



# PLAN TUCSON

## General Plan Update

DRAFT FOR MAYOR AND COUNCIL REVIEW

MAY 2025

[PLANTUCSON.TUCSONAZ.GOV](http://PLANTUCSON.TUCSONAZ.GOV)

Attachment A



**A special thank you to the representatives of neighborhoods, businesses, institutions, non-governmental organizations, and governmental agencies, as well as individuals who gave hundreds of hours, attended numerous meetings, reviewed material, and provided comments on the development of Plan Tucson 2025.**

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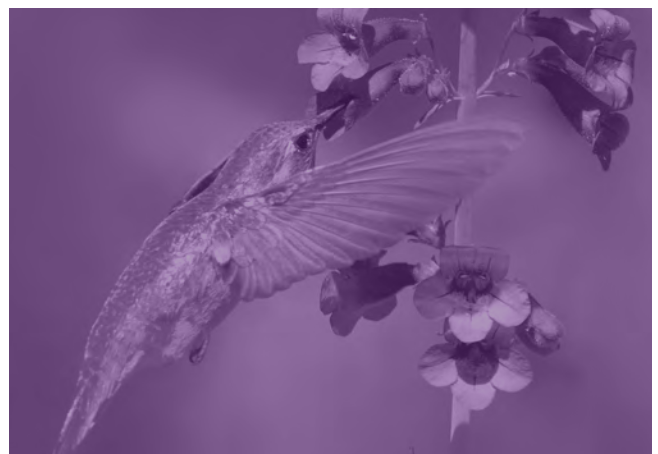
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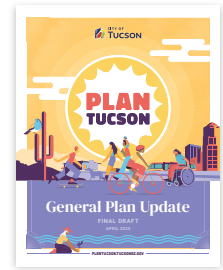
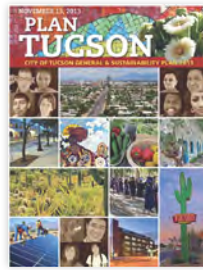
The background is a complex abstract composition. It features large, organic shapes in various shades of teal and dark green. Overlaid on these is a faint, stylized face of a person with dark hair, looking slightly to the right. The face is composed of white and light teal areas, with dark teal outlines for the eyes, nose, and mouth. The overall texture is grainy, suggesting a paper or fabric-like surface.

## CHAPTER 1 Introduction

*Chicanos Along the Time by Alonso Delgadillo Ramirez*

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Plan Tucson 2025 is an update to the last General Plan passed by voters in 2013. The three-year update process provided an opportunity to review and update the goals and policies of the plan to reflect the community's current priorities and values.

## How to Read Plan Tucson 2025

### Chapter 1

Introduction begins with an explanation of the scope and use of Plan Tucson and how it was developed, with special attention to how community input was central to the process. There is also a detailed description of how the City's planning team worked with various consultants throughout the update process and how AI technology was utilized to assist in the drafting process.

### Chapter 2

Tucson Today details the history of Tucson and how this has helped shape the City's current built environment. The chapter also provides a snapshot of Tucson at the time of this plan's writing with an overview of Tucson's geography and demographics, cultural features, recent economic and development trends that impact the city as well as a brief discussion of ongoing challenges Tucson's community faces. The chapter concludes with a more in-depth reflection on the role of neighborhoods in offering a community scale that encourages more personal interactions.

### Chapter 3

Values, Goals, and Policies identifies the core values of the community as expressed by participants through this process. This chapter contains the goals and policies that represent the primary guidance for what direction Tucson should take to become the kind of community residents aspire to live and work in.

### Chapter 4

The Future Growth Scenario Map (FGSM), along with a set of land use building blocks and corresponding development guidelines, details the importance of this tool in shaping land use decisions over the next ten years. The chapter also includes a summary of data used to help inform the development patterns and characteristics encouraged to meet the city's projected housing, retail, office, and industrial needs.

### Chapter 5

Implementation summarizes the tools and strategies for implementing Plan Tucson, including a summary of the functional and specific plans, which provide more detailed and time specific action items encouraging the implementation of the goals of the General Plan. This chapter also includes a list of near- and long-term projects to highlight efforts to improve the quality of life for Tucson residents over the life of Plan Tucson 2025.

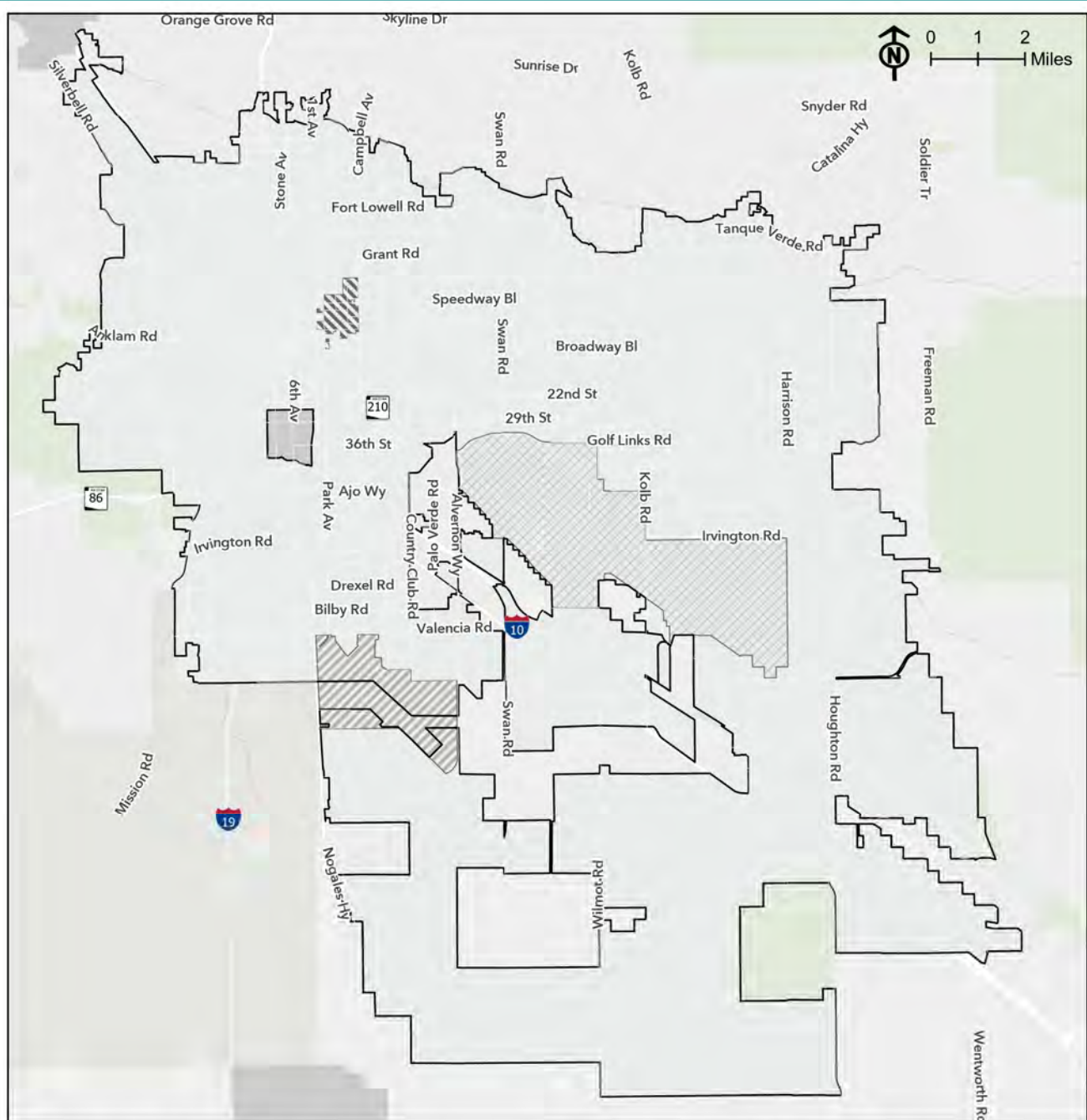




### **Maps Background and Context Layers**

Plan Tucson contains multiple maps displaying various spatial data trends, each with its own legend explaining the specific symbols, colors, and lines used. Several essential contextual elements appear consistently across most maps, including city limits, Davis-Monthan Air Force Base, adjacent jurisdictions, Nations, open spaces, and major roads. Rather than repeatedly including these common features in each map's legend, they are consolidated in a single reference legend here, allowing more space to highlight unique information on individual maps while maintaining clarity for readers.

# Context Map



- Tucson City Limits
- University of Arizona Planning Area
- Tucson International Airport
- Davis-Monthan Air Force Base
- Nearby Open Spaces
- Native Nations
- Nearby Local Jurisdictions

Figure 1.1.1. Features that are shared on each map.



## Plan Purpose

Plan Tucson is a long-term plan which guides growth and development in the City by establishing our community's vision, goals, and policies. The plan's policies cover a wide range of elements, including environmental planning, cultural heritage, land use, transportation, parks, safety, public services, economic development, water resources, and housing. Plan Tucson is designed with a broad scope to address the diverse needs of the 242-square-mile City and the flexibility to respond to our rapidly changing environment during the document's 10-year planning horizon.

Planning plays a pivotal role in shaping the development of cities. Early efforts focused on essential infrastructure, such as roadways, to facilitate the movement of people and troops. By the early 1900s, planning became standardized in the United States to address issues such as substandard housing, designing grand spaces, and preserving open spaces and antiquities. In 1909, the Plan of Chicago became the first comprehensive plan in the United States to outline integrated projects and improvements to support a growing city and set a standard for other cities to follow. As cities expand, managing growth becomes a critical aspect of planning.

Tucson's first land use plan, "Tucson Regional Plan", was organized by community members and business leaders in the 1930s and completed in 1943. In 1959, the City of Tucson approved the General Land Use Plan (GLUP), developed by the joint City-County Planning Department. The GLUP was updated in 1979, resulting in what would become Tucson's first Comprehensive Plan. The update went through 4 years of extensive public review and debate that informed a final document including elements and policies that are still relevant today. The GLUP would be amended 10 more times between 1981 and 1998.

Arizona's planning process evolved with introducing the Growing Smarter Act in 1998, later enhanced by the Growing Smarter Plus Act in 2000. These acts established a framework to address the state's growth management challenges, fostering thoughtful development while safeguarding cultural and natural resources. This legislation reshaped general and comprehensive planning by mandating increased public involvement and expanding the range of required plan elements, as outlined in Arizona Revised Statutes (ARS) Section 9-461.05. In light of new state requirements for comprehensive plans, the City of Tucson proposed an updated General Plan in 2001, which voters chose to ratify. A decade later, voters ratified the City of Tucson General and Sustainability Plan in 2013.

### How Plan Tucson is Used

Community members and the City government use the General Plan in various ways.

- **The Mayor and Council use the plan to guide investments and policies.**
- **City Boards and Commissions apply the plan when implementing Mayor and Council guidance and making recommendations.**

- City staff refer to the plan for policy direction in their roles, developing and administering community programs and pursuing resources such as grants.
- The Planning and Development Services Department (PDSD) consults the plan, particularly the future growth map and land use policies, when making recommendations and decisions regarding land use requests.
- Property owners and the development community review the plan to identify preferred development patterns that align with its vision.
- Community members use the plan to advocate for priorities and seek funding for projects that align with the plan's goals.

### Interconnected Focus

The 2013 General Plan highlighted “element integration” as an important feature. Understanding how the specific functions of departments in city government, such as housing, transportation, energy and water usage, and land use, all impact one another is essential for framing and implementing these policies in the General Plan. In this updated General Plan, this idea of interdependence is further emphasized in the formatting and organization of the goals and policies.

Of the 14 goals in Plan Tucson 2025, three are “cross-cutting,” meaning they influence the intent and direction of the others. At the beginning of Phase 2, Working Groups agreed that several common themes were essential to inform the direction of the whole plan and were written as goals that would be present throughout the document.

### These goals are:

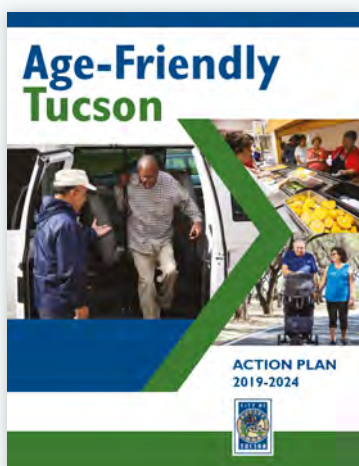
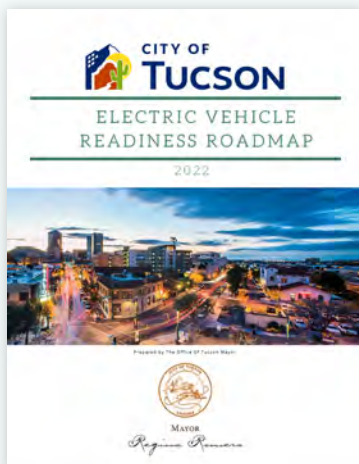
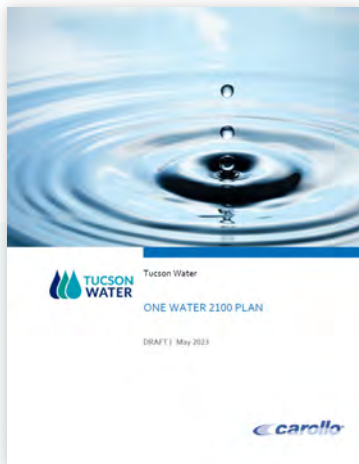
- **Foster inclusive, transparent, efficient and equitable City governance**
- **Support the development of an equitable community**
- **Be a leader in carbon reduction and resiliency to extreme heat and climate impacts**

The remaining goals in Plan Tucson 2025 cover a diverse range of topics crucial to the Tucson community. However, all goals are aligned with the overarching aim of making Tucson a more inclusive, equitable, and environmentally resilient community. The policies also serve to highlight the interconnectivity of these goals. Out of the 186 policies included, the majority are present in at least two goals, demonstrating that an effective strategy will not only address one goal, but also positively impact others.



## Relationship Between Plans

The current General Plan, “Plan Tucson: City of Tucson General & Sustainability Plan 2013,” was ratified by the voters in 2013. Arizona law requires municipalities of a certain size to readopt or create a new General Plan every ten years. Tucson’s timeline was extended due to the COVID-19 pandemic. In 2022, the City began the process of updating the General Plan, providing an opportunity to address new priorities and emerging issues while maintaining relevant existing policies.



### Specific Plans

Specific plans translate Plan Tucson’s goals into actionable policies for particular geographic areas of the City. As of 2024, Tucson has over 50 area and neighborhood (specific) plans. While not state-mandated, these plans are referenced in Arizona statutes and are crucial for implementing community visions. For areas without specific plans, Plan Tucson provides land use guidance.

### Functional Plans

City departments develop functional plans to address particular topics or services to implement the General Plan. The following functional plans, developed since the adoption of Plan Tucson 2013, were referenced throughout the drafting process of the Plan Tucson 2025 update:

- Parks and Recreation System Master Plan (2016)
- Age-Friendly Tucson (2019)
- Move Tucson (2021)
- People, Communities, and Homes Investment Plan (2021)
- Housing Affordability Strategy for Tucson (2021)
- Comprehensive Economic Development Strategy (2022)
- Tucson Resilient Together: Climate Action and Adaptation Plan (2022)
- Electric Vehicle Readiness Roadmap (2022)
- Thrive in the 05 Transformation Plan (2022)
- Zero Waste Roadmap (2023)
- One Water 2100 (2023)
- Green Fleet Transition Plan (2023)
- Prosperity Initiative (2024)
- Heat Action Roadmap (2024)



### Update Process

Plan Tucson 2025 is an update to the last General Plan passed by voters in 2013.

In November 2022, the Mayor and Council approved the [Community Engagement Program](#) to start the process of updating Plan Tucson. The three-year update process (2023-2025) provides an opportunity to review and update the goals and policies of the plan to reflect the community's current priorities and values.

While many of the policies in the 2013 General Plan are still relevant, this update allowed the City to address new priorities and emerging issues. This General Plan update process provided an opportunity to assess current conditions and needs, examine the community's vision and goals, add new policies, and incorporate recent and ongoing planning initiatives.

## State Requirements for General Plan Public Participation

ARS 9-461.06 requires that municipalities' "governing bodies shall adopt written procedures to provide effective, early and continuous public participation in the development and major amendment of General Plans from all geographic, ethnic and economic areas of the municipality." The law continues, "the procedures shall provide for:

- a. The broad dissemination of proposals and alternatives
- b. The opportunity for written comments
- c. Public hearings after effective notice
- d. Open discussions, communications programs, and information service
- e. Consideration of public comments"

Consistent with the City of Tucson's longstanding practice of public involvement in planning its future, the City of Tucson met and exceeded the state public participation requirements for the Plan Tucson update.



## Guiding Principles

Recognizing that every voice and experience contributes to the strength of our City, the Planning Team was committed to creating meaningful opportunities for engagement across all demographics. This included reaching people from diverse backgrounds, income levels, geographic locations, family structures, and cultural identities to have the chance to learn about and contribute to Plan Tucson.

**Five guiding principles underpinned the Plan Tucson community engagement process:**

### **Everyone is welcome**

Ensure robust community involvement by removing barriers to participation, such as providing resources for childcare and transportation, so that all community members, especially those who have been historically underrepresented, can engage fully.

### **Center equity**

Centering equity in the planning process is essential to addressing past injustices and ensuring that the future of Tucson represents all its residents.

### **Build up and collaborate**

The update process ensured continuity by building on the foundations of recent planning efforts and the 2013 General Plan while integrating new priorities that reflect current community values.

### **Foster authentic participation**

Authentic participation is a cornerstone of this effort, with the Planning Team committed to transparency and ongoing communication, ensuring that the contributions of all participants are valued and visible throughout the multi-year process.

### **Prioritize safety and accessibility**

Safety and accessibility were prioritized, with meetings held in accessible locations, at various times, and with bilingual materials to accommodate the needs of all Tucson residents.

## Project Team

The City of Tucson Planning Team was led by the Planning and Development Services Department (PDSD) with several consultants providing support and expertise in the areas of community engagement to help broaden the opportunities for diverse voices to be heard, as well as provide technical support in developing the Future Growth Scenario Map (FGSM), helping with analyzing and synthesizing growth projections.

## How AI was Used

The Plan Tucson update utilized AI tools like ChatGPT and Claude to assist in the General Plan update process. These AI software solutions analyzed large volumes of data, including summarizing transcripts and video recordings from community meetings and public forums. AI categorized and grouped comments and policies based on thematic areas, which streamlined the organization of Plan Tucson. These AI tools also supported the development of communication materials. The Plan Tucson update maintained a rigorous review process of all materials generated or analyzed with the assistance of AI, both before and after the use of these tools, to ensure that human writers reviewed the quality and accuracy of the work.

### City of Tucson AI Guiding Principles

Below are the six fundamental principles that underpin our interim framework for responsible AI usage within the City of Tucson.

#### Empowerment

Enhance community services, deepen trust with public sector professionals, and guarantee equitable resource distribution. Prioritize service enhancement, trust cultivation, and fairness promotion.

#### Inclusion & Respect

Develop AI applications with diversity in mind and foster inclusivity across various demographics. This principle underscores the commitment to creating technology that benefits all, regardless of background or circumstance.

#### Transparency & Accountability

Commit to candor about AI's capabilities and limitations, ensuring clarity in how it is being used. Foster public trust with openness and enable learning through transparent operations.

#### Responsible Innovation

Champion innovation while vigilantly assessing and mitigating risks. Encourage responsible innovation paired with strategic risk management to safeguard community welfare.

#### Privacy & Security

Uphold digital rights, enact stringent privacy protocols, and protect sensitive information to maintain public service integrity. Balance innovation with the privacy and security of community members.

#### Public Purpose

Align AI use with the City's mission. Use it to improve community outcomes and public services, ensuring technology reflects the community's values.

# *Plan Tucson Roadmap*

## **Plan Tucson Update Phases**

This update process, dubbed Plan Tucson 2025, was designed to be a community-driven effort, reflecting the values, needs, and aspirations of Tucson's diverse population. Recognizing the importance of public participation, the City structured the update into four distinct phases (Figure 1.4.1). The first three phases of the update engaged the community, gathered feedback, and refined the plan so that, in Phase 4, the community had a plan to vote on that represented the best interests of all Tucson residents.

*Figure 1.4.1 The Plan Tucson Road Map summarizes the update process phases.*

**PHASE 1: COMMUNITY LISTENING & DISCOVERY**  
EARLY 2023

# Community Engagement

## City & Planning Team

**COMMUNITY VISIONING**

**Working Groups**

**DATA ANALYSIS & PREVIOUS PLAN OUTCOMES**

Phase 1 Outcome  
**Community Visions & Priorities**

**COMMUNITY DIALOGUE**

**Working Groups**

**DRAFT COMMUNITY-WIDE GOALS, POLICIES, & FUTURE GROWTH SCENARIOS**

Phase 2 Outcome  
**Preliminary Draft of Plan Tucson**

**COMMUNITY FEEDBACK**

**Working Groups**

**REFINE Plan Tucson**

Phase 3.1 Outcome  
**Plan Tucson Final Draft**

**PUBLIC HEARINGS**

Planning Commission & Mayor and Council

Phase 3.2 Outcome  
**Plan Tucson Adopted by Mayor & Council**

**Plan Tucson SHARED WITH THE PUBLIC**

**ELECTION DAY!**

Phase 4 Outcome  
**Staff Implements Voter-Approved Plan Tucson**

**PHASE 2: DEFINE & PLAN FOR THE FUTURE**  
SUMMER 2023 - SUMMER 2024

**PHASE 3: REVIEW & REFINE**  
SUMMER 2024 - SPRING 2025

**+2,000**  
**PEOPLE ATTENDED**

Over 2,000 people at  
in-person events

**+950**  
**PEOPLE RESPONDED**

950 respondents from  
the online survey

**+400**  
**RESPONSES**

to intercept surveys

**13,000**  
**ENGAGEMENTS**

13,000 comments received  
through Phase 1

## Phase 1: Listen, Discover, Reflect

(January – June 2023)

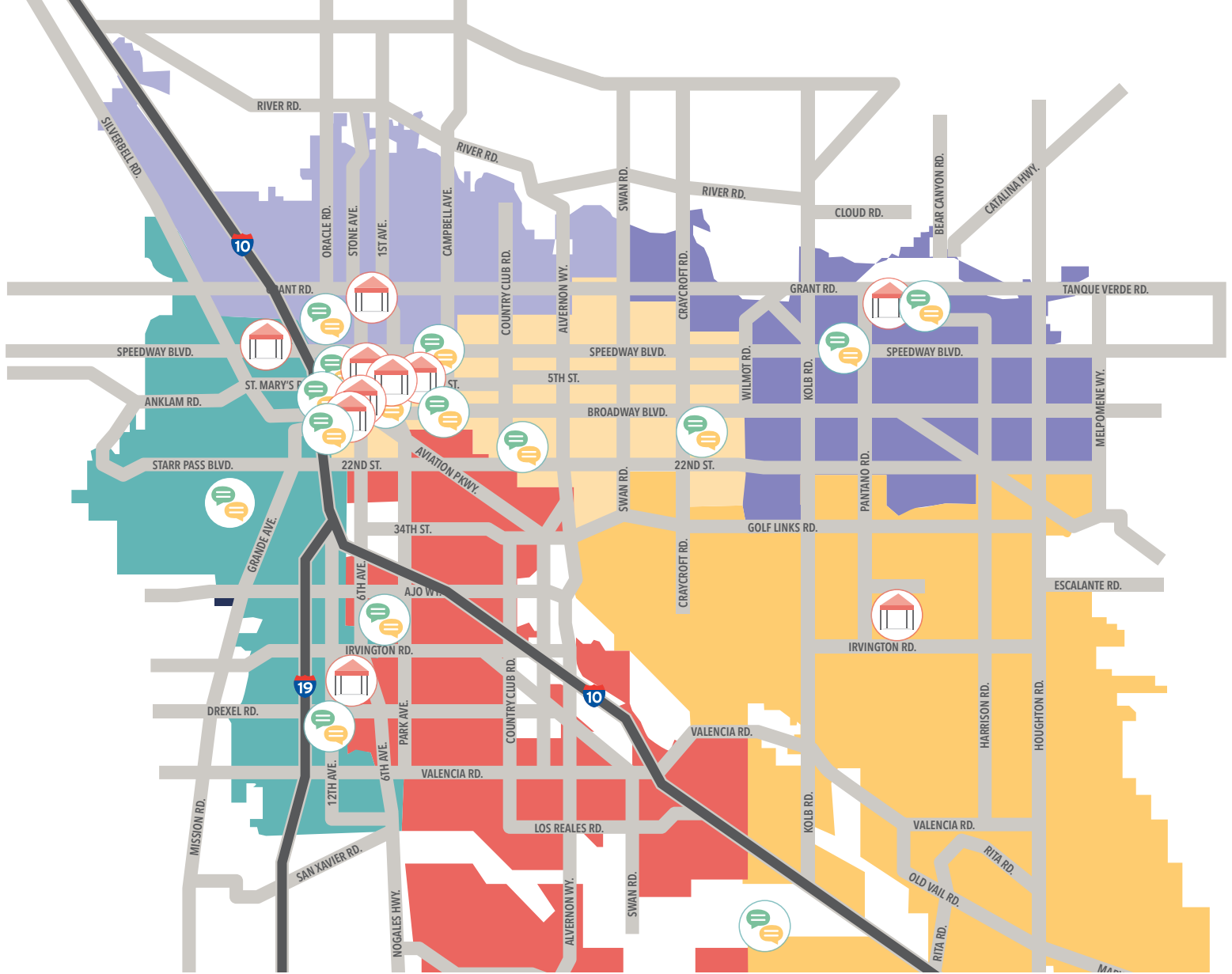
The first phase of the Plan Tucson 2025 update was dedicated to listening, discovering, and reflecting on the community's needs and aspirations. The Planning Team began by providing residents with background information on the existing 2013 General Plan, along with insights into recent plans and key trends affecting the City. The primary goal of this phase was to engage the community in conversations about Tucson's future, understand their top priorities, and begin formulating a shared vision that would guide the update process.

Throughout Phase 1, the community was invited to reflect on what they value about Tucson, voice their concerns, and propose ideas for the City's future. Phase 1 engaged over 2,000 people at in-person events and 950 respondents through an online survey. This phase included a kickoff event, 11 community workshops, 15 pop-ups, and meetings with community partners and organizations (see Phase 1 Community Engagement Map, Figure 1.4.2).

The collective input resulted in over 13,000 comments, which guided the update of Plan Tucson's goals and policies. The Plan Tucson team conducted intercept surveys to meet participants in their everyday environments, engaging an additional 400 community members. Comments are summarized in the Phase 1 Community Engagement Summary.

Five in-person and two virtual community workshops were facilitated with support from City departments, including a dedicated workshop for City staff. The team collaborated with community organizations to co-convene network-specific conversations, tailoring outreach to interest groups and reducing engagement barriers. Pop-up events, often held alongside other City departments, provided immediate responses to community questions. Additionally, an online survey hosted on the Plan Tucson website from January to April 2023 garnered 950 responses, with the website receiving over 14,000 views during this period.





## Who is talking, how are we listening?

**12**  
COMMUNITY WORKSHOPS  
& MEETINGS

**15**  
POP-UP EVENTS

### LEGEND



	WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	OTHER*
ENGAGEMENTS	8	3	2	2	2	8	2**
PARTICIPANTS	12%	11%	16%	8%	8%	22%	23%

\*Nearby municipalities: South Tucson, Marana, Oro Valley, Sahuarita, Unincorporated Pima County | \*\*Virtual meetings

Figure 1.4.2: Phase 1 Community Engagement Map shows locations of the outreach events.



## Phase 2: Define and Plan Our Future

(July 2023 – August 2024)

Phase 2 of the Plan Tucson update process, spanning from summer 2023 to spring 2024, was focused on the broad ideas and themes identified in Phase 1 and translating them into concrete policies, goals, and growth scenarios that would shape the City's development over the next decade. During Phase 2 of the Plan Tucson update, Working Groups and Community Forums helped the Plan Tucson team get insight from our community on goals and how we could accomplish them.

Using feedback from the community, the Plan Tucson team presented goals along with suggested pathways to achieve those goals to Working Groups for feedback.

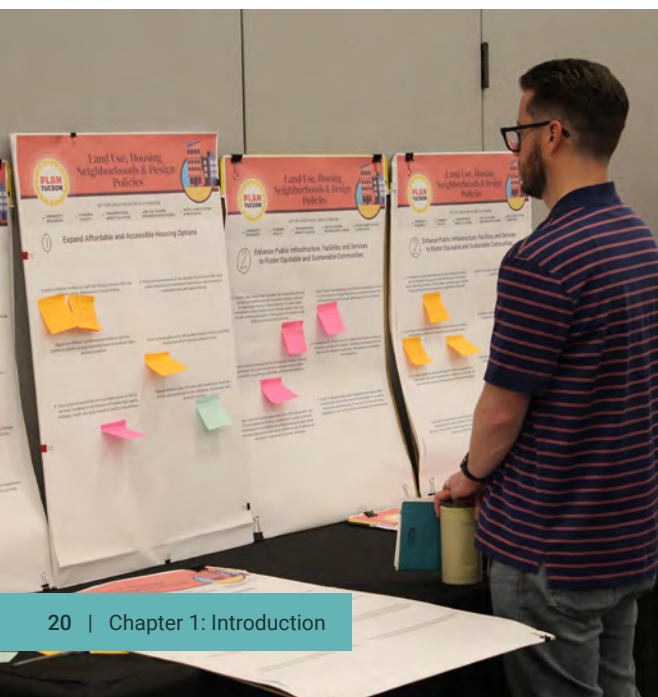
The Plan Tucson team matched these inputs to policies from Plan Tucson 2013 and other plans adopted in the City in the last 10 years.



