

Compendium of Goals and Policies Final Draft Plan (March 20, 2013)

GOALS

The Social and Economic Environment

- 1** A mix of well-maintained, energy-efficient housing options with multi-modal access to basic goods & services.
- 2** A stabilized local economy with opportunities for diversified economic growth supported by high-level, high-quality public infrastructure, facilities, and services.
- 3** A community where no one lives in poverty.
- 4** A safe community and secure neighborhoods.
- 5** A community whose economic stability and sense of place reflects its commitment to arts and culture and its care for the natural environment.
- 6** A community that is healthy physically, mentally, economically, and environmentally.
- 7** A sustainable urban food system.
- 8** An educated citizenry.
- 9** Timely, accessible, and inclusive processes to actively engage a diverse community in City policy, program, and project planning.

The Natural Environment

- 10** A reputation as a national leader in the development and use of locally renewable energy technologies, water conservation, waste diversion and recovery, and other emerging environmentally-sensitive industries.
- 11** A reduction in the community's carbon footprint and greater energy independence.
- 12** A community that is resilient and adaptive to climate change.
- 13** Abundant and appropriate use of native plants and trees.
- 14** A network of healthy, natural open space managed for multiple benefits.

- 15** A secure, high quality, reliable, long-term supply of water for humans and the natural environment.
- 16** A comfortable, attractive, and pollution-free environment.
- 17** Sound, efficient, ecological policies and practices in government and in the private sector.

The Built Environment

- 18** Well-maintained public facilities and infrastructure that support coordinated cost-effective service delivery for current and future residents.
- 19** A community that respects and integrates historic resources into the built environment and uses them for the advancement of multiple community goals.
- 20** Strategic public and private investments for long-term economic, social, and environmental sustainability.
- 21** An urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.

POLICIES

Housing (H)

- H1 Evaluate the social, physical, and spatial needs related to housing program design and location, including neighborhood conditions and access to basic goods and services.
- H2 Focus public and private investment on documented housing needs and priorities considering long-term housing supply and demand.
- H3 Improve housing conditions in aging neighborhoods.
- H4 Improve housing conditions in historic neighborhoods.
- H5 Include historic properties in the City's programs and partnerships to develop affordable housing.
- H6 Take multiple approaches to reduce housing costs and increase affordability.
- H7 Increase access to safe, healthy, and affordable housing choices, including mitigating the impacts of foreclosure.
- H8 Address the housing needs of the most vulnerable populations in the community, including those at risk of homelessness.
- H9 Promote safe, decent, and affordable housing and neighborhoods that support aging in place.
- H10 Provide housing, human services, public facilities, and economic development programs to end homelessness.

Economic Development (ED)

- ED1 Recognize that a high quality of life is the foundation for economic success by supporting a safe environment, recreational opportunities, multi-modal transportation, a vibrant downtown, stable neighborhoods, good education, primary and secondary employment opportunities, arts and entertainment venues, and accessible air service.
- ED2 Continue to develop and implement local strategies, services, and incentives to maintain and enhance a business friendly environment.
- ED3 Increase and promote environmentally sensitive businesses, industries, and technologies.
- ED4 Recruit, retain, and expand businesses in key economic sectors, including aerospace, bio-science technologies, renewable energy technologies, and tourism to increase market competitiveness and high-quality, high-paying job opportunities.
- ED5 Leverage investment by promoting local assets, including but not limited to the Modern Streetcar; the University of Arizona; Pima Community College; Tucson's cultural heritage, diversity, and events; and the natural environment.
- ED6 Collaborate with the University of Arizona, Pima Community College, local training and technical schools and Pima County to develop a well-educated, well-trained, and diverse local workforce.
- ED7 Support and expand entrepreneurship through partnerships, technical assistance, and incentives.
- ED8 Increase economic partnerships with Mexico.
- ED9 Promote and support local, minority-owned, independent, and small businesses involved in the sale and purchase of locally produced goods and services.
- ED10 Create long-term community benefit and economic vitality through targeted investment in the redevelopment of key commercial areas, including downtown, major corridors, arts and entertainment districts, and mixed-use and commercial sites.
- ED11 Support the conditions and services, such as transportation, childcare, and nutrition, that facilitate workforce stability and advancement.

