comfort and automobile movement.

Neighborhoods can accommodate a balanced mix of activities. At a minimum, this should include a variety of housing types and price ranges and but may also include other uses. The Neighborhood center should include public space, such as a square or plaza, and incorporate a transit stop into its design. Depending on the location of the Neighborhood center and its spatial relationship to the MPC Center, it may also include expanded land uses, such as public buildings and neighborhood-scaled commercial activities. Residential densities should support mass transit and neighborhood commercial activities. The linked open space/recreation system of the MPC should include neighborhood parks and tot lots incorporated into the design of each Neighborhood and integrated with the pedestrian and bike path system.

PARK DESIGNATION

Park This category identifies regional and metro park uses, which are the backbone of public open space and recreation services and which may have a significant impact upon the land and circulation system of the city. Examples of uses in this category include Columbus Park, the Udall Center and Park, Reid Park, El Pueblo Center, and Rodeo Park.

Future River Park System Its general location is along or near major watercourses which is to be made possible through purchase or dedication for the establishment of a regional trail system.

OTHER DESIGNATIONS

Davis Monthan Air Force Base Davis Monthan Air Force Base is designated in the Generalized Distribution of Land Use Patterns because it is a land use of regional significance and a key factor in Tucson's economy. Further directions regarding the compatible development of areas in proximity to Davis Monthan are contained in this element, the Safety Element, specific plans, and the *Land Use Code*.

IMPLEMENTATION Tucson's Generalized Distribution of Land Use Patterns illustrates the general land use distribution and development patterns that have evolved as elements of the history and culture of the city. The denoted land use character designations are general in nature and other land uses, densities, or development patterns may exist or be deemed appropriate with more detailed analysis. The policies of the *General Plan* provide appropriate citywide land use direction for development in each of the legend designations. The *General Plan* Land Use Element and other elements also provide for the preparation of specific plans. Policy direction regarding future growth for any specific area of the city can be obtained from the appropriate neighborhood, area, or subregional plan, where land use policy direction is provided at the neighborhood and individual parcel scale.

Additionally, the land use patterns convey the predominate neighborhood character for an area, suggesting development strategies that address issues such as project scale and compatibility with the surrounding neighborhood and land uses. This general view of land use distribution and patterns is not intended to precisely define the character of a specific neighborhood. It attempts to recognize that those land use and compatibility issues deemed appropriate in one area may differ from those in another area with a different established land use pattern. All new development is further judged through the specific plan on a case-by-case basis, for compatibility with area character and adjacent land uses through the rezoning process. Specific design solutions that enhance the ability of future development to achieve compliance with neighborhood character and compatibility are offered in the *Design Guidelines Manual*.

MAJOR AMENDMENTS A major amendment to the City of Tucson *General Plan* is necessary when:

- 1) The site of the development proposal is not covered by an adopted specific plan;
- 2) The character designation for the site, on the Generalized Distribution of Land Use Patterns, 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 Tucson *General Plan* from being enacted as emergency measures. Major amendments are subject to public referendum.

Provide Sufficient Land to Support a Mix of Residential Housing Types

Background The availability and condition of housing is a major indicator of the quality of a community. Although the single-family detached home remains Tucson's predominant housing type, since 1980 there has been an increase in attached housing, particularly apartments. Many factors contribute to this, including a market response to the decreasing affordability of single-family detached housing and increasing demands of students, single-parent and one-person households, and winter visitors. In addition to increased multifamily development, Tucson's housing picture today emphasizes preserving and rehabilitating existing single-family housing, particularly in older sections of the city. Well-designed infill, higher density housing, and housing redevelopment in the urbanized area could help preserve open space at the city's edges if public or private preservation programs are also implemented.

Policy 2: Provide sufficient land to support a mix of housing types and opportunities throughout the city to meet the diverse needs of residents.

- Supporting Policies**
- 2.1 Encourage housing as one of the uses in and adjacent to regional and community activity centers to support nonresidential activities and minimize auto use and air pollution.
 - 2.2 Promote increased housing density and compatible residential infill in a range of prices and housing products to accommodate changing family arrangements, market conditions, and demographics.
 - 2.3 Encourage developments to provide a mix of residential densities and housing types, provided the overall density meets applicable criteria.

Residential Development and Neighborhood Protection

2.4 Investigate ways to apply density bonuses and other development incentives for residential development or redevelopment projects that preserve significant cultural or natural features and provide enhanced open space areas.

Policy 3 primarily focuses on protecting existing neighborhoods while assessing the proposed location, density, and character of new or redeveloped residential and mixed-use infill in the Central Core and Mid-City Growth Areas and the abutting areas of the Evolving Edge Growth Area.

Policy 4 focuses on the residential development of Desert Villages, MPCs, and Neighborhoods in the Evolving Edge Area and the Future City Growth Areas. These planning subsets provide the basic framework to integrate infrastructure, open space, and other supportive uses with new residential development.

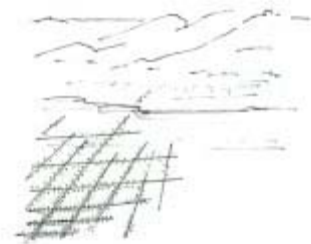
Background



Proposed new development and redevelopment projects will be evaluated on how well they respond to applicable land use policies listed in this section, to Community Character and Design policies, to related design guidelines, and to Growth Areas and Population policies. These policies and guidelines may be applied as conditions of rezoning. In other development review processes, including variance requests and Residential Cluster Project (RCP) applications, staff will use applicable plan policies and guidelines to formulate a staff position on these applications. The test of whether an infill project will add to the value and character of the neighborhood depends on the appropriateness of the use, workability of the proposed density, and the quality of site and architectural design.

Policy 3: Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill, and appropriate nonresidential uses.

Supporting Policies

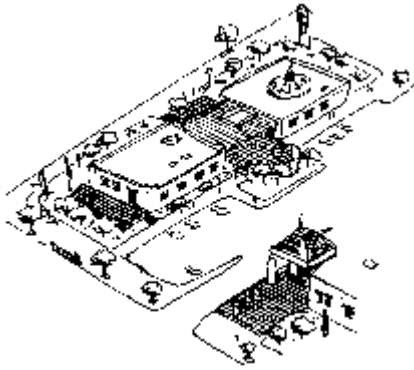


3.1 Support rural character residential development, typically located in the Evolving Edge Growth Area and/or in environmentally sensitive areas, with the lowest densities reserved for areas adjacent to public preserves and sensitive natural resource areas.

3.2 Support suburban character residential development in established low-density neighborhoods and along local streets within the Central Core and Mid-City Growth Areas.

3.3 Support mid-urban character residential development along arterial streets and collector streets, in established medium-density neighborhoods or adjacent to neighborhood commercial and minor employment sites.

3.4 Support urban character residential development along arterial streets or adjacent to community and regional activity centers and major employment sites.



3.5 Support mixed-use and higher density residential development (densities will vary depending on the location, scale, and character of the proposed development) along, or at, the intersections of major streets or adjacent to commercial or employment sites.

3.6 Support the intensification and redevelopment of underutilized areas for mixed-uses, if there is sufficient land area to accommodate the proposed uses, at a scale appropriate to the surrounding residential areas.

3.7 Discourage high traffic-generating uses in the interior of single-family residential areas.

3.8 Support pedestrian and transit-oriented development along major streets and in or adjacent to activity centers and nodes and village centers.

3.9 Support nonresidential uses, including limited industrial and park industrial, where the scale and intensity of use will be compatible with adjacent uses, including residential development and neighborhood schools and businesses.

3.10 Density and location criteria in policies 3.1 to 3.9 above may apply to Residential Cluster Projects (RCP) that will be developed under existing zoning.

3.11 At such time in the future that development may occur in areas that are not currently urbanized, support such development that is master planned and reflects sensitivity to environmental resources and the existing community and that is phased or financed to meet infrastructure requirements.

Policy 4: In the Evolving Edge Growth Area and the Future City Growth Area, support the development of MPCs and Neighborhoods where residential development is designed and scaled appropriately to the Desert Village Center.

MPCs should:

- 1.) **Have a minimum overall residential density that can sustain regular transit usage and provide the economic density to make Desert Village Centers viable;**
- 2.) **Consist of a series of Neighborhoods focused on a Community Center, integrated through open space and recreation areas and pedestrian, bike, transit, and the roadway system;**
- 3.) **Maximize connectivity of all transportation modes to enhance internal movement within and between individual Neighborhoods within the MPC, including appropriate connections to the regional circulation system;**
- 4.) **Provide Neighborhoods with clearly defined edges and a center that provides a social**

focus for the residents, giving them an identity and a sense of place;

5.) Optimize the size of a Neighborhood at a quarter mile from the center to the edge;

6.) Provide Neighborhood entry roads that are designed and landscaped as entry statements, terminating at the Neighborhood Center or taking advantage of existing vistas;

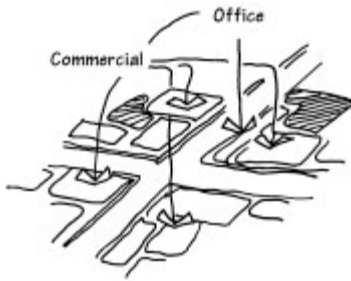
7.) Base the Neighborhood circulation system on a hierarchical network of streets, such as a spine road that provides primary access through the neighborhood, and secondary roads, decreasing in size/capacity, which provide multiple routes to diffuse traffic congestion and encourage pedestrian circulation;

8.) Provide Neighborhoods with a variety of housing types; and Include in Neighborhoods, a public space, such as a square or plaza/park area, and incorporate a transit stop as part of its design.

Commercial and Office Development

These policies primarily focus on land use changes along major streets. Proposed commercial and office development will be evaluated with regard to location criteria, including the potential for pedestrian- and transit-oriented development, and the project's effect on street and neighborhood character. Sensitive response to Community Character and Design policies and related design guidelines will assure that new development and redevelopment complement the scale and character of existing residential, office, and commercial uses.

Background



With the population growth that has occurred in the region, more land has been developed for nonresidential uses. In the last decade, there was a slight increase in land used for major office buildings and shopping centers. Although today over one-half of Tucson's retail space is located in shopping centers as opposed to strip arterial locations, there remains a need to guide future development and redevelopment into integrated nodes along the city's major streets.

Policy 5: Support appropriate locations for commercial and office uses, with priority for development and redevelopment within the existing urbanized area located in the Central Core and Mid-City Growth Areas and the abutting areas of the Evolving Edge Growth Area to promote use and improvement of existing infrastructure, to increase pedestrian activity and transit use, and to meet residents' needs for goods and services in a cost-effective and equitable fashion.

Supporting Policies

5.1 Promote a mixture of commercial, office, and residential uses along major transportation corridors and in or adjacent to regional activity centers and employment centers.

5.2 Support community-scaled commercial and office uses located at the intersections of arterial streets, taking into consideration traffic safety and congestion issues.

5.3 Support neighborhood-related commercial uses accessible from adjacent neighborhoods and located at the intersections of arterial streets, arterial and collector streets, or collector streets.

5.4 Support residentially-scaled neighborhood commercial and office uses along collector streets if the building is residentially scaled; the site design is pedestrian-oriented; the use will not generate significant auto traffic from outside the neighborhood; and the hours of operation are limited. In new MPCs and Neighborhoods, these residentially-scaled commercial and office uses may be located along local streets.

5.5 Encourage the redevelopment and/or expansion of current strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when:

- 1.) The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses;
- 2.) Primary access can be generally provided from a major street;
- 3.) Required parking, loading, and maneuvering can be accommodated on site;
- 4.) Screening and buffering of adjacent residential properties can be provided on site;
- 5.) Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, and screening;
- 6.) Current or future cross access between parcels and uses can be feasibly accommodated; and
- 7.) Buildings and their associated activities, such as, but not limited to, loading zones and dumpsters, can be oriented away from adjacent residential uses, toward the interior of the site or toward boundaries adjacent to similar uses.

5.6 Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainageways, can be established and adjacent residential property can be appropriately screened and buffered. Commercial expansions or consolidations, especially in conjunction with street widening, may be an appropriate means to preserve the vitality of the street frontage and the adjacent neighborhood.

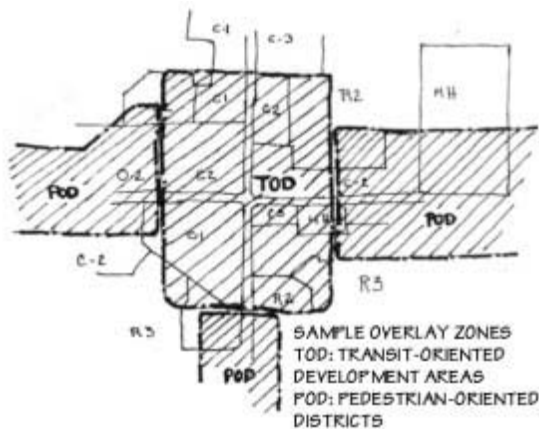
5.7 Promote public-private partnerships and shared investments in connection with future street projects. When right-of-way acquisition diminishes market viability for affected businesses, expansion to additional parcels to provide consolidated access and improved parking, including shared parking and other site amenities, may be considered.

5.8 Support the location of residentially-scaled office uses as a possible alternative to residential uses along major streets when:

- 1.) The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses;
- 2.) Safe and appropriate access generally can be provided from a major street;
- 3.) Required parking, loading, and maneuvering can be accommodated on site;
- 4.) Screening and buffering of adjacent residential properties can be provided on site;
- 5.) Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and,
- 6.) Consideration is given to accommodating current or future cross access between adjacent parcels and uses.

5.9 Consider the conversion of residential structures to nonresidential uses or higher density residential uses where:

- 1.) The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses;
- 2.) Safe and appropriate access generally can be provided from a major street;
- 3.) Required parking, loading, and maneuvering can be accommodated on site;
- 4.) Screening and buffering of adjacent residential properties can be provided on site;
- 5.) Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, and screening; and
- 6.) Consideration is given to accommodating current or future cross access between adjacent parcels and uses.

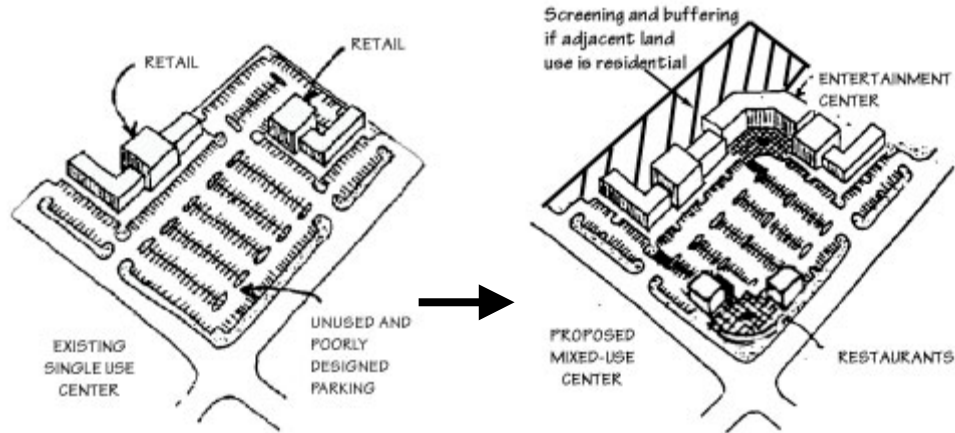


5.10 Investigate the use of zoning overlay districts as a way to foster mixed-use activity nodes, pedestrian and transit-oriented development areas, pedestrian-oriented districts, or other special design districts.

5.11 Promote incentives for development that provides commercial goods and services in areas that currently lack and need these services.

5.12 Support the limitation of drive-through facilities and auto-related uses, such as the sale, rental, service, or repair of vehicles, in pedestrian-oriented districts. Banks, restaurants, and pharmacies that provide in-car service should assure that the drive-through design will not conflict with pedestrian circulation.

5.13 Promote incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.



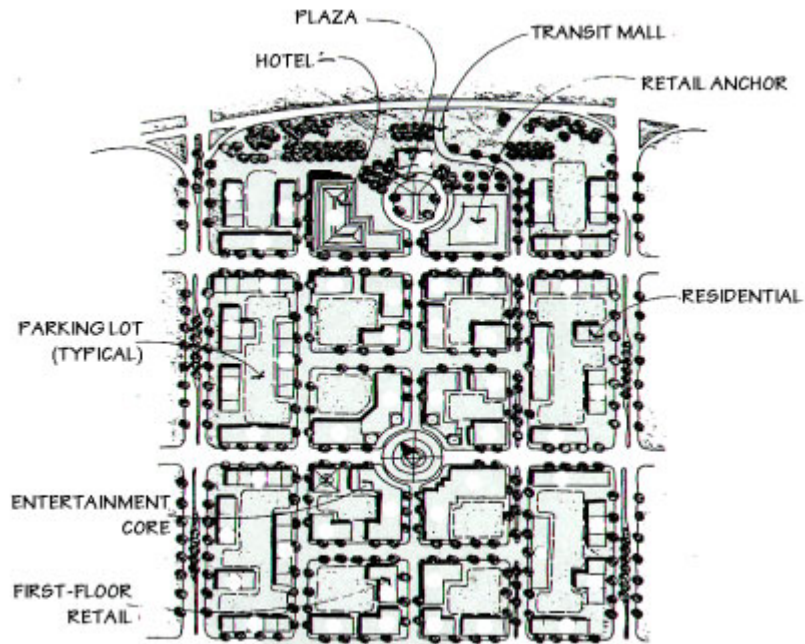
Mixed-Use Activity Centers

Policy 6 primarily focuses on Tucson’s Downtown and other existing activity centers in the Central Core and Mid-City Growth Areas. Proposed commercial and office development will be evaluated with regard to location criteria, including the potential for pedestrian- and transit-oriented development, and the project’s effect on street and neighborhood character. Sensitive response to Community Character and Design policies and related design guidelines will assure that new development and redevelopment complement the scale and character of existing residential, office, and commercial uses.

Policy 7 focuses on the development of Desert Villages, MPC Centers, and Neighborhood Centers in the Evolving Edge and Future City Growth Areas. These planning subsets provide the basic framework to integrate supporting infrastructure, open space, and other supportive uses as part of the village center concept.

Background

Properly designed activity centers, strategically located in the respective Growth Areas, can be attractive gathering places that serve civic, public, and community purposes. Activity centers also can reduce automobile travel and increase transit use and pedestrian travel; replace many of the undesirable characteristics of strip commercial development; and become the focus and hub of regional, community, district, or neighborhood activities. Although activity centers are more than shopping centers, the anchor of most activity centers is shopping, complemented by restaurant, entertainment, and office uses. An activity node offers a limited range of services primarily for the immediate neighborhood. Regional activity centers, such as the Downtown, include a variety of cultural, employment, retail, government, and educational services.



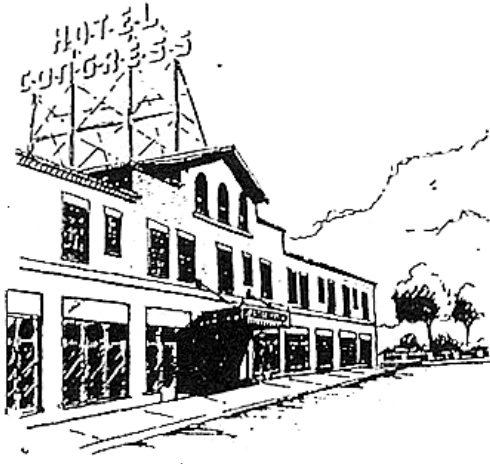
Policy 6: Promote continued development of Tucson's Downtown and other mixed-use activity centers in order to increase transit use; reduce air pollution; improve delivery of public and private services; and create inviting places to live, work, and play.

Downtown Focus

Supporting Policies

- 6.1 Enhance the Downtown retail core as the primary regional activity center for finance, culture, and government, complemented by a mixture of land uses to support Downtown housing that is compatible with the adjacent Downtown's historic residential neighborhoods.
- 6.2 Encourage the location of new residential opportunities in the Downtown.
- 6.3 Promote upgrades to neighborhood infrastructure, including sidewalks and street lighting, that are compatible with the historic character.
- 6.4 Promote retail and other private sector development that will complement and support the existing Downtown fabric.
- 6.5 Locate new major governmental, cultural, and educational facilities in the Downtown area.

Element 2: Land Use



6.6 Promote historic neighborhoods, historically significant structures and sites, and the development and retention of residential uses in the greater Downtown.

6.7 Promote appropriately located and scaled high-density residential uses in and near the Downtown to support Downtown services and retail and provide incentives to attract new commercial and other support services to the Downtown.

6.8 Support Downtown development and redevelopment of street level retail or other pedestrian-oriented land uses, such as galleries, restaurants, and cinemas.

6.9 Promote revitalization of the Warehouse District for the development of a diversity of arts-related land uses and special cultural events.

6.10 Promote City participation in the construction of multiuse parking structures that support intermodal opportunities and ground level retail.

6.11 Promote public-private partnerships to enhance building facades and streetscapes.

6.12 Promote land use, transportation, and urban design improvements that will link the Downtown activity center, Fourth Avenue, the Warehouse District, and the University of Arizona and that will enhance the historic and cultural quality within the greater Downtown. Continue to work with the University of Arizona, private developers, and neighborhood groups to enhance these linkages and Downtown design character.

Activity Centers



- 6.13 Support incentives for development in or adjacent to existing regional and community-level activity centers that will:
- 1.) Integrate residential and nonresidential land uses and the mix of private and public land uses, including entertainment, recreation, retail, restaurants, offices, libraries, hotels, public meeting facilities, child care, transit facilities, and other services into mixed-use activity nodes;
 - 2.) Reestablish pedestrian connections in the street network, where they have been lost, adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes;
 - 3.) Promote alternate modes of transportation;
 - 4.) Encourage infilling vacant or underutilized parcels adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes;

Element 2: Land Use

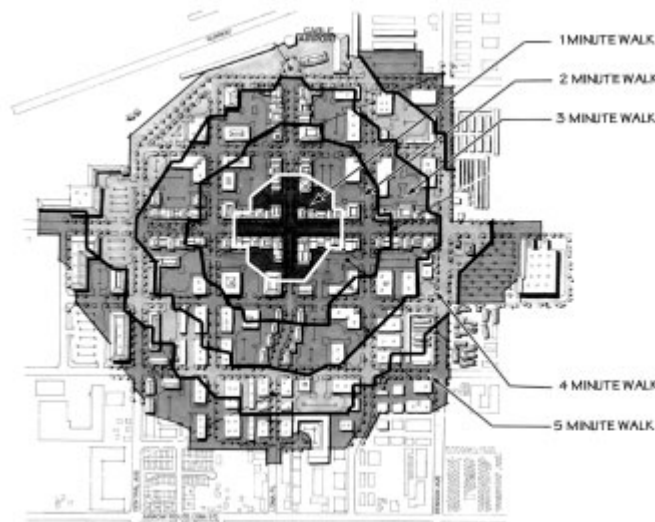
5.) Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment; and

6.) Promote pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes, public sidewalks, and walkways and separating them from auto traffic access.

Actions

6.13.A Consider incentives, including density bonuses and parking reductions, to expedite activity center infill.

6.13.B Investigate tax strategies to promote timely development of vacant land, including adjusting the property tax formula to reflect highest and best use market value and providing real estate and sales tax abatement for development in priority areas.



Supporting Policy 6.14 Promote redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for mixed-use activity center or node development.

Actions

6.14.A Investigate zoning overlay zones for areas suitable for redevelopment or enhancement.

6.14.B Investigate mechanisms to assist existing businesses, such as “mom and pop” businesses, to remain in business on-site after redevelopment or property upgrades.

Supporting Policies 6.15 Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.

6.16 Encourage a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.

6.17 Promote residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high- and medium-density development can support and reinvigorate regional activity centers, while appropriate medium- and low-density infill can complement the scale and character of neighborhood activity nodes.

***Desert Villages, Master
Planned Community
Centers, and
Neighborhood Centers***

Policy 7: Support the development of mixed use activity centers (Desert Village Center, MPC Center, and Neighborhood Center) in the Evolving Edge and the Future City Growth Areas when:

- 1.) A Desert Village Center provides a broad range of goods and services, which may include a mix of private and public land uses, including entertainment, recreation, retail, restaurants, offices, libraries, hotels, public meeting facilities, child care, and other appropriate services;
- 2.) A Desert Village Center is planned to serve as the main transit hub for the Desert Village;
- 3.) A Desert Village Center and MPC Center includes higher densities in and around the center;
- 4.) A MPC Center provides a social focus for the MPC and includes provision of neighborhood-scaled goods and services, a transit stop, public squares or plazas, parks, public facilities, schools, churches, etc.;
- 5.) A Neighborhood Center includes a public space and a transit stop, and, depending on its spatial relationship to the MPC Center, it may also contain public facilities and neighborhood-scaled commercial and office uses;
- 6.) Each center has a defined area;
- 7.) Each center has a consistent or compatible design theme;
- 8.) Each center is planned to be linked with the existing or future regional transit system and serves as the main transit stop for its service area;
- 9.) Each center is linked with the planned regional open space system; and
- 10.) Each center provides a comfortable, illuminated, and attractive pedestrian and bicycle environment that is integrated with surrounding residential areas.

Industrial Development Industrial uses account for about 7 percent of the city’s developed land. Most industrial uses in Tucson are clustered near principal commercial transportation routes, such as railways, major highways, and airports, and are service and distribution oriented rather than manufacturing.

Policy 8: Promote industrial development and redevelopment that will contribute to Tucson’s overall economic vitality, environmental quality, and community character.

Supporting Policies 8.1 Support opportunities for industrial development in locations served by existing infrastructure when appropriate design elements and/or land use transitions can be utilized to mitigate incompatible impacts on adjacent less intensive land uses. New industrial proposals will be evaluated on a case-by-case basis according to the following criteria:

- 1.) Convenient access to highway, rail, or air services and routes;
- 2.) Nearby public transit to serve employees, especially for proposed large industrial facilities with high numbers of employees;
- 3.) Pedestrian access and facilities between bus stops and employment centers;
- 4.) Parking, loading, and maneuvering requirements are met on-site; and,
- 5.) Architectural detailing provided on all sides of structures and the landscaped setbacks from the front and the rear property lines.

8.2 Encourage the establishment of expansion, redevelopment, and relocation incentives for clean industries that have little or no negative impact on the area’s air quality, groundwater quality and supply, and waste disposal.

8.3 Promote the rehabilitation and adaptive reuse of former industrial buildings, such as those in the Warehouse District, and the reclamation and redevelopment of abandoned industrial and/or contaminated sites. Warehouse District land uses and intensities should be compatible with the existing industrial character, historic resources, and current and proposed arts uses.



8.4 Promote the reclamation of former landfill sites for the following four major categories of potential reuse:

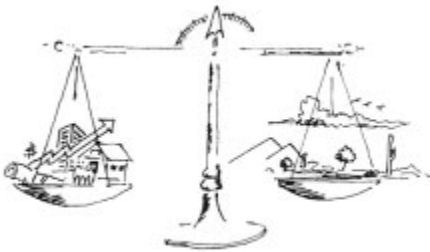
- 1.) Parks, recreation, and open space;
- 2.) Historic, cultural, and educational uses;
- 3.) Solid waste facilities; and,
- 4.) Diversified development, including enclosed structures and accessory uses, when appropriate engineering techniques are used.

(See *Land Use Study for City of Tucson Landfill Sites*, 1998, for further information on reuse criteria, remediation, and public involvement recommendations.)

8.5 Promote industrial development that complies with economic development policies in Element 13 of the *General Plan*.

Regional Land Use Planning

Background



Most of the challenges that face the Tucson metropolitan community are not limited by city and town limits. Transportation, air quality, water quality, economic development, and open space are regional issues and are closely connected to regional land use patterns and the respective community design standards of the regional entities. As traffic congestion increases, many residents of the region are beginning to recognize the link between development and the demands of growth on the transportation system, as well as on water, parks, schools, and other community services. Poorly managed growth is costly. It consumes environmental resources and tax dollars in the form of infrastructure requirements, and it diminishes the quality of community life.

Planning and properly managing growth focuses on creating and maintaining a balance between the current needs of the community and its resources and the long-term needs of future generations. A number of things are being done to enhance sustainability. Some long-term actions such as increasing housing density, improving housing quality, and managing any future growth will involve major changes to the way the metropolitan area has developed. Other activities whose effects are easier to appreciate in the short term include restoring old structures and public infrastructure, weatherizing housing, establishing economic development programs, protecting native vegetation and other environmental resources, and encouraging economic diversification. These efforts lead to incremental, positive changes to support a more sustainable, livable community.

The following policies and actions support long range and advance planning and coordination among the region's jurisdictions with a focus on major land use, transportation, and public works issues.

Policy 9: Promote regional land use planning and coordination within metropolitan Tucson to provide more livable communities and more compact and integrated land use patterns.

Supporting Policies

9.1 Strive to increase and enhance information sharing among all local jurisdictions, particularly in the areas of demographics, growth management, land use, and transportation planning, through the Pima Association of Governments.

9.2 Promote the development and adoption of a regional land use plan that defines priority development areas to balance economic and environmental values.

9.3 Coordinate land use patterns with transportation plans to improve and protect air quality.

Element 2: Land Use

9.4 Improve coordination between land use and development activities and transportation planning. The complementary nature of both transportation and land use implementation activities shall be addressed by:

Actions

9.4.A Promoting land use patterns designed to reduce vehicular trip length and/or frequency and by clustering complementary uses to facilitate combining trips, walking, and bicycling.

9.4.B Encouraging the location of major service facilities (e.g., hospitals, libraries, and public buildings) to minimize vehicular travel demand.

9.4.C Encouraging the development of activity centers as "mixed use areas" to integrate land uses and reduce vehicle miles traveled.

9.4.D Promoting the design and implementation of efficient transportation corridors and circulation systems in all new developments.

9.4.E Considering providing incentives for "infill development" to minimize travel distances and to encourage the development of alternate modes of transportation.

9.4.F Encouraging the location of higher density development, activity centers, and transit-oriented development on major arterials in all jurisdictions to promote transit use.

9.4.G Promoting land use patterns that support a regional jobs/housing balance.

Supporting Policy

9.5 Develop coordinated growth management plans to guide future development to areas that are served by existing infrastructure to foster contiguous development and infilling and to protect environmentally sensitive areas.

Action

9.5.A Develop a combination of incentives and standards that foster more vital, less automobile-dependent neighborhoods through pedestrian- and bicycle-friendly design.

Supporting Policies

9.6 Support actions by local governments to establish comprehensive, environmentally sensitive approaches to floodplain management, with an emphasis on nonstructural methods of flood protection/drainage control, protection of groundwater quality, and preservation of native vegetation and wildlife habitat.

9.7 Encourage local governments to promote compatible land uses adjacent to public preserves and airports, based on consultation with natural resource and airport personnel.

9.8 Promote coordination of capital improvements among the region's jurisdictions, based on a commitment to regional land use and public works planning.

Policy 10: Continue to identify and protect environmentally sensitive natural areas and encourage the preservation of vegetation and wildlife within those areas.

Supporting Policies

10.1 Include wildlife habitat protection and enhancement, where appropriate, in wash maintenance and flood control projects.

10.2 Continue to develop and refine regulations and guidelines to support wildlife and vegetation when development occurs within environmentally sensitive areas.

Action

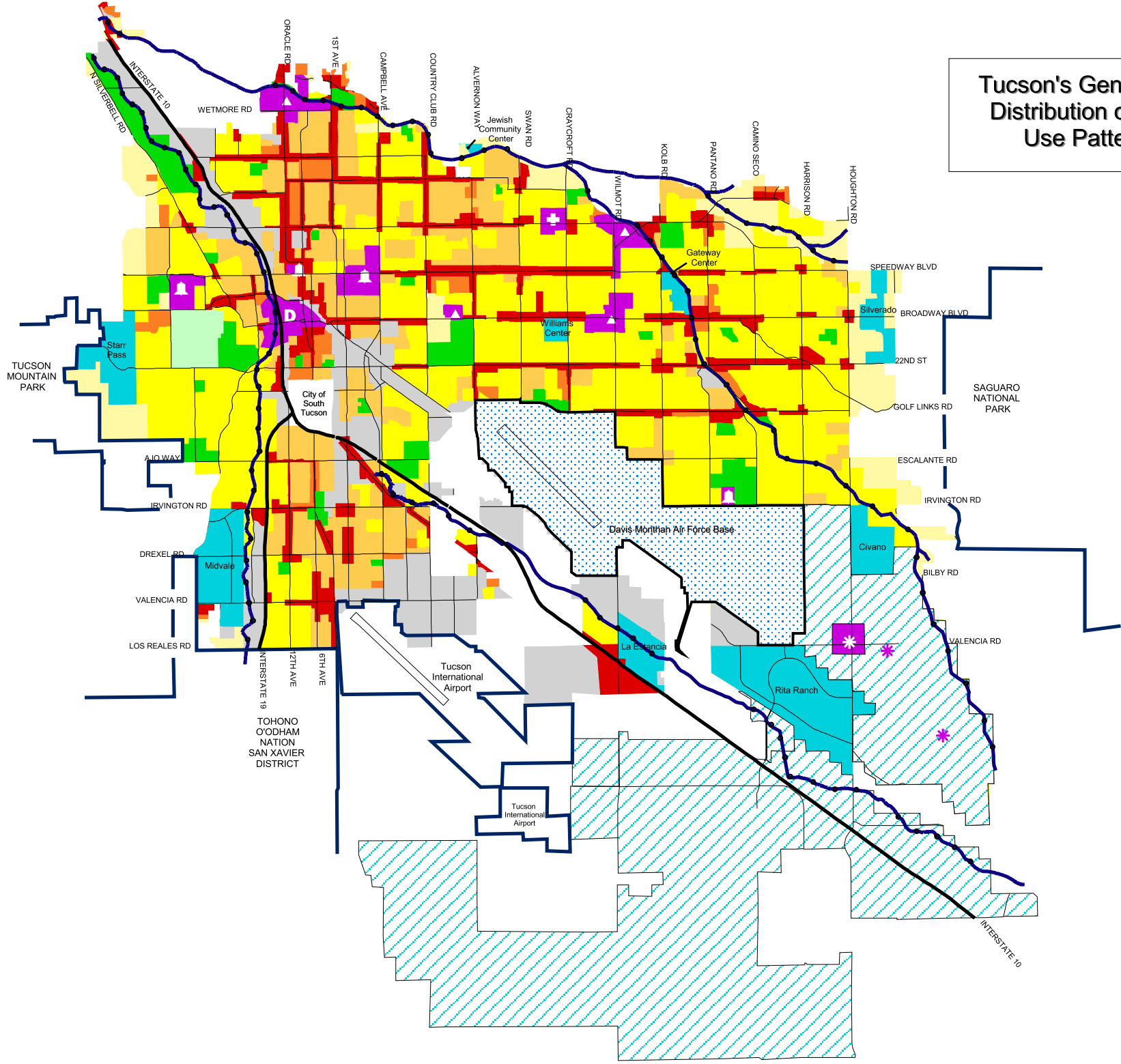
10.2.A Develop a program of restoration and enhancement of riparian areas with consideration for biologic needs and, where appropriate, recreational and aesthetic needs.