The following plans were reviewed and served as the base of policy development:

**Plan Tucson (2013):** The most recent General Plan with 25 goals broken up into four sections: social environment, economic environment, natural environment, and built environment. The goals and policies outlined have provided the framework for all other plans developed since its adoption.

**Parks and Recreation System Master Plan (2016):** Through an analysis on the condition of the facilities, data on usage, and outreach, the Parks and Recreation System Master Plan sets priorities and guides decision-making for the Parks and Recreation Department.



**Age-Friendly Tucson (2019):** This plan began when Mayor and Council resolved to participate in AARP's and the World Health Organization's Network of Age-Friendly Cities and Communities. It outlines what the City has done to support an aging population and sets goals and recommendations to create a more livable community for all.

**Move Tucson (2021):** A Citywide transportation master plan led by the Department of Transportation and Mobility that establishes a vision for Tucson's mobility future and provides a shared blueprint for how we get there.

**People, Communities, and Homes Investment Plan (P-CHIP) (2021):** Creates a framework for investing in Tucson's most vulnerable populations. It directs funding for homeless services, housing stability, neighborhood enhancements, and more. The P-CHIP identifies priorities eligible for support from Tucson's federal and local funding sources, administered by the City of Tucson Housing and Community Development Department.

**Housing Affordability Strategy for Tucson (2021):** The Department of Housing and Community Development developed a comprehensive, affordable housing strategic plan with an emphasis on actionable goals that align with other important priority areas, such as climate resiliency and advancing social equity.

**Comprehensive Economic Development Strategy (2022):** Provides operational guidance for Tucson's Economic Initiatives team and a road map for staff and Mayor and Council. It defines goals, strategies, and performance metrics with the built-in flexibility to respond to changes in the economic landscape.

**Tucson Resilient Together: Climate Action and Adaptation Plan (2022):** This comprehensive initiative addresses climate mitigation and adaptation and sets ambitious targets to reduce greenhouse gas emissions and increase renewable energy use. The plan's strength is in its holistic approach that encourages cross-sector collaboration and multiple sustainability strategies.

**Electric Vehicle Readiness Roadmap (2022):** A strategic plan designed to accelerate the adoption

of electric vehicles (EV) within the community and city operations. The Roadmap aligns with Tucson's broader climate goals, including the commitment to carbon neutrality by 2030, and emphasizes the importance of transitioning away from fossil fuels to reduce greenhouse gas emissions.

**Thrive in the 05 Transformation Plan (2022):** Outlines a shared community vision across four focus areas — Housing, Neighborhoods, People and Education, and Workforce and Economic Development — for the transformation of the Oracle Road / Miracle Mile area in the 85705 zip code.

**Zero Waste Roadmap (2023):** A high-level planning document that outlines critical tasks and identifies a path toward zero waste for Tucson, with a specific focus on the services provided by the Environmental and General Services Department.

**One Water 2100 (2023):** Guides Tucson Water's capital and financial planning, conservation practices, and policy decisions. The phrase "One Water" is a nationally recognized approach to managing finite water resources by placing equal value on all water as integrated and viable sources for the community.

**Green Fleet Transition Plan (2023):** Outlines action items that each City Department must take to reduce the environmental impacts derived from City-owned light-duty vehicles, consistent with the Tucson Resilient Together: Climate Action and Adaptation Plan.

**Prosperity Initiative (2024):** An intergovernmental effort to boost wealth in Pima County communities. It aims to reduce generational poverty and increase opportunities for low-income families through 13 targeted policy areas including education, healthcare, housing, broadband access, and workforce development.

**Heat Action Roadmap (2024):** A comprehensive strategy aimed at addressing the increasing threat of extreme heat due to climate change in support of the *Tucson Resilient Together*. This plan outlines targeted actions to mitigate heat impacts across vulnerable communities, focusing on immediate, mid-term, and long-term strategies.



One of the critical tasks during this phase was the development of the Future Growth Scenario Map. This map and the accompanying guidelines outline potential growth patterns and land use strategies. It was created with virtual and in-person input from the community. Residents were invited to review various drafts, provide feedback, and express their preferences.

This phase included community engagement through Working Groups and Community Forums. These initiatives were designed to gather in-depth insights from the community on goals and implementation strategies. The Plan Tucson team utilized this feedback to develop goals and suggested pathways, which were then aligned with policies from Plan Tucson 2013 and other recently adopted city plans. This process culminated in the formation of five thematic working groups:

- **Community Resources**
- **Economic Vitality**
- **Land Use, Housing, Neighborhoods, Design**
- **Water, Climate Action, Green Space**
- **Transportation, Mobility, Access**

## Phase 2: Define and Plan our Future

(July 2023 – August 2024)



18

WORKING GROUP  
MEETINGS

550

TOTAL COMMENTS FROM  
WORKING GROUPS

677

WORKING GROUPS  
TOTAL ATTENDANCE

9

POP-UP EVENTS  
ATTENDED



7

VIRTUAL OFFICE  
HOURS CONDUCTED

6

COMMUNITY  
FORUM MEETINGS

200

TOTAL COMMENTS FROM  
COMMUNITY FORUMS

285

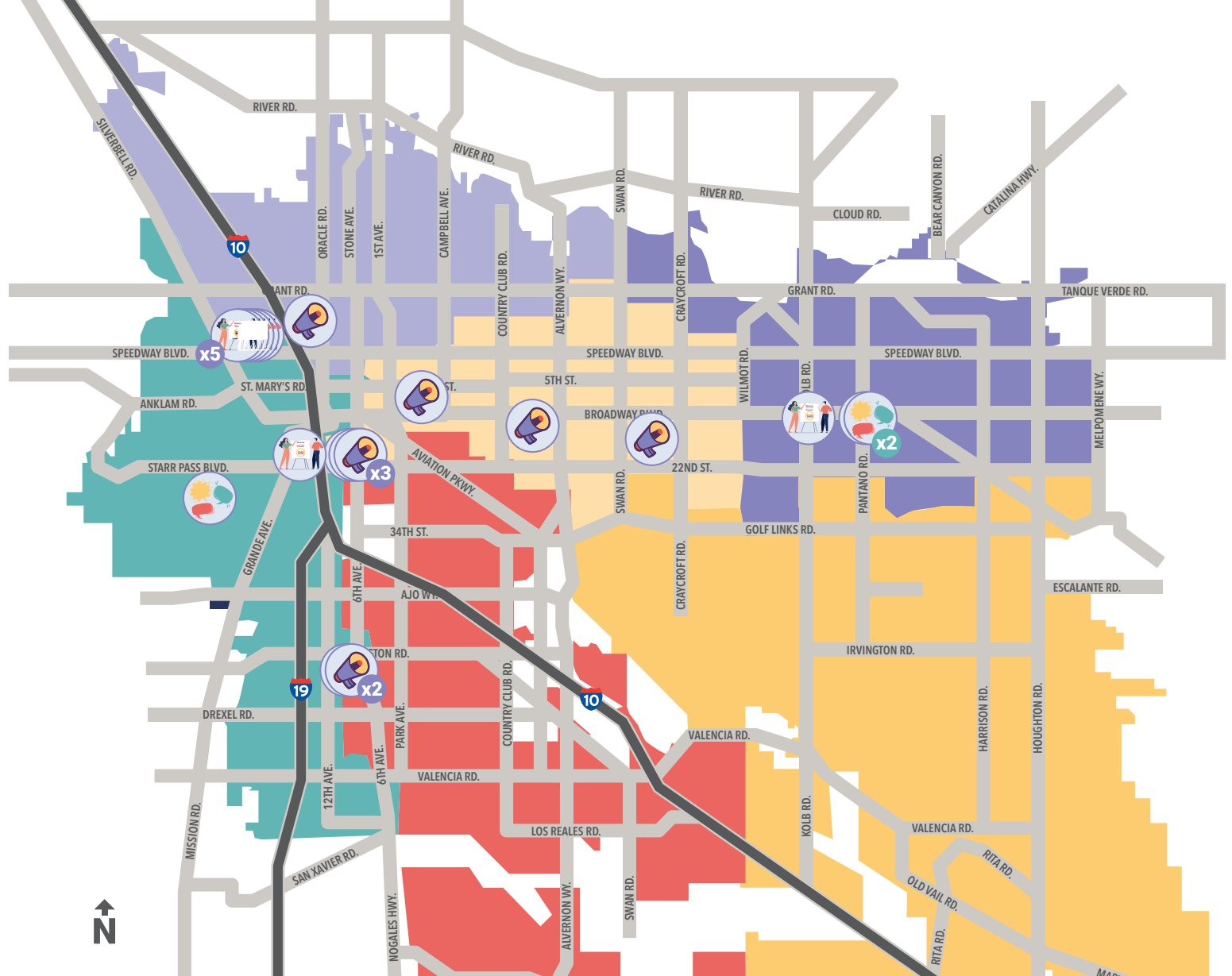
COMMUNITY FORUMS  
TOTAL ATTENDANCE





These groups convened over the course of 18 meetings, generating 550 comments and involving 677 attendees. The Working Groups initially met virtually to update goals, followed by in-person sessions to refine policies (Figure 1.4.3). A cross-cutting meeting at the Tucson Convention Center in April 2024 allowed an opportunity for community members to offer feedback on policies across all working group topics and review the draft Future Growth Scenario Map. Working Group members consisted of community members with specific knowledge and/or interest in the topic area.

To complement the Working Groups, the Plan Tucson Team organized a series of Community Forums, both virtual and in-person, to gather feedback on the draft goals and policies. Community Forums were designed to allow for a broader segment of the community to participate during weekend and evening hours. These forums, along with online materials, engaged 285 attendees and generated 200 comments. Additionally, the team participated in nine pop-up events across the city, strategically targeting diverse communities. Virtual office hours were also established, offering community members direct access to the Plan Tucson Team for questions and discussions about revising draft goals, policies, and development standards.



18

WORKING GROUP  
SESSIONS



6

COMMUNITY  
FORUMS



9

POP-UP



655

UNIQUE ATTENDANTS  
TO EVENTS

#### LEGEND

- Ward 1
- Ward 2
- Ward 3
- Ward 4
- Ward 5
- Ward 6

#### IN PERSON MEETINGS



Working  
Groups



Community  
Forums



Pop-up  
Events

#### VIRTUAL



x 11



x 3



x 5

Figure 1.4.3: Phase 2 Community Engagement Map.

## CHAPTER 2

# Tucson Today

*Mural by Ignacio Garcia*



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32	Current Conditions
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## History of Tucson

Today, Tucson is a growing metropolis with over 500,000 residents anchoring a region of nearly one million. It is renowned for its cultural heritage, outdoor adventures, vibrant arts scene, and connection to nature.

## **A Brief History of Tucson: From Native Roots to Southwest Metropolis**

**Tucson's history unfolds like a vibrant tapestry woven over 4,000 years. As one of North America's oldest continuously inhabited areas, the City's story is a testament to cultural resilience and adaptation.**

### **Ancient Beginnings and Colonial Era**

Tucson's earliest known inhabitants, the Hohokam people, left an indelible mark on the region. Their sophisticated irrigation systems and agricultural practices laid the foundation for the City's future. The name "Tucson" was derived from a Spanish interpretation of the O'odham phrase "Chukshon", or "S-cuk Şon" meaning "base of the black mountain", referring to the base of what is now known as "A" Mountain or Sentinel Peak. Considered Tucson's birthplace, archaeologists have confirmed that the base of Sentinel Peak has been continuously inhabited for 4,000 years.

The Spanish colonial era dawned in 1775 with Hugo O'Connor's arrival and the establishment of the Presidio San Agustín del Tucson. This fortified outpost earned Tucson its enduring nickname, the "Old Pueblo," and introduced new agricultural techniques, livestock, and Catholic traditions that would blend with native customs.

### **From Mexican Territory to U.S. Statehood**

Following Mexico's independence in 1821, Tucson briefly became part of the Mexican state of Sonora. The Gadsden Purchase of 1854 brought it into U.S. territory, and from 1867 to 1877, the City served as the capital of the Arizona Territory. This period solidified Tucson's importance in the region and set the stage for its future growth.





### **Railroad Boom and Cultural Diversity**

The arrival of the Southern Pacific Railroad in 1880 marked a turning point in Tucson's development. The City's population surged, nearly doubling between 1880 and 1910 from nearly 7,000 residents to over 13,000. This influx brought diverse communities, including Chinese laborers, who contributed significantly to the City's workforce and cultural landscape. The railroad's economic impact reverberated through Tucson's economy well into the mid-20th century.

### **University of Arizona**

The University of Arizona, appropriated by the Arizona Territory in 1885, held its first classes in 1891 for 32 students. The university would come to be an integral piece of Tucson's economy and growth over the next century and into the 21st century. Enrollment grew to 13,058 in 1960 and to 41,710 students at the main Tucson campus in 2024.



### **Aviation Influence**

Tucson's pioneering spirit soared in 1919 with the opening of the nation's first municipally owned airport, Davis-Monthan Field. This facility and the later establishment of Tucson International Airport cemented the City's role in aviation history and set the stage for future economic diversification.





### Post-War Expansion and Urban Renewal

The post-World War II era ushered in dramatic growth for Tucson. From 1940 to 2020, the population grew more than tenfold, from 40,000 to half a million.

This rapid expansion brought opportunities and challenges, including controversial urban renewal efforts from 1966 to 1971 that reshaped the downtown area and highlighted the delicate balance between progress and preservation. For more discussion on the effects that urban renewal and other historic inequities had on Tucson, see Goal 2 and Appendix E.

### Technological Advancements and Economic Diversification

Hughes Aircraft Company (now Raytheon Missile Systems), established in 1951, marked Tucson's entry into the high-tech industry. As the City moved into the 21st century, it continued diversifying its economy, attracting major companies like Amazon and Caterpillar while maintaining its appeal as a tourist destination.

### Water Management and Sustainable Growth

The completion of the Central Arizona Project in 1993 played a crucial role in supporting Tucson's growth, ensuring a sustainable water supply for the region's expanding population and agricultural needs.





## Transportation Evolution

Tucson's transportation history reflects its growth and modernization. By the late 1860s, Tucson had formed a grid system of streets, and as early as 1906, the Tucson Rapid Transit Company (TRT) offered public transit with an electric streetcar. In 1931, TRT replaced its street car with a fleet of gasoline-powered buses to keep up with ridership demands of the growing City. In 1969, the City purchased TRT after years of declining ridership, investing in 65 new buses and a number of new routes, which greatly increased ridership. The City expanded alternatives to car travel in the 1970s with its first connected bike route network. In 1994, the Tohono Tadaí Transit Center became the first transit center in Arizona to be designed under the Americans with Disabilities Act. The City has continually adapted its transit systems to meet the needs of its growing population; as recently as 2014, Tucson opened the Sun Link modern streetcar, providing a new, safe, and sustainable transit option for the City's university and downtown areas.

## Cultural Preservation and Global Recognition

Throughout its expansion, Tucson has remained committed to preserving its multicultural heritage. Historic districts like Barrio Viejo are living monuments to the City's diverse architectural and cultural influences. In 2015, Tucson's rich culinary tradition earned it the distinction of being the first UNESCO City of Gastronomy in the United States, recognizing its 4,000-year legacy of agricultural innovation and cultural fusion in food.

## A Borderland Identity

Tucson's proximity to Mexico has profoundly shaped its character, fostering a strong Mexican American community, widespread bilingualism, and unique border traditions. Tucson is also near the Tohono O'odham Nation, the Tohono O'odham Nation San Xavier District, and the Pascua Yaqui Tribe on the Pascua Pueblo Yaqui Reservation. This cultural interplay continues to define Tucson's identity and charm. Today, Tucson is a unique blend of ancient and contemporary, where diverse cultures and traditions coexist. The City's commitment to preserving its heritage while embracing innovation and sustainability makes it a remarkable example of a modern American city deeply rooted in its multicultural past.



## Tucson Demographics

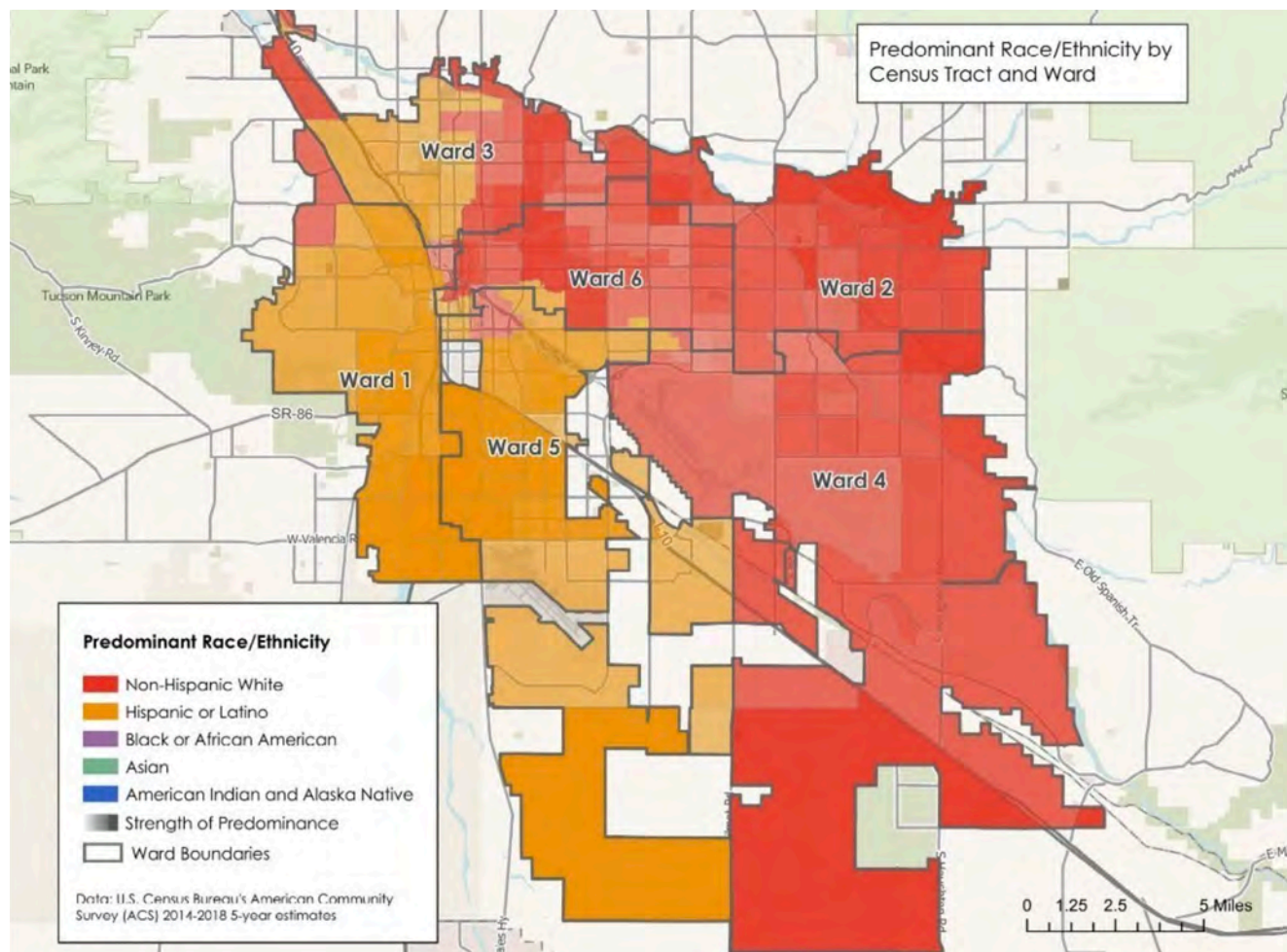


Figure 2.2.1: Geography of Tucson's demographic makeup

## Current Conditions

### Population

Tucson has experienced notable changes in its population and demographic composition since the 2013 General Plan was published. According to the American Community Survey, Tucson has grown roughly 4% over the last 10 years to a population of approximately 543,348 residents in 2023 (ACS 2023 5-year survey).

The Hispanic or Latino population has continued to grow both in absolute numbers and as a percentage of the total population, representing 43% of all residents, reinforcing Tucson's status as a majority-minority city. White non-Hispanic residents make up approximately 44% of the population. The City also has notable African American, Asian, and Native American communities. The majority of Tucson's Latino population is centered in the south and west while a majority of the white population is in the east.



Year	Population	% Change in Pop	Land Area	% Change in Land Area
1990	405,371	—	157.5	—
2000	486,699	+20%	195.5	+24.1%
2010	520,116	+6.8%	227.7	+16.5%
2020	542,629	+4.3%	241.94	+6.3%

Figure 2.1.4: Growth statistics (Source: U.S. Census Bureau and City of Tucson IT-GIS Section)

Tucson's age distribution shows a mix of young families, working professionals, and retirees, with a median age of about 34 years. Residents over 65 make up slightly more than 16% of the total population, while residents under 18 make up 19.5%, showing that the overall population has aged slightly in the last decade when residents over 65 made up approximately 13% of the population in 2013. In 2022, Tucson's median household income was \$51,281 compared to \$64,014 in Pima County and \$74,568 in Arizona. Furthermore, approximately 100,500 Tucsonans, 20% of the total population, live below the national poverty level compared with just 12.5% of the state overall.

## Economy

A large share of Tucson's economy is sustained by public sector institutions such as the University of Arizona, the City of Tucson, and Pima County. As of 2013, these are among the top ten employers within Tucson's metro area. However, growing industries with both public and private investments, such as aerospace engineering, defense spending, optics, medical facilities, and, more recently, solar and energy storage, bring significant economic advantages to Tucson.

Tucson has a significant tourism industry, hosting nearly six million visitors annually. The industry capitalizes on Tucson's unique features such as the Sonoran Desert and its unique wildlife, as well as a rich cultural heritage and history. Events such as the Tucson Gem and Mineral Show and the El Tour de Tucson bicycle race are well-known nationally and internationally, bringing visitors and associated revenue from all over the world. According to the 2023 Visit Tucson Annual Report, 5.8 million visitors came to Tucson and Southern Arizona in 2022, an 18% increase from the previous year. The report estimates that this brought \$81 million into Pima County through local sales taxes.

The 2020 COVID-19 pandemic had a significant economic impact on the City of Tucson. Tucson's overall Gross Domestic Product (GDP) shrunk by 4.2% in 2020 compared to 3.5% nationally. The travel and service sectors, in particular, experienced significant drops in productivity, with hotel occupancy dropping 35.1% in the first year of the pandemic. By 2022, Tucson's GDP had rebounded to within 1.5% of its pre-pandemic level. According to census data from the American Community Survey, the unemployment rate peaked in April of 2020 at 14.2%, and as of June 2024, the unemployment rate in Tucson was 3.9% compared to the national unemployment rate of 4.3%.

Year	Median Household Income
2013	\$35,720
2014	\$36,541
2015	\$38,155
2016	\$40,021
2017	\$41,613
2018	\$43,676
2019	\$44,365
2020	\$45,227*
2021	\$50,306
2022	\$51,281
2023	\$52,049

Figure 2.2.2: Median household income data  
(Source: American Community Survey one-year estimates) \*Data sourced from ACS five-year estimates due to impacts of the COVID-19 pandemic preventing accurate data collection in 2020.

Unemployment Rates 2013-2023		
Year (June Reports)	Tucson	National
2013	7.7%	7.5%
2014	6.1%	6.1%
2015	5.5%	5.3%
2016	5.1%	4.9%
2017	4.5%	4.3%
2018	4.3%	4.0%
2019	4.5%	3.6%
2020	9.4%	11.0%
2021	5.4%	5.9%
2022	3.9%	3.6%
2023	3.9%	3.6%

Figure 2.2.3: Unemployment rate seasonally adjusted  
(Source: Bureau of Labor Statistics and the Federal Reserve Bank of St. Louis)

## Housing

According to the 2023 American Community Survey, there are 233,257 households in the City of Tucson and approximately 250,561 housing units. It is important to note that households, as defined by the U.S. Census, are defined as occupied units and do not include the unhoused population or those seeking to transition into their own home. Nor does a higher number of overall units to households indicate how affordable they are to residents in search of a new place to live. A slight majority (51%) of Tucsonans rent their homes compared to 49% who own. The cost of housing has increased significantly over the last decade, as it has in many cities across the United States. As discussed in greater detail in Chapter 3, Goal 5, the median cost of housing for sale has increased by 40% from 2017 to 2023, while the cost of rent has increased 60% in the same period.

## Transportation

Tucson's multi-modal transportation system is designed to serve both residents and visitors across the City and its surrounding areas. At the heart of this system is the Sun Link Streetcar, a modern transit option that began operations in 2014. Sun Link connects key areas such as downtown Tucson and the University of Arizona, aiming to boost economic development and provide an alternative to car travel. Complementing the streetcar is Sun Tran, the City's primary bus service, which operates a broad network covering much of the metropolitan area, including express routes and neighborhood circulators.

Tucson has also made significant strides in promoting active transportation. The City features an extensive network of bike lanes and shared-use paths that connect to parks and open spaces. In 2017, the City launched the Tugo Bike Share program, which allows anyone who downloads an app or pays for a recurring membership to rent a bicycle from one of the current 36 stations across Tucson. Efforts to improve walkability, especially in central areas, have been ongoing, reflecting a commitment to pedestrian-friendly infrastructure. These initiatives work alongside Tucson's road network, which consists of a mixture of a grid system in central areas and more curved layouts in newer developments, with major freeways like I-10 and I-19 serving as crucial arteries.

Recent years have seen substantial investments in Tucson's transportation infrastructure. The 2018 Parks and Connections Bond allocated funds for improvements to pedestrian and bicycle infrastructure, aiming to enhance connectivity between parks, schools, and other community facilities. Additionally, the 2022 Street Improvements Sales Tax provided dedicated funding for road maintenance and improvements, focusing on repairing and upgrading existing street infrastructure and enhancing safety for all road users.





YEAR	POPULATION	WATER USE <i>(Gallons per capita per day)</i>
1990	405,371	111
2000	486,699	112
2010	520,116	94
2020	542,629	82

**Environment and Natural Resources**

Tucson’s unique geography and climate are defining features. Situated in a lush Sonoran Desert valley surrounded by five mountain ranges, the region offers diverse ecosystems and outdoor recreational opportunities. With 350 sunny days annually and a warm, dry climate, Tucson is ideal for year-round outdoor activities. The region is known for its natural beauty, including the iconic saguaro cacti and protected areas like the Saguaro National Park.

Tucson is a water-resilient city. The Sonoran Desert climate has fostered a [4,000-year-long legacy of water stewardship](#) by using every drop of water more than once. Today, Tucsonans take pride in the effective water conservation practices that are climate resilient and sustainable. Despite a more than 4% increase in population from 2013 to 2023, Tucson has reduced its water use on a per capita basis by 15%. Tucson’s innovative approaches to [renewable water supplies](#) have allowed Tucsonans to maintain a strong standard of living.



## Community Resources

Seven school districts operate within the City limits, including Amphitheater, Catalina Foothills, Flowing Wells, Sunnyside, Tucson Unified, and Vail. Elementary, middle, and high school education is provided through over 300 public and private schools within the City. The largest post-secondary educational institution is the University of Arizona, with an enrollment of 40,407 undergraduate and 10,727 graduate students in 2022. Five of the six Pima Community College campuses are also located within Tucson with a total of 15,544 students enrolled in the same year.

The City of Tucson supports lifelong learning through a variety of programs for different age groups. In 2023, the Parks and Recreation Department served 183,868 seniors through its senior center programming and served meals to 41,209 seniors. More than 28,000 residents used park walking tracks, and an additional 338,212 residents used the City's Aquatics facilities.

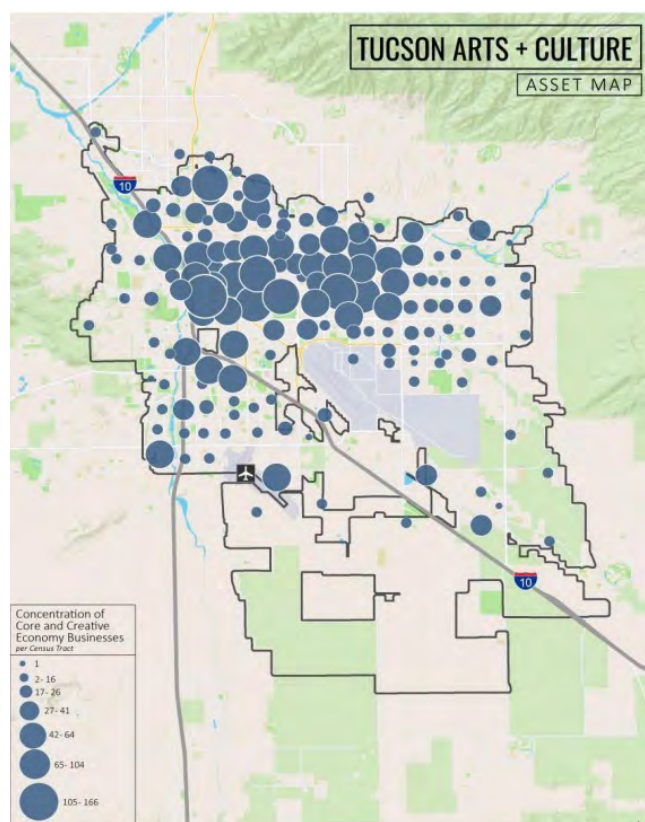
The City also focused on improving and expanding its parks and recreational facilities, recognizing the importance of outdoor spaces for community well-being, especially in light of recent public health concerns. Through funding provided by the 2018 Parks & Connections Bond (Prop 407), the City will receive \$128.2 million for improvements and maintenance of parks and an additional \$5.1 million for golf facilities.