Public Safety (PS)

- PS1 Identify, implement, and maintain standards for high quality, efficient, and cost effective law enforcement services.
- PS2 Maintain high quality, efficient, and cost effective fire and hazardous material response and emergency medical services.
- PS3 Reduce potential harm to life and property in natural hazard areas and from hazards resulting from human activities and development through preventive measures.
- PS4 Prioritize property maintenance and order as a preventive measure against crime and disorder.
- PS5 Recognize and strengthen the role of social networks in public safety through increasing lawful activity in public spaces and through information sharing.
- PS6 Direct resources to education and prevention programs, such as Neighborhood Watch, that encourage residents to be proactive regarding personal property and traffic safety.
- PS7 Ensure coordinated communication among City agencies and between City and other governmental agencies and nongovernmental service providers in the event of an emergency.
- PS8 Prioritize funding of prevention and support programs that reduce the work and expense of public safety agencies.
- PS9 Ensure that all residents have access to food, water, shelter, and medical services in the event of an emergency.
- PS10 Pursue design for public spaces and encourage design for private spaces that incorporates principles of defensible space.

Parks & Recreation (PR)

- PR1 Maintain and implement the Commission for Accreditation of Park and Recreation Agencies standards addressing such characteristics as park size, service area radius, and operations.
- PR2 Prioritize repairing, maintaining, and upgrading existing recreational facilities.
- PR3 Ensure equitable distribution of recreational resources to reach all populations throughout the City and make them affordable to all.
- PR4 Ensure a range of recreational opportunities from passive to active.
- PR5 Provide lifelong recreational opportunities for people of all ages and abilities.
- PR6 Foster the integration of different generations and abilities through shared activities and facilities.
- PR7 Emphasize the role of public recreation programs in public safety (preventive) and public health (physical and mental).
- PR8 Support the integration of environmentally and historically sensitive building materials and methods in public recreational facility development and operation.
- PR9 Develop an urban multipurpose path system that provides mobility options, with recreational and health benefits, to access parks, residential areas, places of employment, shopping, schools, recreational facilities, transportation hubs, natural resources, and watercourses for people of all abilities.
- PR10 Collaborate with neighborhoods, local businesses, not-for-profit organizations and agencies, school districts, institutions of higher education, museums, Davis-Montan Air Force Base, private partnerships and foundations, and other jurisdictions in developing approaches to meeting recreational needs, including the provision of shared use facilities.
- PR11 Encourage community and neighborhood events and ensure their safety through accessible City permitting and coordination.
- PR12 Expand outreach and partnerships with neighborhoods to facilitate the adoption and care of existing neighborhood parks.

Arts & Culture (AC)

- AC1 Improve the quality of life and livability of the community through the arts by supporting avenues for expression and creativity that strengthen and enhance the social, civic, and cultural participation of citizens.
- AC2 Promote heritage destinations and annual heritage events regionally, nationally, and internationally
- AC3 Implement site specific and neighborhood-scaled development strategies that incorporate cultural heritage and the arts.
- AC4 Increase the capacity of and access to buildings and open spaces to expand arts-related activities and public programming throughout the community.
- AC5 Support the installation and maintenance of public art throughout the community.
- AC6 Target public investment to leverage additional capital for heritage, arts, and cultural activities.
- AC7 Recognize and celebrate Tucson's cultural diversity through the arts.
- AC8 Increase access and participation in arts and cultural activities for all.
- AC9 Connect arts with science and technology as a catalyst for innovation.

Public Health (PH)

- PH1 Pursue land use patterns; alternate mode transportation systems, including multipurpose paths; and public open space development and programming that encourage physical activity, promote healthy living, and reduce chronic illness.
- PH2 Improve access to healthy, affordable food particularly in underserved areas of the City.
- PH3 Coordinate with nongovernmental health and preventive service providers to make healthcare accessible to the most vulnerable and in-need populations, including finding new ways to provide access to healthcare at home.
- PH4 Increase access to healthcare services through provision of reliable, affordable transportation options.
- PH5 Support educational programs that promote healthy living.
- PH6 Collaborate with Pima County Health Department on emergency service preparedness and to improve knowledge about and service to the many mental and physical health services offered through the Pima County Health Department.
- PH7 Continue to provide and support workforce wellness programs.
- PH8 Support streetscape and roadway design that incorporates features that provide healthy, attractive environments to encourage more physical activity.

Urban Agriculture (UA)

- AG1 Reduce barriers to food production and to food distribution, including home and community gardens, and facilitate access to new markets for small-scale farmers and gardeners.
- AG2 Adopt zoning and land use regulations that promote and facilitate the safe, equitable growth and distribution of locally produced food.
- AG3 Facilitate community food security by fostering an equitable, healthy local and regional food system that is environmentally and economically sustainable and accessible to all.
- AG4 Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.