Supporting Policies

10.3 Continue to utilize the open space zoning provisions to preserve and protect natural areas on appropriate City-owned property.














10.4 Promote research to identify native vegetative and wildlife resources and determine habitat needs of birds and animals appropriate to the urban environment.

Tucson's Generalized Distribution of Land Use Patterns



TUCSON GENERALIZED DISTRIBUTION OF LAND USE PATTERNS

LEGEND CATEGORIES:

	<p>Rural Character Primarily residential areas with predominate densities generally up to two units per acre. This land use pattern is usually located in existing edge areas and may include limited office and commercial services at the intersections of major streets. Planned residential developments with clustered natural open space may be located in these areas. Public and semi-public facilities and services may also occur in this intensity category.</p>
	<p>Suburban Character Primarily residential areas with predominate densities generally up to six units per acre, though higher densities may occur along major streets or as a result of historic zoning patterns. This designation may also include neighborhood commercial and office uses, churches, private and public schools, park and recreation areas, and, a range of public facilities and services.</p>
	<p>Mid-Urban Character Mixed neighborhood uses with residential densities up to 14 units per acre. Land uses include a mixture of housing types and densities, with higher densities and office and commercial uses located along major streets. This designation may also include churches, private and public schools, park and recreation areas, and a range of public facilities and services.</p>
	<p>Urban Character High-density residential areas and supportive uses with densities generally greater than 14 units per acre. Typically land uses include apartments and townhomes located along major transportation corridors and/or close to activity centers such as the University of Arizona, the Downtown area and other commercial and employment generators. The general land use pattern may also include a range of office, commercial, churches, private and public schools, park and recreation areas and semi-public land uses as well as lower density residential uses.</p>
	<p>Mixed Use Character Denotes areas of diverse land use activities in close proximity. Typically located along transportation corridors, the general land use pattern is a diverse mix of predominately nonresidential uses including office, commercial, churches, private and public schools, parks and recreation areas, public and semi-public land uses that may also support dispersed residential uses.</p>
	<p>Activity Centers Signifies a high intensity cluster of mix-uses or major commercial and/or employment centers of significant size to impact the general economy of the City. These centers are typically located at major intersections or along major transportation corridors. The legend recognizes five categories of activity centers; commercial such as Tucson Mall, public universities and colleges, medical such as Tucson Medical Center, the Downtown Core and high intense mixed use Desert Village centers in Master Planning Areas.</p>
	<p>Industrial Major industrial and business employment generators, existing or planned. Includes research, commercial, and industrial parks and campuses. Uses include research and development, publishing, fabricating and assembly, and other business and industrial uses.</p>
	<p>Existing Master Planned Communities Master Planned Communities and Planned Area Development sites are mixed use areas designed for the integration of various uses and/or neighborhoods and the preservation of open space. They may have an urban character such as the Williams Center with it's high density residential and commercial mixed uses, or a more suburban character such as Silverado, a predominately residential community with integrated open space.</p>
	<p>Master Planning Areas Predominately large tracts of undeveloped land located on the southeast and southern perimeters of the City. A large portion of this area is administered by the State Land Department. Prior to releasing these lands for development, the State will initiate planning efforts to promote orderly phased development that reflects sustainable and innovative community design. Land uses would include those uses generally consistent with the Master Planned Communities. Pursuant to State law, the City shall cooperate with the State Land Department regarding integrating the conceptual State land use plan into the municipality's general land use plan.</p>
	<p>Park Regional and district parks within the City providing public recreation and open space.</p>
	<p>Future River Park System General location is along or near major watercourses and made possible through the purchase or dedication for the establishment of a regional trail system.</p>
	<p>Tumamoc Hill Environmental Study Area</p>
	<p>Davis Monthan Air Force Base A military installation of regional significance and a key factor in Tucson's economy.</p>

Tucson's Generalized Distribution of Land Use Patterns illustrates the general land use distribution and development patterns that have evolved as elements of the history and culture of the City. The denoted land use character designations are general in nature and other land uses, densities, or development patterns may exist or be deemed appropriate with more micro analysis. The policies of the General Plan provide appropriate City wide land use direction for development in each of the legend designations. The General Plan Land Use element and other elements also provide for the preparation of specific plans. Policy direction regarding future growth for any specific area of the City can be obtained from the appropriate neighborhood, area, or subregional plan where land use policy direction is provided at the neighborhood and individual parcel scale.

Additionally, the land use patterns convey predominate neighborhood character for an area, suggesting development strategies that address issues such as project scale and compatibility with the surrounding neighborhood and land uses. This general view of land use distribution and patterns is not intended to precisely define the character of a specific neighborhood. It attempts to recognize that those land use and compatibility issues deemed appropriate in one urban form may differ from another established land use pattern. All new development is judged on a case by case basis for compatibility with area character and adjacent land uses through the rezoning process. Specific design solutions that enhance the ability of future development to achieve compliance with neighborhood character and compatibility are offered in the Design Guideline Manual.

ELEMENT 3: CIRCULATION

VISION

The vision of regional transportation recognizes the excellent airport, railroad, and interstate freeway facilities that focus on Tucson as the hub of southern Arizona and the gateway to Mexico and the west coast. In addition to these external links, the basic internal metropolitan circulation network will integrate rail lines, interstate freeways, major streets, public transit, bikeways, and pedestrian paths to improve accessibility and create attractive options to move people, goods, and services. Future planning will place particular importance on transportation linkages to activity centers where a balance of functions and services, such as jobs, housing, and shopping, will be located. As more intensive development is concentrated in designated activity centers, increased use of the transit system will reduce dependence on the automobile and further the overall air quality goals of the region.



Tucson International Airport links southern Arizona to world destinations.

The region will continue to develop a transportation system that provides mobility for all people and ready access to the places and travel modes chosen. The percentage of people throughout the region having reasonable access to public transit services will be increased substantially. Greater population densities along existing and planned major travel corridors will be encouraged. Accessibility, especially to employment, education, and other services, will be a priority. Employment and activity centers will be planned with attention to the ease of access from residential areas.



Excellent public transit offers a convenient transportation alternative.

The *Regional Vision* displays a coordinated hierarchy of multimodal transportation corridors, including outstanding ground access to airports; expansion of excellent public transportation and bicycle routes; improvement of major streets; and consideration of well-designed, limited access roadways. An expanded, more efficient bus system, with improved service and passenger amenities, will attract a greater share of trips. A light rail system (or its equivalent) in highly developed corridors will furnish a competitive alternative to the private automobile. A safe, well-maintained bicycle system that interconnects with other transportation modes and utilizes major washes, where feasible, will also serve personal travel. Enhanced, continuous pedestrian networks are essential throughout the developed parts of the region. Pedestrian pathways along streets and natural washes are a priority.

Development of a safe and efficient multimodal transportation system will be encouraged by focusing on safe vehicular, bicycle, and pedestrian ways of travel. While the element recognizes that private automobiles will be the mode for the vast majority of trips in the foreseeable future, efforts will be made to minimize the duration and severity of peak hour traffic congestion. Traffic accident rates will be minimized by implementing uniform design and construction standards. Improved urban planning and design will reduce the average length of work, school, and shopping trips and assist achievement of regional air quality objectives. The percentage of work trips made by single-occupancy vehicles will be reduced through incentive programs that will increase the share of work trips using public transit, car and van pools, bicycles, and walking.

Element 3: Circulation



A popular bicycle and pedestrian system meets commuter and recreational needs.

Future land use patterns and transportation systems will be planned in a coordinated, continuous, and comprehensive manner. Air quality will be protected by promoting land use patterns that reduce travel miles and facilitate transportation alternatives. Auto, transit, bicycle, and pedestrian travel will be coordinated with land use planning, especially within and between activity centers. Attractive design of the region's travel ways and assurance of recreation and scenic linkages will be characteristic of the region's transportation system. In general, capital improvement programs will support attainment of environmental goals consistent with lifestyle expectations of citizens. New roadway design will be sensitive to the built and natural environment. Citizen participation will be a significant part of the decision-making process in order to preserve neighborhoods, promote public support for future improvements, and minimize adverse impacts on the environment and the natural terrain.

Livable Tucson Goals

Better Alternatives to Automobile Transportation

Includes improved public transportation system, bicycle- and pedestrian-friendly streets, improved roadways (landscape, lighting, sidewalks, bus stops), and promotion of alternatives to the automobile.

Introduction

The primary goals of an effective regional transportation system are to improve the mobility of people and goods, protect the natural environment, enhance the quality of life of our communities, assure that financial needs are met, and sustain public support for the transportation planning efforts. The factors considered in the development of a comprehensive transportation and circulation plan include supporting the economic viability of the area, increasing the safety of the transportation system, and improving accessibility and mobility options for people and freight. In order to meet these goals, the plan should protect and enhance the environment, promote energy conservation, enhance integration and connectivity of transportation systems, promote efficient system management and operation, and emphasize the preservation of existing intermodal transportation systems.

Policy 1: Mobility and Accessibility: Improve the mobility of people and goods throughout the region by providing efficient, effective, convenient, accessible, and safe transportation options for travel to employment, education, medical, and other desired destinations.

Supporting Policies

- 1.1 Provide an integrated, multimodal, metropolitan transportation system that offers attractive choices among modes for the efficient movement of people and goods.
- 1.2 Provide a regional balance of transportation facilities and services by mode, including automobile, public transit, bicycle, pedestrian, rail, and aviation.
- 1.3 Provide the accommodation of more than one mode of travel in transportation improvement projects.

Element 3: Circulation

1.4 Provide a continuous system of functional segments and points of convenient transfer from one mode to another.

1.5 Manage the performance of all modal systems to best mitigate traffic congestion and to attain safe operating conditions.

1.6 Effectively operate and maintain transportation facilities and infrastructure.

1.7 Promote travel demand strategies and incentives to more fully utilize alternate modes of travel.

1.8 Assure that transportation investments improve the mobility of all segments of the community, including the underserved, disabled, and economically disadvantaged.

1.9 Promote strategies to reduce peak period demand through car pooling, flexible hours, alternate modes of travel, and other travel reduction techniques.



1.10 Identify and pursue funding mechanisms for ongoing maintenance of existing transportation investments and for future improvements needed to maintain mobility within the transportation system.

1.11 Develop and implement overall strategies to maintain clean air standards and continue to subject transportation plans to assessment procedures to determine their air quality impacts.

1.12 Design, manage, and evaluate the performance of the transportation facilities in conformance with regional level of service capacity measures consistent with approved mobility management goals.

Policy 2: Circulation and Safety: Promote an effective, well-planned system of roadways that establishes a functional, safe, and aesthetic hierarchy of streets while incorporating the latest advanced technologies.

Supporting Policies

2.1 Work together with other jurisdictions to implement adopted policies of the *Regional Transportation Plan* to accommodate existing and future demands for transportation and to facilitate a sustainable transportation system, reduce congestion, and provide for efficient and economic movement of people and goods.

2.2 Continuously monitor and report on transportation system demand, operating conditions, and performance for all modes and use management systems to assist in the process.

2.3 Promote convenient multimodal access to public places having high concentrations of trips, including airports, schools, military installations, parks, recreation areas, monuments, and historic sites and tourist attractions.

- 2.4 Promote efficient transportation connectivity to major trade corridors, which enhance the region's standing as a major economic hub.
- 2.5 Provide for a street functional classification system that is based on type, use, and visual quality.
- 2.6 Integrate vehicular circulation within neighborhoods and improve bicycle and pedestrian connectivity to key destinations, including recreation areas, such as parks, adjacent services, transit facilities, and schools.
- 2.7 Design streets with continuous pedestrian facilities of sufficient width to provide safe accessible use and opportunities for shade and shelter.
- 2.8 Design neighborhood streets using appropriate traffic calming techniques and street widths to sustain the quality of life in the neighborhoods.
- 2.9 Provide for the planning, design, construction, and operation of transportation facilities and services to reduce, to the greatest possible extent, the losses from accidents.
- 2.10 Identify rights-of-way for transportation corridors as adopted in the *Major Streets and Routes Plan*.

Policy 3: Public Transit Services: Provide for a safe, efficient, and accessible public transportation system that is in harmony with area-wide environmental objectives while making the most effective and prudent use of public funds to operate the system.

Supporting Policies

- 3.1 Provide a public transit system that is readily accessible, convenient, and safe to an increasing proportion of persons in the region.
- 3.2 Encourage optimal availability and utilization of public transit facilities and services within the region, whether fixed route, local circulator, demand responsive, paratransit, rural, or historic trolley.
- 3.3 Provide public transit centers that are effectively distributed throughout the region to increase the attractiveness of public transit.
- 3.4 Provide opportunities to develop multiuse corridors of sufficient intensity and diversity to support future high capacity transit.
- 3.5 Provide convenient public transit connections at urban activity centers.

3.6 Provide paratransit operations to Americans with Disabilities Act eligible populations that are complementary and comparable to the fixed route component and that comply with all Americans with Disabilities Act requirements.

3.7 Develop an integrated system that seamlessly links all modes of transportation into a system that maximizes the public's ability to use alternate modes of transportation.

Policy 4: Bicycle Facilities: Plan for bicycle facilities throughout the region that provide for the safe and efficient means of transportation and recreation throughout the greater Tucson metropolitan area.

Supporting Policies

4.1 Promote bicycle travel as an alternate mode of transportation.

4.2 Promote a system of bicycle facilities that provide a continuous, connective, safe, and accessible system.

4.3 Promote bicycle safety education programs to increase awareness of and adherence to laws and regulations regarding bicycle use.

4.4 Design bicycle facilities consistently throughout the region.

Policy 5: Pedestrian Facilities: Plan and encourage the use of pedestrian facilities as a critical element of a safe and livable community to meet the transportation and recreational needs of the community.

Supporting Policies

5.1 Provide for the construction of accessible pedestrian facilities with all street construction and reconstruction; all private residential, commercial, and industrial development; and all public development in the urban area.

5.2 Develop a program for the installation of pedestrian facilities in already developed urban areas where they do not currently exist.

5.3 Design pedestrian facilities that are direct, safe, comfortable, aesthetically pleasing, and continuous.

5.4 Improve pedestrian visibility and safety and raise awareness of the benefits of walking.

5.5 Identify specific pedestrian mobility and accessibility challenges and develop measures for implementation of necessary improvements.

Policy 6: Environmental Considerations: Protect the natural and built environments from adverse impacts resulting from the provision of transportation facilities and services. Promote transportation facilities and services that enhance the quality of life of the communities within the region.

Supporting Policies

- 6.1 Design transportation improvement projects to comply with air quality standards and avoid the creation of air quality hot spots.
- 6.2 Consider the economic, energy, and environmental effects of transportation investments.
- 6.3 Promote the implementation of the goals and objectives of adopted land use plans and development policies with investments in transportation facilities and services.
- 6.4 Promote transportation investments that will enhance the quality and livability of neighborhoods and community places and support appropriate opportunities for urban infill development projects.
- 6.5 Consider incentives to reduce the average length of work trips made by single occupant autos and provide incentives to increase the percentage of work trips made by alternate modes of transportation.
- 6.6 Promote investments in the transportation systems that complement investments in other public infrastructure and utilities and promote a beneficial impact on the region's economic vitality.
- 6.7 Attempt to equitably distribute the burdens and benefits of transportation investments to all segments of the community.
- 6.8 Provide for transportation enhancements, including bicycle lanes, sidewalks, and nontraditional transportation projects.
- 6.9 Review and revise parking and other terminal regulations to provide for their use as flexible tools to achieve other overall transportation policies.

Policy 7: Public Support: Build and sustain public support for the implementation of transportation planning goals and objectives, including the financial underpinnings of the plan, by actively seeking meaningful community involvement.

Supporting Policies

- 7.1 Maintain the credibility of the regional transportation planning process through the application of professional standards in the collection and analysis of data and in the dissemination of information to the public.
- 7.2 Approach public involvement proactively throughout regional transportation planning and programming processes, including open access to communications, meetings, and documents related to the plan.

Element 3: Circulation

7.3 Include and involve all segments of population, including those groups protected under Title VI of the Civil Rights Act of 1964 and Executive Order 12898 Environmental Justice provisions, including future amendments to those provisions.

7.4 Promote effective intergovernmental relations through agreed-upon procedures to consult, cooperate, and coordinate transportation-related activities and decisions.

ELEMENT 4: COMMUNITY CHARACTER AND DESIGN

VISION Community design in the Tucson metropolitan area has evolved over centuries, merging local historical and cultural traditions with today's economic needs and modern tastes. Community design has also been shaped by the region's physical setting, climate, topography, vegetation, and other aspects of the unique Sonoran Desert character. This visual identity has a distinctive southwestern flavor which combines desert and mountain environments with the region's rich heritage and cultural diversity. The blend has inspired various architectural styles to create a mosaic of visual impressions of the region's built environment.



Community design embraces traditional and contemporary styles.

As the region's population grows, local community design issues will continue to be of major importance. New development will be integrated with the natural and built environments. Design parameters will be largely established by the unique physical attributes of the area. The beauty of the region's setting, a desert basin surrounded by mountain ranges and foothills, calls for development design which is environmentally sensitive and compatible with the natural landscape. Low profile homes and buildings will continue to reflect the desire for unobstructed views of the mountains, blue skies, and colorful desert sunsets. Southwestern building materials, subtle desert colors, and low water use plants help development blend with the region's environment. Solar and other energy-efficient design features will be recognized as highly practical in this desert climate where clear skies, warm days, and cool nights are the norm.

Flexible design options, such as clustered development, will maximize opportunities for retention of open space and vegetation. All site improvements and modifications will comply with comprehensive site analysis and development capability requirements. Commercial and industrial uses will be located in suitable places and will comply with high quality performance standards in order to avoid adverse impacts on surrounding properties.



Public art secures a rich cultural legacy for the future.

High quality urban design elements reflected through appropriate style, scale, and arrangement of structures; activities; and land uses are essential in maintaining a positive public image of the region. The vision includes a keen public awareness of the importance of a positive image for attracting new employment and increasing tourism. In addition, a positive visual identity will instill a sense of pride and well-being for current residents and emphasize an attractive community appearance.

The *Regional Vision* promotes high quality design along street frontages, particularly on scenic and gateway routes. It also emphasizes the aesthetic benefits of buffering and landscaping with native plants, or those adapted to our arid climate, that have minimal water requirements and low amounts of pollen. Attractive design of

Element 4: Community Character and Design

pathways, streets, regional parks, activity centers, and other community gathering places will be a high priority.

Controls over strip commercial development will be enforced rigorously to reduce the associated traffic and visual problems. Urban design will also promote distinct neighborhoods and districts, identified by common themes in each area. Preservation of community landmarks and prominent features, as well as the promotion of public art, will evoke a sense of place that is based on the region's unique cultural heritage and Sonoran Desert characteristics.

Livable Tucson Goals

Better Alternatives to Automobile Transportation

Includes improved public transportation system, bicycle- and pedestrian-friendly streets, improved roadways (landscape, lighting, sidewalks, bus stops), and promotion of alternatives to the automobile.

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime, policing, and risk perceptions.

Infill and Reinvestment, Not Urban Sprawl

Includes well-planned growth, the management of sprawl, and development in the city's core, rather than on the periphery.

Abundant Urban Green Space and Recreation Areas

Includes recreation and green space within the city, including neighborhood and regional parks, common space, community gardens, bike and walking paths, linear and river parks, trees, and urban landscaping.

Protected Natural Desert Environment

Includes protection of the Sonoran Desert ecosystem and protection of washes, hillsides, open space, and wildlife.

People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Respected Historic and Cultural Resources

Includes the preservation and celebration of local landmarks, buildings, neighborhoods, archaeological treasures, open spaces, cultures, and traditions that make Tucson unique.

Successful Downtown

Includes the cultural and commercial aspects of the city center.

Introduction

Community Character and Design policies begin with an overall policy on urban form and character and then focus on major elements that help define Tucson's natural and built environments, such as watercourses, views and community landmarks, streets, and neighborhoods.

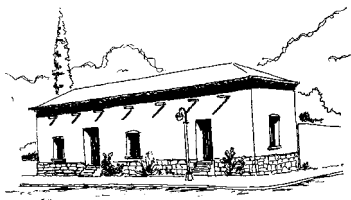
Tucson's Urban Form and Community Character



Contemporary Tucson is a thriving desert community whose urban form is reflected in both its natural and built environments. A bird's-eye view of the Tucson metropolitan area shows an urbanized basin encircled by desert foothills and dramatic mountain ranges. This large-scale aerial view encompasses the stunning natural setting of mountains and desert uplands, as well as the Santa Cruz River, a network of tributary washes, and the city's network of streets. Tucson's built environment and large-scale urban form are defined by the transportation network (freeways and the grid of arterial streets) and major activity centers, such as the Downtown, the University of Arizona, the airport and related employment clusters, and regional shopping centers.

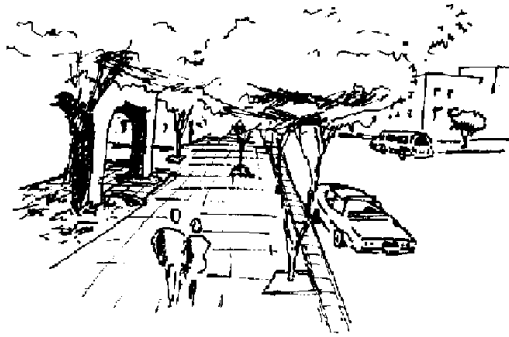
The first impression many visitors have of the Tucson metropolitan area is one of tremendous expansiveness and openness, of 360 degree views and unobstructed horizons, which for many residents translate to a sense of urgency for maintaining Tucson's generally low-profile, low-rise building styles.

Many commentators on cities and urban design suggest that modern American cities are beginning to look alike. National road and building standards, shared technology, and the proliferation of national franchise businesses are powerful forces that mold our common design character. In Tucson, our goal in community design is to search for what gives our city its unique sense of place and, having identified the source of the city's unique "personality," to promote community design that will preserve and enhance that personality. Cities have different personalities that are the composite of their natural setting, settlement history, and urban design. If Tucson's large-scale sense of place is partially defined by its superlative natural setting, the "finer grain" of community design, another facet of our city's personality, is reflected in the city's streets, buildings, neighborhoods and neighborhood-scale activity centers, public spaces, and landscape character.



Tucson's personality, or community character, is evolving from diverse roots. It embraces Hispanic traditions in street design and architecture; the land survey and street grid of 19th century American western expansion; and diverse architectural styles including *Sonoran*, *Victorian*, and *Queen Anne*, common in Downtown historic districts. Other styles include *California Bungalow*, *Mediterranean Revival*, and the *Contemporary Ranch* in the central part of the city.

Element 4: Community Character and Design



Since the city's rapid growth in the decades following World War II, the automobile and the effects of suburban sprawl have heavily influenced Tucson's community design. In spite of this more recent Sunbelt growth, Tucson retains elements of its earlier design heritage. In addition, native and other low-water use plants support Tucson's identity as a Sonoran Desert community, rather than a desert oasis or coastal or Midwestern city. The emphasis on native plants and Sonoran Desert character complements other City energy and water conservation measures.

The visual quality of a city, or its community image, is an indicator of its health and well-being. This is analogous to individual human health and well-being: an ashen pallor may indicate underlying sickness while a robust complexion reflects health and vigor. Tucson's concern with community image is more than skin deep. It is a concern for underlying community quality and recognition that a quality built environment contributes to overall economic, environmental, and social well-being.

Community Character and Design policies and related design guidelines provide important strategies to direct development and redevelopment in positive ways. This will help preserve and enhance Tucson's image as a modern city that values both its environmental resources and cultural traditions.

Major Themes

The overall community design theme of the City's *Vision* document recognizes the importance of a *positive community image and quality community design to assist the City in instilling a sense of pride and well-being in the community, assuring quality employment, and improving tourism*. This theme is repeated throughout the *Vision* document and *Comprehensive Plan* policies in several ways. These documents emphasize *sensitive integration of development to complement the natural environment; protection of views; development of attractively designed activity centers and streets; and designing for people at the human scale*.

As noted in the introduction to the Land Use Element policies (Element 2), Tucson's urban form is generally established, therefore, policies stress fine-tuning, improving what exists, and ensuring that new development is compatible with established character. At such time as large tracts of vacant land are to be developed, policies and design guidelines will serve an important role in promoting a more sensitive response to washes, slopes, and natural habitat and more innovative neighborhood design.

Urban Form and Community Image

Background



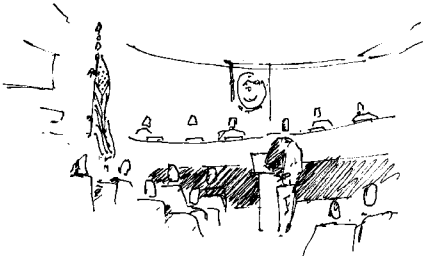
Tucson has evolved as a low-profile desert community in response to the basin's natural features, especially its watercourses, and the scenic beauty of the surrounding mountain ranges. To the extent that Tucson's population continues to grow and the city expands its boundaries to include undeveloped and undisturbed terrain, the need to balance development with resource protection will be more critical. Balancing development and environmental values is necessary to maintain Tucson's quality of life and community livability into the next century. A livable, sustainable development promotes long-range community strategies that consider environmental, economic, and social values together. According to the World Commission on Environment and Development, sustainable development "meets the needs of the present generation without compromising the ability of future generations to meet their own needs."

Policy 1: Preserve and enhance Tucson's natural setting, urban form, and community image.

Supporting Policy

1.1 Promote development that is compatible with Tucson's overall urban form, community character, and environmental setting.

Actions



1.1.A Establish community programs to publicize and seek support for preservation and enhancement of community character features, such as open space and natural, cultural, and historic resources.

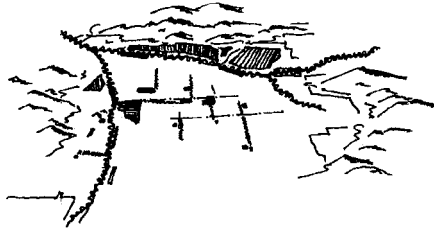
1.1.B Foster an appreciation of our setting in the Sonoran Desert through the Library's collections and services.

1.1.C Organize and conduct public forums and neighborhood outreach meetings to identify the most important community character features and engage citizens in preservation and enhancement activities. The Library may provide forums for the discussion of critical issues facing a burgeoning population in a desert environment.

1.1.D Publish and distribute to various interest groups (developers, neighborhood associations, community action groups, etc.) a map of community character features to be preserved and enhanced in the city including significant undisturbed areas of the Sonoran Desert for acquisition.

1.1.E Develop programs necessary to preserve natural open space areas that define the urban/rural edge of the community.

Element 4: Community Character and Design



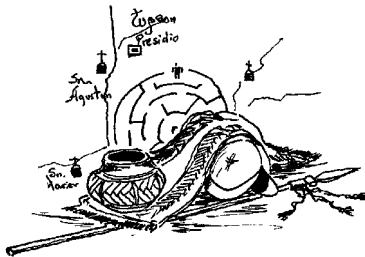
Supporting Policy

1.2 Promote cultural heritage programs that raise community awareness and sense of pride in Tucson's history and traditions.

Actions

1.2.A Continue to consult with representatives from registered neighborhood associations or Historic District Advisory Boards when National Register or local District resources are affected by proposed development.

1.2.B Incorporate site-sensitive design, building techniques, and grading into future development plans to preserve significant sites, buildings, structures, and historic landmarks.



Supporting Policies

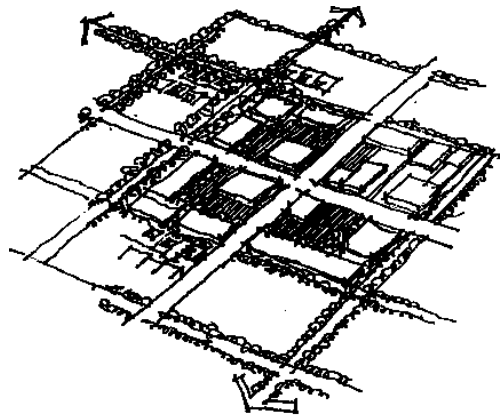
1.3 Promote a spectrum of public arts programs and projects, including an expansion of the Percent for Art Program, building on the success of public artworks that have created unique landmarks along streets and linear parks, at civic gathering places, and within neighborhoods.



1.4 Promote the planning and designing of streets and roads to complement Tucson's urban form and be physically and visually integrated into the landscape so that:

Streets in the foothills or adjacent to watercourses will be curvilinear and involve minimum grading and allow modification of curb, sidewalk, and street standards to preserve natural resources; and

In flatter terrain, the existing grid network will remain an appropriate pattern for major streets.



Element 4: Community Character and Design

1.5 Promote a renewed community effort to control visual blight, such as unscreened storage areas and refuse containers, particularly along gateway and scenic routes.

Actions

1.5.A Coordinate with Citizen and Neighborhood Services and Trees for Tucson to support citizen-initiated street and neighborhood improvements, such as street tree planting programs and neighborhood cleanup projects.

1.5.B Develop programs and incentives that enlist the involvement of neighborhood businesses to enhance street and storefront landscaping and improve neighborhood streets, alleys behind businesses, and local streets that access businesses.

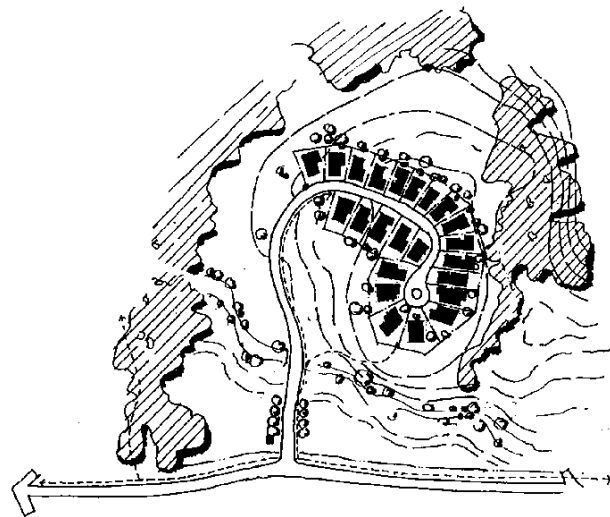
Supporting Policy

1.6 Promote residential development that reinforces Tucson's character and enlivens and provides market support for existing regional and neighborhood activity centers and nodes.

Actions

1.6.A Encourage the development and revision, as needed, of standards and guidelines for the transition of development density and intensity between urban and rural areas; and

1.6.B Promote standards for cluster housing and innovative site planning, particularly in fringe and foothill areas with vegetative and wash resources.



Watercourses

Background



Tucson's natural watercourses are prominent features that perform essential floodplain and groundwater recharge functions. They also are major “form givers” since they help define the boundaries of distinct neighborhoods or districts. They provide important recreational opportunities and wildlife habitat and contribute a unifying element to the region's unique Sonoran Desert identity. These functions should continue to be recognized as valued assets to be preserved and coordinated as part of ongoing planning, engineering, and development review processes.

The Interim Watercourse Improvement Policy provides that...protection and preservation of natural drainage systems should be the primary emphasis of City stormwater management efforts. Nonstructural solutions to flooding hazards shall be the preferred strategy over structural solutions.

Policy 2: Protect and restore natural watercourses.

Supporting Policy

2.1 Preserve and maintain those watercourses that are natural and unaltered by development through public acquisition, regulation, and development incentives, such as density transfers and performance standards.

Actions



2.1.A Review and update, as needed, wash designation requirements and the provisions of the Environmental Resource Zone (ERZ) and Watercourse Amenities, Safety, and Habitat (WASH) ordinances. The update should include maps of the resource areas, based on Tucson Stormwater Management Study (TSMS) Habitat Classifications, and other available data.

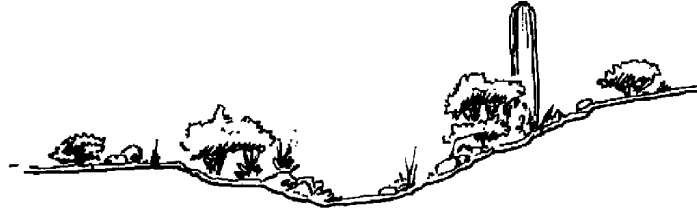
2.1.B Continue to promote, design, and implement an open space system that utilizes watercourses to establish an interconnected network of riparian habitats.

Supporting Policy

2.2 Continue to promote the restoration and revegetation of degraded watercourses.

Action

2.2.A Prepare, prioritize, and implement a watercourse restoration and revegetation plan based on washes identified as high priority for restoration through the Tucson Stormwater Management Study (TSMS) Habitat Classification or other updated habitat study.



Scenic Views

Background Tucson's natural, cultural, and scenic resources are part of our community legacy. According to results of a citizen survey on Tucson's environmental values, views of mountains, the sky, the surrounding desert, and the community landmarks are priorities for preservation.

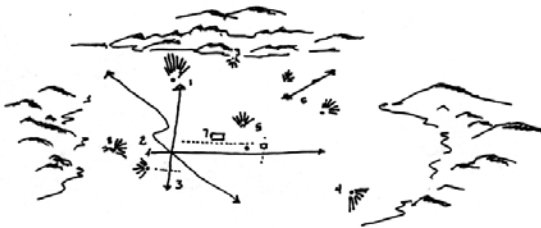
Policy 3: Preserve scenic views of natural features and community landmarks.

Supporting Policy 3.1 Protect views from frequently used gathering places, major streets, and pedestrian paths to provide a sense of place and orientation.

Actions

3.2 Protect, restore, and maintain views from high priority viewpoints, by encouraging view path analyses, scenic easements, billboard removal, or other protection strategies for public and private development.

3.3 Evaluate the impacts of high-rise development along scenic and gateway corridors and river parks and support development that is designed to maintain priority views and is located in areas that already have a cluster of high- and mid-rise buildings.



Supporting Policies 3.4 Reduce adverse impacts of development on prominent mountain peaks, ridges, and hillsides by continuing to administer and further refine the Hillside Development Zone provision in the *Land Use Code*.

3.5 Promote the development of bridge design standards to take full advantage of scenic views from wash crossings.



Element 4: Community Character and Design

3.6 Encourage the construction of pullouts and rest areas at high priority scenic viewpoints to accommodate autos, bicycles, and hikers.

3.7 Require that, whenever possible, telecommunications facilities be located, installed, and maintained to minimize visual impact, preserve views, and be consistent with the City's adopted land use plans and policies. Cabling and fiber optics should be installed underground where possible, and the visual impact of cellular towers will be a prime consideration in the City's acceptance and approval.