*Nuestro futuro/Nuestras raíces humanas by David Tíneo*

## Tucson's Creative Economy



*Figure 2.2.4: Map of Tucson's creative economy (examples: professional design firms, culinary hubs, performing arts centers)*

### Culture

Tucson's rich history and its unique mix of people and environment have helped to cultivate the unique cultural assets that help shape the City's identity. Cultural assets in Tucson include institutions such as its museums, libraries, civic organizations, and numerous artists, as well as a variety of local food and restaurant services. Together, these core arts and cultural industries are represented in over 3,177 individual establishments, which make up 17% of the total local businesses in Tucson. The cultural and arts economy supports 52,000 jobs and \$8.4 billion in business revenue in Tucson.

The vast majority of funding to support arts and cultural industries comes from non-profit organizations such as the Arts Foundation for Tucson and Southern Arizona, Visit Tucson, and the Tucson City of Gastronomy. The latter organization was formed in 2015 after Tucson became the first U.S. city to receive the City of Gastronomy designation from the United Nations Educational Scientific and Cultural Organization (UNESCO). Other entities that provide key support are the Rio Nuevo Tax Increment Finance District, which provides support for the Tucson Children's Museum and Fox Theatre expansion, and the City's Historic Preservation division within the Department of Planning and Development Services, which oversees the City's six Historic Preservation Districts as well as numerous City landmarks.



### Shifts In Development Patterns in Tucson (2013-2024)

Over the past decade, Tucson has undergone notable shifts in development patterns, reflecting its evolving population, urban dynamics, and broader national trends in lifestyle preferences. These changes have been shaped by a combination of infrastructure investments, zoning updates, and market demands, which have transformed the City's landscape in significant ways. Businesses have been able to find favorable conditions all over Tucson as approximately 1,100 new commercial permits were issued throughout the city over the last decade.

### Downtown Revitalization and Infill Development

One notable trend seen most prevalently in and around Downtown Tucson and the University of Arizona is a focus on revitalization and infill development, which is in large part due to the introduction of the Sun Link Streetcar. The Sun Link Streetcar began service in 2014 and is a 3.9-mile high-capacity transit route that connects Tucson's birthplace west of Interstate 10 to the University of Arizona through downtown. Since that time, the streetcar and associated infrastructure catalyzed several mixed-use developments, many of which feature adaptive reuse aimed at preserving Tucson's historic character in the greater downtown area and along Main Gate. In addition to the introduction of mixed-use development, the streetcar has been a driving force in spurring several higher-density residential projects, including modern apartments and townhomes, which notably highlights a shift in housing preferences and a growing desire for a more urban lifestyle alternative to Tucson's prevalent suburban lifestyle of previous decades.

## New Residential and Commercial Permits 2013-2023

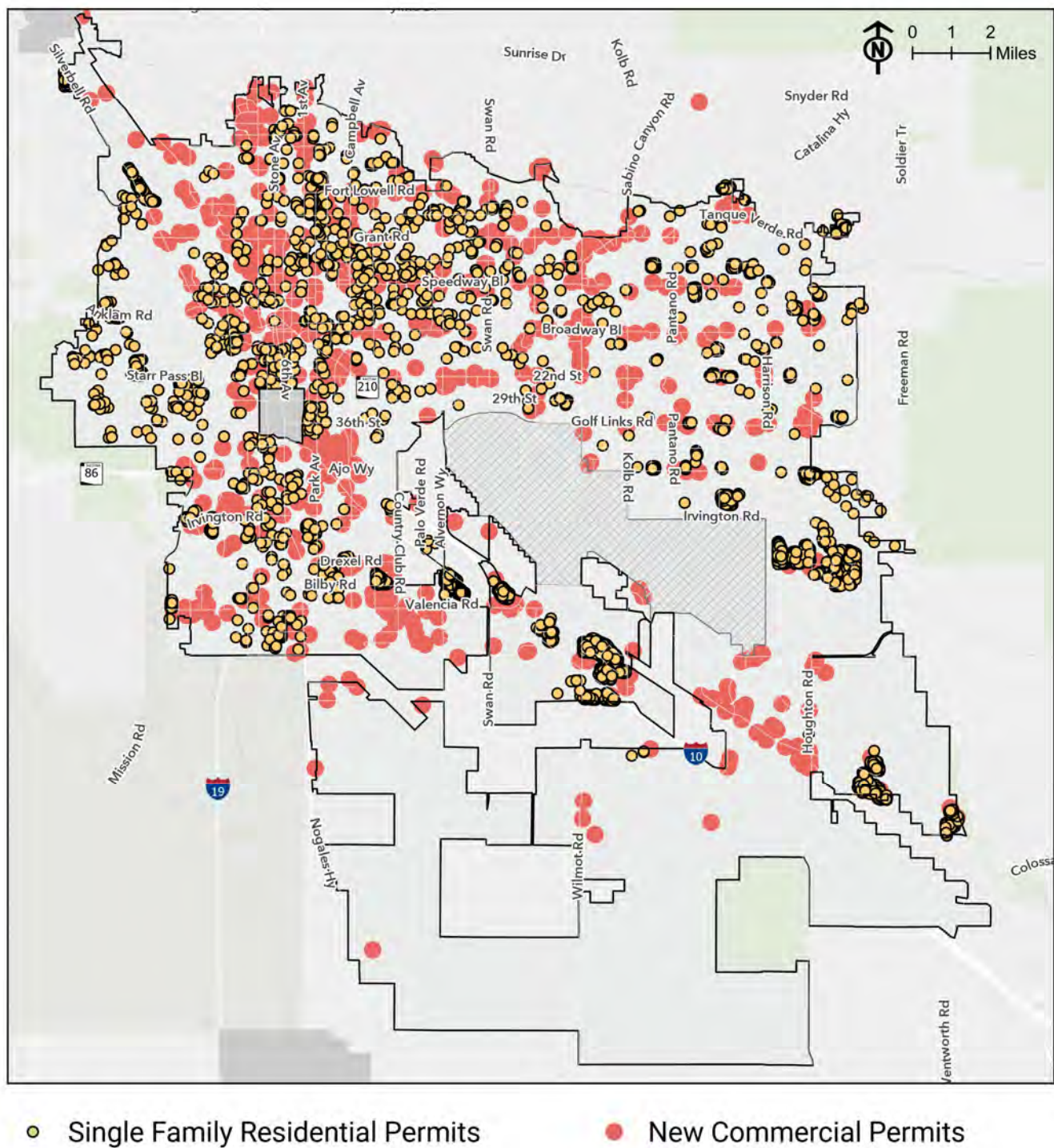


Figure 2.4.1: New residential and commercial permits from 2013-present



### Residential Growth and Sustainable Building Practices

As previously noted, between 2013 and 2023, Tucson has seen a 4% increase in population, which has led to a shift in residential development patterns throughout the City. New single-family subdivisions have primarily developed on the east side of Tucson, predominantly along the Houghton Road Corridor and within master-planned areas near Interstate 10. Notable in the evolution of single-family residential development over the past decade is the shift in consumer preferences for smaller lot sizes, greater recreational amenities, and the integration of sustainable building practices, such as water-conscious fixtures and landscapes, energy-efficient appliances, and solar-readiness. Over the last decade, from 2013 to 2024, 7,418 one- and two-family home permits were issued.



As for multifamily residential, over the past decade, Tucson has primarily seen two- or three-story garden-style apartments or casitas built on existing single-family sites. Tucson has also seen an uptick in mid- to high-rise market-rate and affordable housing projects catering to seniors, students, or veterans, particularly in and around downtown and the University. Over the last decade, 5,231 multifamily units were permitted, and 4,048 units were constructed. Of the units permitted, over 50% have occurred within the Main Gate Urban Overlay District, which indicates that code reform is effective for stimulating this type of development. The cost of development has also impacted the availability of new homes, as interest rates have risen substantially from 4.16% for a 30-year mortgage in 2013, with rates at times going as low as 2.6% in 2021, to over 6% in 2023. Likewise, the cost of construction has increased with the costs of materials and labor over the last decade. As a result, the development of new homes and master planned communities in Tucson have faced obstacles securing additional capital investment to account for these rising costs.



### Expansion of Tech and Innovation Sectors

Tucson's tech and innovation sectors have seen significant expansion, particularly near the University of Arizona and within dedicated mixed-use and innovation districts, such as The Bridges, the UA Tech Park, and Port of Tucson, among many other business and industrial parks around the airport. This expansion has led to increased development of office and research spaces, accompanied by supporting amenities such as co-working spaces and business incubators. However, more recently (since the COVID-19 pandemic), there has been a drastic decline in new office construction. The City's commitment to fostering a tech-friendly and sustainable environment has contributed to its reputation as a burgeoning hub for innovation.

### Market Trends and New Development Models

Observations from recent project applications and proposals show several trends have emerged in the Tucson real estate market:

- There is a growing interest in multistory, multifamily developments with mixed-use components.
- Smaller developers have reentered the market, focusing on smaller-scale projects.
- Renewable energy uses are on the rise.
- National homebuilders have started reintroducing alley-facing garage entry and more walkable subdivision designs using a more compact and often two-story home on a smaller lot.
- Retail models are evolving in response to the e-commerce boom, resulting in smaller stores and closures of retail outlets altogether and necessitating parking lot redesign to accommodate online order pickup.
- The pandemic led to a rise in fast-casual restaurants with smaller dining areas and the addition of drive-throughs with additional room for vehicle queuing.
- The self-storage boom has begun to wane.
- There's a strong interest from data center companies and a shift towards more large-scale industrial-focused developments around and south of the Tucson International Airport (TUS), particularly in manufacturing, logistics, distribution, aeronautics, and aerospace defense sectors.
- There has been a renewed interest by the Arizona State Land Department (ASLD) to position their land for development due to market demand and inquiries from site selectors for large industrial parcels (500+ acres).

## Challenges

While Tucson continues to build on its efforts to enhance livability for all of its residents, there remain significant challenges. Four key challenges repeatedly raised by residents include:

- **Access and Connectivity:** Many parts of the community still lack a well-connected and accessible network for people walking, biking, or using mobility devices. Missing sidewalks, unprotected bike lanes, and limited crossings make it difficult and often unsafe to travel without a car. In some areas, poorly placed infrastructure—such as utility poles in narrow sidewalks—forces people into vehicle travel lanes. These barriers are made worse by low-density development patterns and wide, high-speed roads that prioritize cars over people. Reflecting these challenges, the Bicycle Network Analysis by PeopleForBikes rated Tucson at 39 overall in 2024, with especially low scores for access to basic needs (29) and major transit hubs (24), and its highest score—58—for access to major shopping centers. From its lowest score of 30.48 in 2021, Tucson’s rating has steadily improved each year. Still, these conditions continue to limit mobility choices and create environments where walking and biking feel unsafe or are simply not practical.
- **Traffic and Pedestrian Safety:** According to the National Highway Traffic Safety Administration’s Traffic Safety Facts Annual Report, there were 46 fatalities as a result of traffic crashes in Tucson in 2013, including 19 pedestrian fatalities. In the 2022 report, the figures rose to 142 total fatalities, including 54 pedestrian fatalities. Smart Growth America’s “Dangerous By Design 2024” report lists the Tucson Metro Area as third in the nation for annual pedestrian fatalities, at 4.16 fatalities per 100,000 residents. The number of pedestrian fatalities rose from 105 between 2013-2017, to 217 between 2018-2022.
- **Poverty:** 18.6% of the total Tucson population was living under the national poverty line in 2023, down from 25.2% in 2013, according to the People, Communities, and Homes Investment Plan (P-CHIP). The median household income in Tucson is \$55,708, behind Pima County at \$69,758 and Arizona at \$77,315. Poverty affects some populations disproportionately, with African American, Asian, Native American, and Hispanic populations seeing higher poverty rates.
- **Homelessness:** The 2024 Point in Time (PIT) Count found 2,209 individuals in the City of Tucson experiencing homelessness. 67% of all individuals were male, and 80% of all individuals were over the age of 25. The 2013 PIT Count found 2,238 individuals experiencing homelessness, with 1,737 having spent the night in shelter, while 501 had to spend the night unsheltered. Of the total 2,209 individuals counted in 2024, 1,281 spent the night unsheltered, a large increase from 2013, highlighting a trend of an increase in unsheltered individuals that worsened during the COVID-19 pandemic.
- **Extreme Heat:** Tucson is recognized as the 5th fastest warming city in the country. Increased daytime temperatures in the summer lead to hotter nights and the stretching of high temperatures into non-summer months. 2024 set a record of 112 days over 100 degrees, extending well into October, with 13 days over 100 degrees. Pima County recorded 158 heat-related deaths in 2023.

## Development Trends

To continue to respond to development trends, it is important that Tucson is positioned to address several challenges. Developable land with existing entitlements and adequate infrastructure is limited by a number of factors including restrictions in the land development code, costs of construction, and labor. The City of Tucson Unified Development Code (UDC) is a suburban-style land use code that makes it difficult for new development models, such as transit-oriented development, high-rise mixed-use, and condominium development. There is also market interest in developing residential spaces within certain industrial areas, which is currently prohibited by the UDC.

Overall, Tucson’s development over the past decade highlights a dynamic and responsive approach to growth, balancing the demands of a growing population with sustainable and innovative practices. The City’s evolving landscape continues to shape its future, reflecting both local aspirations and broader trends in urban development.

# Neighborhoods

Neighborhoods are the cornerstone of Tucson's identity and quality of life, serving as the fundamental building blocks of the larger community. The overall health and sustainability of the City are intrinsically linked to the well-being of its neighborhoods. In addition to wanting housing that meets family needs, Tucsonans value safe and accessible neighborhoods in which to live. [The Neighborhood Preservation Ordinance](#) was enacted to address this desire by promoting the health, safety, and welfare of residents.



Stable neighborhoods offer a multitude of benefits that extend beyond their boundaries. They foster a sense of community and belonging among residents, creating social cohesion that strengthens the entire City. The presence of local businesses within neighborhoods enhances their desirability by providing convenient services, maintaining daytime activity, and creating informal gathering spaces. This mix of residential and commercial uses supports sustainable lifestyles, making neighborhoods even more attractive places to live.

While the physical makeup of neighborhoods, including housing, businesses, and public infrastructure, is important, the residents are the ones who truly breathe life into these spaces. Housing stability plays a crucial role in breaking cycles of poverty by providing opportunities for residents to develop roots and connections. This stability allows for the accumulation of social capital—the positive outcomes of interactions and connections. As a result, individuals are enabled to contribute meaningfully to their community's social life.

Neighborhoods tend to remain strong when community investment, driven by the residents, takes place. As of [May 2023](#), there were 462 neighborhood areas, and 148 of those had registered Neighborhood Associations (NA). Neighborhood Associations are not the same as Homeowner's Associations (HOA). Neighborhood Associations are voluntary organizations comprised of property owners, renters, businesses, and organizations that are within the neighborhood boundary. These groups are largely focused on community-building activities and advocacy. In comparison, HOAs are made up exclusively of homeowners and have a narrower purpose but greater legal authority in enforcing aesthetic standards aimed at maintaining property values and a specific neighborhood character.





Neighborhood Associations are typically formed for the benefit of those within their chosen boundaries, including residents, businesses, and organizations, to help them know one another better, establish positive relationships, increase communication, and work on issues of concern together. The City notifies Neighborhood Associations within a specified distance about liquor license applications, rezonings, and other City actions for which public comment may be provided. Additionally, City Neighborhood Resources provides support to Neighborhood Associations for such services as processing mailings, securing roll-offs for neighborhood cleanups, reserving public facilities for meetings, and providing information, training, and workshop sessions. A list and map of all registered Neighborhood Associations can be found on City of Tucson's [Neighborhoods website](#). Neighbors who are interested in forming a [Neighborhood Association](#) should reach out to Neighborhood Resources to learn about and receive assistance with the steps to register with the City.

Neighborhoods, regardless of formal organization, provide opportunities for residents to establish roots, build connections, and contribute to the social fabric of the City. Recognizing this importance, Tucson prioritizes neighborhood involvement in urban planning processes. The City acknowledges that community member participation is key to successful neighborhood preservation. The General Plan includes a mix of guidelines, strategies, and resources that are aimed at preserving, enhancing, and creating conditions to keep neighborhoods desirable, safe, and healthy.

## Some ways Tucson neighborhoods have contributed to building community



By establishing *Little Free Libraries* to share the joy of reading



By utilizing *Green Stormwater Infrastructure Mini-Grants* to harness stormwater that create green spaces and cool the neighborhood



By hosting *Team Up to Clean Up* events to beautify the area



By applying *Safe Streets Mini-Grants* to add traffic-calming features that make residential streets safer



By *sharing desert-adapted plants* through plant exchanges



By *fostering community spirit* through events such as porch fests, potlucks, and garden tours



By participating in *Buy Nothing* groups that allow neighbors to share goods amongst themselves



By connecting with *neighbors to build resiliency*



By creating *public art and murals* that celebrate local culture and create vibrant spaces

## CHAPTER 3

# Values, Goals, and Policies



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112	<b>Goal 7:</b> Promote the Responsible Management and Use of Water
118	<b>Goal 8:</b> Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment
130	<b>Goal 9:</b> Preserve, Protect, and Enhance Natural Ecosystems
138	<b>Goal 10:</b> Preserve and Protect the City's Unique Historic and Archaeological Resources
144	<b>Goal 11:</b> Foster and Promote Tucson's Arts, Culture, and Heritage
150	<b>Goal 12:</b> Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive
160	<b>Goal 13:</b> Expand and improve access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure
170	<b>Goal 14:</b> Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community

### Shared Community Values and Vision

The Plan Tucson 2025 update process integrates previously shared values with updated ones, leveraging historical planning efforts as a foundation to guide its process to establish continuity in the city's vision and goals. Since adopting Plan Tucson in 2013, the City of Tucson has undertaken several significant long-range planning efforts that have served as a springboard for Plan Tucson 2025. Initiatives, including the Tucson Resilient Together Climate Action Plan, the Transit Oriented Development Handbook, the Complete Streets Policy, and the Housing Affordability Strategy for Tucson, have been characterized by their strong emphasis on community engagement, employing innovative strategies to ensure that a diverse range of voices and ideas from across our community were not only heard but actively incorporated into the planning process.

The success of these engagement efforts has created a solid foundation for the current General Plan update, providing a wealth of community input and establishing a culture of participatory planning. Plan Tucson 2025 builds upon this momentum to create a comprehensive vision for our city's future that is resilient and deeply rooted in the community's values and distinctive character.

### Community Vision

The community envisions a resilient urban landscape that balances economic vitality with environmental conservation, fostering a community where all residents have equal access to resources, opportunities, and efficient, eco-friendly mobility options. A future where innovation, resiliency, equity, and inclusivity enhance our growth, with environmental and cultural stewardship and safe, sustainable transportation forming the foundation of our community's development.



## Working Groups Themes

Building on the success of the initial community engagement phase, the Plan Tucson project team convened working groups to hone goals and policies in five topic areas. These groups focused on addressing specific topics identified by the community, leveraging diverse perspectives and expertise to formulate strategic actions and refine the plan goals and policies.

## Community Resources

*Enhancing community well-being by ensuring accessibility to essential services, equitable education, and affordable housing.*

The Community Resources working group emphasized health and wellness through improved mental and physical health facilities, cultural enrichment, public safety initiatives, active community engagement, support for vulnerable populations, and environmental sustainability.

## Economic Vitality

*Fostering economic diversity and resilience through supporting a range of industries, small businesses, and innovation hubs, promoting sustainable practices, and balancing economic growth with environmental priorities.*

The Economic Vitality working group emphasized workforce development, leveraging local culture for tourism, enhancing affordability, and investing in infrastructure while fostering collaboration, equity, inclusion, and a business-friendly environment to enhance overall quality of life and economic vitality.

## Land Use, Housing, Urban Design

*Sustainable urban development that balances growth with environmental and social goals, emphasizing compact, smart growth and mixed-use, transit-oriented developments.*

The Land Use, Housing, Urban Design working group promoted affordable and diverse housing options, community engagement, and inclusivity while integrating safety, livability, and environmental consciousness into urban planning, alongside advocating for a shift towards multi-modal transportation and adaptive planning to preserve neighborhood character and meet contemporary needs.



## Transportation, Mobility, Access

*Commitment to creating a safe, sustainable, and inclusive transportation network that prioritizes accessibility for all ages and socioeconomic groups, offers diverse mobility options and integrates environmental consciousness into urban planning.*

The Transportation, Mobility, Access working group focused on developing transit-oriented, walkable communities that enhance quality of life while ensuring equitable access to safe and affordable transit solutions, reducing carbon emissions, and addressing the needs of marginalized groups.

## Water, Climate Action, Green Space

*Dedication to environmental preservation and sustainable growth, emphasizing water conservation, renewable energy, and enhancing community well-being through green spaces and educational initiatives.*

The Water, Climate Action, Green Space working group worked to underscore a commitment to resilience against climate challenges, balanced urban development, and strategic resource management to ensure long-term sustainability and quality of life for its residents.



## Shared Values

During the update process, numerous priorities and viewpoints helped to shape the goals, policies, and frameworks of Plan Tucson 2025. During the update process, several reoccurring sentiments became prominent, illustrating the focus of each working group. Below are the shared values that were important to Tucsonans and guided the creation of goals and policies.

- **Conservation:** The community's commitment to protecting and responsibly managing natural resources, particularly water, while balancing urban growth and development needs. Conservation emphasizes sustainable practices, environmental stewardship, and the preservation of green spaces to ensure long-term ecological health and community well-being.
- **Cultural diversity:** Recognition, celebration, and active promotion of the varied cultural backgrounds, traditions, and perspectives within the community. Cultural diversity encompasses the commitment to inclusivity, the support for cultural programs and events, and the integration of diverse voices in community decision-making processes to enrich the social fabric and foster a more vibrant, equitable society.
- **Equity:** The principle of ensuring fair access to resources, opportunities, and services for all community members, regardless of their background or circumstances. Equity involves actively addressing disparities, removing barriers, and implementing targeted support for underserved populations to create a more inclusive and just community where everyone has the opportunity to thrive.
- **Holistic urban development:** An integrated approach to city planning that recognizes the interconnectedness of various urban systems and prioritizes balanced growth. Holistic Urban Development encompasses sustainable land use, diverse housing options, multi-modal transportation, economic vitality, and environmental stewardship, while emphasizing community well-being, cultural enrichment, and equitable access to resources to create livable, resilient, and inclusive urban environments.
- **Inclusivity:** An active commitment to creating a community where all members, regardless of their backgrounds, abilities, or circumstances, feel welcomed, valued, and empowered to participate fully in civic life. Inclusivity involves designing policies, spaces, and services that accommodate diverse needs, promoting representation in decision-making processes, and fostering an environment of mutual respect and understanding among all community members.
- **Innovation:** The community's embrace of creative, forward-thinking approaches to address urban challenges and enhance quality of life. Innovation involves leveraging new technologies, fostering entrepreneurship, and encouraging novel solutions in areas such as sustainable development, transportation, economic growth, and public services, with the goal of creating a more adaptable, efficient, and vibrant community.
- **Resilience:** The community's capacity to adapt, recover, and thrive in the face of environmental, economic, and social challenges. Resilience in the context of the General Plan update encompasses proactive planning, sustainable resource management, diverse economic strategies, and strong social networks, enabling the community to withstand and positively respond to stresses and changes while maintaining its essential functions and character.
- **Safety:** The fundamental priority of ensuring physical and psychological well-being for all community members through comprehensive strategies and collaborative efforts. Safety encompasses creating secure public spaces, implementing effective law enforcement practices, designing safe transportation systems, and fostering community connections, all aimed at promoting a sense of security and trust that enables residents to fully engage in and enjoy community life.

## Plan Tucson Goals

1. Foster Inclusive, Transparent, Efficient and Equitable City Governance
2. Support the Development of an Equitable Community
3. Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts
4. Improve Health, Wellness, and Safety Across the Community
5. Expand Affordable and Accessible Housing Options
6. Expand Access to Quality Education for All Ages and Abilities
7. Promote the Responsible Management and Use of Water
8. Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment
9. Preserve, Protect, and Enhance Natural Ecosystems and Open Spaces
10. Preserve and Protect the City's Unique Historic and Archaeological Resources
11. Foster and Promote Tucson's Arts, Culture, and Heritage
12. Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive
13. Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure
14. Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed Vibrant Community



## Goal 1: Foster Inclusive, Transparent, Efficient, and Equitable City Governance

### The Governance Structure for the City of Tucson

Tucson operates under a council-manager form of government, authorized by Arizona’s Constitution and established by the City’s 1929 charter. The governing body, comprised of six council members and one Mayor, is elected by popular vote. The Mayor and Council enact local legislation, set policy, and approve budgets. In addition, Mayor and Council can adopt a Capital Improvement Program (CIP), a 10-year plan that identifies the capital projects and significant equipment and infrastructure investments that will be made by the City, along with the projected costs and funding sources for each project. A city manager oversees daily administration and makes recommendations to Mayor and Council. Decisions made by Mayor and Council are informed by the General Plan, staff recommendation, input from advisory committees, and public feedback.

Tucson is divided into six wards, with each ward’s council member representing approximately 90,000 residents (Figure 3.1.1). Redistricting of the City’s wards occurs every four years with an additional redistricting the second year after a decennial US census. The purpose of redistricting is to maintain a Maximum Population Deviation (MPD) across the City’s six wards that is no greater than 10% while causing minimal disruption to the existing ward boundaries. A Redistricting Advisory Committee (RAC) proposes redistricting plans and gives preference to those that will advance “rough proportionality” and do not dilute the voting power of minorities.

This map of Tucson, Arizona, displays the six city wards and the locations of ward offices. The wards are color-coded: Ward 1 (light blue), Ward 2 (green), Ward 3 (red), Ward 4 (orange), Ward 5 (teal), and Ward 6 (purple). Ward offices are marked with a building icon. Major roads, including Interstate 19, Interstate 10, and various state routes, are shown. A legend at the bottom identifies the ward colors and the ward office symbol. A scale bar and north arrow are located in the top right corner.

**Legend:**

- Ward 1
- Ward 2
- Ward 3
- Ward 4
- Ward 5
- Ward 6
- Tucson Ward Offices

## City of Tucson Collaboration with Pima County

The City of Tucson and Pima County work collaboratively on numerous projects and initiatives. For example, every five years, the City and County must jointly submit a consolidated plan to the US Department of Housing and Urban Development for funds such as [Community Development Block Grant \(CDBG\)](#); [HOME Investment Partnership Program \(HOME\)](#); and [Emergency Solutions Grant \(ESG\)](#). To do so, outreach is conducted to determine the community's priorities and needs. There also joint code committees to promote building safety, energy efficiency, and outdoor lighting. Pima County and the City of Tucson also work together to address complex issues and improve community outcomes. The Transition Center, established in August 2023 outside the Pima County Adult Detention Complex, supports recently released individuals through Justice Navigators who provide housing, treatment, and essential resources. The City of Tucson provides critical transportation services and connections to City programs and resources. The City and County have also adopted the Prosperity Initiative, a regional partnership aimed at addressing generational poverty by focusing on job availability, housing stability, providing resources to reduce poverty, and building individual and community assets. These collaborative efforts aim to enhance community safety and create more opportunities for residents across Pima County.

## Ways the City of Tucson Engages the Community

The City of Tucson actively promotes inclusive public participation, connecting with diverse stakeholders, including residents, businesses, non-governmental organizations, and neighborhood associations through both traditional hearings and interactive planning initiatives. To maximize community engagement, the City partners with organizations like neighborhood associations and chambers of commerce while providing information through multiple channels, including department newsletters, Ward office updates, and data dashboards that cover topics from Housing First Initiatives to road improvements. Mayor and Council meetings have agendas posted online ahead of the meeting, are open to the public to attend, and are livestreamed on YouTube with the ability to watch older meetings online anytime.

Accessibility in public engagement efforts is important to reach broad audiences. This includes hosting meetings near public transit with amenities such as food, children's activities, and multilingual materials, while also offering online and hybrid options for broader participation. This commitment to inclusive engagement is exemplified through initiatives like Tucson Resilient Together, which amplifies voices from frontline communities most affected by climate change, and the La Doce Foodways Project, where 20 local residents were trained as "citizen ethnographers" to ensure authentic community perspectives shaped the outcomes (Figure 3.1.2). Engaging residents across the City with varied backgrounds and experiences supports the City in developing policies and programs to meet the diverse needs of the community.

The Tucson City Court plays a crucial role in administering justice fairly and efficiently, with a focus on improving access to the legal system. Warrant quashing is a significant process that helps individuals resolve outstanding arrest warrants, typically issued due to missed court appearances. By hosting events and providing opportunities for people to address their warrants, the court aims to reengage community members who might otherwise live in a state of uncertainty. This approach benefits both individuals and the broader community by reducing the barriers to legal resolution, allowing people to clear their records, potentially regain access to essential services like driver's licenses and government benefits, and avoid unexpected arrests. This approach demonstrates a commitment to making justice more accessible and helping individuals move forward with their lives by providing a pathway to resolve legal complications.

