



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.

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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.

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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.