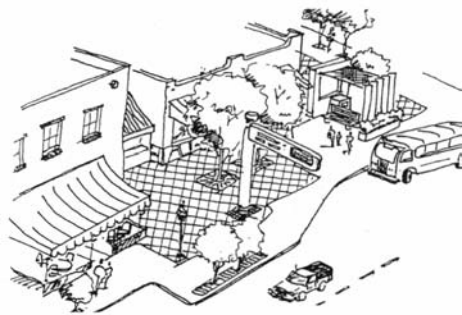
3.8 Encourage residential subdivision design that responds to viewsheds of natural features and community landmarks.

3.9 Review and update, as appropriate, the Scenic Corridor Zone.

Streets and Streetscapes

This policy addresses both public street improvements and private development that affect the streetscape. Actions rest on two basic assumptions: 1) streets are an essential part of our public space and, as such, offer a major opportunity for civic improvement; 2) streets are for people—people on foot and on bikes and in cars and buses; or put another way, streets should be designated to accommodate “alternate modes” of travel and to encourage a balanced, safe, and aesthetically pleasing transportation network.

Background



Since traveling the streets is the dominant means by which Tucson is experienced, street design and maintenance, the relationship of buildings and parking lots to the street, building facades, the type and size of signage, and the type and quality of landscaping along our streets contribute to our visual impression of the community. In addition, streets are conduits for essential public utilities and services. Examples are water, sewer, electricity, gas, a variety of communication utilities, and fire and police protection.

Policy 4: Design and maintain streets to enhance their overall functional and aesthetic quality.

Supporting Policies

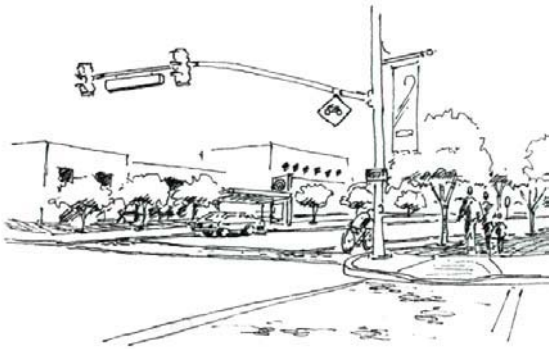
- 4.1 Establish a functional and aesthetic hierarchy of streets in mastered planned and developing areas that promotes:
- 1.) Street classification based on type, use, and visual quality;
 - 2.) Vehicular connectivity integrated with existing adjacent neighborhoods and uses and/or provision for future connectivity with adjacent vacant parcels;
 - 3.) A circulation system designed to strengthen bicycle and pedestrian connectivity to all areas of the neighborhood, including recreation areas and parks, adjacent uses, transit facilities, and activity centers;

Element 4: Community Character and Design

- 4.) Street design to reflect a decreasing width toward the interior of residential neighborhoods as a means of calming traffic;
- 5.) Design elements to include a continuous pedestrian system of a width and design to provide safe egress and appropriate shade and shelter. Special attention should be focused where a pedestrian trail or walkway intersects with and/or crosses the street pattern; and
- 6.) Street design to incorporate appropriate traffic calming techniques, such as neck downs, rumble strips, traffic roundabouts, and chicanes to enhance alternate modes opportunities.

4.2 Continue to develop standards and guidelines to improve the streetscape for alternate modes of transportation.

Actions



4.2.A Consider amendments to the Major Streets and Routes (MS&R) Plan which include a functional and aesthetic street hierarchy (street classifications by type, use, and visual quality); pedestrian, bike, and transit facilities; and new classifications that recognize that roadways may exist and function in a variety of environments. These include “multimodal” or “pedestrian priority” streets (e.g., Mountain Avenue), Historic Routes (e.g., Fort Lowell Road), and Urban Trails (e.g., Old Spanish Trail).

4.2.B Promote design criteria, guidelines, and standards applicable to elements of the street hierarchy that will improve the travel experience for bicyclists and pedestrians by:

- 1.) Considering additional bike routes on redesigned streets, including strategically located collector and local streets where low traffic volumes will promote bike use;
- 2.) Promoting adequate and continuous walkways and sidewalk areas of a width and design to provide safe and appropriate shade and shelter;
- 3.) Strengthening pedestrian linkages to transit routes, bus stops, activity centers and nodes, and other destinations; and
- 4.) Seeking ways to Reduce the impacts of high-speed vehicular traffic at high pedestrian-use intersections by providing median and right-turn lane refuge islands.

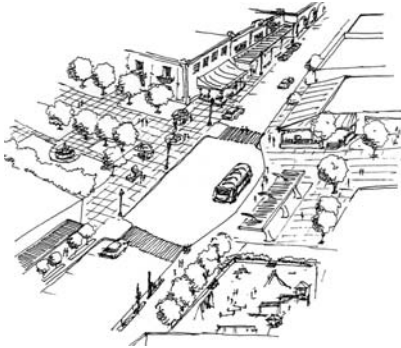
4.2.C Continue to fine-tune, as needed, the Street Development Standard (Development Standard 3-01.0) so that the design of streets and roads will be sensitive to the natural topography and to adjacent neighborhoods and business districts by encouraging the designs of:

- 1.) Streets and roads to be physically and visually integrated into the landscape by minimizing cut and fill and excessive grading;

Element 4: Community Character and Design

- 2.) *Street widths to reflect the actual function of streets and roads, so that local streets are designed to accommodate local traffic and reflect a neighborhood scale and character; and*
- 3.) *Particular street segments and nodes on major streets to create a distinct sense of character that reflects the district, neighborhood, or place.*

Supporting Policies



4.3 Promote street maintenance to preserve and enhance existing streets and streetscapes as a means of retaining the value of past investments and improving that of future capital investments.

4.4 Provide assistance to neighborhood groups to develop streetscape improvements, including traffic calming devices, tree plantings, and other visual improvements in and adjacent to the right-of-way.

4.5 Promote incentives to property owners for site and facade improvements along major streets, including grants-in-aid to individuals or business improvement districts and other in-kind or technical assistance.

4.6 Promote the coordination of efforts of government, private developers, and utility firms to improve the appearance of necessary aboveground utility lines and structures.

Action

4.6.A Promote the establishment of priorities for undergrounding existing overhead utilities, with the Downtown and designated scenic and gateway routes receiving top priority. In addition, opportunities for undergrounding improvements should be coordinated with trenching for other utility maintenance and street improvements.

Supporting Policies

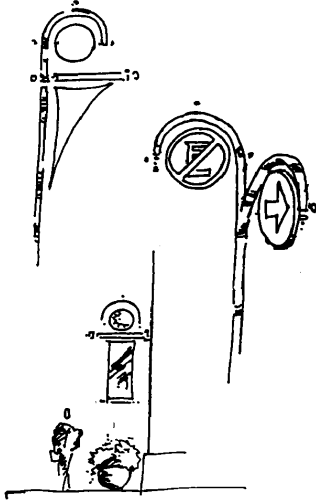
4.7 Support residential development patterns, such as cluster housing and mixed-use development, that minimize street and utility requirements.

4.8 Promote the improvement of the quality and effectiveness of sign regulation, standards, and administration.

Actions

4.8.A Provide more support and resources to enable enforcement officers to routinely monitor, investigate, take enforcement action, and remove illegal signs.

Element 4: Community Character and Design



4.8.B Enforce and revise, as needed, City signage regulations and guidelines, including address display standards.

4.8.C Require nonconforming signs to be removed or brought into conformance as a condition of rezoning, development plan approval, or change in land use.

4.8.D Develop incentives and other programs that remove or bring into conformance nonconforming signs, particularly in conjunction with roadway and public works improvements.

4.8.E Prohibit the relocation of nonconforming signs that have been removed due to construction of roadway and other public works projects.

4.8.F Review and update the Sign Code, if necessary, to address safety and aesthetic issues dealing with murals, temporary and tethered signs, and signs obscured by vegetation or other objects.

4.8.G Review and update, if necessary, the City-County intergovernmental agreement dealing with address display.

Supporting Policy 4.9 Promote the planting of street trees to provide shade for the pedestrian and visual relief for the driver and bicyclist.

- Actions**
- 4.9.A Develop plant lists with street tree species appropriate to the landscape character of the neighborhood in which the street is located. Planting areas should be designed to promote water harvesting.
 - 4.9.B Investigate incentives and public-private cost sharing to support the planting of street trees.
 - 4.9.C Allow shade structures as a substitute for trees in situations where shade can be provided more effectively through arcades and other architectural solutions or where a more formal effect is desired.

Neighborhood Identity and Visual Character

The identity and visual character policies complement land use, transportation, and housing strategies listed in the Land Use Element (see Element 2).

Element 4: Community Character and Design

Background



A livable community is a composite of healthy neighborhoods. In Tucson, neighborhoods vary greatly in age, style, atmosphere, and scale and provide alternative lifestyles appealing to different types of people. The greatest potential for achieving strong, healthy neighborhoods is through the combined efforts of neighborhood residents, City agencies, schools, and local businesses. In neighborhoods where infill or redevelopment is possible, local designers and builders can make positive changes project-by-project, block-by-block through development that will add quality and value to the neighborhood. In undeveloped areas, new subdivisions can reflect more innovative site design to give unique character to the subdivision. Libraries serve as community meeting places, are a hub for civic action, and support neighborhood improvement. A strong, active neighborhood association that represents a broad cross section of neighborhood residents and businesses is an important ingredient for long-term neighborhood stability.

Policy 5: Promote neighborhood identity and visual character.

Supporting Policies

5.1 Encourage neighborhood associations to record, publicize, and disseminate to potential developers and the City Planning Department the list of features characterizing their area.

5.2 Encourage neighborhood associations, in coordination with appropriate governmental agencies, to provide signage that identifies sites of historical or environmental significance in the area.

Action

5.2.A Continue to identify neighborhoods eligible for listing on the National Register and assist them with applications to the State Historic Preservation Office; if already listed as a National Register District, evaluate the advantages of local historic district designation.

Supporting Policy

5.3 Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.

Actions



IN COMPLIANCE

Design	<input checked="" type="checkbox"/>
Architecture	<input checked="" type="checkbox"/>
Materials	<input checked="" type="checkbox"/>
Roofs	<input checked="" type="checkbox"/>
Site Plan	<input checked="" type="checkbox"/>
Signage	<input checked="" type="checkbox"/>

5.3.A Review and revise, as necessary, the City's Design Compatibility Report requirements to assure the following key features continue to be addressed:

- site content
- building scale and height
- views and scenic resources
- recreational amenities
- schools
- bicycle and pedestrian circulation, including pedestrian connections to site amenities and adjacent neighborhoods
- access to transit

Element 4: Community Character and Design

other site and architectural design considerations as outlined in policies and the Design Guidelines Manual

5.3.B Review and revise, as necessary, the City's Environmental Resource Report requirements to assure the following key site features continue to be addressed:

native vegetation

washes and topography

wildlife habitat

views and scenic resources

the neighborhood's archaeological, historical, or cultural resources, particularly if the neighborhood is a City-designated Historic District or eligible for the National Register of Historic Places

the site's open space and trails amenities

other site and environmental considerations as outlined in policies and the Design Guidelines Manual

Supporting Policy 5.4 Promote subdivision design that responds to the physical characteristics of the site, adjacent land use patterns, and unique visual qualities. Street design, lot size and layout, building orientation, and pedestrian and bicycle circulation should together help to create a cohesive, distinct neighborhood that is an asset to the larger community. Unconnected and/or monotonous designs and repetitive building footprints and orientations should be avoided.

Action 5.4.A Encourage and assist residents and neighborhood businesses to pursue projects that will improve the image and environmental and aesthetic quality of the neighborhood. Examples include housing rehabilitation, street and alley cleanup, traffic calming, bus stop enhancements, street tree planting, and tot lots and pocket parks.

Supporting Policy 5.5 Promote upgrades to neighborhood infrastructure, including sidewalks and street lighting, and improvements to the existing housing stock.

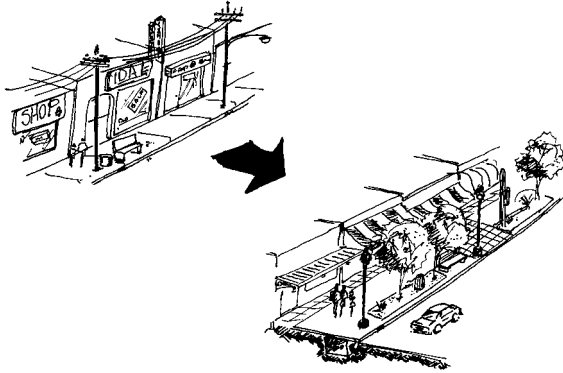
Actions 5.5.A Consider incentives for telecommunications providers to install infrastructure, not only in newer areas, but also in older neighborhoods to increase opportunities for all citizens have access to high-tech telecom services.

5.5.B Evaluate the potential for public-private cooperation to extend telecommunications and government services to underserved neighborhoods.

Supporting Policy 5.6 Encourage builders/developers to incorporate neighborhood recommendations on proposed development plans to provide designs, buildings, signage, and landscaping plans that are compatible with overall neighborhood character.

Element 4: Community Character and Design

Actions



5.6.A *Require builders/developers to notify and offer to meet with affected neighborhood associations and property owners regarding rezoning requests.*

5.6.B *Investigate ways to improve design compatibility by including neighborhood review of development plans for those sites requiring special development options.*

5.6.C *Encourage City agencies, particularly the Departments of Planning and Transportation, in coordination with the Office of Citizen and Neighborhood Services, to notify affected neighborhood associations of rezoning requests, development review meetings, and major public improvement projects.*

Supporting Policies

5.7 Public and civic buildings should enhance the identity of an area, as well reinforce connections with the past in older neighborhoods. This may include:

- 1.) Placing buildings in central locations as highly visible focal points;
- 2.) Facing the buildings toward public streets; Locating facilities close to transit stops;
- 3.) Promoting architecture to elevate the prominence, permanence, and civic importance of the structure through enhanced height, mass, and materials.

5.8 Encourage the use of both general and pedestrian scale lighting in public spaces that promotes safety and discourages crime, creates an inviting nighttime atmosphere, and does not intrude upon neighboring properties.

5.9 Promote safer use of public space and facilities through careful attention to walkways, paths, streets, lighting, traffic patterns, and location and hours of operation.

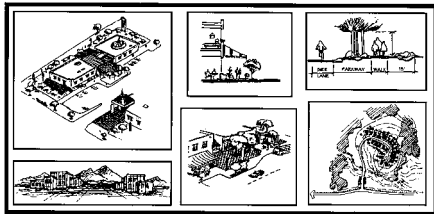
5.10 Encourage housing design and block layouts that discourage crime by reducing the availability of crime targets, removing barriers that prevent easy detection of crime, and increasing physical obstacles to committing a crime.

Element 4: Community Character and Design

Quality in Design

The *Design Guidelines Manual*, and other departmental help documents, focus on site and building design elements, including the location and orientation of buildings, grading and wash treatment, circulation and parking, architectural character, signage, screening and buffering, and landscaping. A creative response to these guidelines will promote new development and redevelopment projects, including public projects, that are designed to protect the integrity of existing neighborhoods, complement adjacent land uses, and enhance the overall function and visual quality of the street.

Background



The guidelines serve as a useful tool for design professionals engaged in site specific design and will result in more attention to design context, architectural variety, compatible scale, and pedestrian and bicycle access and amenities. Use of the guidelines in both private and public development projects will promote quality in design and construction to create an enduring community asset. The design ideas and techniques illustrate *General Plan* policies, particularly those listed in this element and in the Land Use Element (Element 2) of the Tucson *General Plan*.

Policy 6: Promote quality in design for residential, commercial, industrial, mixed-use, and publicly-funded development.

Supporting Policies

6.1 All development should incorporate environmentally sensitive design that protects the integrity of existing neighborhoods, complements adjacent land uses, and enhances the overall function and visual quality of the street, adjacent properties, and the community.

6.2 Residential development should enhance the quality of life for residents by incorporating safe, innovative design that integrates design elements, such as connectivity, open space, pedestrian networks, and landscaped streetscapes.

6.3 Office/commercial/park industrial development should incorporate solutions and strategies that promote appropriate design elements, such as connectivity and consolidation, while responding to adjacent residential development, improving the streetscape, and enhancing the experience and perception of employees and customers through scale and mass considerations.

6.4 Activity centers should incorporate solutions and strategies that promote appropriate design elements, such as connectivity and consolidation, while responding to adjacent residential development, improving the streetscape, and enhancing the experience and perception of employees and customers through scale and mass considerations.

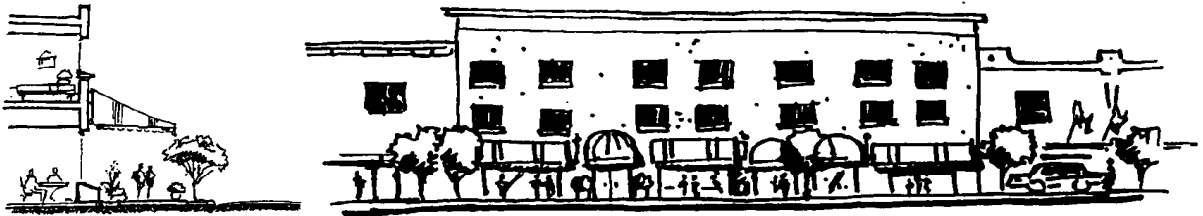
Element 4: Community Character and Design

6.5 Industrial development should utilize appropriate design elements to mitigate visual, noise, odor, and other potential impacts on adjacent uses while improving the streetscape and contributing positively to the overall function and aesthetic quality of the community.

6.6 Solutions and strategies included in the *Design Guidelines Manual* should be utilized to provide an improved level of community design.

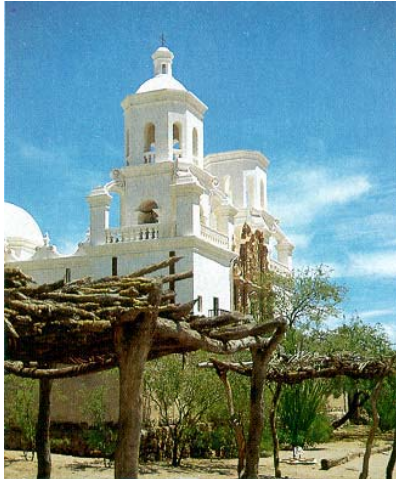
Action

6.6.A *Maintain and improve the Design Guidelines Manual based on the suggestions and experience of design professionals, property owners, and City staff.*



ELEMENT 5: CULTURAL HERITAGE

VISION The community views its heritage and diverse cultures as valuable resources that enhance the physical attributes of the area and provide its distinctive regional identity. Local artists, performing arts, and art programs blend with the cultural traditions of the Southwest and Sonoran Desert to present a colorful backdrop that embellishes both tourism and the economic vibrancy of the Tucson metropolitan area.



The Spanish Colonial heritage complements Native American traditions.

The history of human settlement in the region extends from archaic Indian sites more than 7,000 years old to Pre-Columbian Hohokam Indian villages to more recent Native American communities, particularly the Tohono O'Odham. The history of the region has been influenced by Spanish, Mexican, and Territorial periods. A strong and well-rooted commitment exists to protect, preserve, and respect the archaeological and historic resources of the region, as well as the variety of cultural traditions cherished by the varied population groups. The *Vision* emphasizes that indigenous culture will be protected and preserved to the fullest extent possible. Particular respect will be given to the artifacts and remains from Tohono O'Odham ancestral sites. Public programs and policies in the region will focus on the protection of vital historic neighborhoods and incorporate archaeological, historic, and cultural resources into parks and other public places.

Each of the jurisdictions recognizes the historic and cultural wellspring of its own unique identity, such as the Tucson Downtown District, Old Main and the University of Arizona Mall, the San Xavier Mission, and the ceremonial plazas of the Yaqui communities.



Mural arts express the region's multicultural diversity.

Economic incentives will be provided to encourage preservation and restoration goals and policies for these resources. These goals will be coordinated with capital improvement projects in each jurisdiction.

Public education regarding the region's distinctive heritage and different cultural resources will be encouraged. These efforts will be complemented by a continuing broad array of festivals and fiestas that celebrate the region's cultural diversity. Weekends often give rise to a cultural festival in one or another community in the region. In the city of Tucson, there are the Fiesta de los Vaqueros, Tucson Heritage Exposition, Juneteenth Celebration, Fiesta del Presidio, Founding of the Presidio, coming of the railroad, Statehood Day, Waila Festival, Summer Arts Festival, Festival of the Sun, Tucson Folk Festival, and Mariachi Festival; while in the city of South Tucson, the Norteño Festival and St. Patrick's Day parade are major cultural events. In the San Xavier District of the Tohono O'Odham Nation, the Feast Days of Saint Francis of Assisi and of Saint Francis Xavier, as well as the White Dove Festival (or San Xavier Mission Festival) and the Wa:k Pow-Wow, are some of the local festivals. During Holy Week,



The Tucson Rodeo Parade celebrates the region's pioneer history.

"Cuaresma" ceremonies are held concurrently in each of the four Yaqui communities in the region. Art festivals promoting local artists are held in each of the communities of the region throughout the year. The community will continue to celebrate the diversity of its heritage and arts and pride itself on the harmony of the cultural traditions that it embraces.

Livable Tucson Goals

People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Respected Historic and Cultural Resources

Includes the preservation and celebration of local landmarks, buildings, neighborhoods, archaeological treasures, open spaces, cultures, and traditions that make Tucson unique.

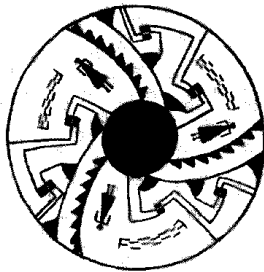
Successful Downtown

Includes the cultural and commercial aspects of the city center.

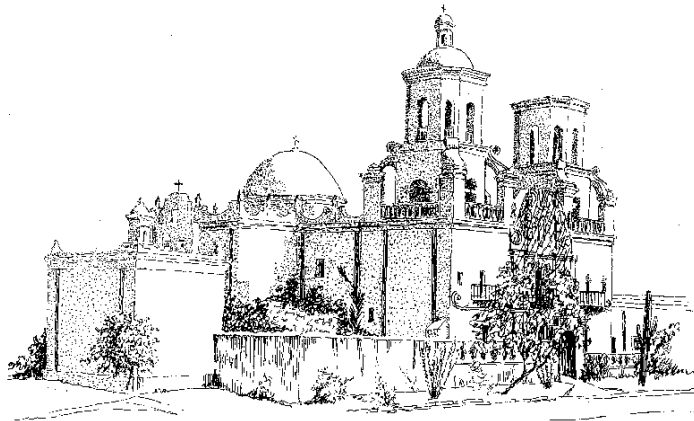
Introduction

The cultural heritage of a city is defined by its inhabitants: past, present, and future generations. Their political, economic, and social histories are intertwined with cultural resources and heritage programs that provide an identity. Tucson has long been and will continue to be identified by its unique historic preservation zones, landmarks, architecture, arts, and archaeology. The policy goals of this document provide the direction required to assist our citizens in improving the quality of life for now and years to come.

Background



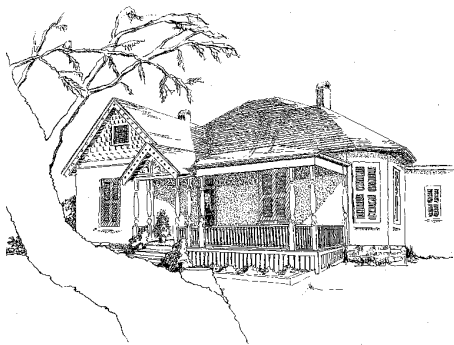
As one of this continent's oldest continuously inhabited communities, Tucson has a rich, multicultural heritage. Tucson's legacy is evident through its historic buildings and neighborhoods, many of which are recognized and preserved through historic district designation. A less visible, but equally important component of Tucson's heritage is the city's wealth of archaeological resources which tell the story of Tucson's more distant past. Our public library services and materials promote our cultural heritage and celebrate the diversity of our citizens and the cultures they represent. Finally, there is Tucson's culture itself, a composite of the diverse groups which have come together during Tucson's long history and which is expressed in its many traditions. Protection and enhancement of Tucson's cultural heritage is critical to preserving the unique identity of the community and to expanding the scope of urban experiences for residents and visitors to enjoy. Economic development, particularly tourism, can benefit from the promotion and visibility of Tucson's unique history. The image of the city depends on an environment that is enriched by a variety of stimuli, including the art and architecture, the blending of past with present, and the celebration of the ethnic diversity which makes up Tucson's distinctive heritage.



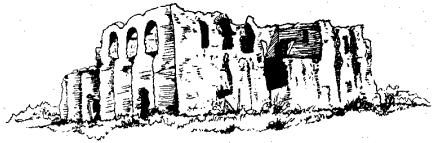
Policy 1: Identify, evaluate, and protect historic and archaeologic resources.

Supporting Policies

- 1.1 Pursue programs to maintain the City's status as a Certified Local Government (CLG) and funding eligibility therein.
- 1.2 Develop priorities for State of Arizona Heritage Fund projects and other ongoing funding sources in coordination with Pima County and other jurisdictions.
- 1.3 Foster the continued enhancement and expansion of Tucson's existing historic districts and landmark areas.
- 1.4 Encourage designation of additional city, county, state and national historic districts and landmarks.
- 1.5 Continue to strengthen Tucson's Historic Preservation Zone (HPZ) Ordinance to provide additional protection to the city's historic resources.
- 1.6 Promote the preservation and enhancement of Tucson's historic architecture in keeping with applicable rehabilitation standards.
- 1.7 Continue to utilize and enhance historic resources as an important element in Arts District development and as a stimulant for Downtown's economic revitalization.
- 1.8 Continue to promote state tax legislation that improves the opportunity for private property owners to preserve archaeologic and historic resources.
- 1.9 Pursue the development of a local heritage fund for the preservation and enhancement of Tucson's cultural resources and for the provision of matching funds for state and federal grant programs.
- 1.10 Continue to identify and designate areas throughout Tucson meriting archaeologic protection.



Element 5: Cultural Heritage



1.11 Encourage the revitalization of historic commercial areas and corridors in keeping with historic preservation goals.

1.12 Provide for the designation of historic streets and roadways.

Policy 2: Promote professional development and efficient, cost-effective management of city cultural resource and heritage programs.

Supporting Policies



2.1 Develop a focused, specific plan and management program for heritage and cultural resources, in coordination with the Tucson-Pima County Historical Commission.

2.2 Continue to utilize and expand the professional expertise of the Tucson-Pima County Historical Commission to accomplish Tucson's responsibilities as a CLG.

2.3 Encourage the development of formalized relationships between the City of Tucson, Pima County, and other regional jurisdictions in order to share professional knowledge and responsibilities for the identification and protection of archaeological and historic and cultural resources. Encourage other jurisdictions to join in the intergovernmental agreement for the Tucson-Pima County Historical Commission and appoint member representatives to the Commission.



2.4 Specify processes, policies, and oversight responsibility for the treatment and preservation of cultural resources under City ownership or lease.

2.5 Identify grant sources for historical preservation, such as the Arizona Heritage Fund and the Federal Historic Preservation Fund, and pursue project funding in a coordinated manner.

Policy 3: Consider the needs of unique and newly emerging preservation-related resource areas requiring special attention.

Supporting Policy

3.1 Focus on the preservation of historic vegetation, historic landscapes, and historic trails.

Actions

3.1.A Develop a process for the identification, designation, and protection of these historic elements as a component of a heritage and cultural resources plan.

3.1.B Foster the development of regional heritage resources and areas (e.g., De Anza Trail) which supports and includes local historic and cultural attractions.

Element 5: Cultural Heritage



Santa Cruz River Park and Juan Bautista de Anza National Historic Trail

- Supporting Policies***
- 3.2 Foster the continuation of original use or adaptive reuse of historic landmarks.
 - 3.3 Encourage the rehabilitation of Tucson's aging housing stock.
 - 3.4 Consider the creation of special zoning overlay districts (e.g., Conservation Districts) which preserve the character of unique neighborhoods and business districts.

Policy 4: Create an atmosphere for the authentic expression and celebration of both traditional and contemporary elements of Tucson's many cultures.

- Supporting Policies***
- 4.1 Continue to support and provide venues for cultural events which celebrate Tucson's multicultural heritage.
 - 4.2 Coordinate special cultural celebrations with other programs and events associated with the Arts District.
 - 4.3 Recognize Tucson's historic, cultural, and environmental setting in the design of public facilities.

Policy 5: Foster the continued development of Tucson as a regional center of arts and cultural activities.

- Supporting Policies***
- 5.1 Continue to implement Tucson's Arts District as a focal point of the community's arts and cultural activities.
 - 5.2 Utilize the Five-Year Community Cultural Plan, as it may be updated and amended, to guide and prioritize Tucson's arts and cultural programs.
 - 5.3 Promote and integrate Tucson's vibrant cultural environment as part of tourism and economic development programs.
 - 5.4 Continue to support public library services and materials that reflect the unique cultural, literary, and artistic heritage of the Southwest.

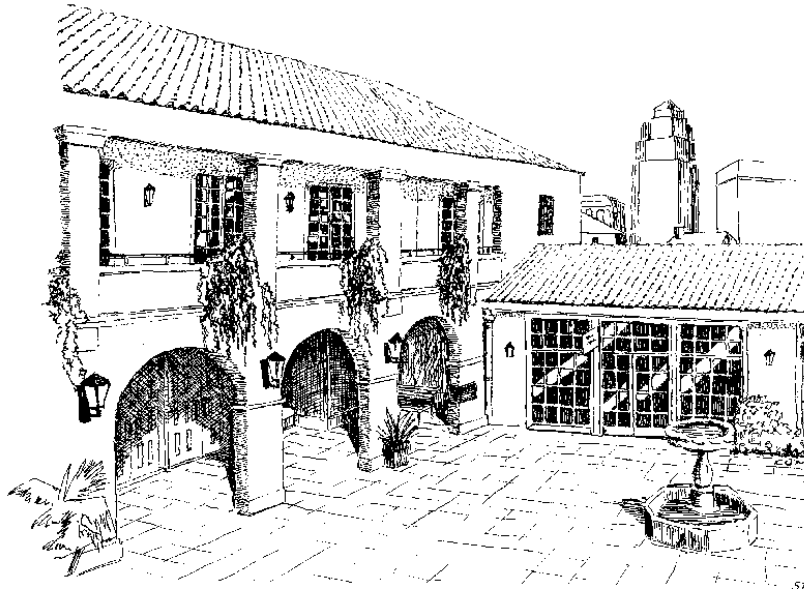
Element 5: Cultural Heritage



5.5 Utilize the Master Plan for Public Art, as it may be updated and amended, as a guide to the funding, selection, and incorporation of public art in the community.

5.6 Provide opportunities for artistic and cultural expression in the design of public facilities.

5.7 Continue to utilize and refine the One Percent for Public Art Program to provide public artwork in City of Tucson projects.



ELEMENT 6: CONSERVATION, REHABILITATION, AND REDEVELOPMENT

VISION The vision for conservation, rehabilitation, and redevelopment is to create a sense of community pride throughout the region by preserving and protecting existing historic buildings, districts, and neighborhoods. The *Vision* document honors adopted neighborhood plans and policies and maintains the integrity, stability, identity, aesthetic character, security, and amenities within each neighborhood. Preservation of neighborhoods will be considered on an equal basis with overall community goals.



New uses for historic buildings preserve continuity with the past.

Historic districts and older neighborhoods will be revitalized through a combination of public and private rehabilitation and conservation efforts. Archaeologic, historic, and cultural sites will be preserved. Active, cooperative relationships will be maintained between diverse communities by sharing common goals for the betterment of all people of the region.

All areas of the region will be rejuvenated, as necessary, through maintenance programs and new infill development which is compatible in scale and use with existing development. Existing community facilities and housing will be maintained or rehabilitated to continue to provide neighborhood amenities and services. Vacant and disinvested portions of the community will be revitalized through a combination of rehabilitation and new development.

Commercial and industrial districts will be encouraged to undertake renewal through programs and incentives directed toward their renovation.

The vision for redevelopment is to eliminate or improve deteriorated areas within the region by offering incentives for commercial and residential development or redevelopment; provide a variety of integrated land uses, housing types, and price ranges; and offer opportunities for the development or redevelopment of vacant and underutilized property to enhance the community. For some communities, redevelopment plans will be assisted by establishing a framework for legal support, by marketing programs to the public and to potential investors, and by soliciting development proposals.

New living, working, shopping, and recreational projects will be integrated within existing activity centers. Public cultural and social activity centers will be greatly enlivened and made more

Element 6: Conservation, Rehabilitation, and Redevelopment

vibrant by landscaping and designing redevelopment projects to be compatible with the Sonoran Desert and the culture of the Southwest. The use of solar energy and water-saving design techniques will be particularly encouraged.

Renovation of landmark structures renews neighborhood character.



Livable Tucson Goals

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime policing, and risk perceptions.

Infill and Reinvestment, Not Urban Sprawl

Includes well-planned growth, the management of sprawl, and development in the city's core, rather than on the periphery.

People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Respected Historic and Cultural Resources

Includes the preservation and celebration of local landmarks, buildings, neighborhoods, archaeological treasures, open spaces, cultures, and traditions that make Tucson unique.

Strong Local Businesses

Includes the local economy, particularly small, Tucson-based businesses.

Successful Downtown

Includes the cultural and commercial aspects of the city center.

Element 6: Conservation, Rehabilitation, and Redevelopment

Introduction The Conservation, Rehabilitation, and Redevelopment Element identifies policies that Tucson uses to address and prioritize the community's needs for programs to maintain and upgrade Tucson's built environment.

The Conservation, Rehabilitation, and Redevelopment policies describe the City's commitment to ensuring that the community's residential, commercial, office, mixed-use, and industrial developments remain viable and that areas containing deteriorating structures have access to assistance. These policies supplement and reinforce *General Plan* Element 2, Land Use, which guides land uses to appropriate locations throughout the community; *General Plan* Element 13, Economic Development, which supports appropriate business development within Tucson; and currently adopted redevelopment plans.

Background Approximately 56,000 housing units in Tucson (26 percent of the total housing stock) are 50 years old or older. Many are in need of maintenance and plumbing and electrical upgrades. By 2010, the number of units 50 years old or older is expected to top 87,000. These units are of concern because they were constructed in the post-war years when the housing boom resulted in modest housing construction quality that does not meet today's building standards and because older housing units tend to be occupied by low-income households. Increasing the value of these units by upgrading them could price them out of the affordable housing range. Many nonresidential units were constructed during the same time period. Some of these office, commercial, and industrial developments show signs of deterioration. Additionally, most are not equipped to handle the high-tech and service-based businesses on which Tucson's economy increasingly depends.

An overall theme of these policies is to promote the continued viability of existing development within the city. For Tucson, this means exploring opportunities for the rehabilitation and redevelopment of structures that are nearing the end of their economic usefulness and ensuring the continued maintenance of sound structures.

Policy 1: Promote neighborhood identity and visual character.