Education (E)

- E1 Support lifelong learning, including early childhood education, community education, literacy, and after-school and continuing education programs.
- E2 Improve cross-cultural understanding through public programs and events.
- E3 Provide well-maintained public facilities and infrastructure that serve educational activities.
- E4 Build and maintain partnerships among neighborhood, community, business, and regional institutions and programs to increase educational opportunities.
- E5 Maximize educational opportunities as a recognized foundation for personal and economic advancement and leadership.
- E6 Work collaboratively with schools regarding planning and community development in the built environment to address community needs.
- E7 Initiate a comprehensive approach to civic education that provides and promotes regular opportunities for members of the public to learn about the functions of the City and to take advantage of programs provided by the City. Suggested subjects should include, but not be limited to:
 - Boards, commissions, and committees
 - City government, organization and functions
 - Climate readiness
 - Code enforcement
 - Community energy conservation
 - Historic preservation initiatives
 - Housing information and housing choice
 - Landscape and vegetation
 - Life skills, training and household management
 - Neighborhood association designation and organization
 - Permits and licenses
 - Public health opportunities
 - Public safety prevention programs
 - Safe Routes to School
 - Traffic calming
 - Urban heat island mitigation
 - Waste reduction
 - Water conservation programs
 - Volunteer opportunities

GOVERNANCE & PARTICIPATION (G)

- G1 Provide the public with regular communication and sufficient information regarding policy, program, and project planning and decision-making via multiple methods.
- G2 Offer opportunities for productive public engagement in City policy, program, and project initiatives from the beginning of and throughout the planning and decision-making process.
- G3 Emphasize interactive participation methods that solicit input from the public and provide feedback to the public on input received and how it was used.
- G4 Increase participation of the traditionally underrepresented populations in policy, program, and project planning, and decision- making.
- G5 Address location, transportation, schedule, language, childcare, and other potential barriers to inclusive public participation.
- G6 Coordinate and collaborate with nongovernmental organizations to increase public participation.
- G7 Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, and neighborhood and citizen groups.
- G8 Support a representative and balanced multi-jurisdictional, regional approach to short-term and long-term planning.
- G9 Coordinate consistent and integrated policy, program, and project planning across City departments.
- G10 Establish a repository of City planning documents and policies that can be accessed easily by the public.
- G11 Facilitate opportunities for neighborhood representatives, business organizations, not-for-profit organizations and agencies, and other stakeholders to meet regularly with and obtain information from City staff on City initiatives and activities.
- G12 Provide orientation and ongoing training for members of City boards, commissions, and committees to enable them to better serve the public.

Energy & Climate Readiness

- EC1 Require new and existing City infrastructure, facilities, and operations to use best energy efficiency technologies and energy conservation practices and strive for net zero energy facilities.
- EC2 Require increased energy efficiency in new private building construction and facilitate the transition of new private construction toward net-zero buildings.
- EC3 Reduce the urban heat island effect by minimizing heat generation and retention from the built environment using a range of strategies.
- EC4 Increase the use of low carbon and renewable energy sources, high fuel efficiency vehicles, and non-motorized transportation.
- EC5 Develop community energy conservation education and energy efficiency retrofit programs and identify appropriate new financing opportunities for energy efficiency and solar energy installations.
- EC6 Increase the use of solar power and other renewable energy sources for City infrastructure, facilities, and operations.
- EC7 Facilitate community use of solar power and other renewable energy sources.
- EC8 Assess and prepare for the effects of climate change on City infrastructure, facilities, and operations.
- EC9 Assess and address the vulnerability of the community's health and safety, economy, and natural resources to climate change, and develop assurances that vulnerable and disadvantaged populations are not disproportionately impacted by climate change.

Water Resources

- WR1 Continue to plan and manage the City's water supplies, quality, and infrastructure for long-term reliability and efficiency.
- WR2 Expand the use of alternative sources of water for potable and non-potable uses, including rainwater, gray water, reclaimed water, effluent, and stormwater.
- WR3 Expand effective water efficiency and conservation programs for City operations and for the residential, commercial, and industrial sectors.
- WR4 Ensure an adequate amount of water to meet the needs of riparian ecosystems.
- WR5 Protect groundwater, surface water, and stormwater from contamination.
- WR6 Integrate land use and water resources planning.
- WR7 Collaborate on multi-jurisdictional and regional water planning and conservation efforts.
- WR8 Integrate the use of green infrastructure and low impact development for stormwater management in public and private development and redevelopment projects.
- WR9: Provide opportunities to supply alternative water sources for sewer system flush.
- WR10: Continue to manage the City's Water Service Area, considering service area expansion only when it furthers the long-term social, economic, and environmental interest of City residents.
- WR11: Conduct ongoing drought and climate variability planning.