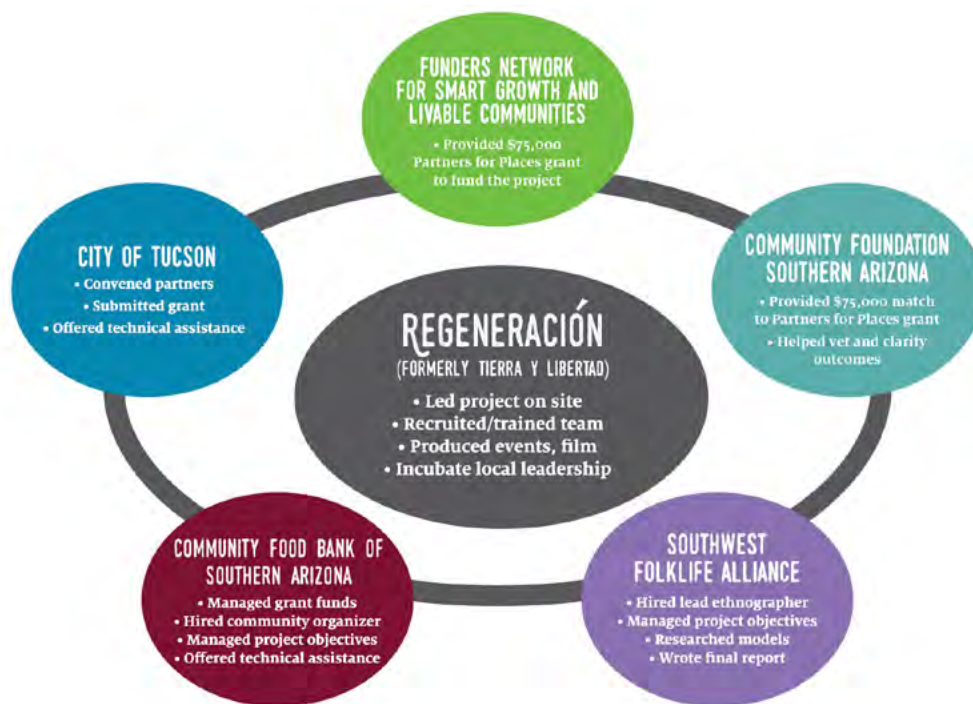


Figure 3.1.2: La Doce Foodways Project collaborated with residents to explore how food and foodways contribute to community identity and resilience. (Source: [Southwest Folklife Alliance](#))

### Ways the Community Engages with the City

Voting for elected officials is one way that residents can shape their community. Local elections for Tucson City Council and Mayor occur every four years, on odd-numbered years that don't align with state-wide and national races. Voter turnout in Tucson follows national trends of higher turnout in presidential elections (63% in 2020) and lower turnout in midterms (47.3% in 2022). Local elections have the lowest voter turnout (33.5% in 2023).

Residents can engage with their council members through multiple channels, including direct communication via email, phone calls, or ward office visits, as well as through the “See-Click-Fix” feature on Tucson’s 311 service to report issues to City departments. Within neighborhoods, residents can participate through Neighborhood Associations, which represent owners, renters, and businesses in defined geographic areas.

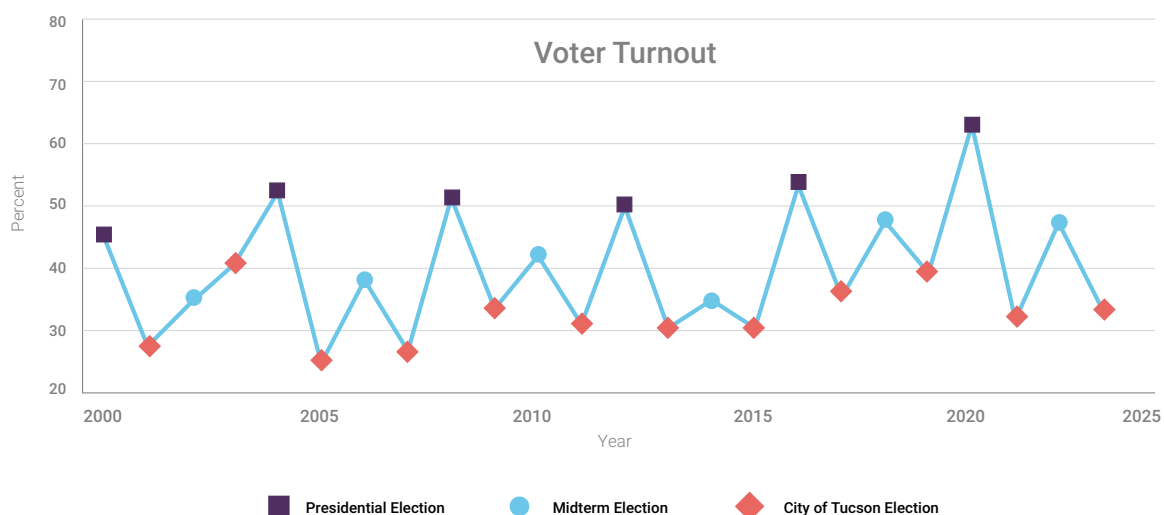


Figure 3.1.3: Voter turnout for presidential, mid-term, and local elections since 2000. (Sources: [Making Action Possible](#); [City Clerk's Office](#))

Public participation in City governance takes several forms, including providing feedback at department meetings and speaking at Mayor and Council meetings. During Council meetings, residents can participate in the 30-minute Call to the Audience (three-minute limit per speaker) or public hearings (five-minute limit), with meeting agendas posted online in advance for review. Mayor and Council meetings typically occur twice a month with a study session held prior to the meeting. Residents can also view these meetings live online.

Another significant avenue for civic engagement is through the City's Boards, Committees, and Commissions (BCCs), which are established by the Mayor and Council under the City Charter. These advisory bodies allow residents to contribute their expertise and lived experiences to shape specific aspects of City policies and programs. Information regarding each BCC's mission, number of members, meeting agendas, and other information to support their work is available on the City Clerk's website. BCC meetings are open to the public, offer an online option to attend, and provide an opportunity for residents to provide input on a specific area of interest within the City. Oversight committees, one type of BCC, are made up of residents that monitor and audit specific funds and the budget. These oversight committees increase transparency and accountability in areas such as bond programs, street improvements, and city budget management. These committees play a crucial role in independently reviewing city projects, financial reports, and performance to provide recommendations that help improve municipal governance and ensure funds are used as intended.



## Boards

- Armory Park Historic Zone Advisory Board (APHZAB)
- Barrio Historico Historic Zone Advisory Board (BHHZAB)
- Board of Adjustment (BAJ)
- Design Review Board (DRB)
- El Presidio Historic Zone Advisory Board (EPHZAB)
- Fire Public Safety Personnel Retirement System Board, Tucson (TFPSPRSB)
- Fort Lowell Historic Zone Advisory Board (FLHZAB)
- PARS 115 Trust Board (115 TRUST)
- Police Advisory Review Board, Community (CPARB)
- Police Public Safety Personnel Retirement System Board, Tucson (TPSPRSB)
- Self-Insured Health Benefits Trust (SHBT)
- Self-Insured Risk Trust Fund (TRUST)
- Tucson Supplemental Retirement System Board of Trustees (TSRS)
- Water Service Area Review Board (WSARB)
- West University Historic Zone Advisory Board (WUHZAB)
- Industrial Development Authority (IDA)

## Commissions

- 2017 Public Safety Tax Oversight Commission (PSTOC)
- 2018 Parks + Connections Bond Oversight Commission (PCBOC)
- Citizen's Commission on Public Service and Compensation (CCPSC)
- Civil Service Commission (CSC)
- Commission on Climate, Energy, and Sustainability (CCES)
- Commission on Disability Issues (CODI)
- Commission on Equitable Housing and Development (CEHD)
- Commission on Food Security, Heritage, and Economy (CFSHE)
- Convention Center Commission, Tucson (TCCC)
- Historical Commission, Tucson-Pima County (TPCHC)
- Human Relations Commission (HRC)
- Independent Audit and Performance Commission (IAPC)
- Independent Oversight and Accountability Commission (IOAC)
- Lesbian, Gay, Bisexual, Transgender, and Queer Issues, Tucson Commission on (LGBTQ+)
- Magistrates Merit Selection Commission, City (CMMSC)
- Metropolitan Education Commission (MEC)
- Park Tucson Commission (PTC)
- Parks and Recreation Commission, Tucson (TPRC)
- Planning Commission (PC)
- Small, Minority, and Women-Owned Business Commission (SMWBC)
- Women's Commission, Pima County/Tucson (PCTWC)

## Committees

- 1st Avenue Citizens' Corridor Planning Task Force
- Art and Community Design Committee, Public (PACDC)
- Bicycle Advisory Committee, Tucson-Pima County (TPCBAC)
- Complete Streets Coordinating Council (CSCC)
- Consolidated Code Committee, Tucson-Pima County Joint (TPCJCC)Deferred Economic and Workforce Development Selection Committee (EWDSC)
- Environmental Services Advisory Committee (ESAC)
- Fire Code Review Committee (FCRC)
- Grant Road Corridor Planning Task Force (GRCPTF)
- Greens Committee, Tucson (TGC)
- Landscape Advisory Committee (LAC)
- Outdoor Lighting Code Committee (OLCC)
- Pedestrian Advisory Committee (PAC)
- Redistricting Advisory Committee (RAC)
- Tucson Transit Advisory Committee (TTAC)
- Veterans' Affairs Committee (VAC)
- Water Advisory Committee, Citizens' (CWAC)
- Zoning Examiner Hearings

## Residents in Action

The Complete Streets Coordinating Council (CSCC) is an oversight body of 20 Tucsonans designated by Mayor and Council to review and prioritize transportation projects, oversee the implementation of the Complete Streets Policy adopted in 2021, and provide public oversight for the Better Streets | Safe Streets initiative. Through the Safe Streets Mini-Grant program, residents can identify and apply for traffic calming projects in their neighborhoods, with the CSCC reviewing and approving grant proposals. Approved through Proposition 411 in May 2022, this half-cent sales tax extension funds citywide transportation improvements, ensuring community-driven input and transparent management of street safety investments. The 2024 awardees are shown in Figure 3.1.4.

<b>2024 Safe Streets Mini-Grant Program Awardees!</b> Below are projects that have been approved by the Complete Streets Coordinating Council.			
Neighborhood/Area	Original Traffic Calming Request	Traffic Calming Approved After Agency Approvals	Project Status
Barrio Hollywood	Chicanes	Four chicanes on N. Cuesta Ave., between W. St. Mary's Rd. and W. Ontario St.	In progress
Barrio Nopal	Speed humps	Two speed hump cushions on E. Elvado Rd., between S. Nogales Hwy. and S. 6th Ave.	Pending
Barrio Santa Cruz	Speed humps and one chicane	One chicane located on the bike path at the corner of W. 25th. St. and S. Verdugo Ave. and two speed humps, one located on W. 25th. St. and the other on S. Verdugo Ave, between S. Santa Cruz Ln. and W. 24th St.	In progress
Carson Corner	Speed humps	Six speed humps on the S. Chesin Dr., between S. Kolb Rd. and Escalante Rd.	In progress
Dodge-Flower	One traffic circle and chicanes	Pending Review	Pending
Duffy	One traffic circle and speed humps	One traffic circle on E. 4th St., and N. Beverly Ave., and seven speed hump cushions, four on E. 4th. St., between N. Magnolia Ave., and N. Craycoft Rd., and three on N. Beverly Ave. between E. 5th. St., and E. 2nd. St.	In progress
Elvira	Speed humps	10 speed humps, one pending. Five speed humps on S. Calle Pinta Ave., between W. Valencia Rd., and W. Elvira Rd., two on W. Calle Lerdo, between S. 12th. Ave. and S. Santa Clara Ave., two on W. Calle Bocina, between S. Santa Clara Ave. and S. Pinta Ave. and one on W. Calle Sevilla between S. Santa Clara Ave. and S. Pinta Ave. One speed hump is pending.	Completed with the exception of one that is pending.
Limberlost	Speed humps	Three speed humps on 4th. Ave. between E. Wetmore Rd. and E. Limberlost Dr.	Completed
Rose	Speed humps	Two speed hump cushions on S. 13th Ave., between W. Missouri St. and W. Irvington Rd.	Completed
Sunnyside	One traffic circle and speed humps	One traffic circle on S. Missiondale Rd. and W. Oregon St. and three speed hump cushions on S. Missiondale Rd. and W. Oregon St.	Completed

Figure 3.1.4: Safe Street Mini-Grant applications are reviewed and approved by the Complete Streets Coordinating Council.

The highest level of public participation is when residents are empowered to make decisions. Participatory budgeting is a way for residents to direct funding toward projects within their communities. As of 2024, [Ward 1](#) had completed two cycles of participatory budgeting, Budget de la Gente. Cycle 2 had 146 project ideas that garnered 740 votes from community members to determine how \$450,000 would be allocated. Voting was broken up by geographic region to ensure resources would be allocated across the ward. Twenty-four projects were selected and represent a range of community needs, from basketball court repair at Vista del Pueblo to bus shade improvements to a raised garden at Lalo Guerrero’s Elderly Housing.

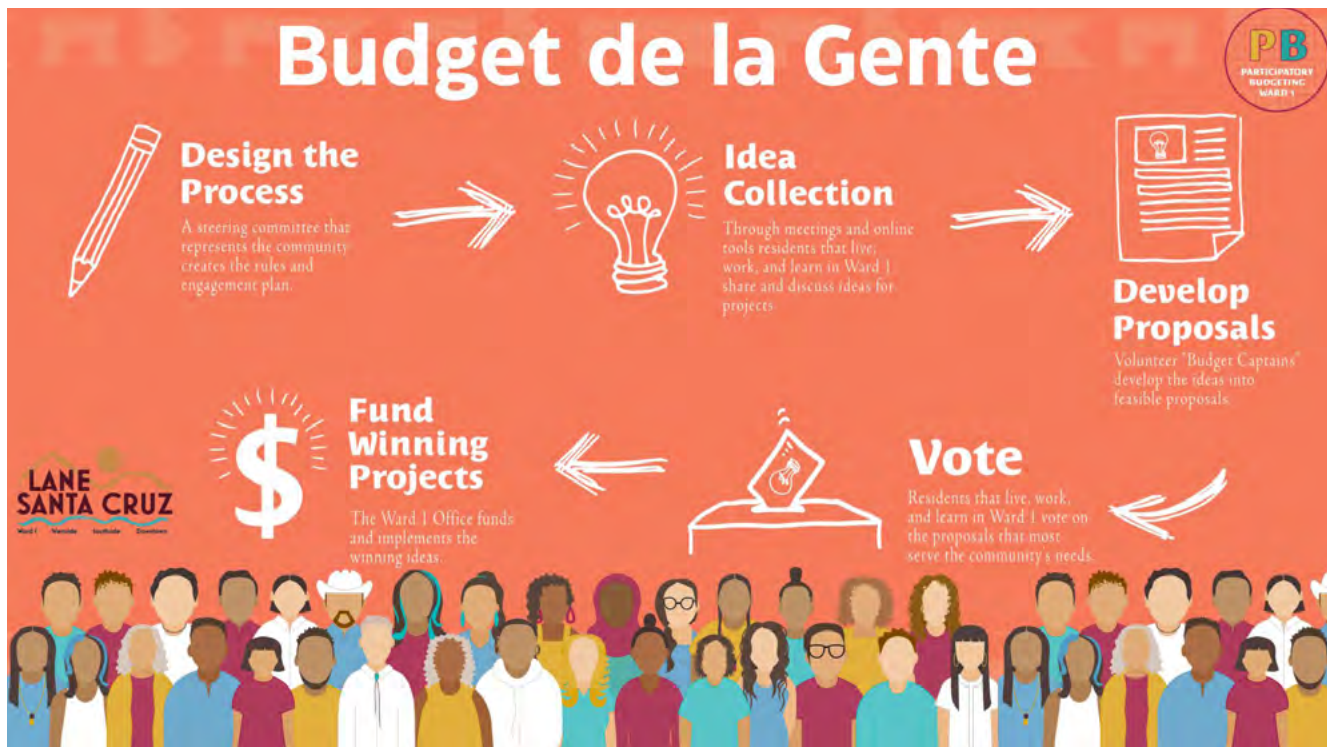


Figure 3.1.5: Budget de la Gente is a form of participatory budgeting that empowers residents to determine how to invest in their community. (Source: [Ward 1: Budget de la Gente](#))



## Implementation Spotlight

Many plans have been created through City Departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Tucson City Code
- [Equity Action Plan](#)



# Plan Tucson Policies

## Goal 1: Foster Inclusive, Transparent, Efficient, and Equitable City Governance

The City of Tucson is dedicated to creating a city governance system that is inclusive and transparent, ensuring that all voices are heard and valued. By promoting equitable practices, the City will enhance trust and participation among all residents. The following policies aim to enhance participation and collaboration among the general public, stakeholders, and agencies to achieve a more inclusive governance.

### Governance 1

Increase participation by providing support and resources to ensure accessible and inclusive engagement from traditionally underrepresented populations and provide opportunities for all residents to learn about City functions, understand the impact of decisions, and engage meaningfully in policy, program, and project planning and decision-making processes.

### Governance 2

Create opportunities for community and neighborhood-driven planning processes, such as participatory budgeting, that empower residents to identify, prioritize, and enact projects that best fit their needs.

### Governance 3

Expand decision-making opportunities to diverse voices, ensuring representative non-elected boards, committees, and commissions, with emphasis on including those with relevant expertise, lived experiences, and from traditionally underrepresented populations.

### Governance 4

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

### Governance 5

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

### Governance 6

Ensure proper consultation with Indigenous communities in planning and development projects while respecting cultural traditions and communications practices.

### Governance 7

Collaborate in multi-jurisdictional, regional approaches to short-term and long-term planning.

### Governance 8

Expand City departmental resources and facilitate regular interdepartmental communication to enhance integration in planning and decision-making.

### Governance 9

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

### Governance 10

Gather demographic data to assess community representation in public participation in accord with City standards, while coordinating with community organizations and utilizing direct outreach methods to increase and diversify engagement.

### Governance 11

Establish and maintain a repository of City planning documents and policies that is accessible by the public.

### Governance 12

Enhance transparency and accountability to the citizens through mechanisms such as audits and oversight committees.



### **Governance 13**

Update internal City processes for increased clarity and efficient use of resources, and align with City values.

### **Governance 14**

Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, operations, and service expansion of public infrastructure and facilities.

### **Governance 15**

Adopt a long-term Capital Improvement Plan (CIP) that extends over a 10-year period with funding commitments to ensure sustained investment in critical infrastructure that advances our community's social, economic and housing objectives.

### **Governance 16**

Expand the use of new and up-to-date technologies in public infrastructure and facilities.

### **Governance 17**

Ensure fair, timely, and efficient access to justice and court services.

### **Equity 4**

Increase access to information and programs that inform residents of their rights and City services, regardless of language, disability, or economic standing.

### **Equity 5**

Expand public infrastructure to improve access to employment, education, services, and resources, with a focus on removing barriers and strengthening connections for historically disinvested communities. Use infrastructure improvements as a catalyst for infill, redevelopment, and new housing supply, especially near employment centers and transit corridors.



## Goal 2: Support the Development of an Equitable Community

As defined by the Mayor and Council, within the City of Tucson, equity means that:

**“Our policies, policy-making processes, delivery of services, and distribution of resources account for the different histories, challenges, and needs of the people we serve.”**

### Planning Equitably

Equity in urban planning is a fundamental principle that actively addresses systemic inequalities and promotes fair access to opportunities for all community members. [The American Planning Association](#) emphasizes that effective planning for equity must be grounded in local history and diverse community input, acknowledging that past planning practices have often disproportionately harmed marginalized groups based on race, income, age, gender, sexual orientation, immigration status, religion, and disability. By intentionally weaving equity through all plans, regulations, and policies, the City can work to rectify historical discrimination and create an inclusive community that provides opportunities for advancement and well-being for all.



### Developing a Historical Understanding

Members of the Tucson community have actively worked to document and understand historical injustices that have shaped the City's development. A significant contribution came in 2022 when a project out of the University of Arizona created an interactive map revealing racial covenants, conditions, and restrictions (CCRs) that historically prevented African American, Asian, Mexican-American, Native American, Jewish individuals, and other marginalized populations from living in certain neighborhoods until the passage of the 1968 Fair Housing Act. While these CCRs are no longer legally enforceable, their legacy persists. Some communities, like the San Carlos Neighborhood Association, have taken steps to formally remove these restrictions from their records.

Further illuminating these historical inequities, historian Lydia Otero's 2010 book *"La Calle: Spatial Conflicts and Urban Renewal in a Southwestern City"* examines the profound impact of urban renewal projects on Tucson's Mexican American community. The book details how the 1966 urban renewal project that led to the development of the Tucson Convention Center displaced residents from the state's most densely populated eighty acres, forcing families to relocate or sell their properties at below-market prices. For further information on *La Calle*, see Appendix E.

Otero also documents how the expansion of Interstate 10 physically divided the community, creating environmental hazards for nearby residents and restructuring school boundaries, demonstrating how infrastructure projects have historically contributed to social and economic segregation in the City.

The Americans with Disabilities Act (ADA) of 1990, along with its 2008 Amendments Act, represents a landmark achievement in disability rights, mandating equal treatment and access to employment, public accommodations, and services. While disability advocacy organizations have existed since the 1800s, with significant growth in the 1900s, the ADA marked the first comprehensive federal commitment to the full participation and integration of people with disabilities in society. However, despite this legislative protection, people with disabilities continue to face significant barriers and biases. This is particularly evident in Arizona, where employment disparities persist: among the 13.4% of residents with disabilities (15% in Tucson), only 42.9% are employed compared to 76.4% of those without disabilities. Today's disability rights movement continues to advocate for true empowerment and self-determination, addressing ongoing challenges in areas such as physical accessibility, affordable healthcare, and housing.

## Tucson Equity Priority Index

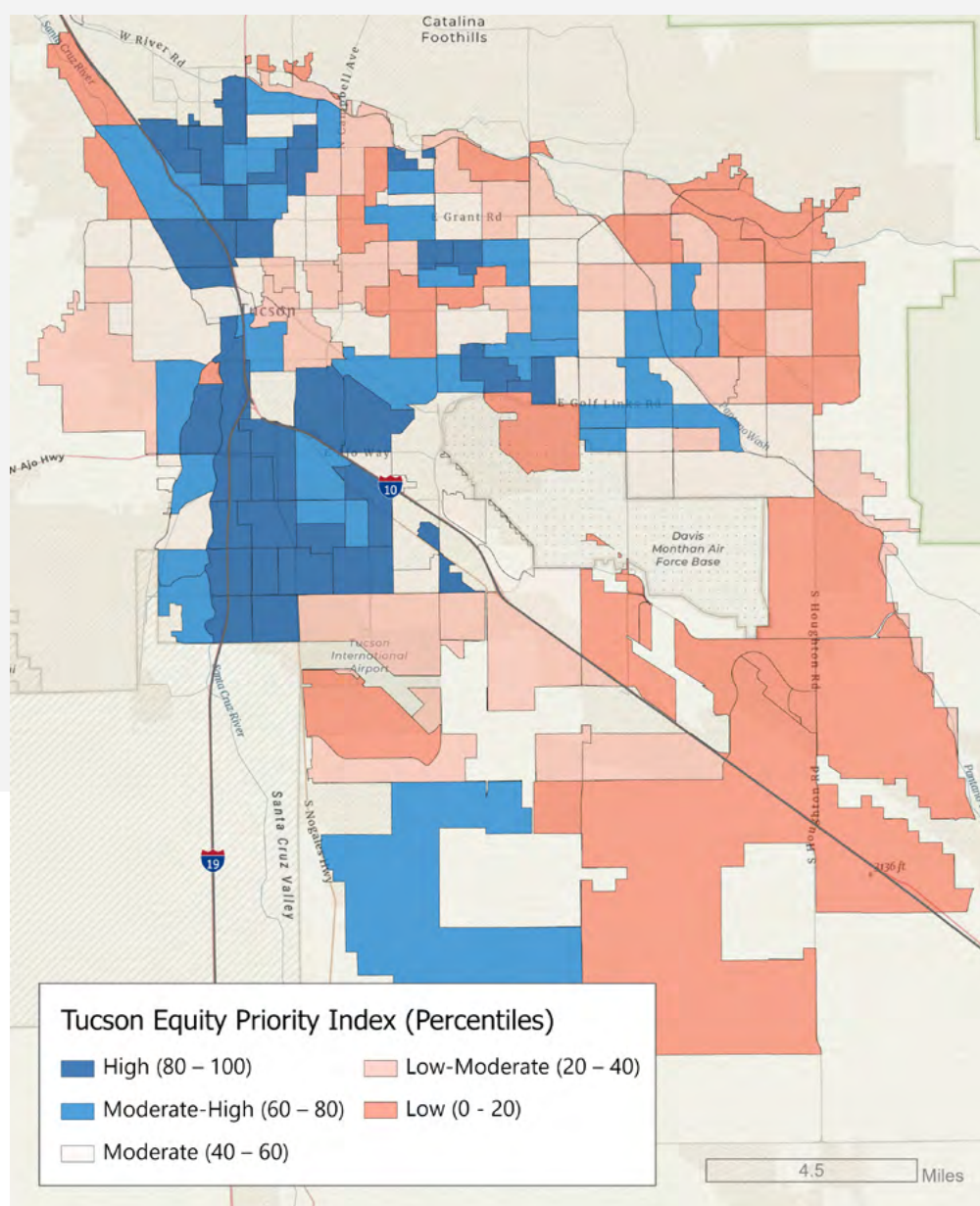


Figure 3.2.2: The Tucson Equity Priority Index uses a set of variables to determine which areas are a priority for investment in Tucson.

### Equity Work at the City of Tucson

The City of Tucson demonstrates its commitment to equity through its dedicated Office of Equity, which leads initiatives across all City departments. Through monthly interdepartmental meetings, a Foundations of Equity course, and an Equity Budget Toolkit, the office coordinates a comprehensive approach to implementing equitable policies and practices. This work reflects Tucson's understanding that achieving true equity requires both sustained cross-departmental collaboration and meaningful public engagement.

A key initiative from Tucson's Office of Equity is the Tucson Equity Data Strategy (TEDS). This aims to empower City staff, community organizations, and citizens to collect, track, and analyze data for advancing equitable outcomes. The strategy includes the development of an Equity Priority Index, combining multiple measures of vulnerability such as income, education, health, and age to support equitable allocation of resources (Figure 3.2.2).

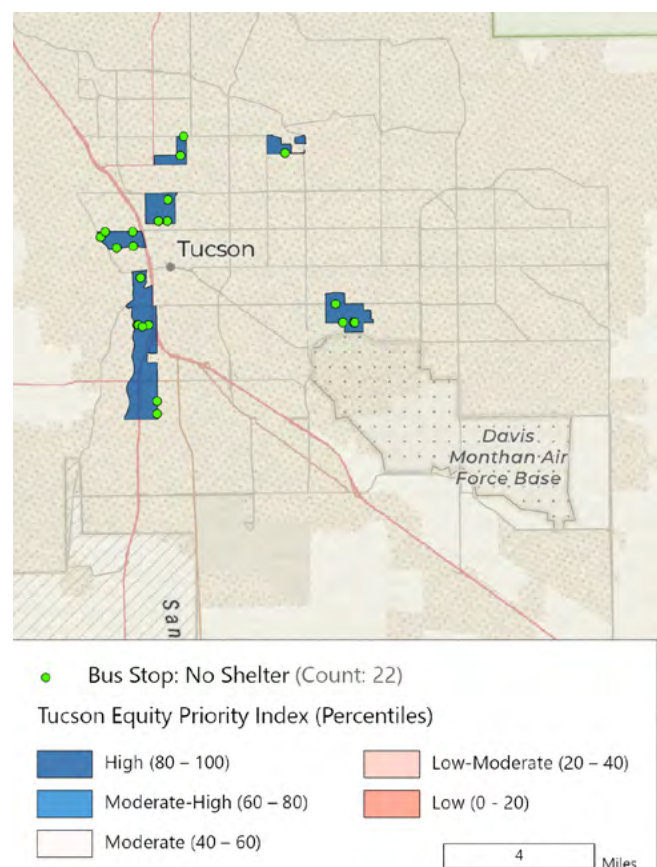
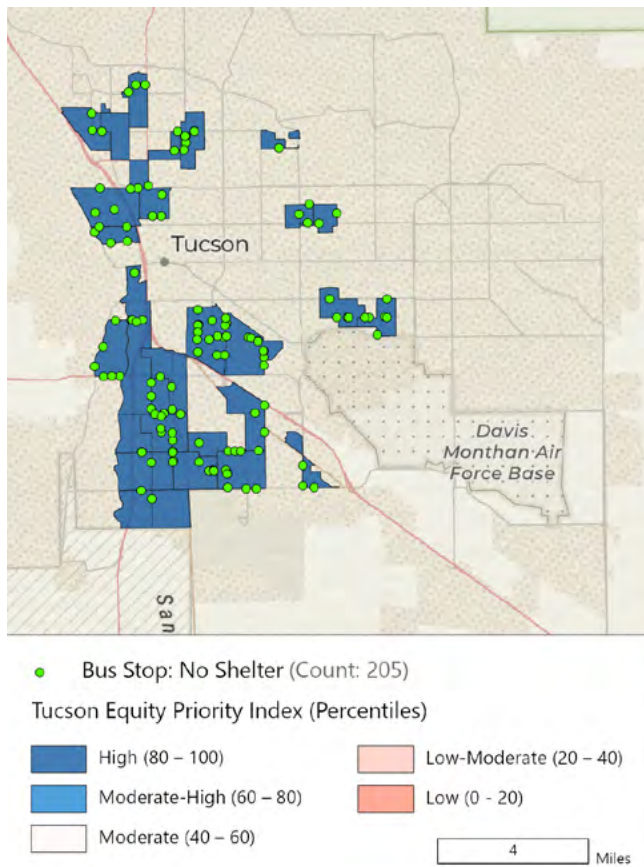
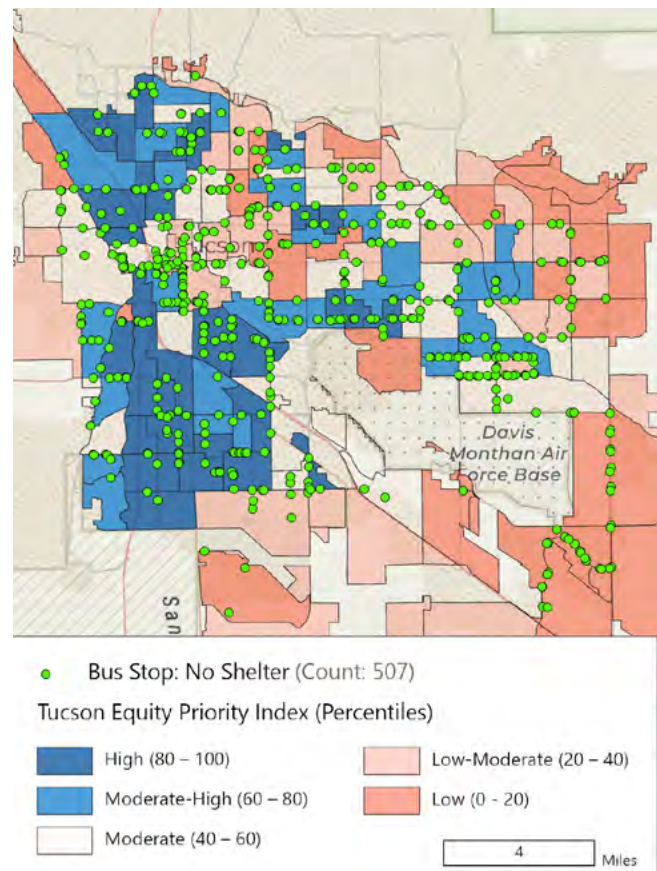
## Equity in Action

For example, Sun Tran was recently awarded a grant, and a portion of which will be used to upgrade 80 bus stops to add shelters. The Equity Priority Index can be used to focus the available resources to the areas of greatest need.