- Supporting Policies**
- 1.1 Encourage neighborhood associations to record, publicize, and disseminate to potential developers and the City Planning Department the list of features characterizing their area.
 - 1.2 Encourage neighborhood associations, in coordination with appropriate governmental agencies, to provide signage that identifies sites of historic or environmental significance in the area.

Action

- 1.2.A *Identify neighborhoods eligible for listing on the National Register and assist them with applications to the State Historic Preservation Office; if already listed as a National Register District, evaluate the advantages of local historic district designation.*

Element 6: Conservation, Rehabilitation, and Redevelopment

Supporting Policy 1.3 Support residential infill and redevelopment that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.

- Actions***
- 1.3.A Review and revise, as necessary, the City's Design Compatibility Report requirements to assure the following key features continue to be addressed.*
- 1.) Site context;*
 - 2.) Building scale and height;*
 - 3.) Views and scenic resources;*
 - 4.) Recreational amenities;*
 - 5.) Schools;*
 - 6.) Bicycle and pedestrian circulation, including pedestrian connections to site amenities and adjacent neighborhoods;*
 - 7.) Access to transit; and*
 - 8.) Other site and architectural design considerations as outlined in policies and the Design Guidelines Manual.*
- 1.3.B Review and revise, as necessary, the City's Environmental Resource Report requirements to assure the following key site features continue to be addressed.*
- 1.) Native vegetation;*
 - 2.) Washes and topography;*
 - 3.) Wildlife habitat;*
 - 4.) Views and scenic resources;*
 - 5.) The neighborhood's archaeologic, historic, or cultural resources, particularly if the neighborhood is a City-designated Historic District or eligible for the National Register of Historic Places;*
 - 6.) The site's open space and trails amenities; and*
 - 7.) Other site and environmental considerations as outlined in policies and the Design Guidelines Manual.*

Supporting Policies 1.4 Promote upgrades to neighborhood infrastructure, including sidewalks and street lighting, and improvements to the existing housing stock.

1.5 Encourage builders/developers to incorporate neighborhood recommendations into proposed development plans to produce site designs, buildings, signage, and landscaping plans that are compatible with overall neighborhood character.

- Actions***
- 1.5.A Require builders/developers to notify and offer to meet with affected neighborhood associations and property owners regarding rezoning requests.*
- 1.5.B Investigate ways to improve design compatibility by formalizing neighborhood review of development plans for those sites not requiring a rezoning.*

Element 6: Conservation, Rehabilitation, and Redevelopment

1.5.C Encourage City agencies, particularly the Departments of Planning and Transportation in coordination with the Office of Citizen and Neighborhood Services, to notify affected neighborhood associations of rezoning requests and major public improvement projects.

Supporting Policy 1.6 Encourage and assist residents and neighborhood businesses to pursue projects that will improve the image and environmental and aesthetic quality of the neighborhood. Examples include housing rehabilitation, street and alley cleanup, traffic calming, bus stop enhancements, street tree planting, public open space, and park improvements.

Policy 2: **Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill and appropriate nonresidential uses.**

Supporting Policies 2.1 Support nonresidential uses, including limited industrial and park industrial, where the scale and intensity of use will be compatible with adjacent uses, including residential development and neighborhood schools and businesses.

2.2 Support the intensification and redevelopment of underutilized areas for mixed uses if there is sufficient land area to accommodate the proposed uses at a scale appropriate to the surrounding residential areas.

2.3 Investigate tax strategies and other financial incentives that encourage redevelopment of underutilized land, provided such strategies do not negatively impact neighborhood residents.

Policy 3: **Promote the continued physical and economic viability of the city's neighborhoods and commercial districts.**

Supporting Policies 3.1 Encourage programs that preserve and strengthen the distinctive physical character and identity of individual neighborhoods and commercial districts in the community.

3.2 Target for revitalization, through Action Plans, older neighborhoods and commercial areas which exhibit stress in the form of transitioning land uses, changing ownership patterns, and physical deterioration.

3.3 Provide for the continued economic viability of existing neighborhoods and commercial districts by promoting safety and maintenance programs and by encouraging appropriate new development.

Policy 4: Support appropriate locations for commercial and office uses, with priority for development and redevelopment within the existing urbanized area, in order to use and improve existing infrastructure, increase pedestrian activity and transit use, retain small businesses, and meet residents' needs for goods and services in a cost-effective and equitable fashion.

Supporting Policies

- 4.1 Consider the conversion of residential structures to nonresidential uses or higher density residential uses where:
- 1.) Safe and appropriate access generally can be provided from a major street;
 - 2.) Required parking, loading, and maneuvering can be accommodated on site;
 - 3.) Screening and buffering of adjacent residential properties can be provided on site; and
 - 4.) Impacts on neighboring residential properties can be adequately mitigated.
- 4.2 Support neighborhood-related commercial uses accessible from adjacent neighborhoods and located at the intersections of arterial streets, arterial and collector streets, or collector streets.
- 4.3 Support residentially-scaled neighborhood commercial and office uses along collector streets if the building is residentially scaled; the site design is pedestrian oriented; the use will not generate significant auto traffic from outside the neighborhood; and the hours of operation are limited. In new master planned communities, these residentially-scaled commercial and office uses may be located along local streets.
- 4.4 Support the limitation of drive-through facilities and auto-related uses, such as the sale, rental, service, or repair of vehicles in pedestrian-oriented districts. Banks, restaurants, and pharmacies that provide in-car service should assure that the drive-through design will not conflict with pedestrian circulation.
- 4.5 Encourage the redevelopment of current strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality.
- 4.6 Promote public-private partnerships and shared investments in connection with future street projects. When right-of-way acquisition diminishes market viability for affected businesses, expansion to additional parcels to provide consolidated access and improved parking, including shared parking and other site amenities, may be considered.
- 4.7 Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainageways, can be established and adjacent residential property can be appropriately screened and buffered. Commercial expansions or consolidations, especially in conjunction with street widening, may be an appropriate means to preserve the vitality of the street frontage and adjacent neighborhood.

Element 6: Conservation, Rehabilitation, and Redevelopment

4.8 Promote incentives for development that provide commercial goods and services in areas that currently lack and need these services.

4.9 Promote incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.

Policy 5: Provide assistance to neighborhood groups for streetscape improvements, including traffic calming devices, tree plantings, and other visual improvements in and adjacent to the right-of-way.

Policy 6: Promote strategically located mixed-use activity centers and activity nodes in order to increase transit use, reduce air pollution, improve delivery of public and private services, and create inviting places to live, work, and play.

Supporting Policy 6.1 Enhance the Downtown retail core as the primary regional activity center for finance, culture, and government, complemented by a mixture of land uses to support Downtown housing that is compatible with the adjacent Downtown's historic residential neighborhoods.

Actions

6.1.A Continue to support the overall policy direction for Downtown revitalization and plan boundaries provided in the Plan for Downtown Tucson as amended.

6.1.B Support implementation of key adopted plans, such as the Downtown Land Use and Circulation Study (Barraza – Aviation Parkway), City Center Vision, Arts District Plan, and the Downtown Pedestrian Implementation Plan.

6.1.C Retain and support existing historic residential uses and locate new residential opportunities in the Downtown.

6.1.D Promote upgrades to neighborhood infrastructure, including sidewalks and street lighting, that are compatible with the historic character.

6.1.E Promote retail and other private sector development through the Rio Nuevo Project that will complement and support the existing Downtown fabric.

6.1.F Promote the location of new major governmental, cultural, and educational facilities in the Downtown area, as part of Rio Nuevo.

Supporting Policy 6.2 Promote historic neighborhoods, historically significant structures and sites, and the development and retention of residential uses in the greater Downtown.

Action

6.2.A Review and update, as necessary, the Historic Preservation Zone process to assure adequate protection of historically significant buildings and neighborhoods.

Element 6: Conservation, Rehabilitation, and Redevelopment

Supporting Policies 6.3 Promote appropriately located and scaled high-density residential uses in and near the Downtown to support Downtown services and retail and provide incentives to attract new commercial and other support services to the Downtown.

6.4 Support Downtown development and redevelopment of street level retail or other pedestrian-oriented land uses, such as galleries, restaurants, and cinemas.

Actions 6.4.A *Promote revitalization of the Warehouse District for the development of a diversity of arts-related land uses and special cultural events.*

6.4.B *Promote City participation in the construction of multiuse parking structures that support intermodal opportunities and ground level retail.*

6.4.C *Promote public-private partnerships to enhance building facades and streetscapes.*

Supporting Policies 6.5 Promote land use, transportation, and urban design improvements that will link the Downtown activity center, Fourth Avenue, the Warehouse District, and the University of Arizona and enhance the historic and cultural quality within the greater Downtown. Continue to work with the University of Arizona, private developers, and neighborhood groups to enhance these linkages and Downtown design character.

6.6 Promote redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for mixed-use activity center or node development.

Actions 6.6.A *Investigate zoning overlay zones for areas suitable for redevelopment or enhancement.*

6.6.B *Investigate mechanisms to assist existing businesses to remain in business on-site after redevelopment or property upgrades.*

Supporting Policy 6.7 Promote residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower density residential uses. For example, high- and medium-density development can support and reinvigorate regional activity centers, while appropriate medium- and low-density infill can complement the scale and character of neighborhood activity nodes.

Policy 7: **Promote industrial development and redevelopment that will contribute to Tucson’s overall economic vitality, environmental quality, and community character.**

Element 6: Conservation, Rehabilitation, and Redevelopment

- Supporting Policies***
- 7.1 Encourage expansion, redevelopment, and relocation incentives for clean industries that have little or no negative impact on the area's air quality, groundwater quality and supply, and waste disposal.
- 7.2 Promote the rehabilitation and adaptive reuse of former industrial buildings, such as those in the Warehouse District, and the reclamation and redevelopment of abandoned industrial sites. Warehouse District land uses and intensities should be compatible with the existing industrial character, historic resources, and current and proposed arts uses.
- 7.3 Promote the reclamation of former landfill sites for the following four major categories of potential reuse.
Parks, recreation, and open space;
Historic, cultural, and educational uses;
Solid waste facilities; and
Diversified development, including enclosed structures and accessory uses when state of the art engineering techniques are used.
(See *Land Use Study for City of Tucson Landfill Sites*, 1998, for further information on reuse criteria, remediation, and public involvement recommendations.)
- 7.4 Promote industrial redevelopment that complies with economic development policies in Element 13 of the *General Plan*.

Policy 8: Improve vacant land parcels, designated for redevelopment through formal procedures, to promote the economic enhancement of the City, as well as the health, safety, and welfare of its residents.

- Supporting Policies***
- 8.1 Develop and utilize redevelopment plans to promote careful redevelopment of areas in the community that are vacant and underutilized.
- 8.2 Address the special needs of areas that are experiencing blight or potentially hazardous conditions which affect the health, safety, and welfare of local residents.
- 8.3 Promote sensitive redevelopment of areas within the community which are in a process of transition and reflect a need for reinvestment, particularly along arterial streets and in the Downtown area.

Policy 9: Identify, evaluate, and protect archaeological and historic resources.

- Supporting Policies***
- 9.1 Pursue programs to meet all state and federal requirements required to maintain the City's status as a Certified Local Government (CLG) and funding eligibility therein.
- 9.2 Develop priorities for State of Arizona Heritage Fund projects and other ongoing funding sources in coordination with Pima County and other jurisdictions.
- 9.3 Foster the continued enhancement and expansion of Tucson's existing historic districts and landmark areas.

Element 6: Conservation, Rehabilitation, and Redevelopment

- 9.4 Encourage designation of additional city, county, and national historic districts and landmarks.
- 9.5 Continue to strengthen Tucson's Historic Preservation Zone regulations to provide additional protection to the city's historic resources.
- 9.6 Promote the preservation and enhancement of Tucson's historic architecture in keeping with applicable rehabilitation standards.
- 9.7 Continue to utilize and enhance historic resources as an important element in Arts District development and as a stimulant for Downtown's economic revitalization.
- 9.8 Continue to promote state tax legislation that improves the opportunity for private property owners to preserve archaeological and historic resources.
- 9.9 Pursue the development of a local heritage fund for the preservation and enhancement of Tucson's cultural resources and to provide matching funds for state and federal grant programs.
- 9.10 Encourage the revitalization of historic commercial areas and corridors in keeping with historic preservation goals.

Policy 10: Promote professional development and efficient, cost-effective management of city cultural resource and heritage programs.

Supporting Policies

- 10.1 Develop a focused, specific plan and management program for heritage and cultural resources, in cooperation with the Tucson-Pima County Historical Commission.
- 10.2 Continue to utilize and expand the professional expertise of the Tucson-Pima County Historical Commission to accomplish Tucson's responsibilities as a CLG.
- 10.3 Establish formalized relationships between the City, Pima County, and other regional jurisdictions in order to share professional knowledge and responsibilities for the identification and protection of archaeological and historic resources.
- 10.4 Specify processes, policies, and oversight responsibility for the treatment and preservation of cultural resources under City ownership or lease.
- 10.5 Identify grant sources, such as the Arizona Heritage Fund and the Federal Historic Preservation Fund, and pursue project funding in a coordinated manner.

ELEMENT 7: SAFETY

VISION In conjunction with the growth of the Tucson metropolitan region, local governments have taken, and will continue to take, the necessary measures to assure that our communities are secure, enjoyable places to live. The regional vision for safety promotes high quality public health, safety, and welfare services in order to secure a safe and healthy environment for the region's population.



A safe and healthy environment is a primary regional goal.

The region will strive for improved law enforcement, fire, and sanitation services. Mutual aid agreements between neighboring law enforcement and firefighting agencies will be continued. Police protection will be enhanced through improved design criteria and police/citizen interaction in home and neighborhood safety. Regional preparedness plans will be established and updated in order to provide, at a minimum, adequate responses to a variety of emergencies.

All of the jurisdictions within the Tucson metropolitan region are strongly committed to assuring safe air and water, including groundwater resources, through appropriate government regulation and enforcement.

The *Regional Vision* focuses on recycling efforts and hazardous waste management, including careful siting of facilities that are potential pollution sources. In anticipation of potentially hazardous human activities, enhanced regulations, including floodplain, hillside, and airport approach ordinances, will be key components. Local governments will reduce the endangerment to people and property from aircraft around airports and from flood hazard areas, unsafe construction practices, and seismic and subsidence hazards. The region is committed to establishing community education programs regarding pollution and recycling.

Finally, the vision incorporates improved traffic safety for pedestrians, bicyclists, and motor vehicles through public education, roadway design, and implementation programs generated by all the jurisdictions of our region.

Livable Tucson Goals

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime, policing, and risk perceptions.

Clean Air and Quality Water

Includes reduced pollution and provision of clean, potable water.

Engaged Community and Responsive Government

Includes involvement of citizens in the community, volunteering, neighborhood participation, responsiveness of government organizations to citizen input, and the connection between government and the people.

Introduction Safety policies are intended to provide a framework to address natural and human induced hazards through prevention and emergency response. The Safety element seeks to guide the continuous development of preventative measures that address existing and potential hazards, while also providing contingent emergency response procedures in the instance of a local, regional, or national emergency. These policies encompass issues that include geologic/hydrologic data gathering and mapping, standards for peak load water supply, minimum road widths, structural standards, and emergency and evacuation procedures. By providing guidance to implement these preventative and reactive measures for integration within other planning activities, the City can promote the health, safety, and welfare of its citizens more effectively and more comprehensively.

Natural Hazard Areas

Background



Natural hazards, such as flooding, subsidence, earth faults, and unstable slopes or soils, present a threat to life and property and may necessitate costly public improvements. The City should continue to establish and maintain measures to identify these hazard areas and to review and regulate development where such hazards occur.

Policy 1: Continue to identify and map areas with unstable slopes and soils, earth faults, flooding potential, or other natural hazards.

Supporting Policies

- 1.1 Promote physical resources research with qualified local, state, and federal governmental agencies to identify and map natural hazard areas.
- 1.2 Encourage organizing and cataloging of existing research and studies on potential and known hazard areas, including geologic and hydrologic hazard areas, and making this information available to the general public, commercial interests, and governmental organizations.

Policy 2: Maintain measures to protect life and property in natural hazard areas.

- Supporting Policies*
- 2.1 Continue to administer and update adopted floodplain regulations to reduce the damage and severity of flood events.
 - 2.2 Continue to work with local governments to adopt unified floodplain regulations in the interest of comprehensive floodplain management based on most recent floodplain mapping.
 - 2.3 Promote protection and preservation of natural drainage systems as the primary emphasis of City stormwater management efforts. Nonstructural solutions to floodway hazards shall be the preferred strategy over structural solutions.
 - 2.4 Continue to administer and update adopted steep slope and unstable soil regulations to reduce the threat to life and property.
 - 2.5 Continue to maintain, coordinate, and update flooding, seismic, storm, or natural disaster plans.

Human Activity Hazards

Background Hazards resulting from human developments or activities - such as faulty construction; poor site layout; improper location of land uses; airport approaches or high noise areas; overpumping of ground water; or use, storage, or disposal of explosive, flammable, toxic, or other dangerous materials - may pose a threat to life and property and may necessitate costly public improvements. To reduce or eliminate these hazards, the City needs to continue to establish measures to identify hazard areas and to review and regulate development where such hazards occur.

Policy 3: Continue to maintain, update, and administer measures to provide the safe and orderly establishment of human activities and development.

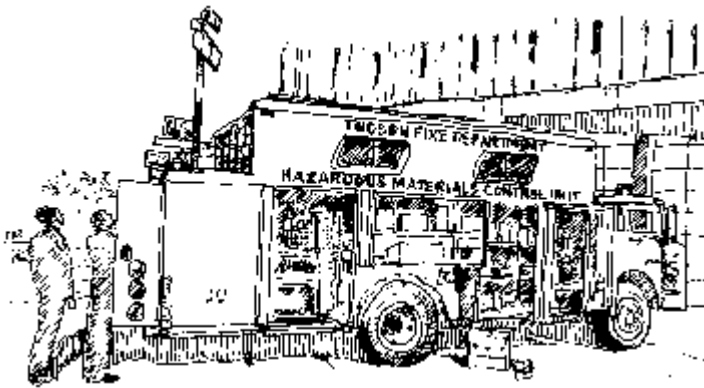
- Supporting Policies*
- 3.1 Investigate and research new approaches or techniques to improve the management of human activities and development.
 - 3.2 Encourage preparation of plans, regulations, or ordinances to lessen safety problems in the location and design of land uses and the construction and remodeling of structures.
 - 3.3 Encourage preparation of regulations or ordinances to assign minimum road widths according to specific capacity projections and programs.

Policy 4: Continue to maintain and promote measures to protect life and property from hazards resulting from human activities and development.

Supporting Policies

4.1 Continue to encourage existing research and studies on potential and known hazards to public health and safety and make this information available to the general public, commercial interests, and governmental organizations.

4.2 Continue to conduct and participate in studies with other agencies to identify existing and potential hazards to public health and safety.



4.3 Encourage preparation of plans, regulations, or ordinances to protect life and property in the location and design of land uses; the construction and remodeling of structures; the use, transport, or storage of hazardous or dangerous materials; and the design and construction of waste disposal or storage sites.

4.4 Continue to promote programs that encourage or educate the public in the proper handling and disposal of household hazardous waste or dangerous materials.

4.5 Continue to study and evaluate methods to reduce the amount of damage from subsidence.

4.6 Continue to maintain, coordinate, and update hazardous spills or accident/disaster and community evacuation plans.

4.7 Continue to maintain the critical centralized infrastructure and plan for enhancements to both the emergency and general City communications systems.

4.8 Continue to evaluate peak load water supply requirements at regular intervals.

Emergency Services

Background

The prevention of crime or fires can be defined as the assessment of a crime or fire risk, along with the action needed to reduce or eliminate that risk. Frequently, conditions for public safety can be enhanced and property loss reduced by utilizing land use planning and site design techniques, application and enforcement of Fire and Building Codes, and the proper location of fire hydrants or other public facilities to deter criminal activity and reduce the potential for fires. In addition, the provision of first response rescue/first aid to individuals as a result of illnesses or injury from ill health, crime, fire, natural disasters, or other accidents is a key safety service.

Policy 5: Continue to maintain high quality and efficiency in police services to the extent that is consistent with policies and finances of the City.

Supporting Policies

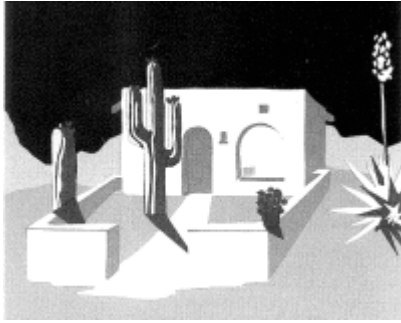


- 5.1 Provide effective, visible police presence in the community; timely, appropriate response to calls for service; and appropriate involvement in the resolution of problems.
- 5.2 Provide timely, relevant information to both officers and citizens.
- 5.3 Plan and prepare for the future service needs of the community.
- 5.4 Pursue alternative means of funding, volunteer services, and alternate resources to improve police services.
- 5.5 Enhance the Police Department's knowledge of the public's perception and expectation of law enforcement services.
- 5.6 Emphasize the role of community members, governmental agencies, and the private sector in the development of a successful crime prevention effort.
- 5.7 Promote excellence in police service by providing an environment conducive to personal satisfaction and professional enrichment.
- 5.8 Promote the safe and orderly movement of traffic on city streets through the use of safety engineering, education, and enforcement.
- 5.9 Promote a safe environment for the community's youth while investing in their healthy growth and development through involvement with parents, schools, and youth activities.
- 5.10 Pursue the reduction of the overall narcotic problem through participation with the community in education and intensified enforcement programs.



- 5.11 Encourage an interactive process within the community to address and solve problems of crime, substance abuse, public safety, and quality of life.
- 5.12 Encourage and support continued research and the use of new concepts and technological improvements.

Element 7: Safety



Crime Prevention through Environmental Design "Safe by Design"

5.13 Encourage crime prevention through the development and use of specific design criteria, standards codes, regulations, and development standards, such as "Safe by Design" guidelines.

5.14 Continue to conduct police facility planning studies to determine where and when new facilities will be required.

5.15 Continue to educate the public on issues of personal safety and crime prevention by emphasizing that all citizens need to play a part in crime prevention in order for it to be effective.

Policy 6: Continue to maintain high quality and efficiency in fire, hazardous materials, and medical services.

Supporting Policies

6.1 Continue to conduct fire and rescue/first aid planning studies to determine where and when new facilities will be required.

6.2 Encourage and support continued research and the use of new concepts and technological improvements for fire prevention, fire suppression, hazardous materials management, and medical service delivery.

6.3 Administer a continuously reviewed and updated *Uniform Fire Code* to promote the public's safety in occupancies that must comply with the *Code*.

6.4 Educate the community about fire prevention and safety through a comprehensive public education program.



ELEMENT 8: WATER RESOURCES

VISION The vision for Tucson's natural resources is an urbanized community which is both respectful of and responsive to its unique physical setting. The vision recognizes that preservation of natural resources will retain the positive community image which will, in turn, encourage economic development. Tucson's natural resources form interdependent natural systems that need to be preserved.

Water conservation practices will be promoted and required through restrictions on water intensive land uses, as well as promotion of native landscaping and expanded use of recycled effluent. The Tucson *Vision* emphasizes the importance of education about safe disposal of hazardous wastes.

Livable Tucson Goals

Clean Air and Quality Water

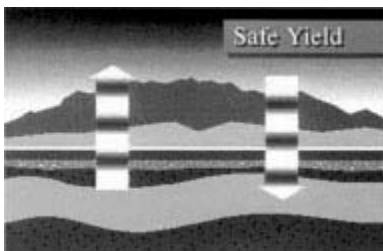
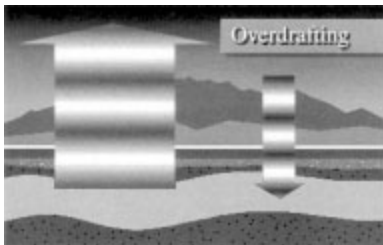
Includes reduced pollution and provision of clean, potable water.

Efficient Use of Natural Resources

Includes conservation of resources and use of sustainable energy sources.

Regional Communication and Coordination

Background Water is a vital resource for human life and a healthy environment and economy. Since settlement of the Old Pueblo began, all inhabitants of the Tucson region have depended on the same underground water resource. Regional growth and development have resulted in a significant lowering of the water table, with economic and environmental consequences. Competition for limited groundwater among agriculture, the Native American Tribes, the mines, private and municipal water companies, and private well owners has necessitated finding new water resources and has resulted in passage of significant new legislation and water management guidelines.



One of the important water goals of the community is attainment of safe yield, when no more water is withdrawn from the aquifer than is replenished. New water supplies and a community-wide emphasis on conservation are needed to achieve this goal. While arrival of water from the Central Arizona Project (CAP) will provide a new water resource, maintenance of a dependable supply of good quality groundwater will continue to be an essential factor in defining Tucson's future health and prosperity. As the largest municipal water provider in the area, the City, through its water utility, Tucson Water can play an important role in assuring the supply and quality of Tucson's water resources.

Policy 1: Support efforts to improve regional cooperation and communication among appropriate agencies and communities.

Supporting Policies

- 1.1 Support Arizona Department of Water Resources efforts to assure that all water providers and users in the Tucson Active Management Area (TAMA) participate equitably in the attainment of safe yield.
- 1.2 Assist the private water companies in conservation, long-range planning, and identification of their roles as water suppliers for the region.
- 1.3 Coordinate with Pima County, Oro Valley, Marana, Sahuarita, and the Pima Association of Governments to maximize the regional use of effluent and integrate effluent management plans.
- 1.4 Coordinate regional efforts to enact local water quality protection mechanisms to implement state and federal programs.

Policy 2: Expand processes to communicate current and planned water programs to the public and expand opportunities for interested citizens to participate meaningfully in long-term planning decisions.

Sustainable Water Supplies

Background

Additional water supplies will be required to serve Tucson’s current population and the projected growth of the region. A continuing water conservation ethic will significantly enhance the future water supply. Conservation is the most economical water source for both provider and user, reducing operating and capital costs. Water rates, conservation programs, and community education will be the primary elements to further conservation efforts.



Reuse is another important source of supply. Wastewater is the only supply that will grow as the population increases. Expansion of the City’s reclaimed water system to serve more irrigation and industrial customers will constitute the major water reuse efforts in the region.

In addition to conservation and reuse, new water supplies will be needed. Groundwater levels are declining and state laws and regulations limit the amount of groundwater that can be pumped. CAP water is an important new supply. Tucson Water will begin delivering this water to customers in the spring of 2001; and eventually, it will constitute over half of the utility’s supplies.

The 100-year Assured Water Supply Designation the City has received from the Arizona Department of Water Resources provides an analysis of the water resources physically and legally available to the City. It demonstrates how the City may use these resources to provide for the current population and accommodate projected growth.

Policy 3: Continue to promote water conservation.

- Supporting Policies***
- 3.1 Implement conservation programs that meet Tucson Water's Third Management Plan conservation requirements.
 - 3.2 Support conservation and efficient water use in an effort to minimize the need for new water sources.
 - 3.3 Expand programs and regulations to reduce water waste, such as the Water Waste and Tampering Ordinance.

Policy 4: Continue to develop and implement programs for the reuse of water.

- Supporting Policies***
- 4.1 Continue to research and implement programs to increase the use of reclaimed water and secondary effluent.
 - 4.2 Continue to identify potential reclaimed water customers and construct facilities to serve them.
 - 4.3 Develop incentives to encourage the use of reclaimed water.

Policy 5: Continue to develop and implement programs for new sources of water.

- Supporting Policies***
- 5.1 Complete and maintain the Clearwater Renewable Resource Facility to treat and distribute CAP water.
 - 5.2 Continue research and implementation of programs to recharge CAP water.
 - 5.3 Continue to pursue acquisition of new water supplies.

Policy 6: Maintain a 100-year Assured Water Supply Designation from the Arizona Department of Water Resources.

Policy 7: Promote and expand conservation programs, reuse, and acquisition of new water supplies through water rates.

- Supporting Policies***
- 7.1 Continue to work with the Citizens' Water Advisory Committee and other appropriate groups to refine the water rate structure to give stronger conservation signals while not creating a hardship on the economically disadvantaged.

7.2 Continue to work with the Citizens' Water Advisory Committee and other appropriate groups to determine the role price should play as an incentive to use reclaimed water.

7.3 Continue to work with the Citizens' Water Advisory Committee and other appropriate agencies to determine how the costs of acquiring new water supplies are included in the rates.

7.4 Continue to provide the public information on the water rate structure, striving to make water rates easy to understand.

Water and Utility Management

Background Many important decisions, which will determine the future course for water programs and management in Tucson, are yet to be made by the Arizona Department of Water Resources and other state and federal agencies. These issues include the quantification of safe yield, the development of safe yield strategies, and federal water quality standards. Water interest associations, such as the Western Urban Water Coalition, will have a significant impact on the final outcome of federal regulations.

An important new water management tool is underground storage of water resources, including effluent, stormwater, and excess CAP water. Underground storage allows the City to store water supplies now, when they are available, for use in the future. Underground storage may also play an important role in certain aspects of water quality management and in prevention of land subsidence.

Policy 8: Continue to review and adopt guidelines, incorporating community input, for managing the Tucson Water utility.

Policy 9: Work cooperatively with State of Arizona agencies to refine existing water legislation and achieve the adoption of plans, policies, and regulations.

Supporting Policies 9.1 Assist in the development of quantification of safe yield and the development of safe yield strategies for the TAMA.

9.2 Assist Arizona Department of Water Resources in the development of management plans, regulations, and legislation relating to conservation, underground storage and recovery, use of groundwater, and acquisition of new sources of supply.

Policy 10: Continue to work with the federal and state agencies and water interest associations to develop policies, programs, and facilities for water management.

Supporting Policies 10.1 Work with appropriate agencies to develop state and federal water quality standards that protect public health.

10.2 Work with the CAP to allow transport of non-CAP water in the CAP system.

10.3 Participate with water interest associations, such as the Western Urban Water Coalition and the Western Coalition of Arid States, to address water supply issues through legislation, policy, and rules.

Water Analysis and Documentation

Background Water, as one of the most important issues facing the region, has received much attention in the last decade. New legislation, numerous studies, and new programs have generated a significant amount of new information. It is important to document the details of these programs and studies to provide a basis for analysis and comparison. The public and various agencies need to be able to access reliable data and track the decision-making process for greatest understanding and community consensus. It is also important to standardize methods and record keeping as much as possible to facilitate comparisons.

Policy 11: Document ongoing water programs and analyses and make this information easily accessible to agency personnel and the public.

Supporting Policies 11.1 Standardize data collection and methods for economic comparison of alternative water supplies and programs.

11.2 Analyze the costs and impacts of alternative conservation programs to optimize their effectiveness for clearly defined user groups.

Land Use

Background Water use is the result of two factors: service area population and per capita water use. In turn, water availability influences where and when growth occurs. Types of land use can strongly influence both population growth and per capita use of water. Many of the highest water users within the city, important to the economic base, own their wells and water rights. Recent economic development efforts have focused on attracting "clean" high-technology industries, which are often high water users. Water use is also related to the types of residential land use; on the average, single-family residences utilize more water than multifamily residences.

Appropriate land use decisions can help assure the quality of Tucson's groundwater by preventing contamination in sensitive areas.

Policy 12: Continue to research the relationship between water supplies and service, land use, and growth of the region.

- Supporting Policies**
- 12.1 Include conservation of water resources in plans and policies to guide land use decisions.
 - 12.2 Develop plans and policies to assist in land use decisions that protect water quality.

Policy 13: Continue to pursue appropriate land uses for City-owned retired farmland in the Avra Valley.

Environmental Restoration and Enhancement

Background A community desire to preserve riparian and wildlife habitats has generated efforts throughout the region to develop multibenefit projects which combine water supply augmentation/treatment with environmental restoration and enhancement. The City has developed the Sweetwater Wetlands as an example of how a multibenefit project can work. Often these multibenefit projects will require the cooperation of several jurisdictions and state and federal agencies.

Policy 14: Pursue water plans and policies that protect and benefit natural ecological systems.

- Supporting Policies**
- 14.1 Continue to research and implement water recharge and other water projects to serve the multiple needs of the community and the natural ecological systems, such as the multibenefit projects planned by the City.
 - 14.2 Continue to monitor and study the impacts of groundwater pumpage and recharge on wildlife and riparian habitat and, where appropriate and feasible, implement measures to protect the habitat.
 - 14.3 Evaluate new water sources to determine the impacts on the natural ecological systems.
 - 14.4 Work cooperatively with federal agencies, such as the Bureau of Reclamation, to develop and implement projects that augment water supplies and enhance riparian areas.

Water Quality

Background



Water quality is equally as important as water quantity. Maintaining high standards for Tucson's groundwater is vital, even CAP water is introduced to the community. When shortages of CAP water and delivery interruptions occur, groundwater use will be part of the backup system to assure an adequate water supply.

Another water quality issue is the expense of complying with increasingly stringent federal standards for drinking water and nonpoint source pollution requirements. Standards and requirements will continue to change for a variety of reasons. New testing technology enables the identification and quantification of new contaminants. New problems associated with existing contaminated soils leaching into groundwater may emerge. Also, the waste and by-products of new technologies may generate new contaminants. Procedures and funds will be needed to address existing and new contamination of Tucson's groundwater.

Policy 15: Protect and enhance the quality of Tucson's water sources.

Supporting Policies

15.1 Analyze and mitigate the potential for contamination of groundwater supplies from proposed industrial or commercial land uses.

15.2 Coordinate with Pima County, other jurisdictions, and businesses to locate landfills or other groundwater-polluting land uses to minimize the potential for the contamination of groundwater.

15.3 Pursue programs and funds to mitigate groundwater pollution caused by existing and historic land uses which may pose a threat to water resources.

15.4 Continue to research and develop water quality programs for pollution prevention for commercial and industrial water users.

15.5 Develop plans, policies, and procedures and identify funding sources to comply with federal and state water quality programs as they are developed.

ELEMENT 9: HOUSING

VISION Housing in our region traditionally has been shaped by market factors, including consumer preferences, land availability, and household size. In the future, the same housing issues which historically have concerned the nation will present both a challenge and opportunity for our region.



Single-family homes offer mountain vistas and spaciousness.

The history of the region has been influenced by Spanish, Mexican, and Territorial periods, each adding its own flavor to the local architecture. All of the local jurisdictions encourage appropriate southwestern architectural styles and materials best suited to the unique natural setting of the region. New and existing technologies and site design will be encouraged to promote energy efficiency. The *Regional Vision* incorporates high quality design which evokes a sense of place, displays an appropriate scale and intensity, and creates a positive visual identity and image for each community.



Apartments are convenient to employment centers, shopping, and recreation.