Green Infrastructure

- GI1 Require green infrastructure and low impact development techniques for stormwater management in public and private new development and redevelopment, and in roadway projects.
- GI2 Rehabilitate and enhance natural drainage systems, water detention and retention basins, and other infiltration areas for multiple benefits, such as recreation, wildlife habitat, and stormwater management.
- GI3 Create and maintain a connected urban greenway system for non-motorized mobility and to provide human and environmental health benefits.
- GI4 Expand and maintain a healthy, drought-tolerant, low-water use tree canopy and urban forest to provide ecosystem services, mitigate the urban heat island, and improve the attractiveness of neighborhoods and the city as a whole.
- GI5 Create, preserve, and manage biologically rich, connected open space; wildlife and plant habitat; and wildlife corridors, including natural washes and pockets of native vegetation, while working to eradicate invasive species.
- GI6 Protect, restore, enhance, and manage trees for their long-term health, including providing guidance on proper planting, care, and maintenance.

Environmental Quality

- EQ1 Strive for a “zero waste” model for solid and hazardous waste through integrated waste management and waste reduction.
- EQ2 Implement a comprehensive strategy and program for brownfield assessment, mitigation, and redevelopment.
- EQ3 Assess and address the impact of governmental operations and actions on air quality.
- EQ4 Reduce and mitigate noise in neighborhoods, along roadways, and near industrial and airport zones through enforcement of existing codes, use of noise reducing and mitigating materials and designs, and deliberative decisions regarding compatible land uses and related zoning.
- EQ5 Protect night skies from light pollution through building codes and design standards.
- EQ6 Promote recycling as well as the responsible disposal of electronics and hazardous waste, and reduce other environmentally-damaging forms of waste
- EQ7 Develop practices to reduce utility, fuel, and procurement costs and to improve environmental performance through process, technological, and behavioral changes to demonstrate City leadership in sustainable practices and improve operational efficiencies.

Historic Preservation (HP)

- HP1 Implement incentives for private property owners to maintain, retrofit, rehabilitate, and adaptively reuse historic buildings.
- HP2 Provide technical assistance to commercial districts and low- to moderate-income neighborhoods to obtain historic designation.
- HP3 Maintain, retrofit, rehabilitate, and adaptively reuse City-owned historic buildings.
- HP4 Identify historic streetscapes and preserve their most significant character-defining features.
- HP5 Follow national and local historic preservation standards when rehabilitating or adding facilities and landscaping in historic urban parks.
- HP6 Mitigate impacts on historic, cultural, and archaeological resources caused by construction or excavation in City rights-of-way.
- HP7 Evaluate the benefits of new development relative to historic preservation in land use decisions.
- HP8 Integrate historic, archaeological, and cultural resources in project planning, and design when development occurs in historic districts.

Public Infrastructure, Facilities & Cost of Development (PI)

- PI1 Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.
- PI2 Prioritize major public infrastructure investments in developed areas and for improvements of the existing infrastructure.
- PI3 Expand the use of state-of-the-art, cost-effective technologies and services for public infrastructure and facilities.
- PI4 Identify potential reclaimed water users, such as schools, golf courses, and sports facilities, that will support the expansion of the reclaimed water system.
- PI5 Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, and service expansion of public infrastructure and facilities.
- PI6 Pursue all feasible and allowable funding mechanisms to ensure new development pays its fair share of the cost of growth, and that this funding results in a beneficial use to the development.

Redevelopment and Revitalization (RR)

- RR1 Redevelop and revitalize in areas with the greatest potential for long-term economic development by focusing public resources, tools and incentives to catalyze private investment.
- RR2 Focus private and public investments in Plan Tucson Opportunity Areas (see *Exhibit LT-7*, pg. 3.122 and *Exhibit LT-8*, pg 3.123).
- RR3 Evaluate brownfield sites, closed public facilities, and underutilized land as opportunities for redevelopment and revitalization, using a multidisciplinary approach to attract new assets and strengthen existing surrounding assets, including neighborhoods, businesses, and historic and cultural resources.
- RR4 Build from existing assets of areas identified for redevelopment and revitalization.
- RR5 Pursue interim uses and/or green infrastructure on vacant and financially distressed properties.
- RR6 Prioritize neighborhood revitalization efforts to focus on those geographic areas with the greatest need.
- RR7 Undertake an inclusive community participation process in redevelopment and revitalization efforts.