For example, at roughly \$30,000 each, the City cannot afford to upgrade all of the 507 bus stops that lack a shelter to have one.

The Equity Priority Index was part of the data used to focus on the bus stops that are located where there is the highest need for investment, and this narrows the number of stops from 507 to 205.

This can be tailored further to identify bus stops that are in areas that are a high priority for investment and where large portions of the population in the area don't have access to a vehicle. This data-driven process enabled the City to prioritize investments in public transit stops that will have the greatest benefit to the community.



In addition to the work of the Office of Equity, the City of Tucson supports numerous programs and initiatives aimed at promoting equity across various sectors. Examples include:

- The City of Tucson provides Economic and Workforce Development & Special Events grants. In 2023, these grants increased access to workforce training and job placement by supporting programs such as the Pima County School Superintendent's Office's Cycle Breaker Program (CPB), enhanced access to the arts and celebration of culture through events including the Tucson Folk Festival, and supported women-owned small businesses through the BUILD Academy, offered at the [Women's Business Center of Southern Arizona](#).
- The Tucson Police Department has joined the national 30x30 Initiative, which aims to increase women's representation among sworn officers to at least 30% by 2030, reflecting research that demonstrates women officers' significant positive impact on policing. Research shows that women officers achieve better outcomes in several areas, including using less force, receiving fewer complaints, demonstrating greater honesty and compassion, improving results for crime victims, and making fewer discretionary arrests.
- In 2024, Ward 2 hosted the third annual Disability Pride Day, an event designed to educate the community about disability awareness and challenge negative stereotypes. The celebration showcases the talents and capabilities of people with disabilities through performances by disabled artists, informative discussions, adaptive sports sessions, and community resource sharing. By promoting understanding and inclusivity, Disability Pride Day affirms the value and potential of community members with disabilities.

### Moving Forward

The Office of Equity has developed an Equity Action Plan (EAP). The (EAP) is a publicly available document that guides work at the City and represents a transformative step in our commitment to fairness and inclusivity. As the City's inaugural EAP, it has been meticulously crafted with input from department directors to ensure it effectively addresses and dismantles barriers to equal participation.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- [Equity Action Plan](#)
- People, Community, and Homes Investment Plan
- Prosperity Initiative
- Tucson Norte-Sur





# Plan Tucson Policies

## Goal 2: Support the Development of an Equitable Community

The City of Tucson's commitment to equity drives us to support community development that prioritizes the needs of marginalized populations. The City will work collaboratively to create spaces and opportunities that foster inclusion and address systemic inequalities. The following policies are intended to support Tucson in becoming a more equitable community.

### Equity 1

Promote a community-wide understanding of equity and the barriers to opportunity that exist.

### Equity 2

Use Office of Equity tools such as the Equity Priority Index to prioritize investment while implementing strategies to mitigate displacement.

### Equity 3

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

### Equity 4

Increase access to information and programs that inform residents of their rights and City services, regardless of language, disability, or economic standing.

### Equity 5

Expand public infrastructure to improve access to employment, education, services, and resources, with a focus on removing barriers and strengthening connections for historically disinvested communities. Use infrastructure improvements as a catalyst for infill, redevelopment, and new housing supply, especially near employment centers and transit corridors.

### Equity 6

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

### Climate 1

Use a variety of strategies to ensure that all residents benefit from initiatives aimed at resilience and sustainability.

### Climate 2

Support resources that protect vulnerable individuals and communities from the impacts of heat.

### Climate 3

Develop and promote decision-making tools to support equitable sustainability and energy policies and programs.

### Economy 1

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

### Economy 3

Promote personal and professional advancement by reducing barriers to educational opportunities and encouraging the hiring of individuals facing employment challenges.

### Governance 1

Increase participation by providing support and resources to ensure accessible and inclusive engagement from traditionally underrepresented populations and provide opportunities for all residents to learn about City functions, understand the impact of decisions, and engage meaningfully in policy, program, and project planning and decision-making processes.

### Governance 2

Create opportunities for community and neighborhood-driven planning processes, such as participatory budgeting, that empower residents to identify, prioritize, and enact projects that best fit their needs.



#### **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation

#### **Governance 5**

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

#### **Governance 9**

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

#### **Governance 10**

Gather demographic data to assess community representation in public participation in accord with City standards, while coordinating with community organizations and utilizing direct outreach methods to increase and diversify engagement.

#### **Historic 10**

Provide equitable technical assistance to neighborhoods and commercial districts seeking to obtain historic recognition or historic designation.

#### **Housing 9**

Provide an efficient and effective system of services based on evidence, data, and best practices to equitably respond to the community's housing needs, reduce the number of foreclosures and evictions, and improve housing outcomes.

#### **Land Use 13**

Encourage land developers to engage in dialogue with neighborhood residents early in the development process to understand local community needs.

#### **Transportation 12**

Continuously evaluate transit service provision to identify opportunities to expand the Frequent Transit Network, increase and extend service hours, transit coverage, and invest in infrastructure that supports speed, reliability, and service quality.

#### **Wellness 5**

Coordinate with healthcare providers, public partners, nongovernmental health and preventive service providers to explore new ways to increase access and reduce barriers to healthcare.

#### **Wellness 12**

Support community food security by reducing barriers to food production and distribution, facilitating greater access to new markets for small-scale farmers, including home and community gardens.

#### **Wellness 21**

Address past impacts of development and industries on the public health of affected communities.



## Goal 3: Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts

Climate change refers specifically to the rise in global temperatures from the mid-20th century to present that is attributed to anthropogenic, or human-induced, greenhouse gas emissions (Figure 3.3.2). In 2020, Tucson Mayor Romero and Council unanimously declared a Climate Emergency in Tucson through Resolution No. 23222. This vote recognizes the current circumstances and projected conditions that our community will have to face due to climate change. Through this Resolution, the City of Tucson initiated a series of plans and policy actions to meet ambitious but attainable climate goals.

According to the [Tucson Resilient Together: Climate Action and Adaptation Plan](#), the average annual temperatures in Pima County have exceeded the long-term average almost yearly since 1985. Trends show hotter and longer summer seasons with stronger storms and winds. The high winds disrupt daily life, damage property, generate unhealthy dust, and diminish air quality and public health.

Equity and environmental justice are key elements of climate action. Socially and economically vulnerable communities are often hit “first and worst” by climate impacts, and they often have fewer resources to support personal investments and behaviors that would mitigate the impacts. For example, the tree equity score, shown in Figure 3.3.1, shows which communities have the most severe heat, the most social-vulnerability, and the least shade. Individuals often cannot financially afford to upgrade their homes, maintain air conditioning appliances, or move. To reduce the overall disruption from climate change and foster a resilient community, the solutions should be enacted in the communities that are hit “first and worst.”



## Tree Equity Scores

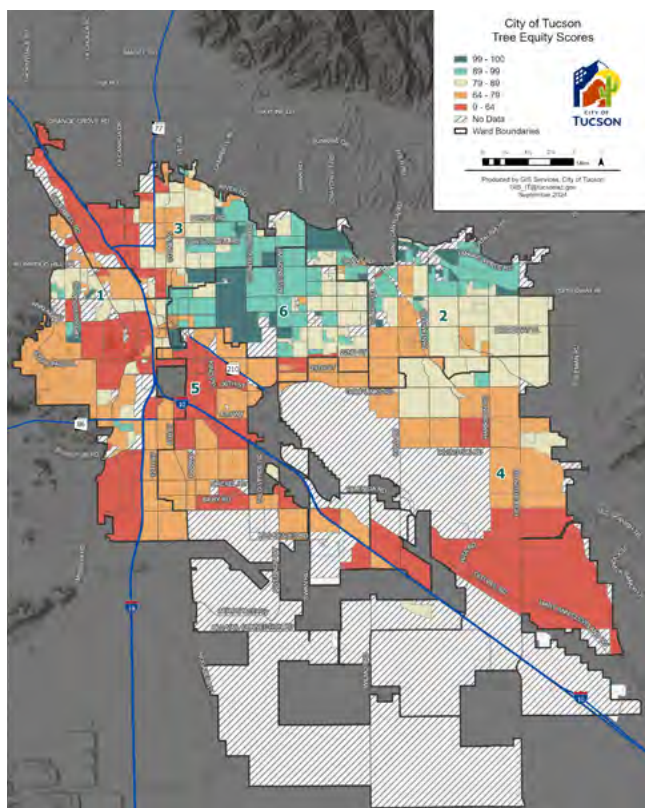


Figure 3.3.1: City of Tucson's "Tree Equity" scores show the variation of shade and socio-economic vulnerability across regions of the City. (Source: City Manager's Office, 2024)

## Interdepartmental Collaboration

Although City programs to achieve resiliency have been in place for a long time, a coordinated approach has been accelerated in recent years. The Chief Resiliency Officer position was created in 2023 to work with the City's Climate Action Team and city departments to implement the City's climate action and adaptation plan, Tucson Resilient Together. [Tucson Resilient Together](#) includes 124 distinct steps for the City to take toward climate action. This advanced City staff's ability to plan, coordinate, and advance the interdepartmental solutions-oriented approaches to climate resiliency. The significant progress made since the release of Tucson Resilient Together and the establishment of the Climate Resiliency Office is summarized in quarterly reports to the Mayor and Council.

In 2024, the US Green Building Council awarded the city a gold-level certification in their LEED for Cities program. This program evaluates how cities compare to national sustainability and equity benchmarks across various departments and programs. By achieving the gold-level certification, the City of Tucson has demonstrated a commitment to environmental resilience, leadership, and quality of life for Tucson residents. Though there is room for improvement, the City of Tucson achieved full points in these LEED for Cities application areas:

- **Natural Systems and Ecology:** Ecosystem Assessment, Green Spaces, Light Pollution Reduction, Resilience Planning
- **Transportation and Land Use:** Smart Mobility and Transportation Policy, High Priority Sites (a.k.a. historic preservation)
- **Water Efficiency:** Water Access and Quality, Stormwater Management, Smart Water Systems
- **Energy and Greenhouse Gas Emissions:** Power Access, Reliability and Resiliency, Energy and Greenhouse Gas Performance, Renewable Energy
- **Quality of Life:** Trend Improvements, Environmental Justice, Civil and Human Rights.

(a) Change in global surface temperature (decadal average) as **reconstructed** (1–2000) and **observed** (1850–2020)

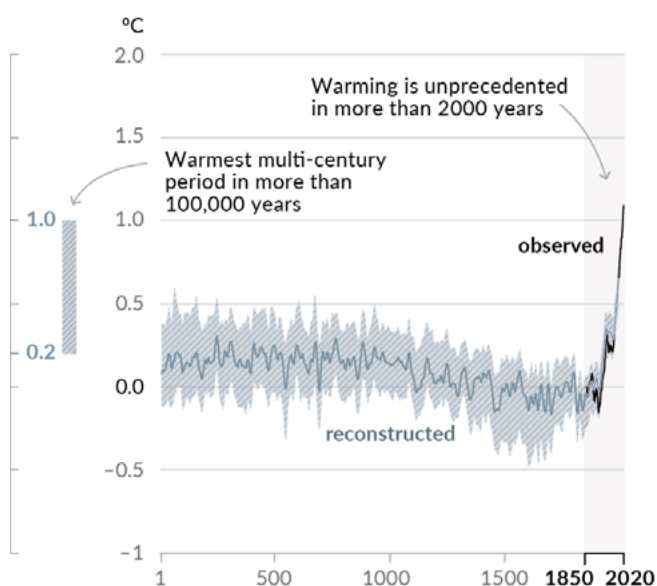


Figure 3.3.2: History of global temperature changes. (Source: Tucson Resilient Together, 2022)

## Greenhouse Gas Emission Management

To foster a sustainable future and enhance the community's well-being, the city is committed to prioritizing the reduction of its collective carbon footprint. A "carbon footprint" refers to the total amount of heat-trapping gases, also known as greenhouse gases, including carbon monoxide and methane, released into the atmosphere from human activities. This Plan Tucson goal supports an integrated framework for addressing climate change and building a sustainable future through governance and leadership, energy management, transportation, community resilience, and resource recovery. By engaging residents, businesses, and local authorities in this vital endeavor, the City of Tucson seeks to minimize its environmental impact and create a healthier, more resilient community for current and future generations.

### Total Greenhouse Gas Emissions (MTCO<sub>2</sub>E) 2019

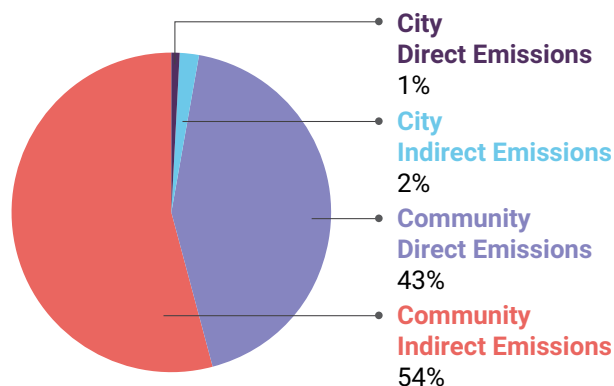


Figure 3.3.3 Total greenhouse gas emissions from City operations and the Community in 2019 (Source: [Tucson Resilient Together](#))

In 2020, the Mayor and Council set a goal to attain carbon-neutral City operations by 2030 and community-wide by 2045. This means that the amount of greenhouse gases emitted will be equal to or less than the amount that the natural environment can sequester. The [Tucson Resilient Together](#) plan provides the baseline for these city goals, using emissions data from 2019 (Figure 3.3.3).

Greenhouse gases are organized into two categories depending on the sources. Direct emissions are from owned or controlled sources. These include on-site fuel combustion, emissions from owned vehicles, and more. Indirect emissions are from purchased electricity, steam, heating, and cooling.

Carbon footprints can be reduced by using less energy, transitioning to renewable energies, and increasing carbon sequestration.

## Using Less Energy

Pima Association of Governments calculated that transportation tailpipe emissions contribute about one-third of total annual greenhouse gas emissions in the Tucson region (Regional Greenhouse Gas Inventory, 2012-2017, PAG). To reduce this, Tucson has developed an Electric Vehicle Roadmap and committed to transitioning our fleet services to electric vehicles and has increased the availability of [electric vehicle charging infrastructure](#).

In 2024, the City of Tucson launched the [Resilient Southwest Building Code Collaborative](#) to create a set of southwest-specific codes that emphasize climate resilience, energy equity, and housing affordability (Figure 3.3.4). This collective effort will result in implementation resources, including best practices, staff training, and specialist certifications to help communities across the Southwest undertake the adoption and implementation of the codes.

The General Services Department (GSD) indexes city-owned building performance to identify and track energy usage across city operations, available for the public at the [Climate Action Hub](#). By pairing this with thorough commissioning and strategic efficiency retrofits, the GSD can retrofit older structures to meet modern standards and optimize new development performance from the start. This approach reduces long-term energy use and promotes a culture of sustainability and cost-savings.



Figure 3.3.4: A Resilient Southwest Building Code Collaborative working meeting. (Source: GSD, Planning and Development Services, 2024)

## Transitioning to Renewable Energy

Regarding renewable energy, the city has [98 city-owned and operated solar installations](#). The General Services Department, (GSD) built two-thirds of those between 2019 and 2024, adding 18.5 megawatts of power for city operations (Figure 3.3.5). The GSD was under the Environmental and General Services Department until it became its own department in 2025.

This means Tucson is more than halfway to meeting the Tucson Resilient Together goal to install 30 megawatts on city facilities by 2030. In 2024, GSD estimated approximately 30% of the City's energy needs were met by renewable energy sourced from city-owned solar arrays and renewable energy from TEP.

The City of Tucson Planning and Development Services Department has streamlined the permitting process for private solar installations submitted through the [SolarApp program](#). Since 2013, PDS has issued more than 18,000 solar installation permits for private residences and commercial [developments](#) in Tucson. Solar energy production uses less water compared to other energy production methods.

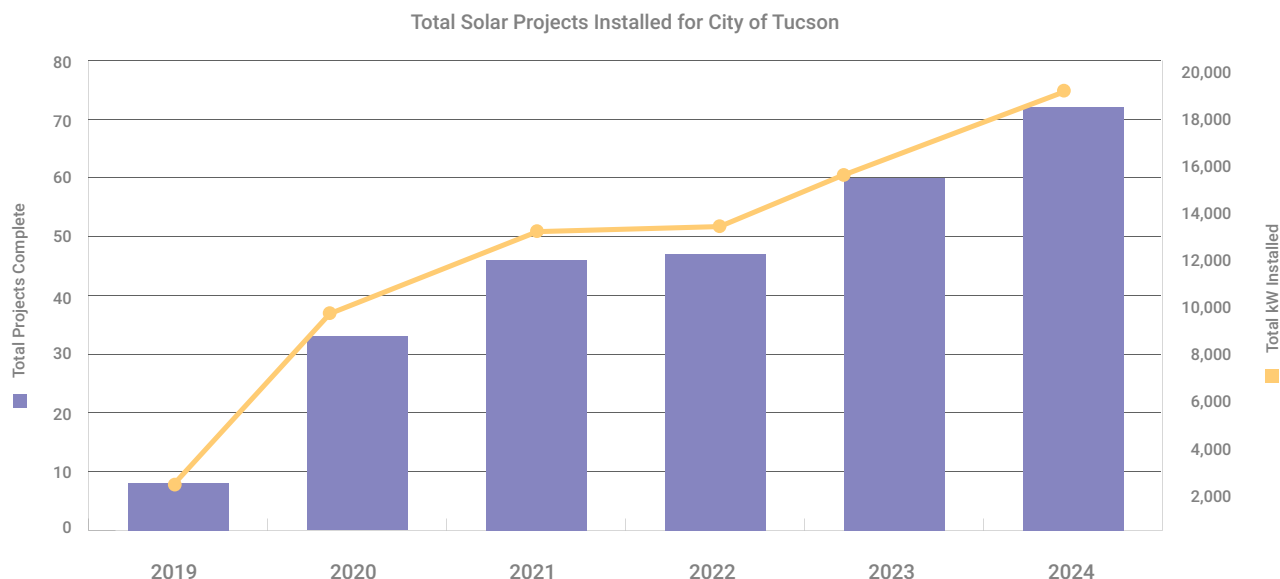


Figure 3.3.5: Total solar projects installed, and kilowatts of energy generated for the City of Tucson since 2019. (Source: GSD, Renewable Energy Program, 2024)

## Carbon Sequestration

Launched in 2020, [Tucson's Million Trees Initiative](#) helps to increase shade, thereby cooling our City, reducing energy costs, and sequestering carbon over time. Experts say [the average mature tree](#) sequesters 22 pounds (or 10 kilograms) of CO<sub>2</sub> annually. The Urban Forestry Program maintains a city-wide tree inventory and has secured a 5-million-dollar grant for workforce development and expanding tree-planting capacity. In strong collaboration with partners, including Tucson Clean and Beautiful and TEP, the initiative has planted or distributed over 107,000 trees, including 2,560 directly to heat-vulnerable homes (figure 3.3.6). The contributions of over 7,000 volunteers and over 1 million dollars in grants and donations will help the program continue its progress toward planting 1 million trees in the city.

Figure 3.3.6: Seedlings in the TREE Center are getting ready to be distributed in the community. (Source: City Managers Office, Urban Forestry Program, 2024)



## Heat

An important challenge for Tucson is extreme heat. Land use, urban design, building materials, landscaping, and natural open space all contribute to ambient temperatures. Cities form “heat islands” because the built environment holds heat longer than surrounding naturally vegetated areas. Heat is retained by concrete sidewalks, buildings, parking lots, roadways, and other structures (Figure 3.3.7). When temperatures cool down at night, the developed areas of the city give off heat that has been stored during the day, keeping temperatures higher than in surrounding areas. According to Planning for Urban Heat Resilience, areas in the center of a city can be as much as seven degrees warmer than areas outside the city.

The City of Tucson and its regional partners have various tools for data analysis and strategic implementation. These include plans like Tucson Resilient Together and the Heat Action Roadmap, as well as related functional plans. Tools include interactive maps and data dashboards like the Tucson Equity Index, which compiles data on vulnerable populations. The Pima Association of Governments has maps for surface temperatures and shade. The Tree Equity Score (Figure 3.3.1) combines socio-economic vulnerability data with heat data to identify impactful opportunities for the implementation of the Trees for Tucson and the Storm to Shade program.

In 2024, City-wide accomplishments related to heat resilience included:

- **Adopted the first-ever Heat Action Roadmap (2024)** which included initiatives like expanded shade infrastructure, increased urban tree canopy, enhanced cooling centers, and created resilience hubs.
- **Enacted a heat protection ordinance for city contractors and enhanced heat protection measures for city workers.**
- **Increased, through partnerships, the number of cooling and respite centers to over 40 across the region.**
- **Distributed heat relief kits to the unhoused community, ensuring broader support and protection during extreme heat events.**

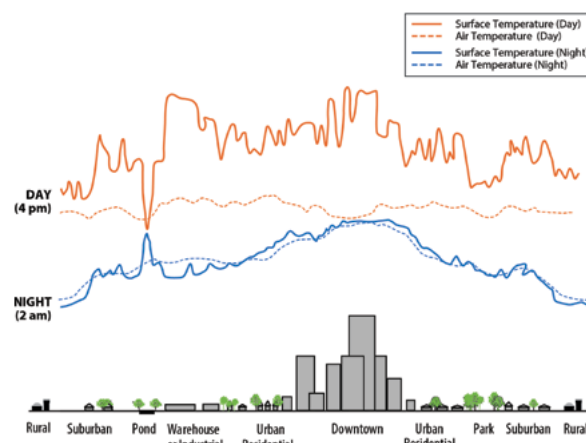


Figure 3.3.7: An example of urban heat island effect across a built and natural environment and the effect on surface temperatures. (Source: EPA, Tucson Resilient Together)



### Other Climate Actions

Other projected climate impacts include more extreme climate-related events, such as prolonged periods of drought, heat waves, and flooding; greater stress on surface and groundwater supplies; climate-related human health risks, including heat stress, aeroallergen-related respiratory illness, rodent- and insect-borne diseases; and reduced food affordability and food security.

Climate change impacts the Tucson community's electric utilities, emergency management, natural resources, public infrastructure, ecosystem health, human health, and the economy.

The range of impacts means an equally wide range of potential actions. The City of Tucson contributes to a more sustainable future by reimagining its internal policies, practices, and operations, many of which are the focus of other Plan Tucson goals and policies. Improving transportation efficiency, responsible use of water, strengthening public health, open space management, updating the land use, development standards, and building codes, and public education, and other potential climate actions are discussed in other areas of Plan Tucson.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

### These are some of the related plans that help with the implementation of this goal:

- Tucson Resilient Together: Climate Action and Adaptation Plan
- Heat Action Roadmap
- Green Fleet Transition Plan
- Electric Vehicle Readiness Roadmap
- Pima County Multi-Jurisdictional Hazard Mitigation Plan



# Plan Tucson Policies

## Goal 3: Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts

The City of Tucson recognizes that vulnerable communities are often disproportionately affected by climate change, and we commit to leading efforts that prioritize their needs in carbon-reduction strategies. The City aims to ensure that all residents benefit from initiatives aimed at resilience and sustainability. The following policies align with our commitment to create a resilient and sustainable future:

### Climate 1

Use a variety of strategies to ensure that all residents benefit from initiatives aimed at resilience and sustainability.

### Climate 2

Support resources that protect vulnerable individuals and communities from the impacts of heat.

### Climate 3

Develop and promote decision-making tools to support equitable sustainability and energy policies and programs.

### Climate 4

Encourage the collection of regional and local data on climate resiliency indicators with partners to inform planning, policy, program implementation, and adaptive management.

### Climate 5

Develop City-wide procurement and operations policies and processes to reflect the City's climate action and resilience priorities.

### Climate 6

Develop a regional collaborative approach with public and private partnerships to reduce energy consumption and transition to renewable energy sources.

### Climate 7

Proactively recruit renewable energy producers and technology firms focused on sustainable infrastructure and circular economy to relocate offices or operations to Tucson through strategic marketing and targeted incentives.

### Climate 8

Pursue local sources of renewable energy, including solar, wind, resource recovery, and geothermal, and apply heat exchangers and heat transfer technology to use renewable energy sources fully.

### Climate 9

Install and promote distributed energy resources, such as rooftop solar, to provide local renewable energy and enhance energy reliability and resilience.

### Climate 10

Increase the use of solar power and other renewable energy sources for City infrastructure, facilities, fleet and other assets, and operations.

### Climate 11

Transition agency fleets and maintenance facilities to be the lowest emission options available.

### Climate 12

Develop codes, policies, incentives, and support programs to facilitate the transition to greenhouse gas neutrality.

### Climate 13

Support increased energy efficiency and resiliency in new and remodeled building construction.

### Climate 14

Support retrofitting and other programs that help people make their homes and businesses more water and energy efficient, and to preserve housing affordability and increase long-term sustainability.

### Climate 15

Promote best practices in the designs of buildings



and use of climate-resilient materials that mitigate or reduce the urban heat island effect as well as develop incentives that encourage this type of construction.

#### **Climate 16**

Support sustainable measures that increase the resilience of utilities and infrastructure during emergencies.

#### **Climate 17**

Assess, prepare, and mitigate the effects of climate change on City infrastructure, facilities, and operations.

#### **Ecosystems 3**

Support and expand opportunities for well-maintained, water-efficient urban green spaces and vegetation in new development or redevelopment to mitigate the urban heat island effect.

#### **Ecosystems 7**

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

#### **Environment 5**

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

#### **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

#### **Land Use 2**

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

#### **Transportation 9**

Develop and enhance transportation and other infrastructure to increase our community's resilience to extreme heat, extreme drought, flooding, fire, and all emergencies.

#### **Transportation 10**

Improve low-emission or no-emission transportation options that are safe, reliable, and accessible to all ages and abilities.

#### **Water 5**

Conduct ongoing drought, aridification, and climate variability planning.



## Goal 4: Improve Health, Wellness, and Safety Across the Community

The City of Tucson takes a comprehensive, multi-departmental approach to fostering community health, wellness, and safety through coordinated efforts that touch every neighborhood. This vital mission brings together the expertise and resources of diverse partners, including the Community, Safety Health and Wellness programs like the Care Coordination, Office of Violence Prevention and Intervention, and Housing First program, which all provide crucial support, targeted interventions to vulnerable residents, gun violence reduction strategies, and stable housing solutions to help individuals experiencing homelessness. This collaborative framework extends through the Parks and Recreation Department's active living initiatives, Neighborhood Resources' community support programs, emergency response from Tucson Police and Fire Departments, public health guidance from the Pima County Health Department, and Housing and Community Development's affordable housing and community development programs to serve low-income households and strategic outreach through Public Communications. Together, these departments work to create an integrated network of services that promotes physical activity, ensures public safety, addresses health disparities, provides housing stability, and builds stronger, more resilient communities across Tucson.

Parks and recreational spaces play a vital role in community health and wellness by providing accessible, welcoming environments where residents can engage in physical activity and pursue active lifestyles. Since 1961, the Tucson Parks and Recreation Department has been instrumental in supporting this mission through an extensive network of recreational and cultural spaces that serve every corner of our diverse community. Today, the department manages an impressive array of facilities, including 132 parks, 19 recreation centers, 20 swimming pools, urban fishing lakes, and numerous sports facilities spread across Tucson's 242 square miles. These spaces serve as vital community hubs where more than half a million residents can gather, exercise, learn, and stay active through hundreds of year-round programs and special events.