The *Regional Vision* promotes and encourages healthy, identifiable neighborhoods whose character and lifestyle are strengthened by infill and rehabilitation measures and by preservation of the existing housing stock. Public programs and policies in the region focus on the protection of vital historic neighborhoods. Opportunities for the conversion of vacant and underutilized structures to viable dwellings will be created. Additional opportunities and incentives for well-designed infill development of all densities, appropriately integrated with compatible land uses, will be encouraged. Infill strategies will complement the vision of preserving open spaces throughout the metropolitan area.



Clustered town homes conserve natural open space and offer carefree lifestyles.

The *Regional Vision* plans and provides for safe, affordable housing which meets the needs of the communities which comprise the region. These communities are committed to accomplishing all they reasonably can to ensure an ample mixture of available housing and to address the special housing needs of the elderly, people with physical and emotional disabilities, the homeless, and those requiring group and foster care. The local governments, in partnership with the private sector, will work toward the provision of assisted housing for persons and families of low and moderate income within the region.

Livable Tucson Goals

Infill and Reinvestment, Not Urban Sprawl

Includes well-planned growth, the management of sprawl, and development in the city's core, rather than on the periphery.

People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Reduced Poverty and Greater Equality of Opportunity

Includes the fair distribution of resources, creating opportunities to overcome poverty, and reducing social and economic inequality.

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime, policing, and risk perceptions.

Introduction The Housing Element identifies policies that Tucson uses, along with the *Consolidated Plan*, to address and prioritize all of the housing needs and issues in the community.

In 1990, the federal government adopted the National Affordable Housing Act. This legislation created some new federal housing programs and consolidated planning and reporting requirements for several programs which are administered by the U.S. Department of Housing and Urban Development (HUD). Beginning in 1995, cities, counties, and states were required to develop a five-year *Consolidated Plan* and update it each year with an annual strategy for investing funds. The five-year *Plan* contains a description of community needs, goals, and priorities in the areas of affordable housing, human services, public facilities, and other programs designed to improve the quality of life for low- and moderate-income residents of the community.

The basic premises that led to the *Consolidated Plan* also form the basis for most of the policies in the Housing Element of the *General Plan*. While the *Consolidated Plan* is updated annually, the Housing Element is intended to provide long-term guidance for meeting the city's housing needs.

The policies in the Housing Element focus on supporting effective programs that develop and/or maintain housing in the community and enlisting diverse funding sources to promote an adequate supply of affordable housing. Implementation of the policies in this element and the strategies laid out in the *Consolidated Plan* would expand affordable housing opportunities and encourage development that benefits the community as a whole.

Most of the policies within the Housing Element are derived from the overarching themes of the *Consolidated Plan*. The element also includes policies that were adopted as part of other *General Plan* elements, such as the Land Use Element and the Community Character and Design Element. These policies were included to establish consistency throughout the document. The element also contains new policies that are not included in other adopted City policy documents. The new policies include CP 15.3.3.A (provision of alternative transportation in

Element 9: Housing

low-income areas); CP 15.3.3.B (provision of safety services in low-income areas); CP 15.6 and CP 15.6.4 (designation of new units as affordable housing); CP 15.3.3 (planning and upgrade of affordable developments); and CP 15.5 and supporting policies (home ownership).

Background Providing safe, decent housing that is not overcrowded and will not overburden a household financially is critical for the well-being of individuals, families, neighborhoods, and the community as a whole. Tucson's growing population will require an increased emphasis on affordable housing in the future. A number of factors will combine in the coming years to increase demand for affordable housing: 1) approximately one-half of Tucson's households are by definition low income; 2) almost one-half of housing units in Tucson will be 50 years old or older by the year 2010; 3) Tucson is experiencing a high rate of population growth; 4) Tucson's economy is and will continue to be primarily based in trade and services, which are associated with lower-wage jobs; and 5) housing needs for the elderly will increase tremendously over the next several decades as the baby boom generation moves into the retirement years.

Population trends are important indicators of future housing needs. Some important population trends include increases over time in target subpopulations, including the elderly, near homeless, single-parent households, and nonfamily households. These growing population segments, which have historically used affordable housing, show the need for a variety of affordable housing options.

Approximately 56,000 housing units in Tucson (26 percent of total housing stock) are 50 years old or older. Many are in need of maintenance and plumbing and electrical upgrades. By 2010, the number of units 50 years old or older is expected to top 87,000. These units are of concern because they were constructed in the post-war years when the housing boom resulted in modest housing construction quality that does not meet today's building standards and because older housing units fall in the affordable housing range. Increasing the value of these housing units by upgrading them could price them out of the affordable housing range.

Affordable housing is defined as housing that does not overburden a family financially and that is safe, decent, and not crowded. A family is considered housing cost burdened when housing costs exceed 30 percent of their annual income and is considered severely burdened when housing costs exceed 50 percent of their annual income. Many families that spend more than 30 percent of their incomes on housing must sacrifice basic goods and services, such as food, clothing, utilities, transportation, health care, or child care. Providing affordable housing options frees up resources that families can use to improve their lives through better nutrition, health care, job training, and education.

The following policies support standards and programs for: elimination of substandard dwelling conditions; improvement of housing quality, variety, and affordability; and provision of identification, analysis, and forecasts of current and future housing needs to promote adequate sites for housing. This element makes equal provision for the housing needs

of all segments of the community, regardless of race, color, creed, or economic level.

Decent, Safe, Sanitary Housing

Background An adequate supply of decent, safe, and sanitary housing is necessary for the well-being of the community. A number of factors can cause residential units to become unsafe or unhealthy to live in. Examples include lack of maintenance, unsafe electrical wiring, fire, flooding, and severe infestation. Preventing these problems from occurring and addressing them when they do occur protect the safety and welfare of the residents and assist in meeting housing needs throughout the city.

Policy 1: Promote housing that is decent, safe, and sanitary.

Supporting Policies

- 1.1 Continue to maintain an up-to-date building code that is consistent with the national uniform building codes.
- 1.2 Enforce applicable building and safety codes.
- 1.3 Devise strategies for ensuring that mobile homes, including rentals and owner-occupied units, are in compliance with applicable building and safety codes.
- 1.4 Explore funding sources to assist property owners in bringing housing units into compliance with applicable building and safety codes, so that the costs of upgrades do not price the units out of the range of current residents.
- 1.5 Seek out programs that will assist low- and moderate-income residents transition to a safer unit when rehabilitation of the existing unit is not feasible or when rehabilitation will make the unit unaffordable to the current residents.

Existing Housing Stock

Background About a quarter of the city's housing stock is more than 50 years old. Many of these units were built to modest standards in the post-war housing boom. Maintenance of housing units is crucial, particularly with so many housing units about to reach the end of their period of planned economic usefulness. It is also important that housing improvements, such as additions, comply with applicable code requirements to ensure their safety and habitability.

Policy 2: Maximize existing housing resources in the community.

Supporting Policies

- 2.1 Encourage and support federal, state, local, and private programs that provide resources for those in need of safe affordable housing.
- 2.2 Strive to eliminate substandard housing units by conserving and upgrading the existing housing stock.

Actions

2.2.A Continue the City's program to identify, inventory, and monitor substandard rental units and expand the program to include owner-occupied units.

2.2.B In order to maintain existing housing stock in a safe and habitable condition, enforce compliance where code violations exist in residential structures.

2.2.C Encourage the continuation and expansion of programs that provide funds, labor, and/or materials for the upgrade of deteriorating housing units and for the maintenance of units at risk for deterioration.

2.2.D Promote the continued maintenance and enhancement of residential areas, in terms of housing and public facilities, and develop new sources of funding to meet these needs.

2.2.E Seek cooperation from local lending institutions in pursuing low-interest loan programs targeted to rehabilitation of and improvements to older residential structures.

Supporting Policy

2.3 Continue to work with a variety of entities in the community, including Pima County, state and federal government, nonprofit organizations, private developers, and lending institutions, to increase affordable housing opportunities. Acknowledge that these partnerships, and the role of each partner, are vital to a healthy community.

**Housing Assistance
Prioritization**

Background

The housing assistance needs of the community change over time. Periodic reevaluation of housing assistance needs ensures that the City's efforts are targeted to meet desired outcomes. In addition to reassessing community needs, periodic reevaluations present the opportunity to explore additional funding mechanisms for new programs as well as those that are being continued.

Policy 3: Prioritize housing assistance needs based on factors such as the needs of the community, the availability of funding, ongoing housing programs that already have funding, and market conditions.

Supporting Policies

3.1 Aim resources toward meeting the needs determined most vital in the community, as detailed in the most recently updated version of the *Consolidated Plan*.

3.2 Reevaluate the priorities of housing assistance needs periodically and redirect funding as appropriate, based on any changes in prioritization.

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3.3 Seek funding for nonhousing community development needs, such as public facilities, infrastructure improvements, public service, accessibility, etc., when such projects/programs would make the affected neighborhood a safer and more affordable area in which to live.

Actions

3.3.A Increase alternative transportation opportunities and encourage alternative transportation opportunities in new affordable housing developments.

3.3.B Encourage the use of energy efficient design in new affordable housing and support programs to increase the energy efficiency of older residential units.

3.3.C Provide increased opportunities for the development of accessible housing in order to provide a balanced supply of accessible housing units.

3.3.D Provide appropriate incentives for infill development.

Housing Mix and Services

Background Tucson is a diverse community. Housing stock and related services should reflect this diversity so that suitable housing and support services are available to all segments of Tucson's population.

Policy 4: **Continue to coordinate plans for the provision of a variety of types of quality housing and related services that include neighborhood revitalization, owner-occupied rehabilitation, home buyer opportunities, rental housing, transitional housing, and emergency housing.**

Supporting Policies

4.1 Continue to direct funding for affordable housing and related programs toward the prioritized needs as identified in the most recently updated version of the Five-Year Strategy of the *Consolidated Plan*.

4.2 Continue to direct funding for affordable housing and related programs toward the specific programs/projects as identified in the most recently updated version of the Annual Plan of the *Consolidated Plan*.

4.3 Maintain and expand the City's consortium relationship with Pima County.

4.4 Continue to coordinate with other jurisdictions within the region to implement these plans, as appropriate.

4.5 Support a mix of housing types and opportunities throughout the city to meet the diverse needs of residents.

Actions

4.5.A Encourage housing as one of the uses in and adjacent to regional and community activity centers in

order to support nonresidential activities and minimize auto use and air pollution.

4.5.B Promote increased housing density and compatible residential infill in a range of prices and housing products to accommodate changing family arrangements, market conditions, and demographics.

4.5.C Revise, as appropriate, zoning, building, and housing codes to reduce development costs not associated with public health, safety, or environmental protection and community design compatibility.

4.5.D Encourage developments to provide a mix of residential densities and housing types, provided the overall density meets applicable criteria.

4.5.E Investigate ways to apply density bonuses and other development incentives for residential development or redevelopment projects that preserve significant cultural or natural features and provide enhanced open space areas.

Supporting Policy 4.6 Support new residential development and conservation/rehabilitation efforts that are in conformance with and further the goals and objectives of the City's specific and Planned Area Development plans (see Specific Plan Map).

Home Ownership

Background Home ownership plays a significant role in developing strong neighborhoods and a sense of community pride. The City currently supports programs that make purchasing a home a realistic option for low- and moderate-income residents, including those with a fixed income.

Policy 5: Promote home ownership opportunities for all economic sectors of the population.

- Supporting Policies**
- 5.1 Support financial assistance programs that serve to increase home ownership for low- and moderate-income residents.
 - 5.2 Promote programs that offer counseling on the responsibility of home ownership and debt management, home loan information, and technical assistance to potential home owners from all segments of the population.
 - 5.3 Encourage and support programs that provide a mix of services to elderly residents, including, but not limited to, assistance with financial, transportation, and social/isolation issues, to enable them to remain in their homes.
 - 5.4 Provide appropriate incentives for infill development.

Affordable Housing

Background Providing affordable housing is essential for a healthy community. In addition to a diverse mix of housing types, it is necessary to make available housing for residents of all income levels. Seeking funding from varied sources increases the opportunities for development of affordable housing units.

Policy 6: Establish a community-wide goal that 10 percent of the City's housing stock is affordable to families who are low income.

Supporting Policies



6.1 Devise strategies for the provision of housing that is affordable to all segments of the population.

6.2 Consider current conditions and long-term trends in population and housing characteristics, the housing market, and construction trends when determining the types of affordable housing to be provided.

6.3 Continue to support the development and maintenance of a menu of strategies that can be used to meet the needs for various types of affordable housing and related services.

Actions

6.3.A Explore options that present a continuum of target population, funding sources, levels of funding, and time horizons, to address needs over time as funding fluctuates.

6.3.B Affordable housing programs considered for funding should adhere to planning requirements, environmental reviews, fair housing and accessibility reviews, and labor laws.

Supporting Policy

6.4 Encourage developers to designate at least 15 percent of all new units (rental or owner-occupied) specifically as affordable housing.

Action

6.4.A Encourage development of an ordinance or other mechanism to implement a developer participation plan that designates a set-aside of affordable units in all new housing or establishes a fee contribution in lieu of a set-aside of units.

Supporting Policy

6.5 Encourage development of a local housing fund and seek funding from diverse sources, including federal, state, local, and private, to continue and expand current programs and to provide alternate sources to be tapped in the event that current funding decreases.

Evaluation Programs

Background The City supports a wide variety of programs that focus on housing and related services. Performing periodic evaluations of the programs gives the City valuable information about which needs are being met, which programs merit continued support, and which programs need to be improved or replaced.

Policy 7: Support the implementation of an evaluation program for affordable housing and for providers of related services to determine if the desired results are being achieved.

Supporting Policies 7.1 Identify goals and desired results for affordable housing programs.

7.2 Encourage development of a system of program evaluation with subrecipients of funds to provide them with the tools to implement successful projects.

Actions 7.2.A *Incorporate program evaluation into the application process.*

7.2.B *Provide technical assistance to subrecipients, as appropriate.*

7.2.C *Incorporate program evaluation into contracting.*

Supporting Policies 7.3 Monitor programs to determine actual results and establish whether the goals and desired results are being achieved.

7.4 Evaluate programs that are not meeting established goals and producing the desired results to determine whether changes to the program can be made to improve effectiveness.

7.5 Promote direct funding to programs that address prioritized needs and are able to demonstrate that goals and desired results are being achieved.

ELEMENT 10: PARKS, RECREATION, OPEN SPACE, AND TRAILS (PROST)

VISION

The regional vision for parks, open space, trails, and recreational opportunities responds to the beauty and unique ecology of the Sonoran Desert. This area has a long history of open lands and active, outdoor, year-round recreation.



Trail along Arroyo Chico Wash invites public use.

For many centuries, the desert provided a spacious home for a sparse population that learned to live in harmony with the land, harvesting its bounty and respecting its stark beauty. This heritage of vast expanses of open land and uninterrupted vistas of mountains, mesas, and desert lowlands underlies today's commitment to protect remaining open space resources.

Natural preserves, such as Cienega Creek, and large existing and proposed parks in the Tortolitas, Tucson Mountains, Sierritas, and Cerro Colorados will complement existing state and federal preserves, such as Catalina State Park, Coronado National Forest, and Saguaro National Park. Desert belts and expanded linear parks will link public lands in an integrated system that provides recreation for the region's growing population and protection for flora and wildlife.



River parks and trails connect the urban area with public reserves.

Trails are part of the heritage and lifestyle of the Tucson area. Hohokam Indians walked along the Santa Cruz River and the major streams that drain the surrounding mountains to hunt game and trade with distant villages. Father Kino and early Spanish settlers traveled north from Mexico along the Santa Cruz and San Pedro Rivers. During the Spanish, Mexican, and Territorial periods, settlers rode a network of trails in pursuit of their livelihood.

Although trail needs are now primarily recreational and urban, ties to early Western settlement and ranching remain strong. The vision for tomorrow's hikers, urban walkers, joggers, bicyclists, and equestrians is based on an interconnected parks, trails, and open space system implemented through cooperative public and private efforts. The network of urban and natural parks and public trails, emphasizing trail access to public lands, will integrate trails and open space resources throughout the region.

Recreational needs are more varied and complex than in former times when recreation was informal or was associated with guest ranches and health resorts in the Tucson Basin. Urbanization and rapid population growth have resulted in a diverse array of recreational amenities--regional, neighborhood, and linear river parks; zoological parks; botanical gardens; golf courses; and special purpose recreation facilities. Additionally, celebrity sports events, including national golf and tennis tournaments and the University of Arizona athletic program tournaments, will play an increasingly important role in the community. The *Regional Vision* includes an integrated system of parks, recreation, and open space that serves the needs of a population that is diverse in culture, age, and interests. Realization of such a system will be accomplished by expanding traditional park facilities to balance active sports-oriented parks with more natural parklands and by providing miniparks along the linear park system.



Outdoor recreational opportunities are enjoyed year-round.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)



World-class golf courses challenge residents and visitors.

Public golf courses will use recycled water. New parks and park renovations will retain native vegetation and incorporate low-water use plant materials. Cooperative programs with school districts and private recreation facilities throughout the region will enhance public resources. A coordinated, incremental program will ensure that the size, type, and distribution of parks keep pace with the needs of residents and visitors alike.

Livable Tucson Goals

Abundant Urban Green Space and Recreation Areas

Includes recreation and green space within the city, including neighborhood and regional parks, common space, community gardens, bike and walking paths, linear and river parks, trees, and urban landscaping.

Protected Natural Desert Environment

Includes protection of the Sonoran Desert ecosystem and protection of washes, hillsides, open space, and wildlife.

Efficient Use of Natural Resources

Includes conservation of resources and use of sustainable energy sources.

Introduction

The Parks, Recreation, Open Space, and Trails (PROST) Element identifies park and recreational needs and identifies resources and opportunities to attain policy goals. The element identifies a commitment to providing and maintaining a high quality system of parks facilities with a balanced approach to locations and standards that recognizes current and future needs of the community. The element identifies a commitment and recognition of the social values of providing and maintaining a high quality of leisure recreation programs to serve the current and future needs of the community. The element identifies a commitment to have an interconnected system of open space and trails that facilitates active and passive recreational opportunities for the community and provides relief to the urban fabric of the built environment.



Parks

Background The City has a long history and a continued commitment to providing and maintaining a high quality system of parks and recreation programs to serve the current and anticipated needs of the community. As additional parks and facilities extend the system to more residents and enrich opportunities, existing parks will also need upgrading and renovation to meet current recreational needs. Regional and metro school/parks facilities, together with active sports centers, will continue to be in demand for large segments of the community engaged in team sports. At the same time, demographic changes have placed new emphasis on passive recreational, cultural, and social activities. Community parks, supplemented by neighborhood parks, improved school grounds, natural open space, and trails will provide recreational opportunities close to home. Greater cooperation between public agencies and private providers will be required to continue to meet recreational needs. The City should continue to plan and provide park facilities to renew the spirit and enhance recreational opportunities for all residents, thus promoting lifetime users.

Policy 1: **Determine the parks and recreational needs of a diverse and changing population and provide appropriate facilities and programs.**

- Supporting Policies***
- 1.1 Establish new facilities in existing and undeveloped parks to meet current and future needs of residents.
 - 1.2 Evaluate and renovate existing parks to upgrade facilities to address changing demographic and recreational needs.
 - 1.3 Determine and plan for the acquisition of new park sites to meet new park standards as identified in the Parks and Recreation Strategic Plan 2010.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

Actions



1.3.A Identify suitable parcels of land for acquisition for parks using current and future demographics and population projections.

1.3.B Establish priorities and pursue land acquisition for new parks, as established budgetary limits and legislative procedures permit.

1.3.C Evaluate potential locations for new parks and recreation facilities, as identified in adopted specific area and neighborhood plans and policies.

Natural Park Resource

Supporting Policy

1.4 Identify and pursue funding mechanisms for needed parks facilities and recreational services.

Policy 2: Encourage intergovernmental and public-private cooperation to maximize park and recreational opportunities.

Supporting Policies

2.1 Strengthen park planning, development, and coordination of facilities with all regional jurisdictions and agencies.

2.2 Evaluate reciprocal opportunities in the pursuit of City/County and City/City consolidation of the metropolitan recreational services and parks.

2.3 Strengthen cooperation between the City and school districts for the joint development, maintenance, and use of school facilities for educational programs, park development, and recreational use.

2.4 Continue joint planning with federal agencies on grant proposals and allocation of funds.

2.5 Promote effective cooperation for park planning and development between the City and private, nonprofit recreation providers, such as the YMCA and Boys' Clubs, etc.

2.6 Pursue cooperation and foster partnerships with private recreation providers.

Policy 3: Provide and maintain design principles and guidelines for all parks.

Supporting Policies

3.1 Maintain general park design guidelines to promote high and consistent standards in park development.

3.2 Incorporate efficient water use and conservation principles and continue utilization of reclaimed water in new and existing parks and recreation facilities to preserve water resources and to comply with requirements of the Arizona Department of Water Resources.



Element 10: Parks, Recreation, Open Space, and Trails (PROST)



Actions

3.3 Provide for well-designed park access, internal circulation, and support facilities for all transportation modes.

3.4 Promote barrier-free access, where appropriate, to all new and renovated facilities and place special emphasis on developing facilities that meet the needs of the disabled community.

3.5 Consider and respond to the costs of energy in parks and recreation facilities, as well as travel costs to parks users.

3.5.A Identify and respond to opportunities to lower energy operational costs in recreation facilities.

3.5.B Pursue scheduling of activities to maximize the use of facilities for maximum energy efficiency.

3.5.C Locate parks and recreation facilities to minimize transportation costs for users.

3.5.D Enhance opportunities for park access by alternate transportation modes.

Supporting Policy

3.6 Integrate public art into park facilities to enhance the recreational and cultural experience of park users.

Policy 4: Provide and maintain standards for the location and function of park facilities to meet the various park and recreational needs of the community.

Supporting Policies



4.1 Provide and maintain standards for feature parks which emphasize special experiences for visitors from the entire metropolitan area, such as zoos, museums, lakes, water-oriented recreation, outdoor amphitheaters, historic and scenic amenities, and golf courses.

4.2 Provide and maintain standards for metro parks which offer a variety of recreational opportunities, including indoor recreation facilities; sports fields; and special scenic, natural, or cultural features and passive use areas.

4.3 Provide and maintain standards for neighborhood parks which offer passive recreational opportunities and facilities, such as open turf areas or children's playgrounds, and which are compatible with nearby residences.

4.4 Provide and maintain standards for community sport facilities to meet the needs of organized sports, appropriately located throughout the city.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

4.5 Provide accessible centers for adults and seniors year-round in our community who need recreational activities, social services, and facilities to maintain a quality of life.

Policy 5: Maintain and coordinate administration and management procedures to promote consistent and effective park development, safety, and maintenance procedures.

Supporting Policies 5.1 Provide development procedures to promote professional quality design and active citizen involvement.

5.2 Promote security and safety for park users.

Actions 5.2.A *Promote public education concerning park care and security utilizing public media, schools, service groups, citizen leaders, and neighborhood groups.*

5.2.B *Promote "Safe by Design" concepts in park development and renovation projects.*

5.2.C *Reduce the potential for vandalism and injury by careful selection of equipment and materials and by expeditious repairs.*

Supporting Policies 5.3 Encourage high standards of maintenance in parks and landscaped areas within the City system.

5.4 Maintain a current inventory of capital improvements and recreation facilities in each park to facilitate park administration and to provide public information.

Recreation

Background People have become increasingly aware of the benefits of and need for leisure time to regularly exercise the mind and body and of the importance of a spirit of play in maintaining a healthy, quality lifestyle. Recreation is proactive: it promotes wellness of individuals of all ages. It is also a proven deterrent to mental and physical illness, reducing vandalism, juvenile delinquency, and loneliness in older adults. As a prevention tool, successful recreation programs can reduce mental and physical health care and justice system costs. With recreation participation increasing, it is essential to assess and respond to recreational trends, both now and in the future. To assure that leisure opportunities are available to Tucson's citizens, the following policies should be implemented.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

Policy 6: Provide and promote a balanced recreation program which offers a diversity of recreational amenities to meet the needs of the population.

Supporting Policy 6.1 Promote accessibility to recreation programs for all residents of the community.

Actions 6.1.A *Recognize and respond to the divergent needs of various income levels and age groups within the community.*

6.1.B *Develop criteria to prioritize the appropriate selection of recreation facilities in locations throughout Tucson.*

6.1.C *Provide a variety of opportunities for enjoying traditional play and the outdoors, learning new skills, and encouraging active participation and teamwork.*

6.1.D *Promote individual physical development, self-expression, intellectual development, creativity, and appreciation of natural parks and recreational resources.*

6.1.E *Continue to pursue programs to benefit mentally and physically disabled people of all ages.*

Supporting Policies 6.2 Assess demographic, social, and recreational trends to better determine and plan for the nature and extent of facilities and programs.

6.3 Develop programs to incorporate park linkage and alternative recreation transportation, such as biking and walking trails, with accompanying education programs.

6.4 Pursue programs that identify and explore elements of Sonoran Desert history and culture and develop creative ways to promote their appreciation and preservation.

6.5 Provide facilities and promote interest in the pursuit of cultural art programs, including the visual and performing arts.

Policy 7: Coordinate the use of community resources to maximize recreational opportunities and benefits while minimizing costs.

Supporting Policy 7.1 Provide community information regarding recreational opportunities and benefits.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

Actions

7.1.A Increase public awareness that recreation promotes wellness of individuals of all ages; that it is a deterrent to vandalism, juvenile delinquency, and mental and physical illness.

7.1.B Promote citizen awareness of recreation programs, by involving neighborhood leaders in system-wide planning.

7.1.C Target areas needing special techniques for publicizing recreation programs.

Supporting Policies

7.2 Promote the maximum use of existing facilities through efficient recreation scheduling and programming.

7.3 Continue to promote the use of volunteers, particularly teens and seniors, in recreation programs and recognize their contributions.

7.4 Promote cooperation among public and private recreation providers to meet recreation demand without duplication of effort.

Open Space

Background



Tucson is committed to protect its open space. The federal and county public preserves surround the valley with natural open space. Development patterns have left numerous undeveloped areas throughout the community. Over time, open space resources have diminished and the value of those remaining has become increasingly appreciated by the city's residents and visitors. Open space within an urbanized area provides land for recreational use and visual relief, protects hydrologic resources, and helps create community identity. Natural open space adjacent to watercourses can provide recreation and wildlife habitat, decrease downstream flooding, and lower costs for flood control measures. In addition, open space can preserve the particular attributes and history of the Sonoran Desert which distinguish and identify Tucson as a unique location. As the community continues to urbanize, an interconnected open space system should be designated and preserved to provide multiple benefits to the community.

Policy 8: Establish an accessible open space system that connects open space in the urbanized area to the surrounding public natural areas.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

Supporting Policy 8.1 Protect significant open space resources within the city to complement the surrounding public preserves.

Actions



Case Park

8.1.A Promote preservation of remaining natural washes as the basis of an interconnected open space network.

8.1.B Recognize the value of cultural, historical, and archaeological sites as important open space resources.

8.1.C Protect mountain ranges as vital watersheds, wildlife habitat, recreational resources, and scenic vistas.

8.1.D Protect public preserves from urban impacts adjacent to their boundaries.

8.1.E Encourage the establishment of open space linkages in areas throughout the region to connect major resource areas, provide definition to the metropolitan area, and define distinct subareas within the region.

8.1.F Identify and preserve natural landmarks within the city.

Policy 9: Implement an interconnected open space system through cooperative public and private efforts.

Supporting Policy 9.1 Encourage cooperation between local governments; county, state, and federal agencies; private organizations; and citizens to acquire, manage, conserve, and protect natural open space resources.

Actions



9.1.A Identify and incorporate significant natural and cultural resources into a regional open space plan.

9.1.B Promote intergovernmental cooperation to develop a regional open space system of parks, natural areas, research areas, and other resources administered by public and private agencies.

9.1.C Promote public access to natural areas, parks, and public preserves and set regional standards.

Supporting Policy 9.2 Identify mechanisms to protect and preserve open space resources.

Actions

9.2.A Initiate plans and actions for an ongoing, orderly open space acquisition process and maintenance program, based on long-range plans, with continued review and evaluation.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)



9.2.B *Prioritize acquisition and preservation of open space areas identified in the Pima County Open Space Report.*

9.2.C *Evaluate the use of capital funds for public acquisition of open space in flood prone areas.*

9.2.D *Evaluate and pursue implementation techniques for open space preservation employed by other regional governments and jurisdictions.*

Supporting Policies

9.3 Identify and establish sources for permanent funding for acquisition and management programs, including state and federal assistance, to implement open space plans.

9.4 Encourage and coordinate regional efforts for open space identification, preservation, and public information programs to generate interest and support for open space preservation.

Actions

9.4.A *Coordinate with other regional jurisdictions to pursue funding opportunities for open space acquisition.*

9.4.B *Generate public interest and support for open space preservation by emphasizing environmental, recreational, and aesthetic values, including wildlife habitat, water conservation, and flood control; visual relief; and opportunity for contact with natural elements.*

9.4.C *Promote economic values of open space preservation, including increases to property values and benefits to tourism and economic development efforts.*

Trails

Background



Case Park

Beginning with paths along watercourses used by Native Americans and followed by Spanish, Mexican, and Territorial period settlers, Tucson's trails have maintained their importance from living, trading, and social perspectives. Today, a new recreation emphasis has emerged and become increasingly important to city residents, with walking, jogging, and bicycling within the urbanized area joining the equestrian interests at the city's edges. An integrated system of recreational trails is needed to connect parks, open space, schools, and other community activity centers. This trail network is emphasized in both the City and *Regional Vision* statements for parks, recreation, and open space. Starting with the Riverpark System Plan already in place, a multiuse trail system should be identified and implemented to meet the recreational needs of current and future Tucson citizens.

Policy 10: Provide an interconnected urban trail system throughout the city to meet the recreational needs of pedestrians, bicyclists, and equestrians.

Supporting Policy

10.1 Utilize the most current adopted Trails Plan as identified in the Parks and Recreation Strategic Plan 2010 as the basis for establishing the City's recreational trails network.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

Actions

10.1.A Provide an interconnected urban trail network for bicyclists and walkers based on enhanced roadways and incorporating appropriate natural and improved washes.

10.1.B Provide an interconnected natural trail network for equestrians and hikers based on natural washes and supplemented by appropriate roadway rights-of-way.

10.1.C Utilize the Eastern Pima County Trail System Master Plan as the basis for the natural trails network.

10.1.D Promote the preservation and protection of remaining natural riparian habitats along all watercourses designated as trail corridors to recognize their multiple values for recreation, flood control, wildlife habitat, and open space.

Supporting Policies

10.2 Periodically update the Parks and Recreation Strategic Plan 2010--Trails Plan to improve locations and for additional trail network opportunities.

10.3 Coordinate the City's trail system planning, implementation, and management efforts with those of regional jurisdictions and public agencies.

Policy 11: Develop a plan for acquisition and implementation of the City's trail network.

Supporting Policy

11.1 Create a program to identify and acquire public ownership of trail corridors and access points needed to develop an effective trail network.



Santa Cruz River Park

Actions

11.1.A Identify a yearly trail acquisition program in the annual update of the City's Five-Year Capital Improvements Program budget.

Element 10: Parks, Recreation, Open Space, and Trails (PROST)

11.1.B Analyze trail corridors to determine appropriate levels of environmental protection, public use, maintenance, and security.

11.1.C Provide funding for environmental protection, trail maintenance, and security.

Supporting Policies

11.2 Complement an acquisition program with other trail implementation methods, such as, but not limited to, easement, lease, and license agreements.

11.3 Provide for coordination of City efforts to plan, implement, and maintain the trail network.

11.4 Accommodations for the trail network should be integrated into the design of pertinent public facilities and improvements, including parks, drainageways, roadways, and other capital improvement projects.

11.5 Pursue recommendations in the *Eastern Pima County Trail System Master Plan* for identified trail segments that are appropriate to the City of Tucson.

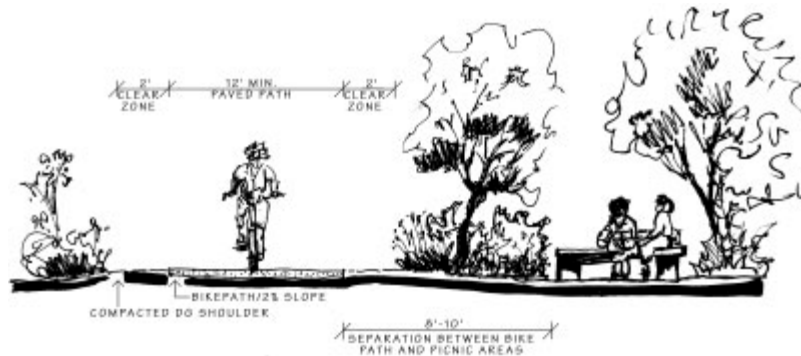
Policy 12: Determine trail design criteria and amenity guidelines.

Supporting Policies

12.1 Identify uniform trail design criteria in conjunction with other intergovernmental jurisdictions based on design concepts and needs for each recreation mode.

12.2 Include provision of trail facilities in the City's Capital Improvements Program.

12.3 Coordinate with other City and community efforts to incorporate trail design criteria and prioritize the location and implementation of facilities and amenities to complement the trail network.



ELEMENT 11: PUBLIC BUILDINGS, SERVICES, AND FACILITIES

VISION

The *Regional Vision* goal is to improve all existing governmental services and facilities to provide efficient, equitable, safe, and accessible delivery of public services and enforcement of codes. This will include economical allocation of responsibility for service/facility maintenance among various levels of governments or private providers.



Community programs and facilities respond to the needs of the people.

Public wastewater and sanitary sewer facility improvements will be coordinated with new developments in the region and will recognize existing and programmed capacity plans. Virtually all new developments within the region's urban area will be connected to public sanitary sewers. Only restricted, low-density unincorporated areas meeting strict criteria will be allowed to use septic systems.

The number and percentage of people at risk due to environmental health hazards will be reduced through vigorous regulation of the storage and disposal of solid and hazardous wastes. The location and provision of fire and police protection, hospital and human care services, and other community and governmental facilities will be based on reliable long-range land use plans.

Master plans to provide water service and public utilities will be designed, programmed, and implemented to integrate with long-range land use plans.



Local governments reflect the unique aspirations of each community.

The vision includes an excellent system of high quality public education at all levels, accessible to each member of the community. The reservation of future public school sites will be coordinated between the region's long-range land use plans and those of public school districts. New school construction will utilize energy conserving design techniques.

LIVABLE TUCSON GOALS

Engaged Community and Responsive Government

Includes involvement of citizens in the community, volunteering, neighborhood participation, responsiveness of government organizations to citizen input, and the connection between government and the people.

Caring, Healthy Families and Youth

Includes opportunities, services, and conditions that support Tucson's families and youth.

Element 11: Public Buildings, Services, and Facilities

Excellent Public Education

Includes the quality of education at all levels - youth to adult, as well as vocational, life skills, cultural, and civic training.

People-Oriented Neighborhoods

Includes designing new neighborhoods and investing in old neighborhoods to promote a mix of commercial and residential uses, a pedestrian focus, landscaping and aesthetics, and interaction among residents.