Land Use, Transportation, & Urban Design Policies (LT)

- LT1 Integrate land use, transportation, and urban design to achieve an urban form that supports more effective use of resources, mobility options, more aesthetically-pleasing and active public spaces, and sensitivity to historic and natural resources and neighborhood character.
- LT2 Develop City departmental resources and facilitate regular interdepartmental communication for the integration of land use, transportation, and urban design related planning and decisions.
- LT3 Support development opportunities where:
 - a. residential, commercial, employment, and recreational uses are located or could be located and integrated
 - b. there is close proximity to transit
 - c. multi-modal transportation choices exist or can be accommodated
 - d. there is potential to develop moderate to higher density development
 - e. existing or upgraded public facilities and infrastructure provide required levels of service
 - f. parking management and pricing can encourage the use of transit, bicycling, and walking
- LT4 Ensure urban design that:
 - a. is sensitive to the surrounding scale and intensities of existing development
 - b. integrates alternative transportation choices, creates safe gathering places, and fosters social interaction
 - c. provides multi-modal connections between and within opportunity areas
 - d. includes ample, usable public space and green infrastructure
- LT5 Undertake a comprehensive review of current City urban design guidance.
- LT6 Promote the development of dog friendly facilities within the urban environment.
- LT7 Use the Plan Tucson Opportunity Areas Map:
 - a. as a general guide for determining the general location of development opportunities, development patterns, land use and transportation concepts, while also considering area and site-specific issues
 - b. in conjunction with the Guidelines for Development Review for discretionary rezonings, variances, special exceptions, and other land use decisions
- LT8 Undertake more detailed planning and related community participation for the Opportunity Areas Map building blocks, including boundaries for specific development areas, types and mixes of uses, needed public infrastructure and facilities, and design features.
- LT9 Locate housing, employment, retail, and services in proximity to each other to allow easy access between uses and reduce dependence on the car.

- LT10 Support urban agriculture and green infrastructure opportunities in new development or redevelopment when appropriate.
- LT11 Adjust future right-of-way widths of major roadways considering their expected function for all modes of transportation and foreseen improvements.
- LT12 Design and retrofit streets and other rights-of-way to include green infrastructure and water harvesting, complement the surrounding context, and offer multi-modal transportation choices that are convenient, attractive, safe, and healthy.
- LT13 Continue to explore and monitor opportunities to increase the use of transit, walking, and bicycles as choices for transportation on a regular basis.
- LT14 Create pedestrian and bicycle networks that are continuous and provide safe and convenient alternatives within neighborhoods and for getting to school, work, parks, shopping, services, and other destinations on a regular basis.
- LT15 Support the provision of secure storage and of showers and lockers for bicyclists and pedestrians.
- LT16 Reduce required motor-vehicle parking areas with increased bike facilities for development providing direct access to shared use paths for pedestrian and bicycles.
- LT17 Implement transportation demand management strategies, such as flexible work hours, vanpools, and other strategies.
- LT18 Consider new development or the extension of major infrastructure in the Houghton Area only after additional, more refined planning efforts are completed.
- LT19 Pursue annexation of vacant, underdeveloped, and developed land that is within both the adopted Water Service Area and the Municipal Planning Area, taking into consideration the development/growth potential, projected revenues to be received, and projected costs and capability to serve the area, and the strategic importance of the location.
- LT20 Apply Pima County Conservation Land System map and associated guidelines to future annexations.
- LT21 Consider the application of the Conservation Land System designation and requirements in rezoning reviews.
- LT22 Participate in efforts to develop a coordinated regional, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods within the region and to destinations outside of the region.

- LT23 Ensure that proposed land uses are compatible with adjacent military operations, coordinating with stakeholders in planning for such uses in the event of future significant changes in mission and/or flight operations.
- LT24 Ensure that proposed land uses within the city are compatible with sources of currently identified aggregates as mapped by State of Arizona agencies when such maps are made available and that any identified aggregates within City limits are considered for future development needs.
- LT25 Coordinate land use, infrastructure, and public service planning for “planning and service areas,” considering social, economic, and environmental needs; particular geographic attributes; existing specific plans; and the Plan Tucson Opportunity Areas Map.
- LT26 Apply Guidelines for Development Review (*Exhibit LT-11*) to the appropriate Building Blocks within the Opportunity Areas to evaluate and provide direction for annexations, plan amendments, rezoning requests and special exception applications, Board of Adjustment appeals and variance requests, and other development review applications that require plan compliance. The Guidelines referenced in this policy and presented in *Exhibit LT-11* are integral to this policy and are the tools used to meet policy objectives. Apply specific plan and functional plan policies to these types of development applications. Refer to the Design Guidelines Manual for additional guidance.