## Parks Need Assessment

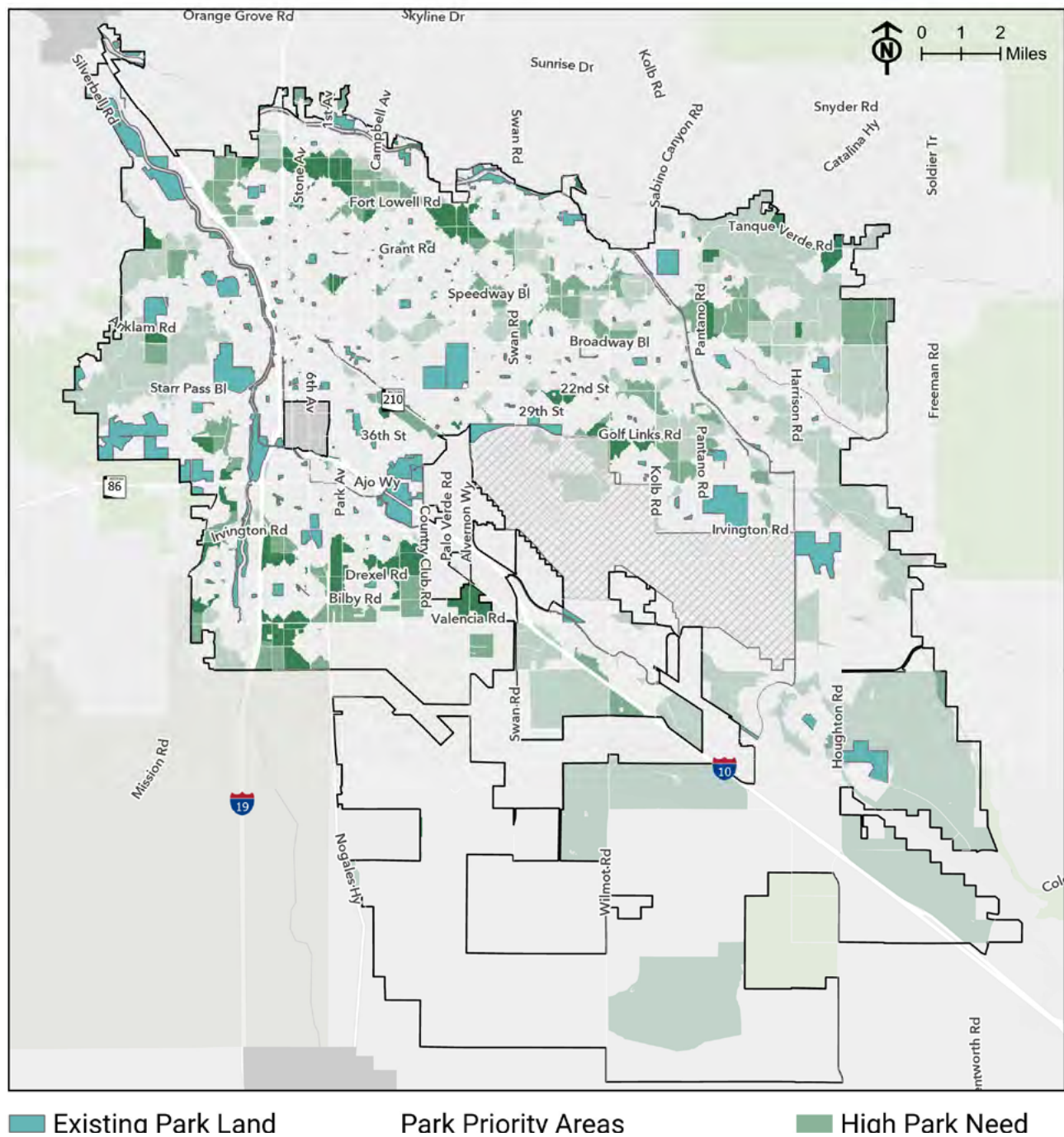


Figure 3.4.1: Parks and Recreation park needs assessment. (Source: Trust for Public Land 2024)

From preserving historic neighborhoods and archaeological resources to maintaining partnerships with the Reid Park Zoo, public golf courses, and the Tucson Convention Center, the department ensures equitable access to high-quality recreational experiences that enhance physical and mental health and quality of life for Tucsonans of all ages and abilities. The Parks and Recreation Department conducts regular community needs assessments to evaluate park access, amenity distribution, and usage patterns across Tucson's diverse neighborhoods, ensuring that recreational spaces and facilities meet evolving community needs while maintaining its commitment to provide all residents with a park within a 10-minute walk of their home.

## Parks and Recreation Assets

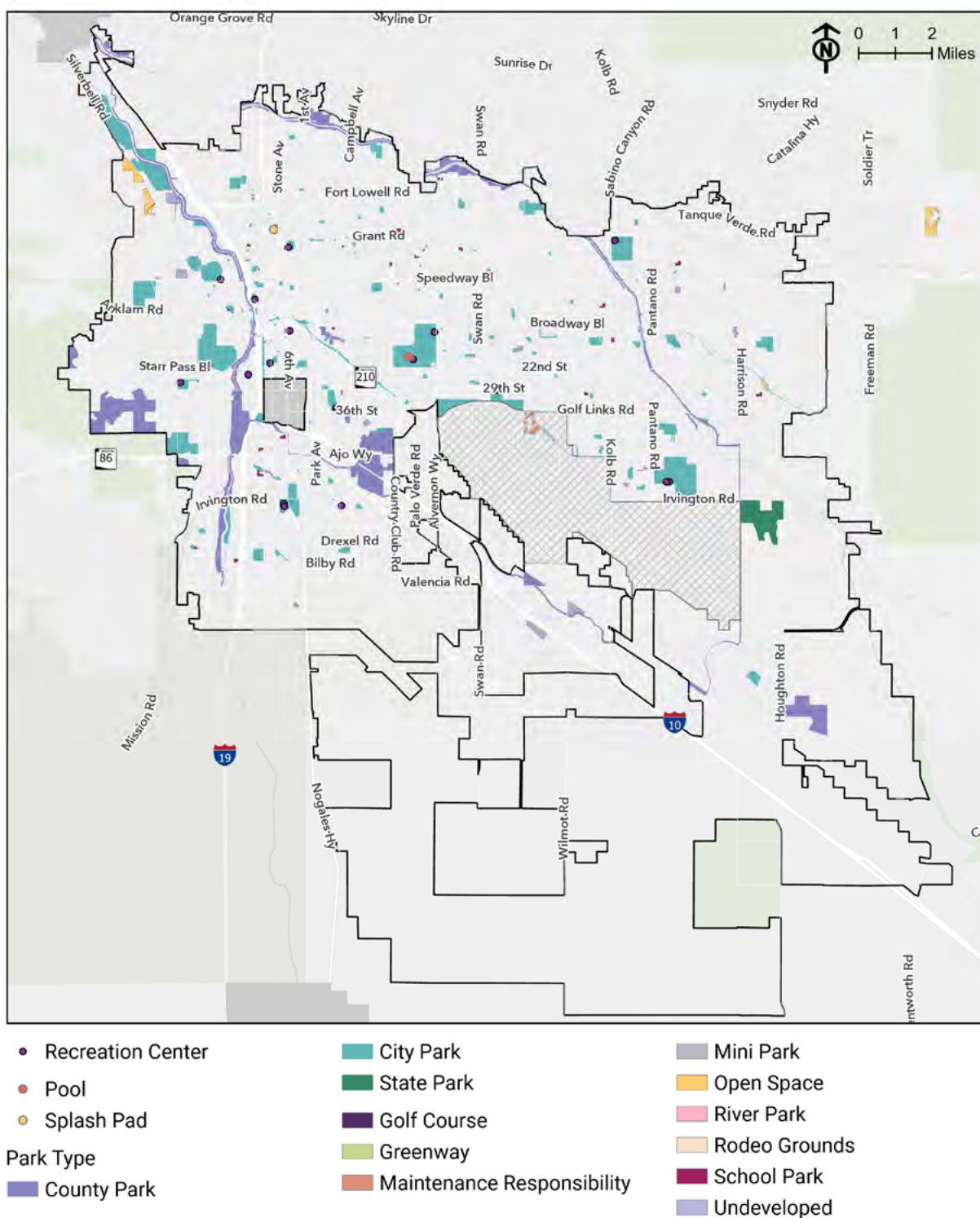
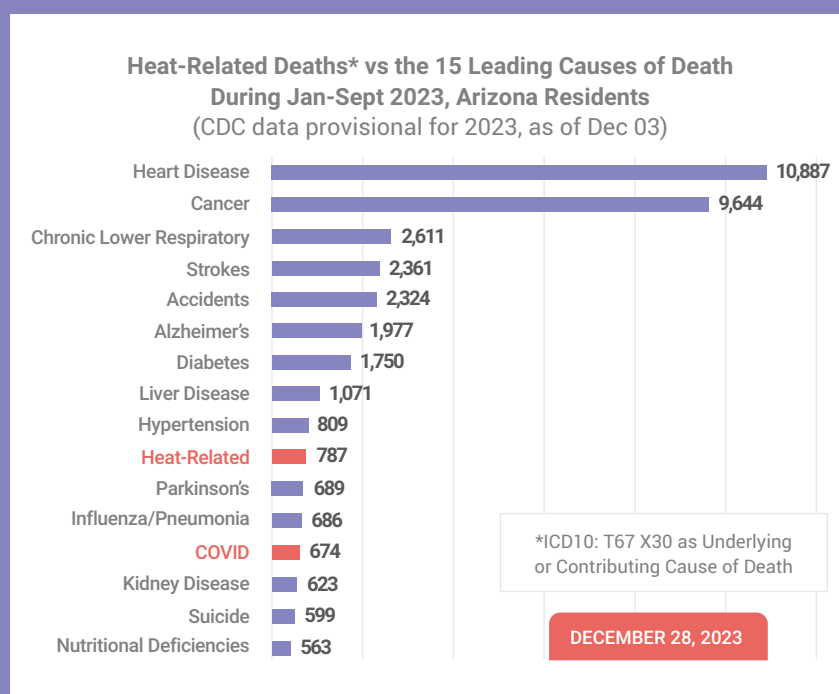


Figure 3.4.2: Parks and recreation assets.

As Tucson faces longer and more intense periods of extreme heat due to climate change, the Parks and Recreation Department has expanded its cooling resources by incorporating seven splash pads throughout the city and extending pool operating hours. These adaptations provide crucial heat relief while offering safe, accessible spaces for families to stay active and cool during Tucson's extended summer seasons.

The City has strategically diversified its funding sources to ensure sustainable investment in projects through a combination of local initiatives and federal support. A cornerstone of this funding strategy is the Tucson Delivers, Great Parks program (Proposition 407), which provides \$225 million in bond funding for comprehensive improvements to recreational facilities, including parks, playgrounds, sports fields, pools, splash pads, and recreation centers, as well as enhanced pedestrian and bicycle connections throughout the City. Complementing these recreational improvements, the Tucson Delivers Safer City Program, funded through a voter-approved half-cent sales tax, specifically targets public safety enhancements. These dedicated funding sources work alongside traditional funding mechanisms, including Development Impact Fees, federal grants, and various bond programs, creating a robust financial framework to support projects that enhance quality of life for all.



Public health has assumed even greater prominence in urban planning and policymaking, particularly in light of recent global challenges such as the COVID-19 pandemic. Social and environmental challenges also contribute to the stressors to our well-being. The City of Tucson has reinforced its commitment to public health through various initiatives and partnerships addressing longstanding and emerging health concerns to support a productive community.

Figure 3.4.3: Leading Causes of Death in Arizona

The intersection of mental health and substance use disorders requires comprehensive, individualized approaches, which has led to the creation of Tucson's Community Safety, Health, and Wellness Division as a dedicated resource for addressing these complex challenges. This innovative division works to assess individual needs and connect community members with appropriate services, recognizing that each person's journey through mental health or substance use challenges requires unique support and understanding. Through coordinated efforts, the City provides accessible pathways to treatment while fostering a compassionate environment that reduces stigma and promotes community safety and wellness.

Pima County Health Department continues to oversee traditional public health matters, and the City of Tucson has expanded its role in promoting community wellness with the establishment of the Community Safety, Health & Wellness (CSHW) Division. CSHW is built on the principle of putting the "right work in the right hands." This approach recognizes that community safety is best achieved by preventing crises before they occur, particularly those related to substance use, mental illness, and extreme poverty. CSHW serves as a coordinating umbrella for various specialized problem-solving teams across multiple city departments. These teams are designed to address the needs of community members experiencing behavioral health crises and homelessness.



*Figure 3.4.4: Living Streets Alliance Community Art Project (Ochoa Traffic Circle)*

Community Safety, Health, and Wellness (CSHW) works in different neighborhoods to help build upon reinvestment efforts that are wanted and enacted by community members. Designated “Thrive Zones” in the City have been constructed since 2018 to promote safety and well-being with residents in their neighborhoods. The department helps introduce resources and bring outside organizations to help increase impact towards community empowerment.

The City has also made significant strides in addressing environmental and lifestyle factors that impact public health. The Tucson Slow Streets pilot program, initiated by the Department of Transportation and Mobility, reconfigures neighborhood streets to encourage physical activity and expand public open space. This initiative not only promotes exercise but also provides safer gathering spaces for community interaction, addressing both physical and mental health needs. The Pedestrian Safety Action Plan, created in 2022, identifies strategies to reduce pedestrian-involved traffic accidents focused on six key areas: engineering, evaluation, policy, enforcement, education, and outreach. Parks and Recreation green spaces and facilities serve as critical infrastructure for physical and mental well-being, offering residents opportunities for exercise, relaxation, and social interaction. Beyond physical benefits, these green spaces and programs provide crucial environments for stress reduction and mental rejuvenation, contributing significantly to improved mental health outcomes.

The Prosperity Initiative is an intergovernmental collaboration that addresses critical social determinants of health across Pima County — from housing stability and education, to economic opportunity and healthcare access. Through targeted policies and programs, this comprehensive approach works to break cycles of generational poverty while creating sustainable pathways to improved health outcomes, financial stability, and overall community well-being. The Prosperity Initiative and the focus on Community Safety and Engagement in the Thrive Zones demonstrate the City's commitment to addressing economic and social factors that influence community health. The Thrive in the 05 Transformation Plan describes an ambitious vision to cultivate sustainable, community-driven, equitable change in the City's historic northern gateway. "Thrive in the 05" is a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership.

The policies and initiatives outlined in Plan Tucson continue to guide the City's commitment to public health, wellness, and safety with an increased focus on equity, community engagement, and addressing the complex interplay between environmental, social, and economic factors that influence health outcomes. As Tucson moves forward, the City remains committed to creating a healthier, more resilient community for all its residents through ongoing resources and services.

The City is implementing targeted safety programs that strengthen community resilience. The Community Safety Training Institute, operated by the Division of Community Safety, Health, and Wellness, offers an eight-module certification program. The curriculum addresses critical issues including housing inequalities, substance abuse, the fentanyl crisis, domestic violence, and gun violence prevention. Through the program, participants develop skills in storytelling for empowerment, local governance, and campaign organizing, which they then apply to enhance safety and resilience in their communities.

Another targeted program, Missing and Murdered Indigenous Women and Girls (MMIWG), addresses the alarming rates of violence faced by Indigenous women and girls across the United States. These individuals experience disproportionately high rates of disappearance and murder, with many cases going underreported or unresolved. In 2018, the Urban Indian Health Institute ranked Tucson fourth highest in the nation for MMIWG cases. In response, Tucson and Pima County leaders launched the country's first MMIWG Task Force, with its inaugural meeting convened in 2025 by the community organization Indivisible Tohono. This local initiative represents a critical step toward raising awareness, improving coordination, and seeking justice for Indigenous communities.

Neighborhoods also play a vital role in creating vibrant communities by fostering social connections, promoting local identity, and encouraging civic engagement. They serve as the building blocks of urban life, providing spaces for residents to interact, collaborate, and develop a shared sense of belonging. Through neighborhood associations, community events, and grassroots initiatives, neighborhoods contribute to a city's overall livability and character, enhancing its cultural richness and social resilience.

A safe and vibrant community forms the foundation for a thriving city where residents can live, work, and play confidently and enthusiastically. Achieving this requires the collaborative effort and seamless coordination of multiple city departments and community partners. Integrated efforts including Parks and Recreation, Public Safety, Tucson Fire Department, Tucson Police Department, Housing and Community Development, and Community Safety, Health, and Wellness, have supported synergizing ongoing measures with new strategies.

## Public Facilities in Tucson

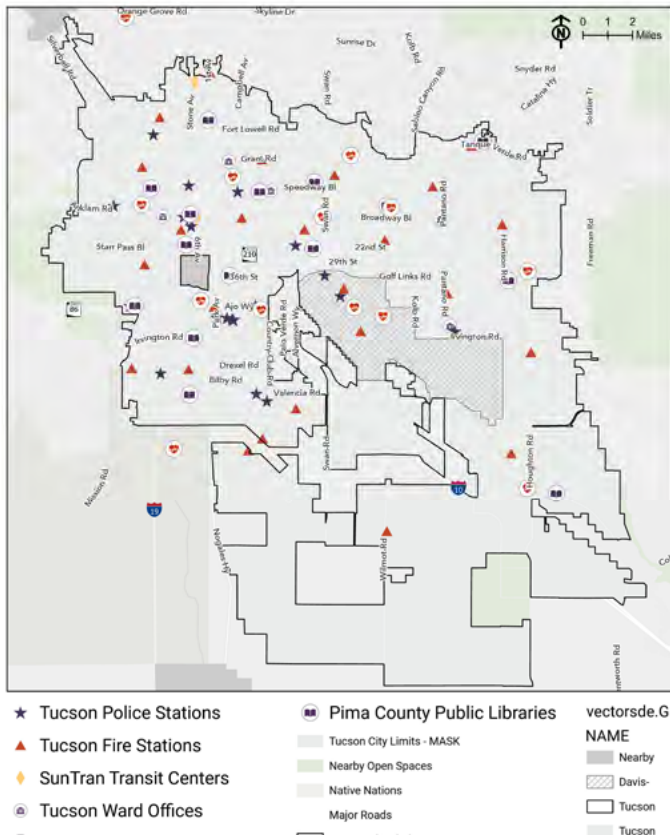


Figure 3.4.5: Public facilities in Tucson.

Traditionally, “public safety agencies” in Tucson referred to the Tucson Fire Department and the Tucson Police Department. Emergency responses are coordinated with the Pima County Office of Emergency Management (OEM) as the local, federally mandated program of the Federal Emergency Management Agency (FEMA) and led by the Emergency Manager role in the City Manager’s Office. In collaboration with OEM, the City participated in the latest “Pima County Multi-Jurisdictional Hazard Mitigation Plan” that outlines a comprehensive approach to mitigation.

Recognizing the immense pressures faced by first responders, the Tucson Police Department (TPD) partnered with the Boulder Crest Foundation in 2021 to implement Struggle Well, a prevention-focused initiative rooted in the science of Posttraumatic Growth. At a time when TPD was experiencing significant challenges, despite having existing mental health resources such as a Behavioral Sciences Unit and a department psychologist, it became clear that additional support was necessary.

The Struggle Well Program fosters a cultural shift within public safety agencies by normalizing the challenges inherent in service professions and equipping personnel with the tools to navigate adversity. The program emphasizes resilience, trust, and long-term well-being, enabling first responders to transform personal and professional struggles into opportunities for growth. By embedding these principles within TPD’s organizational structure, Struggle Well has contributed to a healthier, more supportive work environment that enhances both individual well-being and overall departmental effectiveness.

The Tucson Fire Department has undertaken a community-driven strategic planning process to ensure that the community remains a focus of the department’s direction. A new initiative from the Tucson Fire Department is the Tucson Collaborative Community Care (TC-3). Launched as a partnership between the Tucson Fire Department and Tucson Medical Center, TC-3 exemplifies a preventive approach to public safety. The program works closely with individuals who frequently use emergency services, identifying the root causes of their issues and connecting them with appropriate community resources. This proactive approach not only improves individual well-being but also reduces strain on emergency services.

The Tucson Police Department has been named a Crime Gun Intelligence Center by the U.S. Department of Justice. The emergence of new programs, initiatives, and changes in policing tactics offers the Tucson Police Department a unique opportunity to support the community's needs.

- **The 311 Program was approved by Mayor and Council and City Manager in 2022. This program intends to expand and share technology platforms, including 911 phones, Computer Aided Dispatch (CAD), scheduling, call processing protocols, and other shared resources, to identify referrals to the Community Safety, Health and Wellness Department, Tucson Fire Department, and Public Safety.**
- **Through a U.S. Department of Justice grant, the Tucson Police Department partnered with Goodwill of Southern Arizona, Inc. and the Level One Trauma Center at Banner University Medical Center to create two violence reduction programs to support the creation of VIVA, Violence Interruption, and Vitalization Action. It is a holistic, data-driven, and evidence-informed approach to address gun violence at discrete locations across the City that have experienced high levels of gun-related violence.**

The recent addition of the Office of Violence Prevention & Intervention focuses on violence reduction using community-based interventions and a comprehensive effort to reduce violence, especially gun violence. The City connects impacted communities with the resources, leadership development, and strategic relationships needed to interrupt crime networks and prevent future violence. This office is housed in the City Manager's Office, supporting the intersectional efforts required to meet these goals. The City has invested resources for three staff members in the current office of Violence Prevention and Intervention to lead these efforts, which will include oversight of the City's evidence-based programs to include the VIVA (Violence Interruption and Vitalization Actions) program. The current iteration of VIVA is already showing great promise in reducing violent gun crime in the locations of deployment.

Other key City departments that support community wellness include Parks and Recreation, which offers classes for all ages, including Ready! Set! Rec!, a mobile program focused on fun for everyone; Transportation, which operates transportation facilities; Planning and Development Services, which support safe, accessible, and resilient developments; Housing and Community Development, which promotes community-based revitalization efforts and diverse, affordable housing strategies through El Pueblo; and Environmental Services, which ensure the cleanliness of our City and disposal of hazardous wastes.

The Tucson City Court serves as a cornerstone of local justice, embodying a commitment to fair and accessible judicial services for all community members. Operating under the foundational principles of both the U.S. and Arizona Constitutions, the court system diligently protects constitutional rights while ensuring timely and efficient administration of justice. Through evidence-based approaches and innovative problem-solving strategies, the court has developed specialized programs to address unique community needs, including Domestic Violence Court, Homeless Court, Mental Health Court, Community Court, Animal Welfare Court, and Veterans Court. These specialty courts, which also operate through a mobile court model, focus on nonviolent offenses and rehabilitative justice programs, providing expertise to reduce recidivism and restore community trust while making public safety and enforcement more efficient and responsive.

The court's commitment to accessibility extends beyond traditional judicial functions through its integration of research-based innovations and technology. Community members can attend hearings, file documents, and access court resources virtually through user-friendly online platforms, eliminating barriers to justice. With a focus on professional customer service and comprehensive accessibility, including language access and cultural considerations, the Tucson City Court continually strives to improve its services through thoughtful leadership and innovative thinking, ensuring all cases are processed efficiently while maintaining the highest standards of justice.

### Specialty Courts

- Domestic Violence Court
- Mental Health Court
- Veterans Court
- Homeless Court
- Community Court
- Animal Welfare Court



## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Prosperity Initiative
- People, Communities, and Homes Investment Plan (P-CHIP)
- Parks and Recreation System Master Plan
- Tucson Fire Department Strategic Plan
- Pima County Multi-Jurisdictional Hazard Mitigation Plan



# Plan Tucson Policies

## Goal 4: Improve Health, Wellness, and Safety Across the Community

The City of Tucson believes that health and safety are fundamental rights for all residents, and the City will collaborate with community members to identify and address barriers to access. By prioritizing equity in our health initiatives, we aim to create a safer, healthier community for everyone. The following policies are intended to help the City promote health, wellness, and safety throughout the City.

### Wellness 1

Collaborate with regional entities to improve outreach and access for increased public health utilization.

### Wellness 2

Direct resources to education and prevention programs while providing ongoing information and access to the community about safety, education, health, and human services.

### Wellness 3

Increase access to public information on partnerships, community resources, and programs that address community needs.

### Wellness 4

Facilitate collaboration with semi-public, private, and nonprofit agencies that provide resources to assist them in better serving the community.

### Wellness 5

Coordinate with healthcare providers, public partners, nongovernmental health, and preventive service providers to explore new ways to increase access and reduce barriers to healthcare.

### Wellness 6

Increase information sharing and encourage the use of community spaces to enhance public safety and wellness.

### Wellness 7

Increase awareness and expansion of the City's non-emergency response systems.

### Wellness 8

Invest in prevention programs that improve the efficiency and effectiveness of public safety agencies and support staff retention.

### Wellness 9

Create and support community and regional partnerships to improve community-wide emergency response and resource-sharing.

### Wellness 10

Invest in, maintain, and implement high-quality, efficient, and effective emergency response and public safety services.

### Wellness 11

Develop and implement comprehensive emergency preparedness plans to provide all residents with access to essential needs, including food, water, sanitation, shelter, shade, cooling, and medical services during various types of emergencies.

### Wellness 12

Support community food security by reducing barriers to food production and distribution, facilitating greater access to new markets for small-scale farmers, including home and community gardens.

### Wellness 13

Increase access to fresh and healthy foods in all parts of the City.

### Wellness 14

Coordinate with employers to encourage workforce wellness programs.

### Wellness 15

Repair, maintain, and upgrade existing Parks and Recreation facilities.

### **Wellness 16**

Acquire properties to ensure connected services and a 10-minute walk to park space.

### **Wellness 17**

Maintain and implement the National Recreation and Park Association Commission for Accreditation of Park and Recreation Agencies standards.

### **Wellness 18**

Improve physical, mental, and social health outcomes for community members through parks and recreational activities, events, and classes for all ages and abilities.

### **Wellness 19**

Encourage community and neighborhood events and ensure their safety through City permitting and coordination.

### **Wellness 20**

Promote strong social support networks and neighbor-to-neighbor relationships through community-hosted events, shared intergenerational activities, and celebration of community achievements.

### **Wellness 21**

Address past impacts of development and industries on the public health of affected communities.

### **Wellness 22**

Utilize public-private funded community development and community engagement to create and maintain safe and welcoming public spaces.

### **Wellness 23**

Promote resources to support property maintenance to prevent and remedy code violations, especially for vacant and neglected structures.

### **Climate 16**

Support sustainable measures that increase the resilience of utilities and infrastructure during emergencies.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### **Education 4**

Proactively support accessible educational programs that promote culturally relevant and diverse life skills for safe and healthy living.

### **Economy 6**

Enhance digital inclusion and expand economic opportunities by leveraging partnerships to improve and expand digital access.

### **Economy 20**

Promote Tucson as a premier healthy lifestyle, outdoor recreation, and wellness destination.

### **Ecosystems 2**

Enhance the quantity and quality of natural undisturbed open space and urban green space, prioritizing areas of disinvestment.

### **Environment 2**

Address and reduce the cumulative impacts of past and present pollution on the health of communities.

### **Governance 17**

Ensure fair, timely, and efficient access to justice and court services.

### **Housing 8**

Provide a comprehensive range of services, public facilities, and economic development programs to enable people experiencing or who are on the verge of homelessness to access and remain in stable housing with pathways to self-sufficiency.



### Land Use 1

Support developments that provide all residents with access to critical, general, recreation, and entertainment services, including childcare and healthcare, and other community facilities, such as libraries, community centers, and green space.

### Land Use 20

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

### Land Use 27

Coordinate a comprehensive revision of the Airport Environs Plan including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.

### Transportation 4

Develop safe, convenient, accessible, and connected transportation networks for walking, biking, and rolling that are in alignment with the Complete Streets Policy.

### Transportation 5

Support policies and initiatives to develop a coordinated, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods in and outside of the region.

### Transportation 7

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility options and supports human and environmental health benefits.

### Transportation 8

Improve road conditions and implement design features to reduce traffic crashes and enhance public safety.



## Goal 5: Expand Affordable and Accessible Housing Options

### The Impacts of a Housing Shortage

Nationally, the cost of housing has risen substantially over the last few years as the availability and affordability of new homes and apartments alike have gone down. This trend is mirrored locally: the population of Tucson has increased while the creation of new housing has slowed – rents and housing prices increased by over 60% between 2019 and 2023. Increasing demand for housing, in the context of limited supply, is pushing up both housing prices and rental costs, rents have risen faster than the incomes of residents, and Tucson has a higher rate of poverty compared to peer cities across the United States. The supply of homes in Tucson, both for rent and for sale, is not adequate. According to data from the American Community Survey, around 72.6% of units were rented for \$1000 or less in 2016; by 2021, the percentage had shrunk to 59.5%. Likewise, the overall cost of rent has steadily increased; from 2017 to 2024, the median rent increased by 66.4%, while in the same time period, rent in Pima County went up 59%, and the State of Arizona as a whole only 53%.