Reduced Poverty and Greater Equality of Opportunity

Includes providing a fair distribution of resources, creating opportunities to overcome poverty, and reducing social and economic inequality.

Safe Neighborhoods

Includes how safe people feel in their neighborhoods, crime, policing, and risk perceptions.

Equitable Dispersion of Public Services

Background The City continues to be committed to pursuing a high level of public service provision. Community buildings, libraries, services, and facilities can enhance the identity of the community and reinforce public commitment to community. The City shall anticipate and plan for suitable and desirable locations for appropriate public facilities.

The continued expansion of the city's physical land area, coupled with population increases and requests for various types of services, requires the City to consider the strategic location of facilities throughout the community to maximize limited resources.

The term "public service provider" includes not only the City of Tucson, but also all entities (public or private) with infrastructure, which may serve not only the City of Tucson, but also a population which extends beyond the city's boundaries.

Utility companies providing telephone, natural gas, and electric services design, install, and maintain facilities across the region. While not directly responsible for the provision of these services, the City has an important role in coordinating with utility entities in the planning of future utility services.

Policy 1: **Promote efficient and equitable location and distribution of City services. (The current distribution of public facilities is displayed in the Public Facilities Map, at the end of this element.)**

Supporting Policies 1.1 Promote geographic dispersion of service facilities throughout the city, utilizing substations, mobile units, commercial leases, and acquisition opportunities.

Element 11: Public Buildings, Services, and Facilities



1.2 Tailor service delivery programs based on local area requirements, such as elderly recreation, children's services, libraries reflecting community and service area needs, crime deterrents, or other specific purposes.

1.3 Invest in public access to information, such as personal computers with Internet access, at libraries and neighborhood centers and at kiosks in key locations scattered throughout the city.

1.4 Coordinate with utility companies and other public service providers for the planning of infrastructure, facilities, and services in undeveloped parts of the city and in future annexation areas. Construction of public service infrastructure should be sensitive in design and location to environmental resources and should comply with land use plans and development standards.

1.5 Encourage utility companies to consider solar power and other renewable resources when planning for future infrastructure and services.

1.6 Support and continue to improve the energy efficiency of all City-owned buildings in order to meet and/or exceed the Tucson Sustainable Energy Standards for building design.

1.7 Encourage the integration of public service centers to include, but not be limited to, libraries, police and fire stations, health clinics, and senior and youth services.



Public Service Standards

Background

In response to changing community needs and desires, service standards have risen over time. Departments have demonstrated persistence in maintaining or improving response times, service accessibility, frequency of delivery, and the quality of services offered to the community, within the financial constraints facing the City. Such productivity increases have raised public expectations about service delivery. With limitations on financial resources to provide more and better service, creativity and flexibility are necessary to reconcile demands with available resources. The City will continue its efforts to

Element 11: Public Buildings, Services, and Facilities

maintain equitable service standards throughout the community. The key to this is finding and using the most cost-effective methods available for service delivery.

Policy 2: Maintain service standards.

Supporting Policy 2.1 Encourage technological or programmatic innovations that enhance unit productivity.

Action 2.1.A Encourage demonstration phases to test economic savings or service benefits versus cost expenditures.

Supporting Policies 2.2 Consider a variety of funding recovery options, such as improvement districts, public-private partnerships, and changes in operating characteristics or other mechanisms as identified in the Cost of Development Element, to provide programs and services.

2.3 Through public libraries, continue to maintain free and equitable access for residents to information needed for full participation in the community, for the enrichment of individual lives, and for life-long learning.

2.4 Continue to pursue high levels of standards in traffic safety in the metropolitan area.

2.5 Continue to improve the cost efficiency and effectiveness of citywide refuse collection management techniques.

2.6 Encourage state and federal agencies to design facilities which are compatible with the areas in which they are located.

Project Community Growth and Maintain Existing Neighborhood Public Services

Background Balancing the maintenance needs of existing infrastructure and facilities with the construction of new infrastructure and facilities needed to serve developing areas is a challenge faced by many growing communities. The balance of maintenance and new construction can best be met by the Capital Improvements Program (CIP) coordinated through the Action Plan Areas, as established under the guidelines of the Growth Areas and Population Element. Close coordination of the CIP process can achieve a fiscally equitable balance in maintenance of existing facilities and infrastructure and the provision of new facilities and infrastructure.

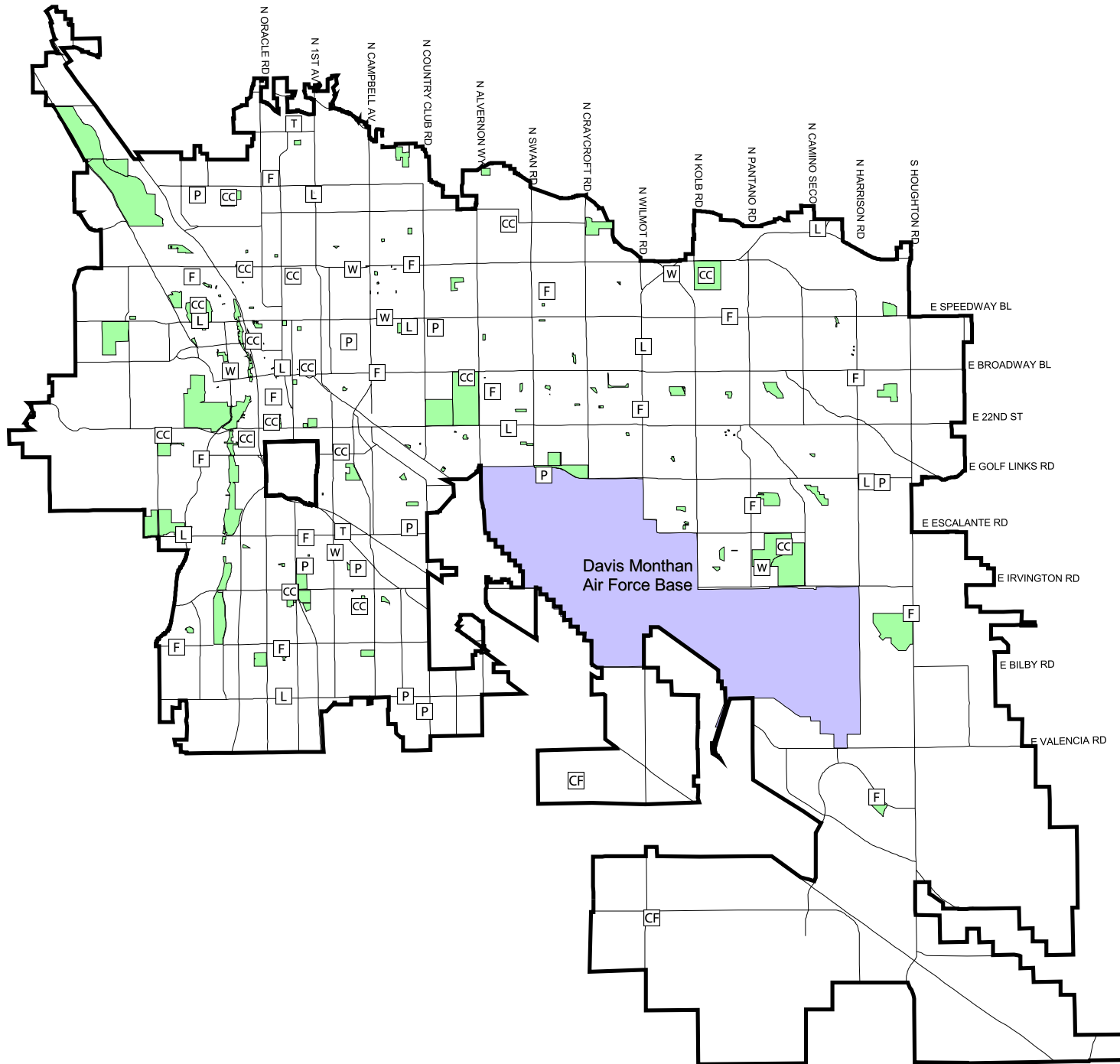
The complex financing and budgeting required to ensure the provision of public services over multiyear phases requires careful coordination with many different departments. Determining needs, defining the service areas, identifying site locations, sizing and designing facilities, and phasing construction are all-important steps toward achieving a fiscally equitable balance of development.

Element 11: Public Buildings, Services, and Facilities

Policy 3: Continue to utilize the CIP to coordinate service provision within the City of Tucson.

- Supporting Policies***
- 3.1 Schedule and stage public works projects to reduce inconvenience to the public and residents and coordinate with utility and other needed improvements, where possible.
 - 3.2 Where appropriate, enhance the effect of budget expenditures by clustering locations for public services.
 - 3.3 Demonstrate fiscal balance between provision of service to new areas and renovating service in existing neighborhoods.
 - 3.4 Utilize land use plans, facilities plans, regional growth projections, fiscal analysis, and environmental analysis to identify the primary and secondary impacts of service extensions, locational siting, and the timing of capital projects.
 - 3.5 Support and expand public education and promotion of recycling.

City of Tucson Facilities Map



LEGEND

- CC City Community Centers
- CF Other City Service Facilities
- T Transit Centers
- P Police Stations
- W City Ward Offices
- F Fire Stations
- L Libraries
- City Parks
- Davis Monthan Air Force Base



1 0 1 Miles

ELEMENT 12: COST OF DEVELOPMENT

Introduction The Growing Smarter legislation requires municipalities to include a Cost of Development Element as a part of the *General Plan*. The Cost of Development Element establishes the framework for developing implementation strategies that will result in public-private cost sharing of capital facilities needed to serve new development. These strategies clarify the roles of the public and private sectors, both of which will be critical to success in meeting the City's goals.

The purpose of this element is to identify policies and strategies that the City of Tucson will use to require development to pay its fair share toward the cost of additional public service needs generated by new development, with appropriate exceptions when in the public interest.

The Cost of Development Element contains three key components. The first is a definition of "fair share." Growing Smarter legislation does not define fair share, which allows each community to define the term in the way that is most appropriate based on the unique needs and resources of that community. The second key component is the establishment of a measure of fairness. The fairness measure guarantees that costs borne by development result in a benefit to the development. It also ensures that there is a reasonable relationship between the cost to the development and the burden imposed on the municipality to provide additional necessary public services to the development. The third key component identifies various mechanisms that will be used to fund and finance additional public services necessary to serve development.

The city of Tucson, like many rapidly growing communities, has significant infrastructure and service needs that are not met by current revenues. These needs are evident not only in newly developing areas of the city, but also in aging and redeveloping areas. As Tucson works to meet its infrastructure needs, it also strives toward preserving and enhancing neighborhoods, encouraging quality development, and meeting the diverse needs of its population.

The City has many goals relating to the environment, land use, economic development, and quality of life issues. These goals must be balanced to address needs across the community. For example, a balance must be struck between the City's goals of encouraging infill and reinvestment rather than urban sprawl, providing open space and recreational opportunities throughout the city, and encouraging economic development activities. The Cost of Development Element addresses meeting community needs for infrastructure and services in an equitable and reasonable manner, which contributes to balance in meeting the various goals and objectives of the City.

Element 12: Cost of Development

Background The Cost of Development Element is related to the other elements of the *General Plan* and works with the other elements to meet the diverse needs of the city in a balanced way. No element or policy in the *General Plan* stands alone.

Policy 1: Integrate the goals and policies of the Cost of Development Element with the goals and policies of the City of Tucson General Plan.

- Supporting Policies***
- 1.1 Ensure the goals and policies of the Cost of Development Element are integrated with the required Growth Areas and Population Element and with the Housing Element, which include standards for housing quality, variety, and affordability.
 - 1.2 Ensure the goals and policies of the Cost of Development Element are integrated with the required Circulation Element and Growth Areas and Population Element to provide for efficient multimodal forms of transportation and to improve air quality.
 - 1.3 Integrate the Cost of Development Element with all other appropriate elements of the *General Plan*.

Background Infrastructure and service needs vary throughout the city. The cost of growth for each new development must be determined based on factors specific to the proposed development and the specific location. However, it is necessary to establish a methodology to ensure that costs are assessed consistently for each new development.

Policy 2: Develop a methodology for determining the need and assessing the costs of new facilities and services required to serve new development.

- Supporting Policies***
- 2.1 Recover costs for the following facilities: transportation, parks and recreation, water resources and distribution, drainage, operations, police, fire, solid waste, libraries, and other facilities and services as deemed appropriate.
 - 2.2 Establish Level of Service (LOS) standards for each facility type identified for cost recovery.
 - 2.3 Establish the benefit area for each public facility and determine the facility needs and costs for the benefit area, based upon the established LOS standards.
 - 2.4 Develop a responsive time frame for cost recovery of the facilities identified in each benefit area.
 - 2.5 Identify costs of expansion of City operations and facilities to maintain service level expectations.

Element 12: Cost of Development

2.6 Conduct periodic analyses of LOS standards and adjust the standards as necessary to meet the City's service goals and obligations.

2.7 Employ technological and programmatic innovations to enhance productivity in order to reduce capital and/or operations and maintenance costs.

Background Maintaining a menu of legally available financial mechanisms allows the public and private sectors to work together to find the best cost recovery approach for each new development. It also allows for flexibility in the event that one or more mechanisms become unavailable or if additional methods are made available.

Policy 3: **Identify all legally available financial mechanisms to recover the cost of public facilities and services required to serve new development.**

Supporting Policies 3.1 Use the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, development fees, in lieu fees, facility construction dedications, service privatization, and consolidation of services.

3.2 Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law, in the state of Arizona, at the time the project is approved.

3.3 Develop a process to apply the fair share cost recovery policies to all new development, regardless of zoning.

Background Assessing a fair cost covers the impacts of the new development while freeing up revenues that can be used to address existing deficiencies in infrastructure and services. Achieving this balance furthers the goal of meeting infrastructure and service citywide, which provides benefits to the residents throughout the city and to the new development as well.

Policy 4: Balance public and private interests to achieve fairness in allocating the costs of new development. The public interest is established by the goals and policies of the *General Plan*.

Supporting Policies 4.1 Recover fair share costs, which are defined as the total capital cost (facilities and equipment) minus developer credits and funds dedicated to a project as set forth in the City's approved Capital Improvements Program.

4.2 Establish, and regularly review, a weighted measure which will be applied consistently to assign a greater share of cost to new developments as they move away from areas of existing services, increase in size, and absorb a greater portion of the benefits and services necessitated by the development.

Element 12: Cost of Development

4.3 Establish development incentive areas or other incentives, such as Infill Incentive Districts, which may allow reduced cost recovery obligations for projects to foster development activity within those areas.

Background The fair share cost of new development is intended to cover only the additional impact of the new development on infrastructure and services. It is not intended to cover the impacts of previous development or maintenance decisions.

Policy 5: **Provide that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.**

Supporting Policies 5.1 Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them.

5.2 Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.

5.3 Conduct studies to determine future benefits associated with new revenues generated from the Growth Areas, as defined in the Growth Areas and Population Element.

Background New development can have an impact on infrastructure and services in several jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as transportation. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on regional systems.

Policy 6: **Seek local and regional cooperation to pursue new or enhanced revenues for regional infrastructure.**

Supporting Policies 6.1 Conduct regional studies to determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.

6.2 Join with the League of Cities and Towns and/or other communities to seek new or additional revenue-sharing opportunities from the state of Arizona, such as a state gasoline tax adjusted for inflation.

6.3 Increase efforts to obtain new or additional revenue-sharing opportunities to more equitably offset the cost of growth and new development.

6.4 Pursue legislation that would facilitate the inclusion of urban areas into incorporated boundaries to obtain additional revenue-sharing funds for the region.

Element 12: Cost of Development

Appendix: Existing Methods of Cost Recovery Matrix

Class of Infrastructure:	Existing Methods of Capital Financing												
	Impact Fees	Develop. Agreement	Excise Tax	Ad Valorem Tax	Prop. Lease Excise Tax Incentive	Gen. Oblig. Bonds	CFD's & Improvement Districts	Revenue Backed Bonds	Hwy User Revenue Funds *	System Revenue Bonds	Excise Tax Bonds	Certificate of Participation	Sales Tax Incremental Bonds
Water		c,0				c	c	c					N/A
Police	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
Fire	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
Transportation	c	c,0	c	c,0	c	c	c	c	c,0	c	c	c	N/A
Operations	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
Parks & Rec	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
Solid Waste	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
Library	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A
All other	c	c,0	c	c,0	c	c	c	c		c	c	c	N/A

o = Operation and Maintenance
 c = Capital Improvements
 * Includes all monies which come to the City of Tucson for Transportation.

ELEMENT 13: ECONOMIC DEVELOPMENT

VISION Successful economic development in the region will begin with the preservation and promotion of the area's special qualities, resources, and local businesses. Tourists and businesses alike will be attracted to a community which values its natural resources, appreciates the richness of its cultures and traditions, and reflects an image of pride and well-being. The region will continue to attract and retain a wide range of businesses which are compatible with regional resources, including a dependable water supply, clean air, and transportation facilities.

Through economic diversification, a broader tax base will position the area for long-term benefits and economic stability. In a spirit of cooperation, regional economic development activities will be coordinated and logical development strategies identified to address more intense economic development efforts.



Resorts and tourist attractions provide a strong element of the economy.

The region will enjoy benefits from new economic opportunities and improved business services. The *Vision* supports existing local businesses; the labor force; and entrepreneurs who will be assisted and encouraged in a variety of ways, including provision of improved business services. As new development occurs, local businesses will be improved and actively promoted in the region.

Special counseling and technical assistance will be provided to local businesses and developers to ensure their success through the practice of sound business principles.

The *Vision* foresees continued expansion of the trade and service activities that currently constitute the largest economic sector. As a global economy continues to evolve, new opportunities will be created through international markets, building on the existing trade base with Mexico. As the economic base expands, technical and scientific industries will be fostered. Development and recruitment of appropriate new industries will bring well-paid jobs utilizing local skills.



Business and industrial parks offer a range of employment opportunities.

The airports of the region will continue to be of primary importance in attracting new business and industry. Clustered work places and shopping developments with convenient access to residential communities will contribute to the quality of life and employment opportunities for the local workforce. Adequate public services and facilities will be provided to support current and future development.

For some jurisdictions, specific strategies will be pursued to maximize economic results, such as soliciting commercial development followed by residential redevelopment, transitioning from agriculture to an industrial/commercial economic base, and supporting efforts to revitalize the urban core. The investment of private capital will be encouraged, with public-private

Element 13: Economic Development



Shopping centers and services add to the diverse and stable economy.

partnerships created to leverage private investment.

The *Vision* recognizes the value of an excellent public education system at all levels to enhance the quality of life for area residents, as well as to attract new firms and provide for a well-trained, well-compensated labor force. Programs of private and public schools will be coordinated with economic development activities so that new jobs match local skills. The region will enjoy a per capita income above both national and state levels, while local governments will do all they can to maintain regional unemployment and underemployed rates at levels below both national and state levels.

Livable Tucson Goals

Engaged Community and Responsive Government

Includes involvement of citizens in the community, volunteering, neighborhood participation, responsiveness of government organizations to citizen input, and the connection between government and the people.

Respected Historic and Cultural Resources

Includes the preservation and celebration of local landmarks, buildings, neighborhoods, archaeological treasures, open spaces, cultures, and traditions that make Tucson unique.

Infill and Reinvestment, Not Urban Sprawl

Includes well-planned growth, the management of sprawl, and development in the city's core, rather than on the periphery.

Better Paying Jobs

Includes wages, job quality, job diversity, and an improved standard of living.

Quality Job Training

Includes education, training, and skill development that lead to high quality, living wage jobs.

Reduced Poverty and Greater Equality of Opportunity

Includes the fair distribution of resources, creating opportunities to overcome poverty, and reducing social and economic inequality.

Strong Local Businesses

Includes the local economy, particularly small, Tucson-based businesses.

Successful Downtown

Includes the cultural and commercial aspects of the city center.

Community Image

Background



Community image can have a profound impact on economic development activities. Tourists and businesses alike are attracted to a community which values its surrounding natural beauty, appreciates its unique cultural heritage, and maintains its built environment. The image presented by a community can determine the location decision of a new or relocating business. Existing businesses are more likely to expand and reinvest in a community with a positive self-image and a strong sense of civic pride, confidence, and well-being.

Policy 1: Promote and preserve the special qualities and resources that contribute to Tucson's attractiveness and make the community unique.

Supporting Policies



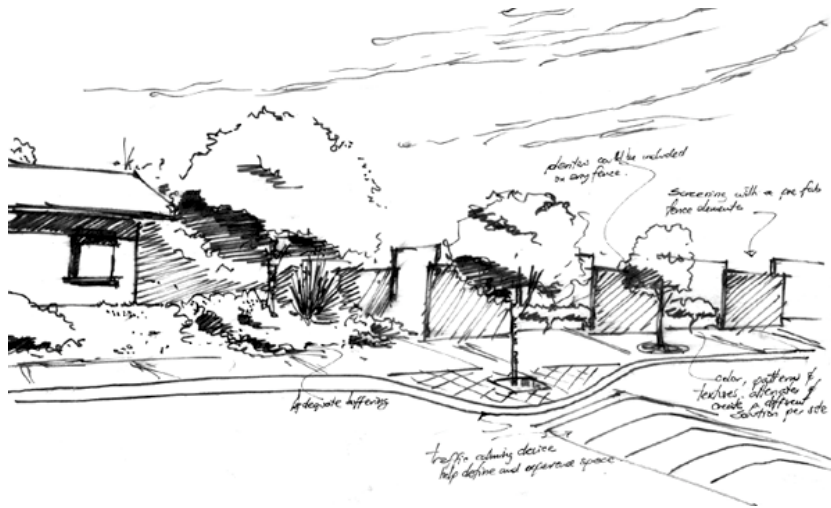
1.1 Support and foster efforts to provide excellence in public education and life-long learning in Tucson in all areas, including scientific, technical, humanistic, cultural, the arts, and the social sciences, and by the continuing development of public libraries.

1.2 Emphasize air and water quality as essential to the economic health of the region.

1.3 Protect natural resources and support recreational amenities to strengthen Tucson's quality of life.

1.4 Promote and preserve Tucson's cultural heritage including its archaeology, architecture, and array of cultural traditions.

1.5 Promote safe, distinctive, and well-maintained neighborhoods.



Traffic Calming and Street Trees

Policy 2: Maintain and enhance the beauty of Tucson's physical landscape.

Supporting Policies

- 2.1 Support and encourage efforts to maintain and improve the visual attractiveness and maintenance of the community through public, private, and volunteer action.
- 2.2 Plan and develop a well-designed and effective circulation system, including transit facilities, alternate modes, and improved roadways.
- 2.3 Recognize the importance of streets and gateways in creating the initial impression or image of the community.
- 2.4 Promote Downtown as the cultural and economic center of the city and encourage attractive development and infill to enhance its image.
- 2.5 Target visually prominent areas of the community, such as the Downtown and major activity centers, as focal points that receive particular care and civic attention.

Small Business Assistance and Development

Background



Throughout the nation, communities are acknowledging that small business creation, expansion, and survival are critical to the overall vitality and resilience of their economies. The retention and expansion of Tucson's existing small businesses, as well as the development of new small businesses, are crucial since these enterprises are responsible for the great majority of new jobs. Small business is the lifeblood of the Tucson economy, providing diversification for economic stability, first job opportunities for community youth, and opportunities for innovation and research. Since small businesses also face greater risks, assistance and support can help to assure long-term success. Economic development will be supported by the public library in the provision of resources and information to entrepreneurs and the business community.

Policy 3: Provide assistance and support for small business enterprises.

Supporting Policies

- 3.1 Continue support for small business advocacy services and assistance programs, including marketing, venture capital, financing, and City procurement procedures.
- 3.2 Provide assistance for entrepreneurial efforts and technological innovation in small businesses.
- 3.3 Continue outreach programs to encourage and support local minority entrepreneurs.

Policy 4: Review and revise existing and proposed City procedures, policies, and regulations to take into account small business enterprises.

- Supporting Policies*
- 4.1 Utilize the Small Business Commission to facilitate communication between the City and small businesses, to evaluate and streamline City procedures, and to evaluate City policies and regulations for their impacts on small businesses.
 - 4.2 Identify and consider business needs and potential economic impacts in policy decisions and proposed regulations.
 - 4.3 Determine methods to mitigate impacts of roadway improvements on small businesses.

Business Retention and Expansion

Background Since existing companies in the community generate most new jobs, the prosperity of those businesses is of paramount importance to the future economic welfare of Tucson. It is important to focus retention and expansion efforts on industries providing high-quality jobs, such as manufacturing and targeted industry clusters. These export-based companies import capital by exporting products and also provide higher wages and better benefits than many other sectors. Tucson should proceed with proactive programs to foster the retention and expansion of existing enterprises in the community.

Policy 5: Support continuing development of Southern Arizona's high technology industry clusters.

Policy 6: Provide assistance and support for the retention and expansion of existing business.

- Supporting Policies*
- 6.1 Support a one-stop center to improve and clarify government requirements and to provide business assistance.
 - 6.2 Continue to support programs that finance the expansion of local firms.
 - 6.3 Support the use of technologies to assist companies to expand.

Policy 7: Encourage the expansion and continued viability of trade and service activities.

Element 13: Economic Development

- Supporting Policies***
- 7.1 Establish a reliable information base about trade and service activities and their impacts on the local economy.
 - 7.2 Assist local firms in the trade and service sectors to expand their existing markets.

Policy 8: Support the growth and development of local manufacturing companies.

- Supporting Policies***
- 8.1 Support the continued use and expansion of the State Enterprise Zone Program.
 - 8.2 Expand supply chain development opportunities.
 - 8.3 Facilitate further development of the existing Foreign-Trade Zone project, designating subzones as necessary.

Policy 9: Support tourism and convention development.

- Supporting Policies***
- 9.1 Support plans and efforts to enhance Tucson as a tourist destination.
 - 9.2 Determine, protect, and promote such things as the natural, cultural, and historical features which attract resorts and tourists to the region.
 - 9.3 Continue to support facilities to enhance the competitiveness of the City to increase convention activities.
 - 9.4 Continue to support the expansion of Tucson's airport facilities as a focal point for both business and tourist travel.

Strategic Recruitment

Background Strategic recruitment of business is critical to Tucson's economic future. An expanded and diversified economic base will benefit the community by providing greater stability to the economy and a wider variety of jobs and will assist in the reduction of unemployment and underemployment. Efforts to attract and assist development of new businesses, including appropriate, clean industries, should be continued to ensure the economic welfare of the community.

Policy 10: Support efforts to recruit new businesses and industries to Tucson.

- Supporting Policies***
- 10.1 Focus recruitment efforts and resources on specific industries which will diversify the existing economic base.
 - 10.2 Identify and recruit new firms that supply or otherwise support businesses already located in the Tucson area.

Element 13: Economic Development

10.3 Target recruitment efforts and resources on small- to mid-sized corporate headquarters and regional office operations and on knowledge-intensive industries.

10.4 Pursue recruitment of industries that are nonpolluting and compatible with the environment.

10.5 Improve recruitment methods and strategies by analyzing results through established performance and evaluation criteria.

10.6 Promote Southern Arizona as a location for film activities, including motion pictures, television, and still photography.

Business Creation

Background The creation of new businesses is a critical component of a growing economy. New businesses provide opportunities for growth and expansion and for the creation of quality jobs.

Policy 11: **Provide assistance to encourage the development of new businesses.**

- Supporting Policies***
- 11.1 Continue to facilitate communication between small businesses and City government to encourage entrepreneurship and resolve problems.
- 11.2 Identify and support community resources which assist new businesses, such as marketing, venture capital, financing, and management.
- 11.3 Encourage and support entrepreneurial efforts and technological innovation in local businesses.
- 11.4 Foster the transfer of technology from the University of Arizona to local business ventures.
- 11.5 Continue the support of business incubation programs.

International Trade



Background Development of international markets has been shown nationally to be an efficient form of creating jobs for local companies. However, only a fraction of the firms that have international sales potential ever pursue those markets. An aggressive approach to international trade will promote a healthier economic context that enhances local business. The City can play an important role in this approach by creating a promising business environment through efforts ranging from facilitating trade opportunities to creating supportive physical and institutional improvements.

Policy 12: **Establish the necessary physical and institutional structures to support local exporting opportunities.**

Element 13: Economic Development

- Supporting Policies***
- 12.1 Support the activities of the U.S. Department of Commerce Export Assistance Center that foster export trade opportunities for Tucson.
 - 12.2 Pursue trading opportunities with Tucson's Sister Cities and through foreign trade offices.
 - 12.3 Promote the establishment of Tucson as a gateway to the Mexican and Latin American markets.

Policy 13: Create mechanisms which encourage local businesses to pursue international markets.

- Supporting Policies***
- 13.1 Expand efforts to provide firms with the information to market their products and services overseas, including sources of export/import financing.
 - 13.2 Organize and sponsor trade fairs, missions, and shows, recruiting the participation of local firms in these events.

Jobs, Education, and Training

Background



Jobs, education, and training form a critical component of Tucson's economic development strategy. This component emphasizes the coordination of jobs with local skills and the provision of appropriate training and retraining programs. A well-trained, well-compensated, and diversified labor force contributes to a healthy local economy and positive community image which, in turn, attracts additional new job opportunities. High quality educational opportunities at all levels are essential to attract new business and sustain a healthy, diverse economy, as well as to enhance the quality of life.

Policy 14: Support efforts to provide employment opportunities for the local work force.

- Supporting Policies***
- 14.1 Aid efforts to achieve full employment for Tucson's residents.
 - 14.2 Assist efforts to attract and retain a broad base of businesses and industries providing well-compensated jobs with career growth potential.
 - 14.3 Improve access for the community's economically disadvantaged to job training or retraining opportunities to provide them with skills for career development.
 - 14.4 Support demand-based training programs.
 - 14.5 Continue to reduce barriers to employment by increasing accessibility of mass transit and child care.

Policy 15: Support and encourage an excellent educational system and job training programs at all levels.

Supporting Policies

15.1 Encourage efforts to provide a full range of high quality educational opportunities for all residents and for life-long learning through library resources and programs.

15.2 A literate, informed community enhances the quality of life and job opportunities for all. Abundant library resources will be available to foster and sustain reading skills and interests.

15.3 Promote coordination of the personnel needs of new and existing business with skills training programs to ensure a stable, productive labor force.

15.4 Support the expansion of workforce development training funds from the state of Arizona.

15.5 Implement the appropriate policies as contained in the Regional Workforce Development Plan as presented by the Workforce Investment Board.

Regional Coordination

Background

Tucson will need to become increasingly competitive to achieve its economic development objectives in the context of the global economy. The variety of private and public economic development agencies and organizations in the region will need to improve coordination of efforts to ensure the best utilization of each entity and to address any shortcomings that may currently exist. Additional economic development tools, including state legislative changes, may be necessary to recruit and create business opportunities.

Policy 16: Improve coordination of regional economic development activities.

Supporting Policies

16.1 Promote networking, information sharing, and coordination among the local public and private economic development agencies and organizations, educational and job training organizations, and business groups.

16.2 Implement the appropriate policies of the regional economic development plan as amended from time to time.

16.3 Lead the effort to establish a Regional Authority for the licensing of cable TV operators and telecommunications providers, reaching consensus with neighboring jurisdictions.

Policy 17: Pursue legislative changes that would allow greater local flexibility and assist in achieving economic development objectives.

Supporting Policy 17.1 Encourage legislation that acknowledges the right of municipalities to control their rights-of-way and receive fair compensation for their value.

Community Conservation and Redevelopment

Background Community conservation and redevelopment are key elements in achieving economic stability; expanding the city's tax base; and assuring an overall sense of pride, diversity, and identity within the urban area. Major redevelopment projects can restore economic viability to vacant and underutilized areas of the community. Conservation and rehabilitation of existing neighborhoods and commercial districts will maintain their economic viability while enhancing the city's richness and diversity.

Policy 18: Promote the continued physical and economic viability of the city's neighborhoods and commercial districts.

Supporting Policies 18.1 Preserve and strengthen the distinctive physical character and identity of individual neighborhoods and commercial districts in the community.



18.2 Revitalize older neighborhoods and commercial areas which exhibit stress in the form of transitioning land uses, changing ownership patterns, and physical deterioration.

18.3 Foster the continued economic viability of existing neighborhoods and commercial districts by promoting safety and maintenance programs and by encouraging appropriate new development.

18.4 Encourage the location of employment centers proximate to neighborhoods in order to improve access to jobs.

Policy 19: Improve vacant land parcels, designated for redevelopment through formal procedures, to promote the economic enhancement of the city, as well as the health, safety, and welfare of its residents.

Supporting Policies 19.1 Develop and utilize redevelopment plans to promote careful redevelopment of areas in the community that are vacant and underutilized.

19.2 Address the special needs of areas that are experiencing blight or potentially hazardous conditions to assure the health, safety, and welfare of local residents.

19.3 Promote sensitive redevelopment of areas within the community that are in a process of transition and reflect a need for reinvestment, particularly along arterial streets.

Downtown Development

Background



The revitalization of the city core is critical to the City's economic development efforts. The Downtown is the City's cultural, economic, and civic center, providing opportunities for social encounters and personal and business interactions. A diversity of services and entertainment, cultural, business, and civic activities are essential to create a vibrant Downtown. Public investments and redevelopment plans are already in place to support new projects and businesses. Attractive streetscapes, urban spaces, public plazas, and opportunities for day and evening activities all combine to enhance the image and economy of the city's center.

***Policy 20:* Provide incentives to encourage a diversity of integrated land uses in the Downtown.**

Supporting Policies



20.1 Assist efforts to develop Downtown as a major, mixed-use activity center that includes a variety of housing choices and retail, office, government, arts and culture, entertainment, and other services.

20.2 Promote the preservation of historically significant structures and identify various means of protection.

20.3 Support existing businesses and encourage opportunities for infill and expansion of a variety of retail enterprises, including galleries, restaurants, and specialty retail.

***Policy 21:* Support plans, programs, and capital expenditures to stimulate the investment of private capital in the Downtown.**

Supporting Policies



21.1 Encourage efforts to enhance and upgrade the physical appearance and infrastructure.

21.2 Continue to utilize capital expenditures to leverage private investment.

21.3 Promote opportunities to redevelop underutilized central city areas through implementation of existing redevelopment plans.

Policy 22: Enhance the tourism and convention industry Downtown.

- Supporting Policies***
- 22.1 Support the Tucson Convention Center expansion to attract major, new convention activities.
 - 22.2 Attract new convention-grade hotels to support and benefit from the expanded convention facility.
 - 22.3 Continue to encourage complementary retail, cultural, and entertainment activities to assist in convention attraction.

Policy 23: Promote the Downtown as the city's cultural center.

- Supporting Policies***
- 23.1 Promote cultural events and activities, especially those that attract evening and weekend participation.
 - 23.2 Encourage the location of complementary land uses, such as restaurants and entertainment, within and adjacent to the Arts District.