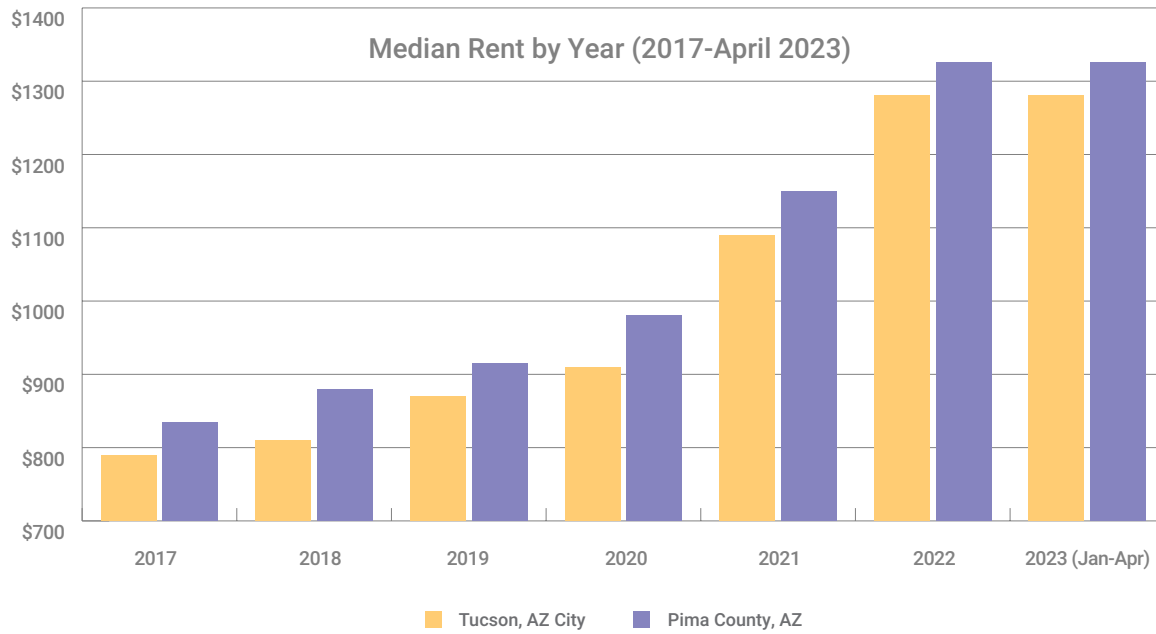


Figure 3.5.1: Comparison of median rents in Tucson and Pima County 2017-2023. (Source: Apartment List Analysis: City of Tucson PDSD)

### Tucson Median Home Sale Price by Year (2023)<sup>31</sup>

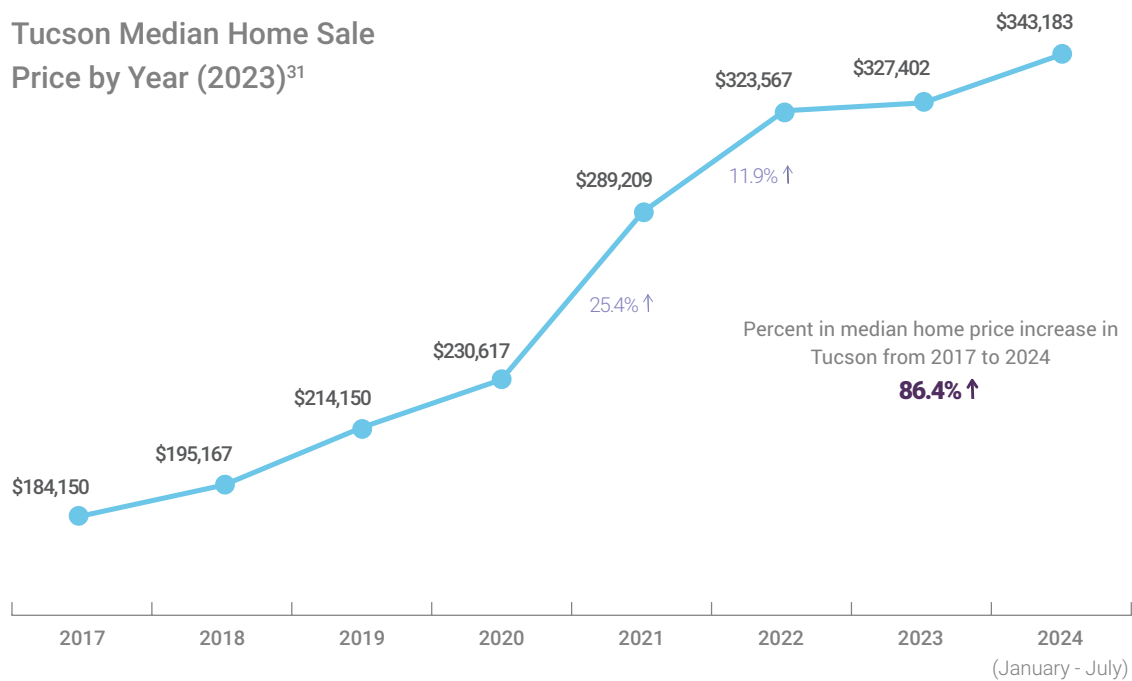


Figure 3.5.2: Change in median home prices in Tucson 2017-2024. (Source: Zillow Median Sale Price)

### Tucson Median Rent by Year (2023)<sup>30</sup>

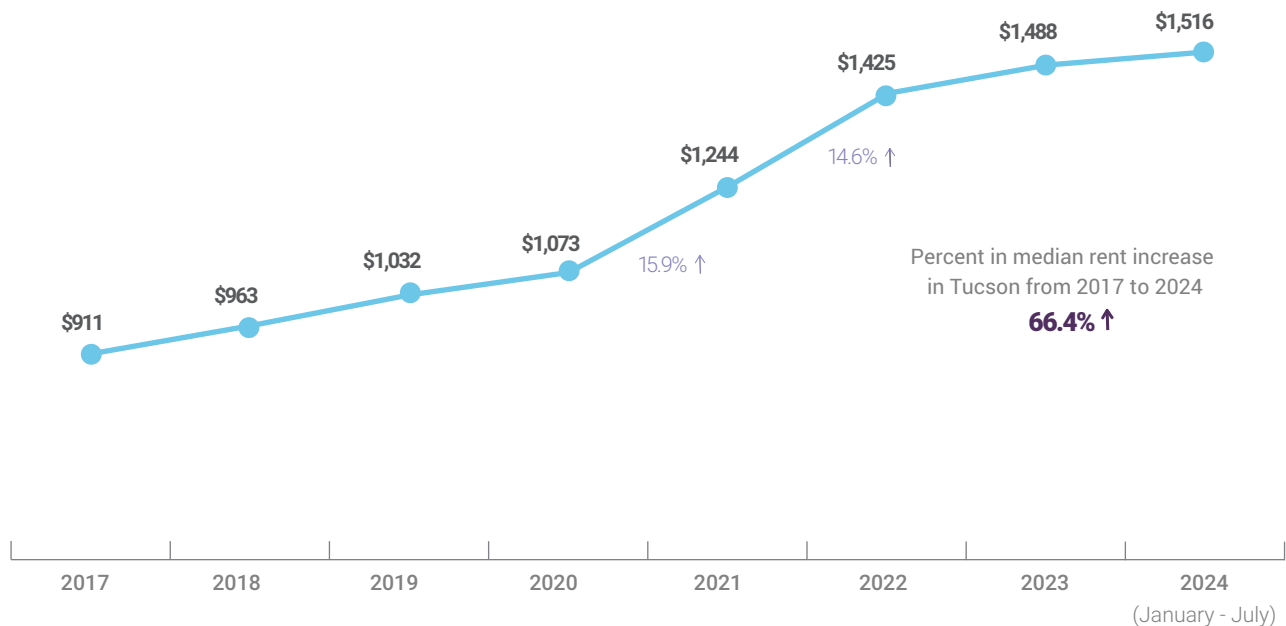


Figure 3.5.3: Change in median rents in Tucson 2017-2024. (Source: Zillow Observed Rent Index 2017-2024)

Home values have risen at an even faster rate. The median price of a home in 2017 was \$184,150, and in less than a decade, it has gone up to \$343,183 as of 2024, an 84% increase. Incomes have not matched the increase in housing costs during the same period. The median income of Tucson residents has only increased by 26%. As a result, a larger share of Tucsonans has become housing cost-burdened, which is defined as spending more than 30% of their total income on housing. In 2022, more than 21% of homeowners and 51.1% of renters were housing cost-burdened.

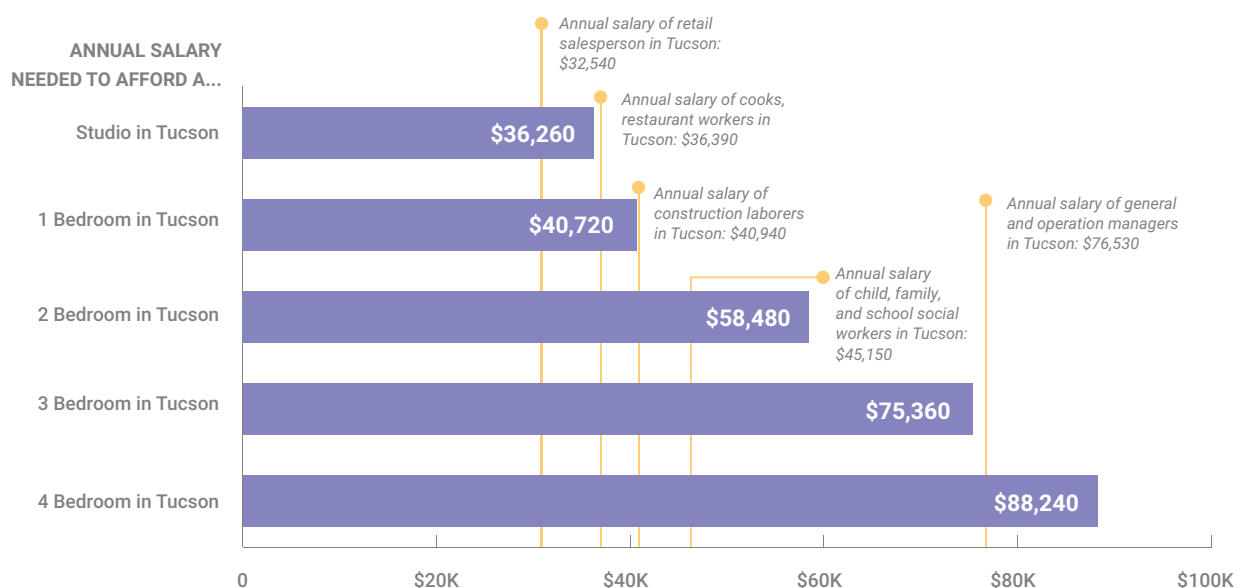
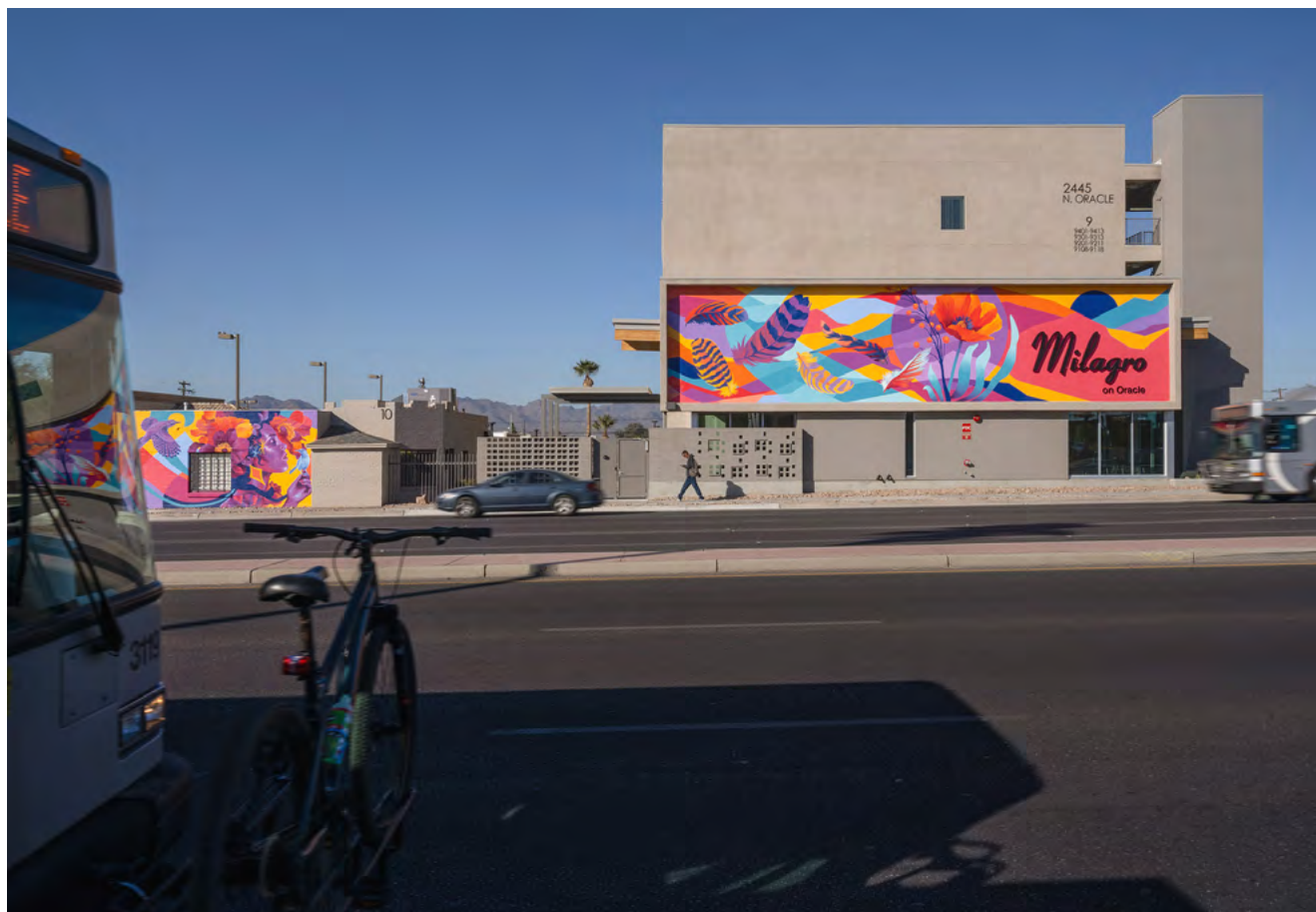


Figure 3.5.4: Rental market affordability in Tucson, AZ in 2024.



*The housing continuum includes a range of housing options that meet the needs of different groups of people in a community. Different housing types are listed above.*



*Milagro on Oracle, a newly-completed City of Tucson affordable housing project, featuring 66 units for older adults, 25 of which are set aside for formerly unhoused individuals.*

For the most vulnerable members of the Tucson community, the lack of affordable housing has led to an increase in homelessness. In 2013, the annual Point-in-Time Count reported approximately 1,600 individuals who had spent that night in a shelter, transitional housing, or without shelter at all. In 2024, the Point-in-Time Count identified 2,102 individuals. The City of Tucson's Housing and Community Development Department works to address the specific challenges of community members at the various levels of the housing continuum, from chronic homelessness to accessing the housing market.

## Housing Affordability

Tucson Mayor and Council have made housing affordability a top priority and directed the Department of Housing and Community Development to develop a comprehensive, affordable housing strategic plan with an emphasis on actionable goals. Adopted in 2021, the Housing Affordability Strategy for Tucson (HAST) focuses on specific actions the City will take to support the preservation and construction of housing units. In addition to increasing the overall supply of housing units to meet demand, HAST outlines policies to support the development and preservation of subsidized affordable housing for low-income Tucsonans to ensure accessibility of housing at all income levels. Deeply connected to the supply and subsidization of units is *stability* of housing opportunities: the ability for households to remain in safe and secure housing or to access supportive services when faced with insecurity or homelessness.

## Housing Supply

Programs and policies focused on housing supply seek to ensure a home for everyone by increasing the number and diversity of housing options. Supply-focused policies also help to stabilize housing costs long-term, allowing homes to be sold or rented at a more affordable price point. In the last decade, the number of new homes constructed has not kept pace with population growth. Homes constructed between 2010-2019 represent only 2.5% of the total housing stock of the city compared to houses built between 2000-2009, which account for 12.2%. The lack of production compared to population growth results in low supply compared to demand and is one contributor to increased housing costs.

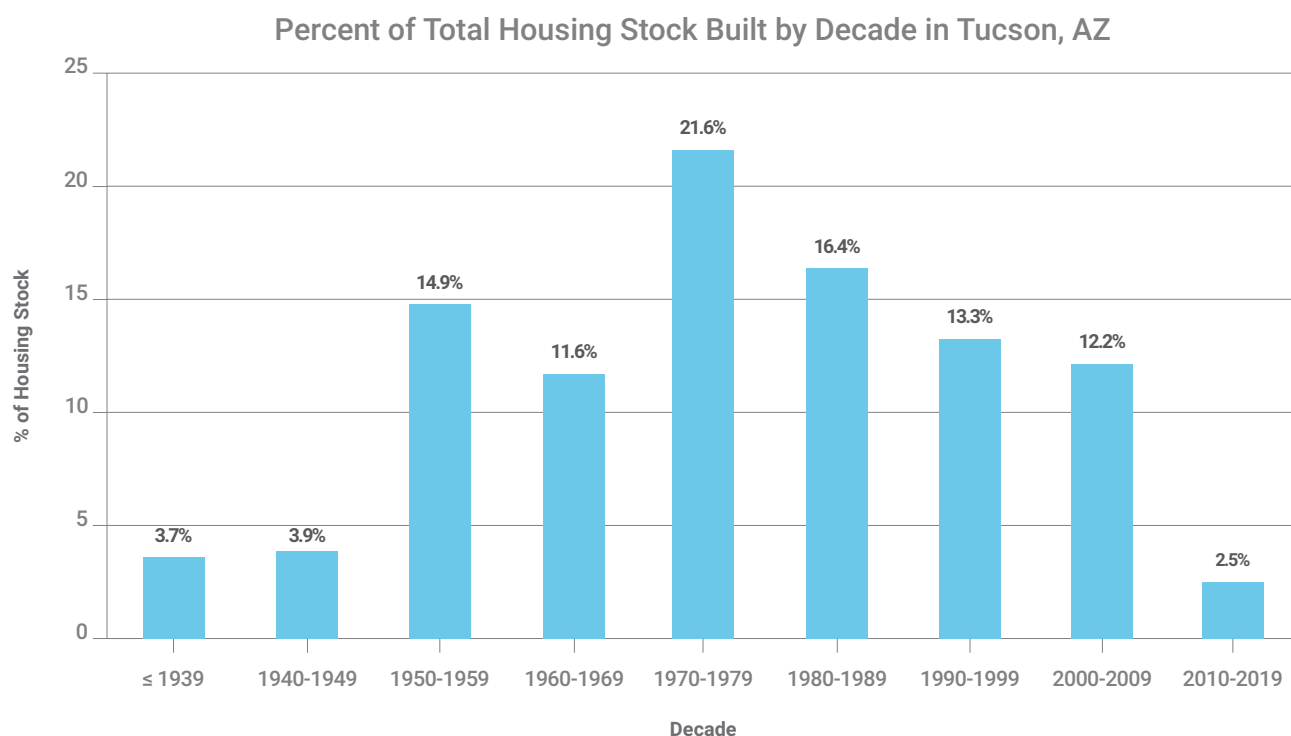


Figure 3.5.6

### Accessory Dwelling Unit - As of July 29, 2024

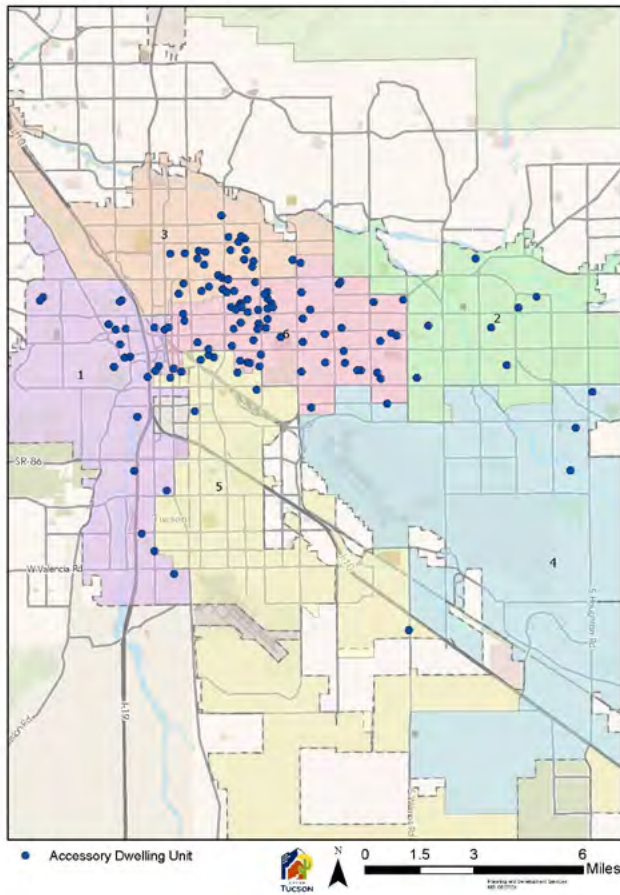


Figure 3.5.7: ADU permits as of July 2024.



The City's Planning and Development Services Department oversees the enforcement of the Unified Development Code (zoning code) and can implement changes that would allow for a greater variety of housing types across the City beyond the traditional single-family detached home. Townhomes, duplexes, triplexes, and cottage courts are all housing types that can typically be developed and sold or rented at a significantly lower price point than single-family detached homes. Changes in the zoning code can, therefore, make central and higher-cost areas of the city more accessible to first-time home buyers or seniors looking to downsize.

In 2009, Mayor and City Council adopted the Infill Incentive District (IID) as an amendment to the City's Unified Development Code. The IID is an overlay that encourages more pedestrian-friendly design and incentivizes affordable housing by allowing greater density and lower parking minimums than the standard zoning would allow otherwise. Since its adoption, over 404 affordable units have been constructed or are in development (as of August of 2024) in downtown Tucson, as well as 1,100 new market-rate units.

Another example of how changes in the Unified Development Code can support an increase in the city's housing supply is the 2022 Accessory Dwelling Unit (ADU) Ordinance. The ordinance allows for one ADU to be built on any residential lot. At its core, this amendment allows for a significant infill of housing units across the City, especially in established neighborhoods that have easy access to public transit and other amenities. As of July 2024, 130 applications for new accessory dwelling units had been submitted, with eight completed, 46 permits issued, and 21 in review. The ADU regulations were updated to comply with new state regulations which allow two ADUs per lot, and a third on lots of one acre or more if one ADU is affordable for low-income households.

## Housing Subsidy

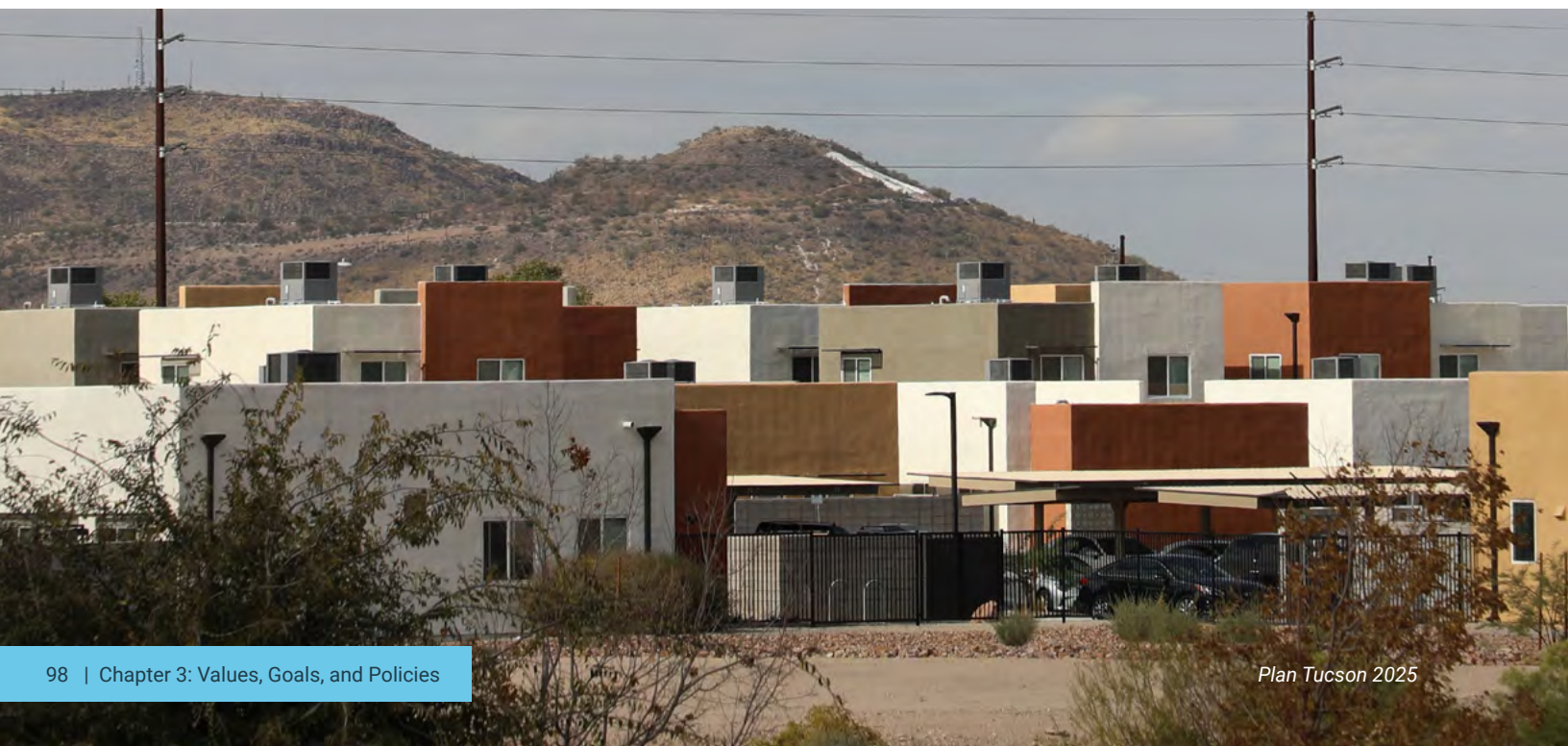
For households with incomes below 80% of the area median income, it can be additionally difficult to find housing to rent or buy that is affordable. Subsidies help bridge the gap. The City of Tucson is the largest provider of affordable subsidized housing in the region. As the local public housing agency through the U.S. Department of Housing and Urban Development (HUD), HCD administers the Housing Choice Voucher program which provides vouchers to over 5,000 local households to pay for housing on the private market. Households pay 30% of their income and the voucher covers the rest of the cost of rent. Since the City opened its waitlist in 2023, over 26,000 households have applied for the Housing Choice Voucher program. To ensure accessibility of affordable housing in higher-cost areas, HCD is implementing new Small-Area Fair Market Rents, allowing variable payment standards at the zip code level rather than metropolitan area-wide. This will more accurately reflect the local market and help voucher holders access low-poverty and/or high-opportunity neighborhoods.

HCD also owns and operates over 1,500 units of public housing affordable to extremely low-income households and an additional 450-plus units of below-market affordable housing in its El Portal program. In 2022, the City launched a nonprofit development arm – El Pueblo Housing Development (EPHD) – to build new subsidized and income-restricted affordable housing. EPHD has over 1,200 units of affordable housing in planning, development, or construction. To promote homeownership, programs like down payment assistance provide forgivable loans to low-/moderate income homebuyers.

Policies that support the development community to build affordable housing are critical to meeting the City's overall need for housing. These include zoning incentives specific to subsidized housing, like the density bonus in the Sunshine Mile Urban Overlay District, as well as programmatic elements like the Affordable Housing Fast Track Program that assigns City staff to support efficient development reviews. The primary mechanism for building new subsidized affordable housing is the Low-Income Housing Tax Credit (LIHTC) program administered by the State of Arizona. HCD utilizes federal HOME dollars to provide gap financing for affordable housing developments, ensuring local projects competitive for state funding.

## Housing Stability

Lastly, policies focused on stability seek to keep people in their homes. The People, Communities, and Homes Investment Plan (P-CHIP) outlines HCD's priorities for investing in programs that promote safe and stable housing, including support for eviction and foreclosure prevention programs. During the COVID-19 pandemic, the City partnered with Pima County to distribute millions of dollars of Emergency Rental Assistance funds



to residents behind on rent and utilities payments. Additionally, as housing costs rise, programs can mitigate the displacement of longtime community members from their homes and neighborhoods. For residents who make at or below 50% of the Area Median Income who may be struggling to stay in their existing homes, HCD's Home Repair program offers services like roofing, HVAC replacement, and water and electrical repairs. One of the most affordable housing options available to Tucson residents today are mobile or manufactured homes. In 2024, manufactured homes were on average sold between \$50,000-\$120,000 depending on size, condition, and location. However, many of the region's manufactured homes are several decades old – about a third were built before 1976. Hazardous materials, poor insulation, fire-prone aluminum wiring combined with lot rental increase, limited equity, and aging energy-inefficient structures impact the long-term affordability and livability for people in these homes. The City has begun efforts to preserve and rehabilitate existing mobile homes in order to retain this stock of housing and prevent the displacement of residents who would otherwise be unable to live in deteriorating conditions. In December, the City of Tucson was awarded an \$11.5 million Preservation and Reinvestment Initiatives for Community Enhancement (PRICE) grant from HUD. This grant will help to create long-term housing affordability and make investments in energy efficiency to benefit people living in manufactured homes. Tucson was among 17 applicants out of 175 across the U.S. that received PRICE grant funding. This funding will:

- **Support residents of a local mobile home park to acquire their park and form a resident-owned community with shared governance and management.**
- **Support rehabilitation or replacement of manufactured and mobile homes in Tucson and Pima County, including parts of the Thrive in the 05 area, Flowing Wells, the Benson Highway area, and the area between I-19 and South Mission Road.**
- **Provide emergency eviction prevention and legal assistance for Pima County residents in and outside of Tucson city limits, to prevent displacement from leased manufactured and mobile home lots.**

The City of Tucson follows a Housing First approach in all housing programs for people experiencing homelessness managed or funded by HCD. Housing First is an evidence-based approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional support and services as needed. Through the City's Housing First program, Tucsonans experiencing homelessness are provided outreach, services, emergency shelter, and navigation to stabilize their housing. Since the beginning of the program in 2021, 1,164 people that received Housing First services have been permanently housed.

Another strategy the City has seen success in stabilizing housing costs is shared equity-models like community land trusts, deed restrictions, and limited equity cooperatives. A large factor in the cost and value of a home is the land it is built on, as property taxes are assessed on the value of the land and the building(s). The Community Land Trust Model operates by having a non-profit or government entity owning the land and selling the homes to low- to moderate-income residents and entering into a land lease. As the land remains under the ownership of the land trust, the house sells at a much more affordable rate than what the market would charge with the value of the land. Deed-restricted home ownership is a method to ensure affordability levels are required for certain durations, but without the land lease ensuring long-term affordability, restrictions can fall off and return to the market. Limited equity cooperatives allow a group to purchase a share in a housing cooperative, sharing responsibility for decision-making, maintaining common areas, and admitting new members. These models all support a pathway to homeownership and stabilizing housing opportunities for more people.