Responsive Government

Background A significant factor in any community's economic development is the ability of its government to respond quickly and appropriately to the needs and desires of its citizens. With the use of the Internet and the City's government fiber optic network in conjunction with emerging new technologies, the City has the increased potential to respond to individual citizens, neighborhood associations, businesses, schools, universities, and others in a timely and effective manner. A highly responsive government helps to make a city attractive to various entities, thus increasing its ability to promote increased investment in the community. Tangible results include increased infrastructure and access to high-tech telecom services, new jobs, increased educational opportunities, better planned new development, less traffic, and better air quality.

Policy 24: Continue the effort toward a robust e-government that promotes efficient and effective municipal government operations and enhances the City's ability to communicate with its citizens.

- Supporting Policies***
- 24.1 Promote a user-friendly system that allows the citizen to interact easily with City government through a variety of mechanisms emphasizing the best practices for telephone, Internet, and e-mail and

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methods to provide one-stop shopping into a citizen's search for answers so that citizens obtain information on the first attempt.

24.2 Expand e-government to automate processes, such as bill payments, permits, and plan reviews.

24.3 Continue expanding the GIS (Geographical Information System) so that citizens can access the Internet to obtain a variety of information about their communities in a visual mapping format.

24.4 Improve public access to information by providing personal computers with Internet access at libraries and neighborhood centers and kiosks at key locations scattered throughout the city.

24.5 Support and encourage the nonprofit users of the City's government fiber optic network to organize and make the best use of the network for their needs.

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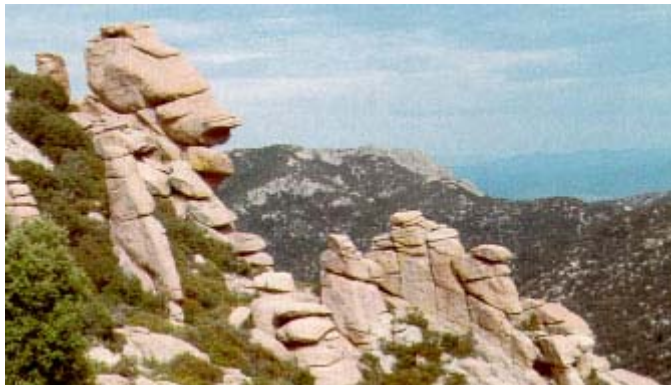
VISION



Native cactus brightens the desert with color.

Located in the environmentally rich Sonoran Desert and surrounded by mountains, the Tucson Basin is renowned for its natural resources and beauty. These natural amenities--clean air, pure groundwater, expansive vistas of desert and mountain landmarks, variety of wildlife and vegetation--give the region its identity and distinctive character. The regional vision for natural resources celebrates the natural and cultural commonalities and diversities found throughout the region. Increased public awareness and actions regarding conservation, preservation, and stewardship of the region's natural resources will foster the identity and economic well-being of the region.

The *Vision* begins with an interconnected network of open space, including parklands, washes, riparian habitats, and public preserves throughout the region. Critical natural areas, as well as designated peaks and ridges, will be protected in a variety of ways, including acquisition by public agencies.



Mountain ranges provide vegetative, wildlife, and geologic diversity.

Views of mountain peaks and panoramic vistas will be retained by encouraging cluster development and promoting infill in the urbanized areas. Designated scenic route corridors will form linear threads throughout the region, preserving panoramas and vistas through specific development standards for new development projects.

Brilliant blue skies and fresh, healthful air will have primary consideration in future land use planning and capital improvement programming. To protect and improve air quality, regional transportation plans will emphasize alternatives to automobile travel. The air will be protected rigorously against certain noxious, allergenic, and pollen-producing plants.



Many native species are unique to the Sonoran Desert.

As a prized and essential resource, the region's long-range water supply will be assured through water conservation programs, including restrictions on water-intensive uses, promotion of native landscaping, and the expanded use of effluent. The best use will be made of new water supplies, from such sources as the Central Arizona Project. To maximize the natural recharge function of desert washes, preservation and restoration of vegetation along water-courses, streets, and on construction sites will be encouraged. The quality of the groundwater supply will be protected by community education, as well as by programs about recycling and the safe disposal of hazardous wastes.

The community is proud of its unique and varied wildlife species, which will be protected by preserving their natural habitat,

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particularly riparian areas. As development occurs, natural vegetation, geologic features, and other landmarks will be preserved and integrated with development to enhance the region and create a unique sense of place. As prime wildlife habitat, the natural resources in the area's public preserves will be protected by recognizing the delicate environmental balance and interdependent nature of the area's natural systems. Development projects will be encouraged to conserve soil and minimize soil erosion through careful project design.

The *Vision* includes innovative new energy technology, including solar resources, which will be actively promoted along with energy conservation techniques. The region's dark skies, an asset to world-acclaimed astronomical facilities and research, will be protected against light pollution, without undue hardship to the community's economy or safety.

Livable Tucson Goals

Abundant Urban Green Space and Recreation Areas

Includes recreation and green space within the city, including neighborhood and regional parks, common space, community gardens, bike and walking paths, linear and river parks, trees, and urban landscaping.

Protected Natural Desert Environment

Includes protection of the Sonoran Desert ecosystem and protection of washes, hillsides, open space, and wildlife.

Clean Air and Quality Water

Includes reduced pollution and provision of clean, potable water.

Efficient Use of Natural Resources

Includes conservation of resources and use of sustainable energy sources.

Introduction

The Environmental Planning and Conservation Element identifies policies and strategies that Tucson uses to address the issues of natural resources, air and water quality, and energy resources. This element also addresses the anticipated effects on these resources associated with implementation of the *General Plan*.

The City of Tucson has a long history of working to address issues of natural resource preservation, air and water quality, and energy conservation. Therefore, the City already has established policy direction regarding these issues. The Growing Smarter requirement that environmental planning and conservation be addressed in the *General Plan* provides the opportunity to bring the policies together in this document.

The Environmental Planning and Conservation Element includes subsections that were stand-alone elements of the former *Comprehensive Plan*, including the Vegetation and Wildlife and the Air, Water, and Energy Elements. New sections were added to

address water quality, watershed conservation, and soil erosion. Background information was added and policies were updated to bring the document up to date regarding the City's progress in implementing the policies. In some cases, additional policies were added to acknowledge the City's efforts to address issues relevant to this element.

Natural Areas

Background Preservation of natural resources, including native vegetation and wildlife, is of vital concern. Scientists are becoming increasingly aware that the health of all species is interdependent and that the preservation of entire ecosystems is of critical importance. Surveys have shown that residents enjoy living in close proximity to wildlife and derive recreational and educational benefits from bird watching, nature photography, and nature study. Contact with vegetation and wildlife can promote a sense of physical and psychological well-being.

The climate, in conjunction with the unique character of the Sonoran Desert, has attracted both residents and businesses to the Tucson area. Due to the rapid urbanization of the Tucson basin, unique habitats that are critical to wildlife have been dramatically reduced; only about 10 percent of the region's riparian areas remain. Local concerns include preserving this significant habitat, enhancing native vegetation in order to define the character and "sense of place" of Tucson, and promoting the environmental and economic health of the area.

Progress has been made on preserving native plants and wildlife habitat, but much remains to be done. Passage of the Arizona Heritage Fund Act has assisted in providing funds for habitat preservation and is evidence of both increased citizen interest and a sense of urgency. City efforts to support and enhance Tucson's wildlife and vegetation resources will help maintain corridors and pockets of wildlife habitat throughout the urban area.

Environmental Planning Analysis Several elements of the *General Plan* will have an impact on natural habitat. The Growth Areas and Population Element is anticipated to affect natural habitat because it acknowledges that growth is expected to occur within the Evolving Edge and the Future City Growth Areas, where much natural habitat remains. The Safety Element addresses the importance of preservation of washes in their natural states to provide for flood control. To address the many impacts of new growth, including natural habitat issues, the policies in this element encourage compact development, preservation of riparian and other valuable habitat areas, and sensitivity to key natural features. Implementation of these policies will help mitigate impacts of new development on natural habitat.

The Parks, Recreation, Open Space, and Trails (PROST) Element and the Community Character and Design Element contain policies to preserve natural undisturbed open space and to provide for other interconnected open spaces throughout the city. Although these

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policies focus largely on providing open space for public use, their implementation will positively impact natural habitat by ensuring that open space issues are addressed.

The following policies build on the policies in the Growth Areas and Population Element; the Community Character and Design Element; the Safety Element; and the Parks, Recreation, Open Space, and Trails (PROST) Element. Implementation of these policies is intended to minimize the impacts of future development on sensitive habitat and to restore habitat that was disturbed by past development.

Environmentally Sensitive Areas

Background The City has a long history of working to identify and protect environmentally sensitive natural areas, such as watercourses and hillsides. These efforts have had positive results throughout the city. However, it is necessary to continue to identify additional sensitive areas and to devise methods to protect such areas when development occurs near them.

Policy 1: **Continue to identify and protect environmentally sensitive natural areas and encourage the preservation of vegetation and wildlife within these areas.**

- Supporting Policies***
- 1.1 Promote research to identify native vegetative and wildlife resources and to determine the habitat needs of these resources.
 - 1.2 Consider the protection and enhancement of wildlife habitat in wash maintenance and flood control projects.
 - 1.3 Continue to develop and refine guidelines to preserve wildlife and vegetation when development occurs within environmentally sensitive areas.
 - 1.4 Develop a program to restore and enhance riparian areas.
 - 1.5 Consider the environment as a major factor in cost/benefit analysis.

Policy 2: **Improve coordination and promote partnerships between City departments, other governmental agencies, neighborhoods, and community organizations that contribute to the management of environmentally sensitive areas.**

- Supporting Policies***
- 2.1 Identify and pursue funding sources for wildlife and habitat preservation and enhancement, including State Heritage Funds.

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2.2 Coordinate with Pima County and other regional entities to develop habitat management plans and extend wildlife habitat preserves across jurisdictional boundaries.

2.3 Pursue legislation with state and local agencies to provide incentives for wildlife habitat preservation and conservation easements.

2.4 Coordinate with Pima County to develop river park design guidelines that provide habitat for wildlife, including preservation of existing vegetation, revegetation with appropriate riparian vegetation, roadway and river crossing facilities for people and animals, safe areas for wildlife nesting, and water collection areas.

2.5 Encourage coordination between agencies, such as the State Department of Game and Fish, City Parks and Recreation Department, and school districts, to develop wildlife and natural history educational programs for children and adults.

2.6 Support programs and activities undertaken by individuals and nonprofit groups to preserve vegetation and establish wildlife habitat.

Policy 3: Implement methods to conserve and enhance habitat when development occurs.

Supporting Policies

3.1 Promote alternatives to channelization which support wildlife needs, such as acquisition of floodprone properties, terracing, and revegetation of channels with native plant materials.

3.2 Encourage siting of all new development in ways that preserve vegetation.

3.3 Develop incentives to encourage preservation of habitat in new development.

3.4 Provide mitigation of disturbed wildlife movement corridors to maintain habitat linkages.

Urban Vegetation

Background

The urban landscape comprises many forms of vegetation, including trees, shrubs, groundcovers, and cacti of both native and introduced species. Urban vegetation is evidenced in public and private parks, along watercourses and streets, in parking lots and around homes, in natural areas, and on other public and private properties.

Vegetation within cities plays many important roles: it mitigates the harsh effect of urban hardscapes; it provides shade, beauty, and climate modification; and it assists in creating a livable city. In Tucson's warm desert climate, urban trees provide numerous physical benefits, including shade for sidewalks, bike lanes, and bus stops; wind protection; and improved air quality. Urban vegetation can screen buildings, camouflage blighted areas, filter air, protect soil, muffle noise, and create habitat for urban wildlife.

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Because urban vegetation is dynamic, thriving in some places, declining in others, and continually changing its form, vigilant maintenance is required to conserve this important resource. Due to the long-term community benefits provided, efforts should be continued to enhance and expand Tucson's urban landscape.

Environmental Planning Analysis

Urban vegetation will be affected by several elements of the *General Plan*. The Parks, Recreation, Open Space, and Trails (PROST) Element contains policies that encourage the promotion and enhancement of urban vegetation. Because the focus of that element is to provide adequate open space areas and recreational opportunities throughout the city, it will have a positive impact on urban vegetation.

Numerous policies in the Community Character and Design Element relate to urban vegetation associated with watercourses, scenic views, streetscapes, and neighborhood character. The Growth Areas and Population Element addresses the many impacts of new growth through policies that encourage compact development, preserve riparian and other natural areas, and consider environmentally sensitive areas. The Safety Element addresses the role of preservation and revegetation of washes for flood control. Implementation of the policies in all of these elements will have a positive impact on urban vegetation in the City.

The following policies build on the policies in the Parks, Recreation, Open Space, and Trails (PROST) Element, the Growth Areas and Population Element, the Safety Element, and the Community Character and Design Element. Implementation of these policies will help to protect and enhance urban vegetation.

Policy 4: Promote the development and management of healthy and attractive urban vegetation.

Supporting Policies

- 4.1 Continue to incorporate water-conserving landscape elements in City of Tucson capital improvement and maintenance projects.
- 4.2 Improve, to the extent possible, public sector ability to maintain and sustain public urban landscape improvements.
- 4.3 Continue to require xeriscape principles in landscape regulations and development standards, including the Low Water Use Drought-Tolerant Plant List.

Actions

4.3.A Continue to pursue mechanisms for the preservation, salvage, and establishment of native species in urban landscaping.

4.3.B Promote native vegetation as the preferred landscaping in order to restore wildlife habitat, conserve water, and enhance Tucson's regional identity.

4.3.C Continue to pursue funding opportunities for planning, implementation, and maintenance to enhance urban vegetation.

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Policy 5: Promote the long-term management and maintenance of Tucson's urban vegetation to maximize environmental and other benefits to the community.

Supporting Policy 5.1 Develop and support programs to maintain Tucson's urban vegetation.

Action 5.1.A *Coordinate with other City departments, citizen committees, utility companies, neighborhood groups, and nonprofit organizations to garner broad-based support and interest in maintenance activities.*

Supporting Policy 5.2 Develop landscape master plans for major streets and watercourses, reflecting cohesive design themes.

Actions 5.2.A *Implement landscape master plans for major streets and watercourses through funding opportunities in City Capital Improvements Projects.*

5.2.B *Pursue alternative funding sources to implement landscape master plans in areas where improvement projects are not scheduled.*

5.2.C *Develop processes and techniques to assure the involvement of private property owners in the planning and implementation of landscape master plans.*

5.2.D *Require landscape master plans to include maintenance costs for new landscape projects in public rights-of-way.*

Supporting Policies 5.3 Coordinate the implementation of planning and management reports, studies, and activities related to urban vegetation.

5.4 Adopt policies and guidelines for the landscaping of public rights-of-way in residential areas, and identify specific demonstration landscape projects.

Policy 6: Coordinate public and private efforts to promote the expansion of the urban landscape.

Supporting Policies 6.1 Encourage community awareness of the costs and benefits of urban landscapes and xeriscape principles through educational programs and activities.

6.2 Support and encourage activities of individuals and community groups to enhance the urban landscape.

Water Quality

Groundwater

Background Access to a dependable supply of clean water is vital to the health, safety, and welfare of major urban areas. As of January 2001, most of Tucson's water needs, including drinking water, are satisfied by groundwater. Although increased emphasis will be placed on water supplies, such as Central Arizona Project (CAP) water, groundwater will continue to be an important water source in the Tucson area. The City conducts extensive monitoring of the water delivered to its customers. Measures taken to protect the quality of the water supply are discussed in the Water Resources Element.

Beginning in the late 1970s, a heightened awareness of potential impacts of polluted water led to the implementation of programs to identify and clean up contaminated groundwater and soil. Two major sources of groundwater pollution are landfills and past discharges of industrial chemicals. Programs to protect groundwater quality include cleaning up areas that have been contaminated, or managing these areas to prevent further spread of contaminants, and implementing measures to reduce pollution from current activities to the maximum extent practicable.

Environmental Planning Analysis Two elements of the *General Plan*, the Growth Areas and Population and the Safety Elements, are anticipated to impact groundwater quality. The Growth Areas and Population Element identifies areas where growth is expected to occur. A larger population will generate a larger waste stream, most of which will be disposed of in a landfill. Also, an increased population will use larger quantities of industrial chemicals, which will ultimately be disposed of. Implementation of the policies in this section will address containment of pollutants associated with landfills and industrial chemicals used at City-owned facilities.

The Safety Element contains policies intended to minimize or eliminate hazards resulting from human activities, including the design and construction of waste disposal or storage sites and the use and storage of hazardous materials. Implementation of the Safety Element policies, together with the policies in this section, will help to mitigate these impacts of expanding urban development on groundwater quality.

Policy 7: Continue to implement programs to satisfy federal, state, and local regulations governing drinking water.

Policy 8: Continue to assess soil and groundwater quality in the vicinity of all City-owned sites of concern, including landfills.

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- Supporting Policies***
- 8.1 Continue to monitor the quality of soils and groundwater at City-owned sites where contamination is known to exist. Develop cleanup strategies to protect nearby wells.
- 8.2 Continue to search for and identify locations where contamination may be present but not identified, through the City's Comprehensive Landfill Investigation program.
- 8.3 Conduct extensive monitoring of newly identified sites if results of the Comprehensive Landfill Investigation warrant it.

Policy 9: **Continue to operate and monitor existing groundwater remediation systems to achieve maximum system performance and plan and implement new groundwater remediation systems at City-owned sites.**

Policy 10: **Continue to coordinate with City departments that use or generate hazardous materials to institute pollution prevention practices.**

- Supporting Policies***
- 10.1 Continue to implement practices to reduce the waste material generated at City-owned facilities.
- 10.2 Continue to develop and implement chemical spill and hazardous materials management plans at City-owned facilities.

Policy 11: **Continue to coordinate with federal, state, and local agencies regarding remediation of identified priority hazardous waste sites, such as the Tucson Airport Authority Superfund Site and regarding permitting activities, such as Aquifer Protection Permits for industrial facilities.**

Reclaimed Water

Background As a growing community with a diminishing supply of groundwater, Tucson needs to take advantage of all available sources of water. Wastewater is the only supply that will continue to grow as the population increases. Some of this wastewater is currently being treated to a high quality for turf and landscape irrigation and limited industrial uses. This highly treated wastewater, called reclaimed water, will constitute an increasing percentage of the local water supply.

Reclaimed water is delivered to customers through a system of pipes, reservoirs, and booster pumps owned and operated by the City of Tucson. The City's reclaimed water system is regulated by the Arizona Department of Environmental Quality. Since reclaimed water is used primarily for irrigation and the volume of reclaimed water that can be applied to turf is regulated by the state, there is little return flow to the aquifer. The state and Tucson Water have

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programs under way to monitor the effects of reclaimed water use on the quality of local groundwater.

Environmental Planning Analysis

Because the Growth Areas and Population Element provides for an increasing urban population, it is reasonable to expect that larger quantities of wastewater will be generated at regional wastewater treatment facilities. This in turn is expected to result in the availability of larger quantities of reclaimed water for turf and landscape irrigation. To more effectively use this renewable water supply, the reclaimed water pipe system will need to be expanded commensurately. The policies in this section will assist in assuring that the use of increasing amounts of reclaimed water will not adversely impact water quality.

Policy 12: Continue to monitor the effects of reclaimed water use on the quality of local groundwater.

Policy 13: Continue to implement the Floodplain and Erosion Hazard Area Regulations governing the placement of sewerage collection and/or disposal systems in floodplain areas.

Policy 14: Continue to coordinate with Pima County regarding reviews of permit applications to construct new, or substantially modify existing, septic systems within the city of Tucson.

Policy 15: Continue to support the Pima Association of Government's (PAG's) Section 208 Area-wide Water Quality Management Plan, which includes a policy that all wastewater be treated in regional, publicly-owned facilities (this is the local implementation of Section 208 of the federal Clean Water Act).

Surface Water

Background

To improve the quality of surface waters, amendments to the federal Clean Water Act require that permits be obtained, and updated annually, for discharges from storm drainage systems serving urbanized metropolitan areas. The purposes of the permit program, called National Pollutant Discharge Elimination System (NPDES), are to (a) identify and measure the pollutant loads being contributed to surface waters and (b) develop and implement programs to reduce the amount of pollutants to the maximum extent practicable. The City has been formally participating in the NPDES program since the early 1990s.

In most parts of the United States, storm drainage flows into lakes and rivers. In the arid Tucson area, the drainage system is typically dry, flowing in response to stormwater runoff. Stormwater pollutants may be deposited within the drainage system or in the upper soil layers. Some of these pollutants may ultimately wind up in the groundwater. As groundwater supplies much of Tucson's drinking water supply, it is important that surface waters be clean.

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Environmental Planning Analysis The Growth Areas and Population Element is expected to impact surface water quality, as an increased population will have greater impacts on the quality of stormwater runoff. Implementation of policies in this element, together with those in the Safety Element governing activities related to human activities, will reduce the impacts of urban growth on the quality of stormwater runoff.

Policy 16: **Continue to monitor stormwater quality through the City’s NPDES program.**

Supporting Policies 16.1 Continue to maintain City-owned drainage facilities, such as open channels, pipes or culverts, and detention/retention basins. Maintenance includes vegetation management; removal and disposal of debris, including sediment; maintenance and repair of eroded areas; and repair of drainage structures.

16.2 Continue to inspect privately-owned drainage facilities in response to complaints received from the public and issue citations for improperly functioning facilities as warranted.

Policy 17: **Control the amount of pollutants entrained in stormwater runoff from new construction and significant redevelopment.**

Supporting Policies 17.1 Continue to review new projects for compliance with City regulations and policies, during the planning, design, and construction phases. Continue inspections to monitor compliance with approved plans.

17.2 Continue to monitor construction sites for compliance with site-specific Stormwater Pollution Prevention Plans (SWPPs).

17.3 Continue to require that new development include long-term measures to control pollutants after construction is complete.

Policy 18: **Continue to implement measures to control stormwater pollution from landfills and industry.**

Supporting Policies 18.1 Continue inspections and outreach to key industries and landfills to promote implementation of structural and nonstructural controls to reduce pollutants in stormwater runoff.

18.2 Respond to chemical spills that threaten to introduce pollutants to the drainage system and monitor cleanup measures.

Policy 19: **Continue to develop the Tucson Stormwater Management Study (TSMS), a program to identify and meet the city’s comprehensive stormwater management needs that addresses both the quantity and quality of stormwater runoff discharged to and from the city’s stormwater drainage system.**

Supporting Policy 19.1 Continue to identify watersheds with the greatest potential to contribute pollutants to stormwater runoff and target these watersheds for management practices to reduce the pollutants contributed.

Air Quality

Background The Tucson metropolitan area and eastern Pima County have long enjoyed the benefits of clean air, which is important to the health and economic development of and quality of life in the community. However, urbanization of the Tucson basin has resulted in the conversion of desert and riparian areas to an urban landscape, which has adversely impacted air quality. Vegetative cover, which assists in cleaning the air and filtering dust and other particulates, has diminished. An increased population has acquired more vehicles and expanded travel distances between work, services, and home. Vehicular emissions account for 70 percent of Tucson's air pollution.

Air pollution in the Tucson basin poses a threat to the health of community residents. In addition to man-made pollutants, naturally occurring pollutants, such as dust and various pollens and molds, further decrease the quality of air. Also, visual pollution associated with brown haze over the city affects several economic sectors of the community, including the film industry, tourism and convention business, and astronomical observatories and research.

Because air pollutants cross jurisdictional boundaries, improving air quality requires coordination between local governments in the Tucson basin. Improving air quality also depends upon the actions and lifestyles of the basin's residents. Three pollutants are of continuing concern: carbon monoxide (CO), particulate matter less than ten microns in diameter (PM₁₀), and ozone (O₃).

Environmental Planning Analysis Several elements of the *General Plan* will have an impact on air quality. The Circulation Element contains policies addressing transportation, transit, and bicycle routes. Implementation of those policies, which encourage efficiency in the community's circulation system, reduction of vehicle miles traveled, interconnectivity of roadways, and use of alternate modes of transportation, will have a positive impact on air quality.

The Growth Areas and Population Element is also anticipated to affect air quality. In order to address the many impacts of new growth, including air quality issues, that element contains policies specific to the City's Growth Areas to encourage infill, mixed use, and transit-oriented development in appropriate locations. Implementation of these policies will help mitigate the impact of growth on air quality.

Although Tucson is not expected to violate federal or state standards in the foreseeable future, improving air quality remains a desirable goal. The following policies build on the policies in the Circulation Element and the Growth Areas and Population Element that serve to improve air quality.

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Policy 20: Protect and improve air quality by reducing sources of air pollution.

Supporting Policy 20.1 Continue to implement programs to reduce dust pollution, such as paving roadways, and administer and enforce ordinances relating to grading and construction regulations.

- Actions**
- 20.1.A Explore the use of additional strategies for dust pollution control, such as application of dust suppressants, reduction or cessation of dust-producing activities during high wind events, limitation of the area of bare earth, removal of dirt from paved street, and other strategies as appropriate.*
 - 20.1.B Expand regulations to promote preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation to assist dust control.*
 - 20.1.C Educate the public regarding the impacts on vegetation and dust pollution by off-road recreational vehicles. Implement a public education plan targeting industries or activities that produce excessive dust.*

Supporting Policy 20.2 Continue to support programs that reduce pollen pollutants.

- Actions**
- 20.2.A Continue to refine and administer ordinances, such as the Landscape and Screening Regulations, to reflect the need to reduce allergenic pollens.*
 - 20.2.B Continue to renovate existing and provide new City-owned landscapes that exemplify low-pollen vegetation.*

Supporting Policies 20.3 Identify possible natural causes of air pollution, investigate techniques for mitigation, and implement mitigation techniques as appropriate.

20.4 Continue to support plans and programs that reduce vehicle miles traveled and vehicle emissions.

- Actions**
- 20.4.A Implement and expand programs, policies, and regulations that promote alternate modes of transportation, such as the Trip Reduction Ordinance, continuous sidewalks, flexible work hour programs, bike facilities, and improved public transit.*
 - 20.4.B Support research and evaluation of the use of alternate fuels or replacement fuels, such as hydrogen and electric power, to decrease dependence on fossil fuels.*
 - 20.4.C Support emissions reduction programs, including programs such as federal and state emissions control*

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programs; the state emissions inspection program, which requires that vehicles failing the emissions inspection must be repaired and reinspected; incentive programs for maintenance/repair of vehicles; and incentives for removing highly polluting vehicles from the road.

Policy 21: Continue to coordinate plans and improve communication between cities, agencies, and citizens regarding air quality issues.

Supporting Policies

21.1 Continue to support the planning efforts and travel demand management programs of PAG, the designated regional air quality planning agency; the monitoring and enforcement efforts of the Pima County Department of Environmental Quality (PDEQ), the designated air quality control agency; and the education and outreach programs of both agencies.

21.2 Encourage implementation of regional plans that serve to improve air quality, such as the 2001-2005 PAG Regional Transportation Improvement Program.

21.3 Work with jurisdictions throughout the region to bring nonattainment areas into compliance with federal, state, and local requirements.

21.4 Continue to support the assessment of programs needed to comply with the 1990 changes to the Clean Air Act, such as point source air pollution.

Action

21.4.A Encourage telecommuting, flextime, work at home, and four 10-hour workdays per week where appropriate, for both City employees and other citizens to reduce travel time, traffic congestion, and air pollution. Expand video conferencing capabilities and resources.

Supporting Policies

21.5 Continue to coordinate with other jurisdictions within Pima County to implement required air quality plans.

21.6 Include citizen participation and educational programs in air quality plans and projects.

Policy 22: Implement transportation system modifications that facilitate improved traffic flow throughout the region for vehicles and alternate modes of transportation.

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- Supporting Policies*** 22.1 Implement information-based transportation system improvements, such as the Intelligent Transportation System and Freeway Management System, as appropriate. These programs use advanced technologies to gather, process, and distribute information to increase the efficiency of existing transportation infrastructure.
- 22.2 Implement, to the extent possible, transportation system improvements that do not involve additional infrastructure, such as restriping and traffic signal coordination.
- 22.3 Include promotion of transit ridership in the criteria used to evaluate requests for changes to land use plans and zoning ordinances.

Policy 23: Consider air quality impacts when designing new transportation improvements.

- Supporting Policies*** 23.1 Assure connectivity of major arterial routes, bicycle routes, and pedestrian routes.
- 23.2 Acquire right-of-way for the ultimate rather than the initial roadway cross section, where possible, to lower cost and avoid periodic moving of adjacent utilities and other associated infrastructure.
- 23.3 Maintain one-half-mile spacing between traffic signals, where possible, to facilitate centralized coordination of traffic flow.

Policy 24: Update applicable policies and plans to reflect new understanding of air quality issues as advances in the field are made.

Policy 25: Coordinate land uses to improve and protect air quality.

- Supporting Policies*** 25.1 Promote nonresidential uses in appropriate locations to reduce adverse air quality impacts to residential uses. Identify transitional uses that would have minimal impacts on residential areas, to serve as buffers between dwellings and more intense nonresidential areas.
- 25.2 Encourage the development of activity centers as "mixed-use areas" to integrate land uses and reduce vehicle miles traveled. Mixed-use areas should include amenities, such as day care facilities, bicycle and pedestrian access, employment, and affordable housing.
- 25.3 Promote the design and implementation of efficient transportation corridors and circulation systems in all developments. Developments should have the appropriate number and location of access points to reduce the likelihood of traffic conflicts due to multiple access points.

25.4 Provide incentives for "infill development" to minimize travel distances and to encourage the use of alternate modes of transportation. Encourage higher density development along existing or planned transit corridors. Encourage retail infill and the redevelopment of older commercial centers.

25.5 Establish and maintain minimum density and intensity standards for development within planned activity centers, particularly for planned transit corridors.

Policy 26: Encourage the use of vegetative cover to reduce soil erosion and particulates in the air.

Supporting Policy 26.1 Promote the use of vegetation, particularly along transportation corridors and in parking areas.

Policy 27: Develop standards for evaluating the impacts of regional traffic generators, including an analysis of other committed or planned development within a project's impact area.

Watershed Functions

Background In the past, watersheds were viewed only as surface drainage systems. Since the early 1980s, it has been increasingly recognized that watersheds, and the watercourses within them, provide several interrelated functions that are vital to the health of the associated ecosystem. Healthy watersheds are characterized by moderate to heavily vegetated washes, which provide habitat for wildlife. Measures taken by the City to protect and preserve vegetation and wildlife are discussed in the Natural Areas section. This section discusses City programs that conserve the surface drainage, groundwater recharge, and overbank floodwater storage functions provided by watersheds.

Prior to urbanization, a system of natural washes drained what was to be the Tucson area. As the city grew, washes were disturbed to accommodate development. In the 1970s, the importance of considering drainage patterns during the planning and design of man-made improvements was emphasized with the passage of federal regulations governing floodplain management. Local floodplain regulations are designed to protect the health, safety, and welfare of the citizenry while preserving and protecting the surface drainage system.

Natural washes are characterized by increased amounts of vegetation lining and adjacent to the flow path. This vegetation assists groundwater recharge by acting to slow the flow velocity, thereby allowing more time for water to infiltrate the subsurface. Vegetative root systems help open the soil structure, which also promotes infiltration.

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Preservation of natural overbank floodwater storage areas decreases flood peak flow rates in downstream areas by slowing the progression of the peak discharge and spreading floodwaters over a larger area. This is a key nonstructural means of minimizing the downstream impacts of flooding and erosion. Preservation of overbank storage areas also promotes the growth of increased vegetation in these areas and assists groundwater recharge. The following policies and programs are implemented by the City to protect and preserve surface drainage systems, groundwater recharge, and overbank floodwater storage areas.

Environmental Planning Analysis

The following *General Plan* elements will have an impact on the watershed functions discussed in this section: Growth Areas and Population; Land Use; Community Character and Design; Safety; and Parks, Recreation, Open Space and Trails (PROST). Because the Growth Areas and Population Element identifies new areas where growth is likely to occur, it follows that natural drainage patterns in these areas will be affected. Implementation of the policies in this section will help to mitigate the impacts of urban growth on natural drainage patterns.

The Land Use; Community Character and Design; Safety; and Parks, Recreation, Open Space, and Trails (PROST) Elements contain policies that promote preserving and maintaining natural washes. The policies in these elements, together with the policies included herein, will help protect and preserve watershed functions as urbanization expands outward.

Policy 28: Continue to implement the Floodplain and Erosion Hazard Area Regulations, the purposes of which include maintaining drainage patterns and hydrologic and hydraulic processes and conserving groundwater recharge.

Supporting Policies

28.1 Continue to review development plans and subdivision plats for new development and require compliance with the Floodplain and Erosion Hazard Area Regulations.

28.2 Continue to review site plans and issue floodplain use permits for new development on individual parcels.

Policy 29: Continue to implement the provisions of the Standards Manual for Drainage Design and Floodplain Management.

Policy 30: Continue to implement the provisions of the Watercourse Amenities, Safety, and Habitat (WASH) regulations, the purposes of which include promoting opportunities for groundwater recharge along certain washes within the urbanized area and protecting vegetation that supports wildlife habitat.

Supporting Policy

30.1 Continue to evaluate washes within the City's jurisdiction for inclusion in the WASH regulations.

Policy 31: Continue to implement the provisions of the Environmental Resource Zone (ERZ), an overlay zone that requires new development to preserve critical riparian habitat, which assists in promoting groundwater recharge.

- Supporting Policies*
- 31.1 Continue to review development plans, resubdivisions, new subdivisions, and rezoning applications for ERZ compliance.
- 31.2 Continue to review annexation areas for the addition of new, or the extension of existing, ERZ corridors.

Policy 32: Continue to implement the Interim Watercourse Improvements Policy, which promotes maintaining the natural watercourse configuration.

- Supporting Policy*
- 32.1 Continue to review all plans for watercourse improvements, whether public or private, for compliance with the Interim Watercourse Improvements Policy.

Control of Soil Erosion

Background Controlling soil erosion provides several community benefits. A healthy layer of topsoil stores water for use by vegetation and provides a medium in which microorganisms and vegetation can thrive. These in turn are needed to support wildlife. Because it takes a long time for topsoil to form, especially in arid environments, it is important to preserve the existing soil layer.

When soil erodes, it may become airborne or may be carried downstream by flowing water. This can adversely impact air and water quality. In addition, eroded soil may be deposited in undesirable locations, creating hazardous situations. Finally, soil erosion can undermine public and private improvements. The City implements various measures to control soil erosion.

Environmental Planning Analysis Several elements of the *General Plan* will have an impact on soil erosion, including the Growth Areas and Population; Land Use; Community Character and Design; Safety; and Parks, Recreation, Open Space, and Trails (PROST) Elements. Because the Growth Areas and Population Element identifies new areas where growth is likely to occur, including the city fringe and beyond (a.k.a. the Evolving Edge and Future City), grading and construction will occur as the city develops outward. Implementation of the policies in this section will help control soil erosion associated with new development and infrastructure.

The Land Use; Community Character and Design; and Parks, Recreation, Open Space, and Trails (PROST) Elements contain policies that promote preserving and maintaining natural washes. The Land Use and PROST Elements include policies to preserve and protect riparian habitat, while the Community Character and Design element includes policies that promote restoration and revegetation of degraded

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watercourses. The Safety Element promotes protection and preservation of natural drainage systems as the primary emphasis in the City's stormwater management efforts. The policies in this section, reinforced by policies in the referenced *General Plan* elements, will help control soil erosion as the city grows.

Policy 33: **Continue to regulate grading for new construction by implementing the provisions of the Uniform Building Code, Chapter 33, Excavation and Grading.**

- Supporting Policies***
- 33.1 Continue to review grading plans and issue grading permits prior to the beginning of any grading in excess of established minimums.
- 33.2 Continue to inspect construction sites for compliance with approved grading plans.

Policy 34: **Continue to implement the provisions of the Hillside Development Zone.**

- Supporting Policies***
- 34.1 Continue to review development plans and require that construction methods include measures to stabilize slopes and minimize soil erosion.
- 34.2 Continue to review hilly locations for designation as protected peaks or ridges.

Policy 35: **Continue to implement the Floodplain and Erosion Hazard Area Regulations.**

- Supporting Policies***
- 35.1 Continue to review development plans and subdivision plats for new development and require compliance with the Floodplain and Erosion Hazard Area Regulations.
- 35.2 Continue to review site plans and, where appropriate, issue floodplain use permits for new development on individual parcels.

Policy 36: **Continue to implement the Landscaping Regulations in the Land Use Code.**

- Supporting Policy***
- 36.1 Continue to review landscape plans for new development to ensure compliance with applicable *Land Use Code* and *Development Standards* requirements.

Policy 37: Continue to implement the provisions of Section 11-70.1 of the *Tucson Code*, which prohibits operating motor vehicles off the roadway within one-fourth mile of any structure, whether occupied or not, within the city.

Energy

Background Energy conservation is an issue of interest to cities across the nation. The City of Tucson, which is a large consumer of energy, is taking a lead role in the community by supporting programs to reduce energy consumption by government operations and City employees. City efforts also include working with nongovernmental agencies to reduce energy consumption and periodically updating building codes and other requirements to reflect energy-saving techniques.

Environmental Planning Analysis Energy use within the community will be affected by several elements of the *General Plan*. The Circulation Element contains policies that encourage reduction of vehicle miles traveled and the increased use of alternate modes of travel. This focus within the Circulation Element will have a positive impact on promoting energy efficiency.

The Housing Element encourages energy efficient design in structures to reduce the overall housing cost to the resident. Although the intent of these policies is to make housing more affordable, they will result in decreased energy use as they are implemented.

The Growth Areas and Population Element addresses the impacts of anticipated growth throughout the community. This element contains policies that, like those in the Circulation Element, are intended to increase the efficiency of the transportation systems throughout the community. The Growth Areas and Population Element also encourages infill, mixed use, and compact development. These development patterns can serve to increase energy efficiency by reducing the need for new infrastructure and amenities, such as street lighting. Although overall energy use will increase as the city grows, the policies in the Growth Areas and Population Element will serve to mitigate the increase.

The following policies build on the policies in the Circulation Element, the Housing Element, and the Growth Areas and Population Element. These policies promote reduced energy consumption in the community.

Policy 38: Continue efforts to reduce energy consumption and improve sustainability of government facilities and operations.

Supporting Policy 38.1 Continue to conduct energy audits of government operations.

Actions 38.1.A Continue to conduct audits of energy use by the City of Tucson and prepare appropriate reports.

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38.1.B Continue to make program recommendations and propose specific actions to be taken to reduce overall consumption of energy by the City.

Supporting Policy 38.2 Continue to encourage energy conservation by City government employees by encouraging car pooling and other alternate modes of transportation programs.

Actions 38.2.A *Continue to provide information to employees and identify current carpool parking programs in conjunction with PAG.*

38.2.B *Continue to promote the implementation of staggered work hours and the establishment of employee commuting and home-work programs for City employees, to reduce the peaking of transportation demands and to reduce energy consumption.*

Supporting Policy 38.3 Consider energy efficiency in government purchasing and building construction.

Actions 38.3.A *City purchase procedures shall include consideration of life-cycle energy costs, as well as initial price, when feasible.*

38.3.B *Evaluate and select the designs and specifications for public facilities based on expected lifetime energy consumption/efficiency and initial construction costs.*

38.3.C *Consider the effects on energy consumption of orientation, window covering/screening, overhangs, and other protective devices, in all new and proposed City buildings and structures.*

Supporting Policy 38.4 Promote solar technology.

Action 38.4.A *Promote the use of solar technology when economically and technologically feasible, for example by including solar water heaters and solar heating in government buildings and public housing.*

Policy 39: Continue to support programs that reduce energy consumption and improve sustainability in housing.

Supporting Policy 39.1 Establish Green Building rating standards.

Action 39.1.A *The City should collaborate with local conservation groups, university researchers, builders, heating and refrigeration professionals, utility companies, and financial institutions to develop a proposed Green Building rating system for residential structures.*

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Supporting Policy 39.2 Continue to update the building code regularly to promote energy conservation.

Policy 40: Continue to support partnerships with public and private agencies to increase energy efficiency and sustainability in nonresidential uses.

General Plan Glossary

100-year Assured Water Supply (also see *Groundwater Management Act--GMA*): a part of the *GMA* which requires that Tucson and other central Arizona cities must be able to prove they have enough water of satisfactory quality to meet their needs of projected growth and development for the next 100 years.

Access/Egress: the ability to enter a site from a roadway and exit a site onto a roadway.

Acre: a measure of area totaling 43,560 square feet.

Action: typically an activity which must be undertaken by the City of Tucson to implement a supporting policy.

Activity Centers (and Nodes): areas in which land uses are, or will be, intensified or mixed to a degree generally not found in the rest of the community. Activity centers may vary in size, scale, and diversity of uses and draw from a regional, community, or neighborhood/local market. An activity node offers a limited range of mixed-uses, such as convenience shopping, residentially-scaled offices, restaurants, and other small-scale businesses. Although an activity node may draw from a larger market, its design character and scale are compatible with the residential neighborhoods that surround it.

Adaptive Use/Adaptive Reuse: the conversion of obsolescent or historic buildings from their original or most recent use to a new use.

Affordable Housing: housing capable of being purchased or rented by a household with very low, low, or moderate income, based on a household's ability to make monthly payments necessary to obtain housing. Housing is considered affordable when a household pays less than 30 percent of its gross monthly income for housing including utilities.

Amenity (Landscape Amenity; Pedestrian Amenity): a term referring to an aspect of a development, such as an improved streetscape, generous sidewalks and shade trees, or an attractive public meeting area or plaza. The provision of amenity features by the development may be an incentive for awarding density or floor area bonuses or a requirement within special design districts.

Aquifer: an underground, water-bearing layer of earth, porous rock, sand, or gravel through which water can seep or be held in natural storage.

Archaeological Resources (also see *Cultural Resources* and *Historic Resources*): material remains of human activity and life, which include artifacts, monuments, and other cultural remains.

Area Plans: prepared by the City Planning Department with the assistance of citizen advisory committees and adopted by the Mayor and Council, these plans provide land use policy and design direction to guide future land use decisions within a defined area. Plans typically cover a study area of several square miles that is unified by similar physical characteristics and development issues. *Area Plans* are adopted to implement and further refine the Tucson *General Plan*.

Arizona Heritage Fund: initiated in 1990 and supported by Arizona Lottery sales, this fund supports a variety of natural and cultural heritage programs through Arizona State Parks and Arizona Game and Fish.

Arterial Street: a street which carries a high volume of traffic, usually in excess of 12,000 vehicles per day, and is identified on the *Major Streets and Routes Plan* map. These streets traverse the City, connecting with other arterials, freeway interchanges, and bridges.

Arts District/Arts District Plan: an approximately 70-block area in Tucson's Downtown, the Arts District is the center of a variety of arts-related facilities and events; the *Arts District Plan*, prepared in 1988 by the Project for Public Spaces, provides the framework for Downtown revitalization and arts and cultural planning.

Auto-related or Auto-oriented Uses: uses in support of automobile and auto-dominated land use and transportation patterns, such as service stations, vehicle sales or rental, and car washes or detailing, or other nonresidential uses that serve customers in their vehicles, such as banks, pharmacies, and restaurants with drive-through windows.

Back to Basics Neighborhood Improvement Program: a program spearheaded by the City Manager's Office to assist residents to revitalize neighborhoods. Improvement projects are initiated from the grassroots neighborhood level.

Barraza-Aviation Parkway (Downtown segment): formerly Aviation Parkway, the Downtown segment of this parkway resulted from the *Downtown Land Use and Circulation Study (DLUCS)* and includes corridor design to accommodate alternate modes and enhanced urban design and public art amenities.

Buffering: the use of design elements, such as masonry walls, berms, setbacks, landscaping, building heights, density transitions, and sensitively designed parking areas, to mitigate the impact of more intense development on less intense adjacent land uses.

Business Improvement District (BID): generally a special assessment district approved by property owners within a specific area and authorized by a government entity, which may share the cost of the area improvements. An example locally is the Downtown BID, approved by Downtown property owners and the Mayor and Council in early 1998.

Campus Park Industrial (see *Park Industrial*)

Capital Improvements Program (CIP): a program which schedules expenditures of City funds on public works projects (five-year plan updated annually).

Carrying Capacity: the level of use which can be accommodated and continued without irreversible impairment of natural resources productivity; the ecosystem; and the quality of air, land, and water resources.

Central Arizona Project (CAP): major Bureau of Reclamation project that distributes Colorado River water to urban and agricultural users.

Certified Local Government (CLG): historic preservation program coordinated by the Arizona State Historic Preservation Office (SHPO) to provide specific delegated historic review authority on behalf of the SHPO to local governments with recognized preservation programs. Tucson was designated a CLG in 1990.

Citizen and Neighborhood Services (City of Tucson Office of): assists neighborhood groups and citizens in setting up meetings and discussion groups about various City activities, registers neighborhood associations, and maintains files on current officers or association representatives.

City: City with a capital "C" generally refers to the government or administration of a city. City with a lower case "c" may mean any city or may refer to the geographical area of a city (e.g., the city's bike system).

City Center Vision (Vision and Strategic Plan): City-supported Downtown planning process during 1993-94 that involved broad public participation and resulted in an assessment of Downtown needs and a recommended plan of action.

City of Tucson Vision: adopted by the Mayor and Council in 1989, this document addresses twelve categories (natural resources; cultural heritage; economic development; public services and facilities; circulation; land use; parks, recreation, and open space; safety; housing; rehabilitation, redevelopment, and neighborhood conservation; community development; and administration) and provides a guide for future updates to the *General Plan*.

Cluster Housing (or Cluster Development): a development approach in which building lots are reduced in size and sited closer together, usually in groups or clusters, allowing the undeveloped land to be preserved as open space.

Collector Street: a street which generally carries less traffic than an arterial street, usually in the range of 2,000 to 12,000 vehicles per day, and is identified on the *Major Streets and Routes Plan* map. These streets are generally shorter in length than arterial streets and connect local streets to the nearest arterial street.

Compatibility of Scale: the generally harmonious relationship of size, height, shape, and setback of development in comparison to adjacent buildings, architectural elements, landscaping, and human form.

Conservation Easement: an easement delineating an area that will be kept in its natural state in perpetuity.

County: County with a capital “C” generally refers to the government or administration of a county. County with a lower case “c” may mean any county or may refer to the geographical area of a county (e.g.,

Cultural Resources: the variety of human-made products, artifacts, and behavior that a community or group values and seeks to preserve as its heritage legacy, including its history, archaeology, art, literature, music, technology, urban design, and folkways.

Dedication: a gift or donation to another person or entity. In the context of land development and regulation, this term refers to the donation of property for public use, such as school and park sites, road rights-of-way, or granting of easements for public hiking or equestrian trails, etc., as a condition of rezoning approval.

Defensible Space: physical design features that create a sense of ownership or territoriality of common areas and which allow the surveillance of public and semipublic areas from within a residential or nonresidential development. Design features can include fences, walls, electronic security, steps or changes in ground level, lighting, and building placement.

Density: the number of dwelling units per acre.

Density Bonus: the allocation of development rights that allow a parcel to accommodate additional square footage or additional residential units beyond the maximum for which the parcel is zoned, usually in exchange for the provision or preservation of an amenity at the same site or at another location.

Density Transfer: a way of retaining open space by concentrating densities—usually in compact areas adjacent to existing urbanization and utilities—while leaving unchanged historic, sensitive, or hazardous areas.

Desert Belt: an interconnected, regional open space network utilizing natural desert washes and floodplains. The intent of a desert belt is to create a natural “edge” to urban development as a transition to more rural development and to provide wildlife and trails connections between public resource management units.

Design Compatibility Report: a supplemental report submitted with a rezoning application that addresses design issues, in order to assess the overall compatibility of the proposed land use with existing development.

Design Guidelines Manual: a *Design Guidelines Manual* was prepared as part of the 1998 *Comprehensive Plan* (renamed *General Plan* on February 12, 2001, Ord. 9517) update process. The *Manual* expands on the overall policy direction provided in the “Land Use” and “Community Character *General Plan* by illustrating ways to meet policy objectives for design quality. Guidelines are not regulations or development standards.

Design Integration: site planning and design which accommodate in a harmonious fashion the various programmatic demands of a site, including its existing and proposed land uses and vehicular and pedestrian circulation patterns. The various land uses in integrated developments share parking areas, open space, and access points onto the street. The emphasis is placed on providing for pedestrian access between residences and businesses within commercial areas in order to decrease auto travel and promote “one stop shopping.”

Development: the physical extension and/or construction of urban land uses. Activities include: subdivision of land; construction or alteration of structures, roads, utilities, and other facilities; grading; and the clearing of natural vegetative cover. Routine repair and maintenance are not considered development activities.

Diversity: the variety of natural, environmental, economic, and social resources, values, benefits, and activities.

Downtown Land Use and Circulation Study (see Barraza-Aviation Parkway)

Downtown Pedestrian Implementation Plan (DPIP): prepared by the Tucson Department of Transportation and endorsed by the Mayor and Council in 1996, the *Plan* fosters a pedestrian-friendly Downtown environment through specific design projects and guidelines for streetscape improvements.

Environmental Resource Report: a supplemental report submitted with a rezoning application that addresses natural features, such as topography and hydrology, vegetation, wildlife habitat and movement, scenic vistas, and trail resources.

Environmental Resource Zone (ERZ): an overlay zone of the Tucson *Land Use Code* (Sec. 2.8.6) which regulates development along designated washes determined to have critical riparian habitat.

Five Year Community Cultural Plan: prepared under the auspices of the Tucson/Pima Arts Council (TPAC) and approved in 1991 by the Mayor and Council, the *Plan* provides policy guidance in eight specific areas, including public art and community design.

Floodplain, FEMA 100-year: the area, as mapped by the Federal Emergency Management Agency (FEMA), which would be covered by the 100-year flood. The 100-year flood is defined as an event, which has a 1 percent chance of occurring in any one year.

Floodway: the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height.

Footprint (Building Footprint): the outline of a building at all of those points where it meets the ground.

Gateway Route (or corridor): an arterial or collector street identified on the *Major Streets and Routes Plan* map, which connects to a major employment center, shopping area, recreational area, or transportation center. Gateway routes are used by large numbers of visitors and residents, and as such, their appearance is important to the overall image of Tucson.

Groundwater Management Act (GMA): passed by the Arizona Legislature in 1980, this law regulates current and future water use and requires water resource planning; the “Safe Yield” part of the *Act* requires a balance between the amount of groundwater pumped and the amount that is replaced (or recharged).

Heritage (or Cultural Heritage): the sum total or mosaic of a community’s history, technology, art and literature, archaeological legacy, urban design, architecture, and folkways.

Hillside Development Zone (HDZ): an overlay zone included in the Tucson *Land Use Code* that regulates the intensity of development in hillside areas identified as protected peaks and ridges or containing areas with slopes of 15 percent or greater.

Historic District Advisory Board (also see *Historic Preservation Zone*): an advisory group appointed to assist the Mayor and Council and the Planning Department in evaluating proposed developments within a City-designated historic district. There are separate boards for each City-designated historic district.

Historic Preservation Zone (HPZ): an overlay zone included in the Tucson *Land Use Code* that provides special protection and development requirements for properties within City-designated historic districts and for other designated landmarks.

Historic Resources (also see *Cultural Resources* and *Archaeological Resources*): those districts, sites, buildings, structures, and artifacts, which have a relationship to events or conditions of the human past.

Impact Fee: a fee, also called a development fee, levied on the developer of a project by a city, county, or other public agency as compensation for otherwise-unmitigated impacts the project will produce.

Improvement District: area in which property owners of more than 50 percent of linear frontage, by petition, request improvements of the City, such as sidewalks, lighting, and curbs; costs are assessed to the benefiting properties based on the percentage of benefits received.

Infill: development of vacant land (usually individual lots or leftover property) within areas that are already largely developed.

Infrastructure: basic facilities, usually built and operated by the public sector, which provide essential services to the community. These facilities include roads, wastewater and water treatment plants, sewer and water conveyance systems, libraries, police stations, and other public facilities.

Integrated Development (see *Design Integration*)

Jobs/Housing Balance/Jobs/Housing Ratio: the availability of affordable housing for employees. The jobs/housing ratio divides the number of jobs in an area by the number of employed residents. A ratio of 1.0 indicates a balance. A ratio greater than 1.0 indicates a net in-commute; less than 1.0 indicates a net out-commute.

Land Use Code (LUC): the zoning regulations of the City of Tucson governing the use, placement, spacing, and size of land and structures within the corporate limits of the City. The *LUC* is adopted as Chapter 23 of the *Tucson Code*.

Landscape Plan: a graphic representation of the development site indicating the location of all existing and proposed landscape improvements to be present on the site at the completion of the construction of the project.

Level of Service (LOS): a general term describing the operating conditions a driver will experience while traveling on a particular facility. Where roadway conditions are fixed, level of service varies primarily with volume.

Life-cycle Costing: a method of evaluating a capital investment that takes into account the sum total of all costs associated with the investment over the lifetime of the project.

Livable Community (also see *Sustainability*): a livable or sustainable community meets the needs of the current generation without hindering the ability of future generations to do the same; the indicators of a livable community are economic vitality, community stability, and environmental health.

Livable Tucson Vision Program (also see *Livable Community* and *Sustainability*): begun in 1997 to involve the community in developing goals, strategies, and indicators for progress toward community sustainability.

Local Street: a street, which generally carries less than 2,000 vehicles per day, and is not identified on the *Major Streets and Routes Plan* map. Local streets provide neighborhood access to collector and arterial streets.

Low Water Use Drought-Tolerant Plant List: official regulatory list prepared by the Arizona Department of Water Resources for use within the Tucson Active Management Area.

Major Streets & Routes Plan (MS&R): plan adopted by the Mayor and Council to implement the *Tucson General Plan*, which identifies the general location and size of existing and proposed freeways, arterial and collector streets, future right-of-way lines, typical intersections, and Gateway and Scenic Routes.

Master Plan for Public Art: published in 1994 after an in-depth public process, this *Plan* provides the Tucson-Pima Arts Council (TPAC) with a long-range blueprint for public art within Tucson and Pima County.

Master Planned Community (also see *New Urbanism*): a large-scale development whose essential features are a definable boundary; a consistent, but not necessarily uniform, character; and overall control during the phasing and build-out process by a single development entity. Such planned communities generally contain a full range of residential and nonresidential land uses, open space, and public services and facilities. The concept of planned communities, also known as “new towns” and “garden cities,” is centuries old. Recent master planned communities associated with *neo-traditional design* or *new urbanism* stress open space preservation, integration of land uses to reduce auto trips, a walkable pedestrian network that leads to an “urban village center,” and other design and architectural details that foster social interaction. An example of a master planned community in Tucson is *Civano*.

Mixed-use Development: properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single building or on a single site in an integrated development project with significant functional interrelationships and a coherent physical design. A “single site” may include contiguous properties.

Mode (as in *transportation mode*): refers to various forms of transportation, such as automobile, transit, bicycle, and walking. *Multimodal* or *alternate modes* refers to a system designed to accommodate several transportation uses and users. *Intermodal* refers to the connection between modes.

MS&R Plan: acronym for *Major Streets and Routes Plan*.

National Register (National Register of Historic Places): the official list, established by the National Historic Preservation Act, of sites, districts, buildings, structures, and objects significant in the nation’s history or whose artistic or architectural value is unique.

Native Plant Preservation Ordinance (NPPO): a development regulation included in the *Land Use Code* which is intended to encourage the preservation-in-place of healthy native plants through sensitive site design.

Native Vegetation: plants that are indigenous to the site and to areas contiguous to the site.

Natural Grade: the topographic configuration of land, graphically represented by contour lines, prior to any grading or other human disturbance.

Natural Open Space: any area of land, essentially unimproved and not occupied by structures or man-made impervious surfaces, that is set aside, dedicated, or reserved in perpetuity for public or private enjoyment as a preservation or conservation area.

Natural Park (or Parkland): a park containing large areas of undisturbed open space, generally with high natural resource value, such as rugged terrain, natural watercourses, geologic formations, or dense vegetative cover. Recreation uses are generally limited to low impact activities, such as hiking, bird-watching, and nature study.

Natural Resources: generally refers to the variety of biological and physical values found in nature and may include, at the area or project level, the site’s geology and soils, terrain, slope characteristics, vegetation and wildlife habitat, and hydrology. Natural resource protection often considers the multiple benefits to the community of flood control and watershed protection, open space and habitat protection, and trails and other recreational opportunities.

Neighborhood Plans: prepared by the Tucson Planning Department with the assistance of citizen advisory committees and adopted by the Mayor and Council, these plans provide land use policy and design direction to guide future land use decisions within a specific neighborhood. Plans typically cover smaller geographic areas than *Area Plans* and address land use issues at a parcel level. *Neighborhood Plans* are specific plans which further refine and implement the *General Plan*.

Neo-traditional Design: a term that is often used interchangeably with “new urbanism” or “traditional neighborhood developments” to define development that integrates land uses so as to reduce vehicle trips, promote transit use, and create a pedestrian-and-bicyclist-friendly streetscape. Circulation systems in

these developments stress returning to the grid (or modified grid) pattern to provide more direct connections within the community.

New Urbanism (also see *Neo-traditional Design*): a community and architectural design approach that aims to recreate the compact scale, traditional street pattern, and pedestrian-friendly environment found in small towns.

Nonconforming Use: an existing land use activity lawfully established and maintained which no longer complies with land use regulations applicable to the zoning category in which the land use activity is located.

Nonresidential Use: residentially-scaled office use, office use, commercial use, and industrial use.

Open Space (see Natural Open Space)

Ordinance: a law or regulation set forth and adopted by government authority, usually a city or county.

Overlay Zone: a mapped area that has special requirements or development incentives in addition to those of the underlying zoning designation. Development within the overlay zone boundaries must conform to the requirements of both the underlying zone and the overlay.

PAG: an acronym for Pima Association of Governments.

Park Industrial: comprehensively planned industrial developments, which are compatible with surrounding residential communities. They contain clean uses, which are generally not objectionable because of noise, heavy truck traffic, fumes, or any other nuisances. The intention of this land use is to provide attractive locations for employment centers close to residences so as to reduce travel time between home and work.

Pedestrian Refuge Islands: a safe area, often in a raised median, designed as an integral part of the street in order to facilitate safe pedestrian street crossings.

Pedestrian-oriented Development: a development whose site design, street furniture, landscaping, and other amenities are directed toward creating a safe, attractive, and comfortable pedestrian environment.

Performance Standards: generally zoning regulations that permit uses based on a particular set of standards of operation rather than on a particular type of use. For example, performance standards provide specific criteria limiting noise, air pollution, traffic impacts, and the visual impact of a use.

Pima Association of Governments (PAG): regional agency that performs a variety of planning and coordination functions; programs focus on issues that cross jurisdictional lines, such as transportation, population growth, and air and water quality.

Pima County Department of Environmental Quality (PDEQ): County agency responsible for identifying and responding to environmental issues and providing a variety of public services, including monitoring, enforcement, and information and education on water and air quality.

Plan: (see *Area, Neighborhood, Subregional, and the Tucson General Plan*)

Planned Area Development (PAD): a zoning classification which provides for the establishment of zoning districts with distinct regulations as adopted by the Mayor and Council.

Planned Community (see *Master Planned Community*)

Policy: a statement of principle or of guiding actions that implies clear commitment but is not mandatory.

PROST: an acronym for Parks, Recreation, Open Space, and Trails Element.

Protected Peak and Ridge Setback Area: the three hundred (300) foot distance, measured horizontally in all directions, from a protected peak or from the line of the protected ridge.

Protected Peaks and Ridges: a peak or ridge that is identified by the Mayor and Council to be visually significant and important to the image and economy of the city. These peaks and ridges are shown on the Hillside Development Zone (HDZ) Maps.

Public Art Program (also referred to as the “Percent for Public Art” or “One Percent for Public Art”): plans and implements a full spectrum of public art, with major funding provided through City and County capital improvements budgets; public art projects have been included as part of roadway projects, parks, libraries, and other public facilities.

Redevelopment (also see *Development*): expansion or alteration of land uses, site configuration, or structures.

Regional: pertaining to activities or economies at a scale greater than that of a single jurisdiction and affecting a broad geographic area; generally used in policy statements to refer to the Tucson metropolitan area or Eastern Pima County.

Regional Trail System: a planned trail system for Eastern Pima County consisting of primary trails, such as riverparks, connector trails which connect primary trails to each other or to public lands, and local trails. The system is illustrated in the *Pima County Trail System Master Plan*.

Regional Transportation Plan: adopted in May 1998 as the latest update of the long-range regional plan, the *MTP* will guide improvements to our region’s bus, roadway, bicycle, pedestrian, aviation, and rail transportation through the year 2020. Pima Association of Governments (PAG) coordinates the update.

Regional Vision (for Eastern Pima County): adopted in 1990 by the Regional Council of the Pima Association of Governments, this document describes the aspirations of the area’s jurisdictions, focusing on the shared elements of jurisdictional comprehensive or general plans.

Regulation: a rule or order having the force of law; in the City of Tucson, development regulations are included in the zoning ordinance (*Land Use Code*) or other *Tucson Code* chapters. Additional requirements are included in *Development Standards*.

Residential Cluster Project (RCP): development option in the residential zones that provides for greater flexibility and creativity in design. Use of the RCP may result in higher densities than conventional development in the same residential zone.

Residentially-scaled: generally refers to commercial or office use that demonstrates compatibility in scale with the surrounding residential area, either in converted residential structures or in new structures. Site and architectural design for residentially-scaled offices is guided by criteria outlined in the O-1 office zone.

Rezoning: the process by which property owners seek to change the zoning of their land to allow uses or densities not possible under existing zoning. Rezoning requests require public hearings before the Zoning Examiner. The Mayor and Council make the final decision to grant or deny requests.

Right-of-Way (ROW): a strip of land occupied or intended to be occupied by certain transportation and public use facilities, such as roadways, drainageways, railroads, and utility lines.

Riparian: the name of an ecological community occurring in or adjacent to a drainageway and/or its floodplain and which is further characterized by species and/or life forms different from those of the immediately surrounding upland and/or nonriparian areas.

Riprap: a layer, facing, or protective mound of stones randomly placed to prevent erosion, scour, or sloughing of a structure or embankment; also, the stone so used. In local usage, the similar use of other hard material, such as concrete rubble, is also frequently included as riprap.

Scenic Route: an arterial or collector street identified on the *Major Streets and Routes Plan* map, along which the intention is to preserve scenic vistas and natural vegetation.

Screening: an opaque barrier designed and constructed to conceal areas used for storage, refuse, mechanical equipment, parking, or delivery service loading bays from the street and public view or to buffer adjacent land uses.

Sign Code (City of Tucson): Chapter 3, Advertising and Outdoor Signs, of the *Tucson Code* which regulates all outdoor signs in order to promote public safety, enhance property values, and foster a good visual environment.

Site Analysis: an inventory and assessment of natural and cultural site features intended to promote development that is responsive to site constraints and opportunities.

Sprawl (see Urban Sprawl)

Standards, Development: a comprehensive set of design principals, criteria, and specifications which describe the manner in which development of land and related improvements within the City of Tucson are to be accomplished. These standards are established by Administrative Directive by the City Manager.

State Historic Preservation Office (SHPO): a division of Arizona State Parks that coordinates historic preservation activities in Arizona, administers the National Historic Preservation Program, and maintains National and State Registers of Historic Places.

Street: any permanent public or private right-of-way, other than an “alley” or “parking area access lane,” set aside to accommodate vehicular-travel lanes, parking lanes, bike lanes, pedestrian facilities, utility areas, and other such features.

Strip Commercial: a pattern of commercial development characterized by incremental additions of single function businesses along a street frontage. Such developments typically have separate vehicular access points and parking for each business and lack pedestrian linkage between individual businesses.

Subdivision: improved or unimproved land or lands divided into four or more lots, tracts, or parcels; further defined and regulated in the *Land Use Code*.

Subregional Plans: based on the *Pima County Comprehensive Plan* and adopted by the Mayor and Council in 1995, the three subregional plans (*Tucson Mountains; Catalina Foothills; Rincon/Southeast*) establish future land use and development direction for areas that are adjacent to the city and have potential for future annexation. The subregional plan becomes effective for an area that is located within plan boundaries after the area is annexed into the City of Tucson and the Mayor and Council adopt that portion of the subregional land use map.

Sustainability (also see *Livable Community*): a concept that supports creating and maintaining a balance between the needs of the community and its resources; sustainable planning means proposing long term strategies and solutions to ensure that future generations have the ability to meet their needs and to uphold environmental, economic, and social values.

Tax Abatement: full or partial exemption for a defined period of time of real estate taxes.

Traffic Calming Devices: any number of street modifications to slow or divert traffic, including speed humps, traffic circles (or roundabouts), curb bump-outs, raised planters, or other obstructions.

Transit (Public): a system of regularly-scheduled buses and/or trains available to the public on a fee-per-ride basis.

Transit-oriented Development (TOD): an approach to arranging land uses in a form that encourages and facilitates the use of transit. Generally, this means locating higher-density residential uses, employment centers, and other more intense mixed-uses within walking distance of a transit center or priority route bus stop.

Travel Reduction Ordinance: adopted in 1988 as part of Title 17 (Air Quality Control) of the Pima County Code, this ordinance recognizes the need to improve air quality and reduce traffic congestion in unincorporated and incorporated areas of Pima County by increasing alternate mode usage and reducing motor vehicle travel. The ordinance establishes the basis for regional cooperation on this issue.

Trees for Tucson: a program of Tucson Clean and Beautiful which promotes and supports the planting of trees for their community-wide benefits, including climate moderation, air quality, pedestrian comfort, and civic pride and beauty.

Tucson Active Management Area (TAMA): established as a result of the Groundwater Management Act, the TAMA covers 4,600 square miles in southeastern Arizona and includes both the Upper Santa Cruz and Avra Valley Subbasins. Each of the state's four AMAs prepares water management plans to meet water conservation, water quality and supply, and water augmentation and reuse mandates.

Tucson General Plan: A policy document used to achieve the community vision and the goals adopted by the Mayor and Council, with review, comment, and involvement of the citizens of Tucson. The *General Plan* addresses the relationships between the use of land, transportation, quality of life, compatible development, environmental quality, and economic prosperity. The broad policy direction of the *General Plan* is refined and implemented through specific plans, such as the *Major Streets and Routes Plan*, area and neighborhood plans, subregional plans, and Planned Area Developments.

Tucson-Pima Arts Council (TPAC): a nonprofit agency that serves and is partially funded by the City of Tucson and Pima County. TPAC funds and promotes a variety of arts programs, including public art and community design, arts education, and the work of local artists.

Tucson-Pima County Historical Commission: established to advise the Mayor and Council, Tucson Planning Director, and Board of Supervisors on cultural heritage issues, including establishment of historic districts or landmarks, and review of new construction, alteration, and demolition within City-designated historic districts. Members have expertise in archaeology, architecture, history, landscape architecture, real estate, and urban design.

Tucson Stormwater Management Study (TSMS): major study begun in 1988 by the Tucson Department of Transportation in association with Simons Li & Associates and Camp Dresser McKee to develop a comprehensive stormwater management program for the Tucson metropolitan area. Various phases of the on-going study have included technical analyses and video mapping of each watershed, a comprehensive riparian habitat inventory and evaluation, and an implementation plan for wash preservation and revegetation.

Urban Design: the attempt to give form, in terms of both beauty and function, to selected urban areas or to whole cities. Urban design is concerned with the location, mass, and design of various urban components and combines elements of urban planning, landscape architecture, and architecture.

Urban Sprawl: haphazard growth or outward extension of a city resulting from uncontrolled or poorly managed development; often referred to as “leapfrog” development.

Urban Village or Urban Village Center: a planning term that may refer to a distinct subarea of an existing city (e.g., the Phoenix urban village concept) or to the neighborhood-scaled activity center in a master planned community (e.g., the proposed Neighborhood Center Zone in the Civano community).

Variance: a departure from any provision of the zoning requirements (in the *Land Use Code*) for a specific parcel, except use, without changing the zoning ordinance or the zoning designation of the parcel. A variance usually is granted only upon demonstration of hardship based on the peculiarity of the property in relation to other properties in the same zone.

Vehicle Miles Traveled (VMT): the total number of miles traveled on all roadways by all vehicles. Reducing VMT can help ease traffic congestion and improve air quality.

View Corridor: the line of sight—identified as to height, width, and distance—of an observer looking toward an object of significance to the community (e.g., mountain peak, ridgeline, river, historic building, etc.).

Viewshed: the area within view from a defined observation point.

Warehouse District: area of former warehouses in the greater Downtown, generally extending along the railroad tracks from Main to Fourth Avenue and north to Fifth Street. The revival of the District and the

adaptive reuse of its buildings have been supported by the Mayor and Council, in concert with the Arts District Partnership, private property owners, and artists who live and work in the district.

Watercourse Amenities, Safety, and Habitat (WASH) Ordinance: Article VIII of Chapter 29 (Energy and Environment) of the *Tucson Code* regulates development adjacent to designated washes in order to maximize groundwater recharge, protect existing vegetation, and provide for revegetation of disturbed washes.

Xeriscape: a landscaping program designed to save water by using seven principles, including water conserving design, low-water use/drought tolerant plants, reduction in turf, water harvesting techniques, appropriate irrigation methods, soil improvements and use of mulches, and proper maintenance practices.

Zoning (also see *Land Use Code*): the districting of property into specific categories, which allows defined activities. Appropriate zoning categories are determined by compatibility of surrounding land uses, environmental stability, and potential for use.

Zoning Overlay District (see Overlay Zone)