Over the next ten to twenty years, the City will seek to continue to implement and strengthen its existing efforts to improve housing conditions for residents at all levels of the housing spectrum. Key in this effort will be the ongoing implementation of the neighborhood and area plans focused on housing but will also require additional support in improvements to land use, transit access, and public services, all framed through a lens of how to prioritize resources equitably.



### **Tucson's Future Homes**

According to population projections from the Pima Association of Governments, over the next 10 years Tucson will need to support the housing needs of more than 24,000 new residents. However, the total number of units needed by 2035 must also account for an existing housing shortage as a result of the underproduction of new homes to meet Tucson's current market demands. The market response to housing scarcity is to raise the cost of available units. Lower-income families and individuals, particularly individuals earning below \$50,000 a year or less than 60% of the Area Median Income (AMI), are hit hardest by this shortage. They often must choose between moving to cheaper but more remote areas or facing possible homelessness. Residents attempting to transition out of homelessness rely primarily on public and non-profit assistance to provide an already limited supply of temporary and permanent housing.

ECONorthwest, who was contracted by Pima County and The City of Tucson to create a housing needs assessment that considers current and future needs, found that within the next 10 years the City will need to produce approximately 35,335 units. This estimate accounts for the projected needs of current and future residents as well as those transitioning from homelessness, the full report is available in Appendix F and a continued discussion on future projections can be found in Chapter 4. The housing needs assessment also provided a breakdown of the percentage of units needed by different income groups. It illustrates that the majority of Tucson's current housing needs are focused on residents earning between 0-60% AMI. This can be attributed to the aforementioned housing shortage and its impacts on homes available for low-income households. The majority of future housing needs will be for residents earning 120% or more of Tucson's AMI. The threshold for 120% AMI in 2024 is an individual earning \$75,000 a year or a family of four earning \$103,200 annually the majority of the future housing needs but the projected housing need also includes those earning higher incomes as well.

Exhibit 4: 10-year Scaled Housing Need Component by Income, Tucson, 2024-2033

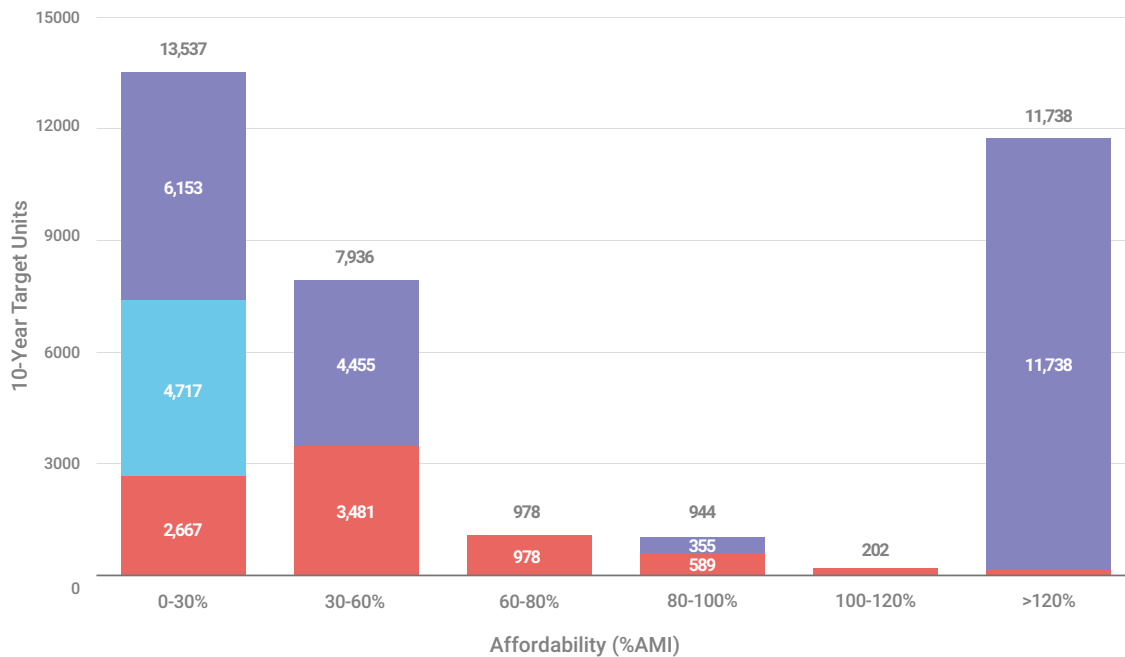


Figure 3.5.8: EConorthwest 10-year scaled Housing Need Components by Income, Tucson 2024-2033 (Source: EConorthwest analysis; synthesis of Office of Economic Opportunity Pima County Population Projection and U.S. Census Bureau, American Community Survey 1 - year 2023 Public Use Microdata Sample estimates; Tucson-Pima Collaboration to End Homelessness)

As of 2024 there was an average of 2.3 individuals per household in Tucson, nationally there has been a continuous increase in one person households over the last 20 years. This trend is expected to continue, likely shrinking the average household size in Tucson by 2035. Furthermore, although Tucson has a younger median age than the national average, the city is still following a national pattern of an overall aging population. These trends together point to a need for a greater range of housing types beyond the traditional single-family model particularly among new constructions to meet changing needs and preferences. Housing typologies can be a significant factor in how accessible housing is in all parts of the city. As described above, with all other factors being equal the price point for a multi-family unit or middle housing unit will be lower than a single family one. Producing a greater diversity of housing types allows for greater mix of income levels across the city. Thus, it is important for both Tucson's future housing needs and the city's desire for greater access to housing across the city regardless of income level, to focus on efforts to provide a higher percentage of multifamily and middle housing types over the next decade.

Zoning reform and changes to the City's Unified Development Code have the potential to increase

the number of future entitlements of multifamily and middle housing but the percentage of the total units that will develop over the next ten years will depend on how much the demand for these units can be encouraged. Perhaps more than any other factor the increased cost of construction materials and labor in recent years has been the greatest limiting factor in new developments. Increased costs can limit not only the amount of development but can also prevent smaller developers with less conventional project designs or smaller projects in general, from being economically viable. The City will strive to promote a greater diversity of housing types that can support the projected needs of the community while also providing them the flexibility to choose where in the City they choose to live. To do this the City will continue to implement and strengthen its existing efforts to improve housing conditions for residents at all levels of the housing spectrum. Key in this effort will be the ongoing implementation of the housing first model for interventions in homelessness, neighborhood and area plans focused on housing, and changes in land use policy that will allow for greater flexibility in housing development that integrates transit access and public services, all framed through a lens of how to prioritize resources equitably.

*Unity by Ben Olmstead, Simon Donovan*



## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Housing Affordability Strategy for Tucson (HAST)
- People Communities and Homes Investment Plan (P-CHIP)



# Plan Tucson Policies

## Goal 5: Expand Affordable and Accessible Housing Options

The City of Tucson is committed to expanding housing options that are affordable and accessible to residents of all income levels and backgrounds. By prioritizing equity in housing development, the City strives to combat displacement and promote diverse, thriving neighborhoods. The following policies are intended to help expand affordable and accessible housing in the City of Tucson.

### Housing 1

Increase public and private investment to develop and maintain affordable housing types that meet the needs of all ages, incomes, and abilities.

### Housing 2

Enable and encourage mixed-income residential and mixed-use development to promote abundant housing at varying levels of density with access to multiple transit options.

### Housing 3

Encourage changes to the development code to allow for more diversity of neighborhood scale housing across the city such as but not limited to casitas, tiny homes, duplexes or townhomes.

### Housing 4

Support investment in subsidized housing to increase housing affordability and attainability.

### Housing 5

Support a pathway to homeownership with programs and resources that remove financial and logistic obstacles.

### Housing 6

Support stable, accessible housing or shelter throughout the city, with no or few barriers to entry for those experiencing homelessness, and prioritize funding to place housing in close proximity to transit, a grocery store, health facilities, recreation, employment centers, and quality schools.

### Housing 7

Encourage partnerships between city, county, and affordable housing programs supporting the

redevelopment of historic properties, especially in historic and aging neighborhoods.

### Housing 8

Provide a comprehensive range of services, public facilities, and economic development programs to enable people experiencing or who are on the verge of homelessness to access and remain in stable housing with pathways to self-sufficiency.

### Housing 9

Provide an efficient and effective system of services based on evidence, data, and best practices to equitably respond to the community's housing needs, reduce the number of foreclosures and evictions, and improve housing outcomes.

### Housing 10

Increase awareness of and access to home repair programs, especially for populations vulnerable to displacement such as seniors and residents with disabilities.

### Equity 3

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

### Equity 6

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

### Land Use 9

Evaluate and update permitting and development processes to ensure efficient, transparent and timely review periods that promote the best community outcomes.



## Goal 6: Expand Access to Quality Education for All Ages and Abilities

While the City of Tucson may not directly control school curricula or funding, it plays a pivotal role in shaping educational opportunities through strategic community and economic development initiatives. Recognizing that education is fundamental to community health, workforce development, and economic prosperity, Tucson has implemented a range of programs and partnerships to enhance educational access for all ages and abilities.

### Current Conditions Related to Education

There are over 300 public, private, and charter educational institutions within the City of Tucson. Joint Technical Education District (JTED) is a public school district that offers career and technical training to young people under the age of 22. Pima Community College operates several campuses including, Adult Learning Centers across the City. The University of Arizona enrolls over 40,000 students on the main campus. Additionally, Arizona State University and Pima Medical Institute are among post-secondary institutions that have campuses in Tucson. Arizona State Schools for the Deaf and the Blind has a campus in Tucson along with its administrative headquarters.

## Tucson Schools and School Districts

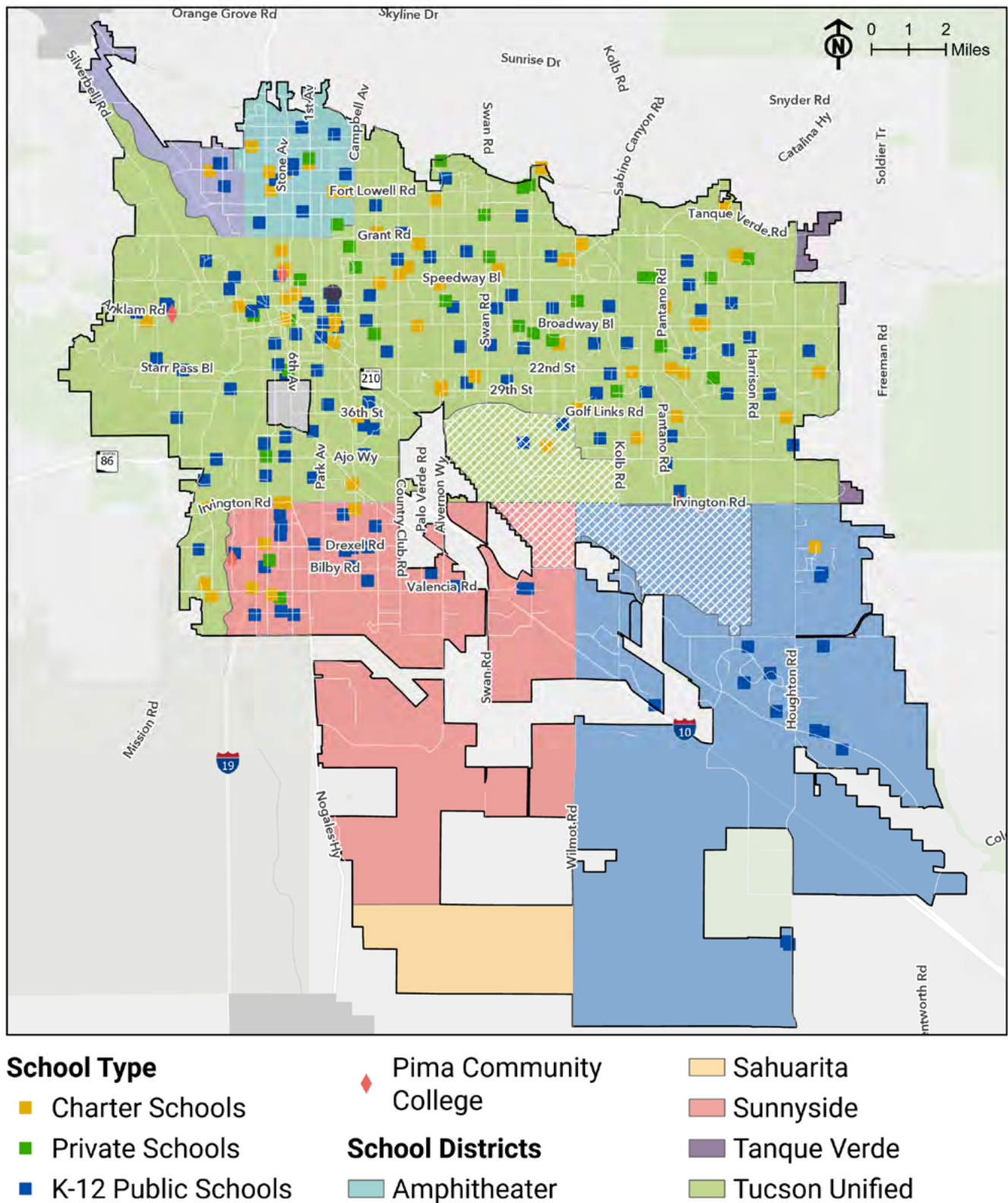














Figure 3.6.1: There are eight school districts in the City of Tucson (Sahuarita does not have any schools located within the City).

## TUCSON METROPOLITAN STATISTICAL AREA EDUCATION SCORECARD

INDICATOR	HOW ARE WE DOING?	HOW DO WE COMPARE?	RECENT CHANGE
COLLEGE MAJOR	48.5% SCIENCE, ENG. OR RELATED		
EDUCATIONAL ATTAINMENT	35.0% BA OR BETTER		
GRADUATION RATES	77.3% FOR ARIZONA		
PRE K-12 ENROLLMENT	39.9% IN EARLY EDUCATION		
STUDENT ACHIEVEMENT	270.7 AVG. MATH SCORE IN AZ		
TEACHER WAGES	\$49,460		



Ranked  
in top 1/3



Ranked  
in middle 1/3



Ranked  
in bottom 1/3



Ranked  
last

Figure 3.6.2: The Tucson Metropolitan Statistical Area Education Scorecard provides an overview of education in 2023 and how our City compares to peer metropolitan areas. (Source: [MAP Dashboard](#))

The MAP (Making Action Possible) Dashboard collects and analyzes data for Southern Arizona and provides comparison data for other locations with similar attributes (Figure 3.6.2). The Tucson Metropolitan Statistical Area Education Scorecard shows that Tucson has made improvements in teacher wages and high school graduation rates but still ranked last among peer metropolitan areas.

High school graduation rates have steadily increased in the US from 79% in 2011 to 86.6% in 2023. Pima County graduation rates have remained below the rates for the US and Arizona (Figure 3.6.3). There was an increase in high school graduation rates after the statewide requirement to pass subject-based AIMS tests was removed in the fall of 2014. Graduation rates in Pima County declined during the COVID-19 pandemic; in 2023, Pima County had the lowest high school graduation rate (71.2%) of all the counties in Arizona.

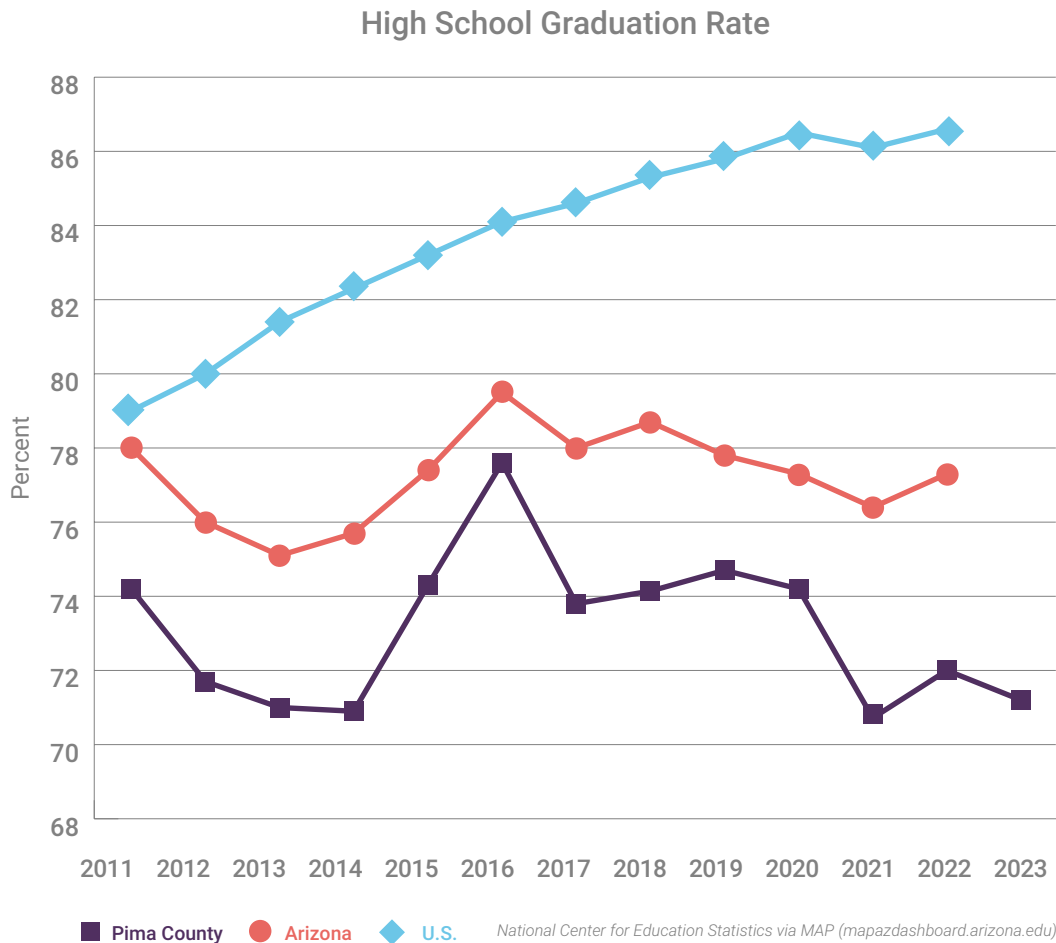


Figure 3.6.3: The high school graduation rate in Pima County was highest after the removal of AIMS testing and has struggled to rebound after COVID-19. (Source: [MAP Dashboard](#))

## Supporting Education

High-quality early education leads to improved outcomes in high school graduation rates, income levels, health, and reduced involvement in the criminal justice system. According to the [Economic Policy Institute](#), the average cost of childcare for a 4-year-old in Arizona is \$712 per month (figure 3.6.4). As part of implementing the Prosperity Initiative, Pima County, with support from the City of Tucson, developed the Pima Early Education Program (PEEPs), which has a goal of increasing the number of 3- to 5-year-olds from low- to moderate-income households that have access to high-quality preschools. For the 2024 fiscal year, 1,218 children participated in PEEP's funded programs within the City of Tucson ([PEEPs Annual Report](#)).

A parent's work schedule may not always align with their children's school hours. The City of Tucson offers Youth and Teen after-school and summer programs through the Parks and Recreation Department to help provide parents with more flexibility. These programs provide young people with a safe, comfortable, supervised place to spend time outside of normal school hours. The KIDCO program is reserved for children aged 5-11 years old, while the In-Betweeners Club serves ages 12-14, with both programs focusing on physical activity, social interaction, and artistic expression. Ages 14-17 can join the Summer Junior Staff in Training Program, focused on preparing teens for future employment in recreation through improving leadership skills and building self-esteem.

# Annual cost in Arizona

## College

\$9,906

## Housing

\$10,885

## 4-Year-Old Care

\$7,497

## Infant Care

\$9,437

Source: Economic Policy Institute: The cost of child care in the United States

Figure 3.6.4: Childcare is one of the largest expenses for families in Arizona. (Source: [Economic Policy Institute](#))



Tucson supports youth development through a variety of programs targeting different age groups and needs. The KIDCO program, provided by the City of Tucson's Parks and Recreation Department, demonstrates Tucson's commitment to youth development, offering afterschool and summer activities for children ages 5-11. This program provides a safe environment for creative expression through art, sports, and special events, with income-based discounts to ensure accessibility. The City of Tucson Economic and Workforce Development & Special Events Grant Program provides support to a range of local nonprofits that work with youth and adults. San Miguel High School's Corporate Work Study Program prepares students for competitive employment and post-secondary education through internships at local corporations and nonprofit organizations. Goodwill's Metro-REC program serves as a crucial pipeline for at-risk youth aged 16-24, offering tailored services, including academic tutoring, GED programs, career planning, and employability training. This comprehensive approach has benefited 185 new youth in the last quarter of 2023 alone, with 11 participants obtaining their GED. These diverse initiatives collectively provide support for Tucson's youth from elementary school through young adulthood to prepare them for future success.



Figure 3.6.5: Early childhood education opportunities

Partnerships that support Tucsonans of all ages in and out of the traditional classroom are important. The Southwest Folklore Alliance's Ethnographic Field Schools offer cultural immersion and training in cultural analysis, promoting diversity and understanding. Partnerships like the one between Gallego Intermediate School and Arts Integration Solutions demonstrate innovative approaches to education, using drama-based techniques to engage students in classroom curriculum. The City of Tucson's Community Safety, Health, and Wellness program has partnered with Borderlands Theater to bring the tools of the theater to people in vulnerable living situations (Figure 3.6.6).

Recognizing the importance of digital skills in the modern world, Tucson partners with Literacy Connects to promote digital access and literacy. Pima County is also working in collaboration with the City of Tucson to bridge the digital divide by providing affordable, high-speed internet access to communities and publicly accessible devices for connectivity and digital skills development.

[According to the State Board of Regents](#), approximately 48.3% of Arizona high school graduates enrolled in a post-secondary program. Programs like Earn to Learn (ETL) and initiatives by Interfaith Community Services offer financial education and support for low-income students and families with the aim of increasing access to post-secondary enrollment.



*Figure 3.6.6: Borderlands Theater works with the City of Tucson Community Safety Health and Wellness program to bring educational workshops focused on trauma, healing, and hope.*

To create a more comprehensive and inclusive educational environment, Tucson will continue to coordinate and enhance coordination with key stakeholders, including:

- **Local schools and universities**
- **Community organizations**
- **Local businesses**
- **Nonprofit organizations like Goodwill and Job Path**

This approach aims to align educational initiatives with community needs and economic opportunities with the intended outcome of contributing to the well-being of Tucson residents.

## Implementation Spotlight

Many plans have been created through City departments, Mayor & Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Prosperity Initiative
- Parks and Recreation Master Plan



# Plan Tucson Policies

## Goal 6: Expand Access to Quality Education for All Ages and Abilities

The City of Tucson recognizes the critical role of education in fostering equity and will work to ensure access to quality educational opportunities for all, regardless of age or ability. The City's initiatives will prioritize underserved communities to bridge educational gaps and empower lifelong learning. The following policies address areas in which the City can strengthen educational opportunities and outcomes.

### Education 1

Support inclusive, lifelong learning by increasing access to affordable, quality, accessible education across all life stages.

### Education 2

Increase access to affordable high-quality early childcare and education.

### Education 3

Prioritize educational initiatives in underserved communities to bridge educational gaps, provide accommodations for the inclusion of disabled individuals and empower lifelong learning.

### Education 4

Proactively support accessible educational programs that promote culturally relevant and diverse life skills for safe and healthy living.

### Education 5

Build and maintain partnerships among neighborhood, community, business, regional, national, and international institutions and programs to increase the availability and diversity of educational opportunities.

### Education 6

Collaborate proactively with local school districts and institutions of higher learning by engaging in joint planning and resource sharing to address community challenges.

### Education 7

Improve and provide well-maintained public facilities and infrastructure that serve educational activities.

### Culture 3

Continue to provide and increase awareness of the educational programs and events that highlight the region's cultural and historical resources.

### Economy 1

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

### Ecosystems 10

Expand partnerships with organizations and other jurisdictions to provide natural resources management, environmentally sensitive recreation access, environmental education, and natural and cultural resources stewardship programs and practices.

### Water 8

Expand community outreach, education, and training efforts about water conservation and best practices.



## Goal 7: Promote the Responsible Management and Use of Water

Water is essential to sustain human life, a healthy environment, and a strong economy. Since its early days, Tucson has relied on the same underground water source. In the mid-1940s, the city population began to grow rapidly, significantly lowering the groundwater table with economic and environmental consequences.

As the largest municipal water provider in the region, Tucson Water, a department of the City of Tucson, plays an important role in assuring a long-term, high-quality, dependable water supply. One significant long-term goal for water managers is the attainment of “safe yield,” meaning that no more water is withdrawn from the groundwater aquifer than is replenished.

### Managing Water Supply

Tucson has decreased its groundwater use in recent years and diversified the region’s water resource portfolio to include renewable Colorado River water delivered through the Central Arizona Project, recycled water, and harvested rain and stormwater. According to the [One Water 2100 Plan](#), 83% of Tucson Water’s total water supply comes from recharged Colorado River water (Figure 3.7.1). Diversifying water supplies, managing demand, and saving water for the future have made Tucson one of the most water-resilient cities in the Southwest.

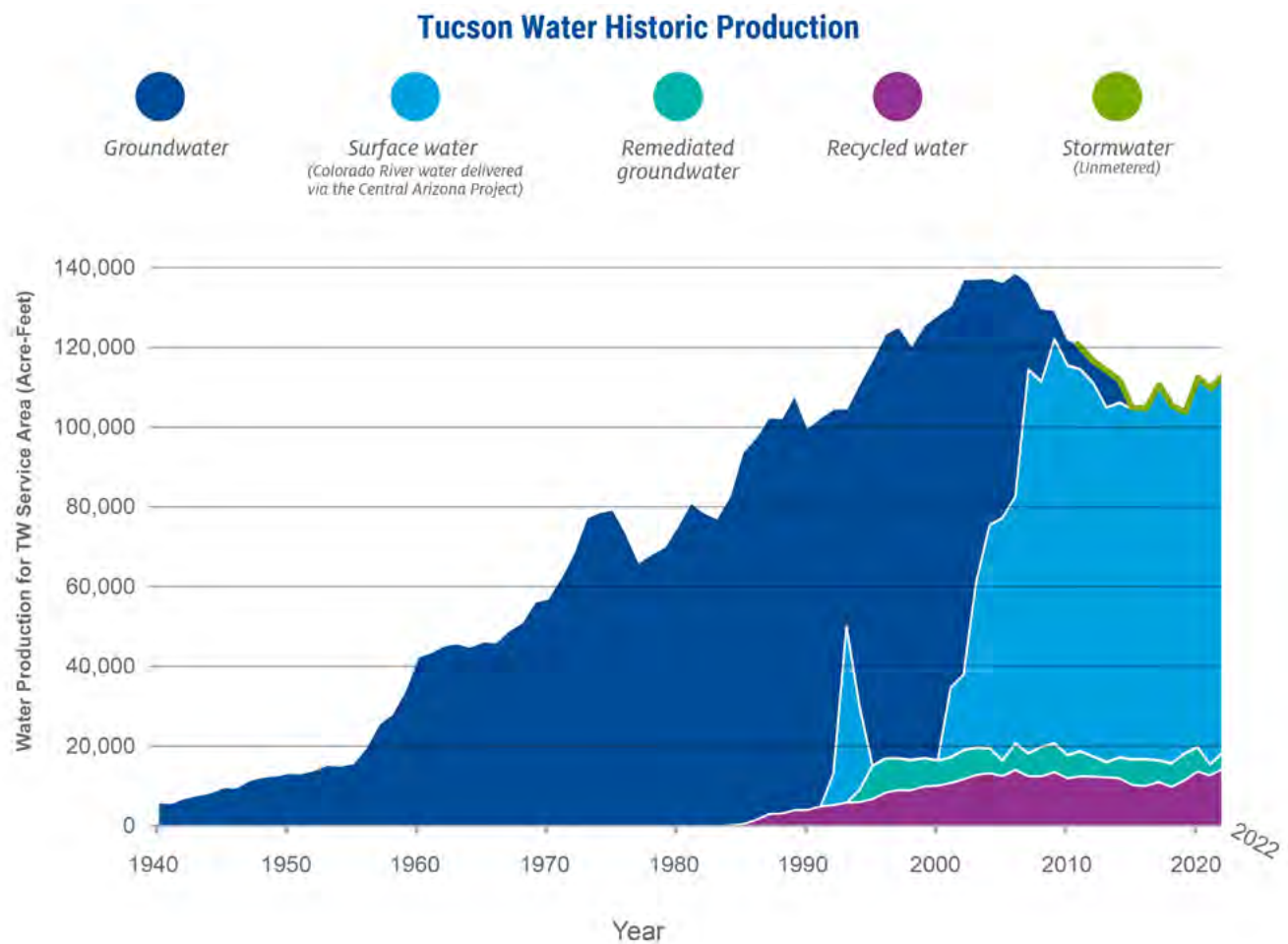


Figure 3.7.1: Total water use has remained relatively constant even though the total population served has increased.  
(Source: Tucson Water, 2024)

An essential step in integrated water and land use planning includes Tucson’s Mayor and Council [Water Service Area Policy](#), adopted in 2010 (Resolution No. 21602) and revised in 2013 (Resolutions No. 21753 and No. 22080.) This policy establishes a water service boundary for Tucson Water, as shown in Figure 3.7.2. The Tucson Water service area includes areas within the City of Tucson, unincorporated Pima County, and neighboring towns such as Oro Valley and Marana. Requests for water service outside this boundary are carefully evaluated, and the impact on existing and future obligated customers is assessed following an established set of criteria.

## Tucson Water's Current and Obligated Service Areas

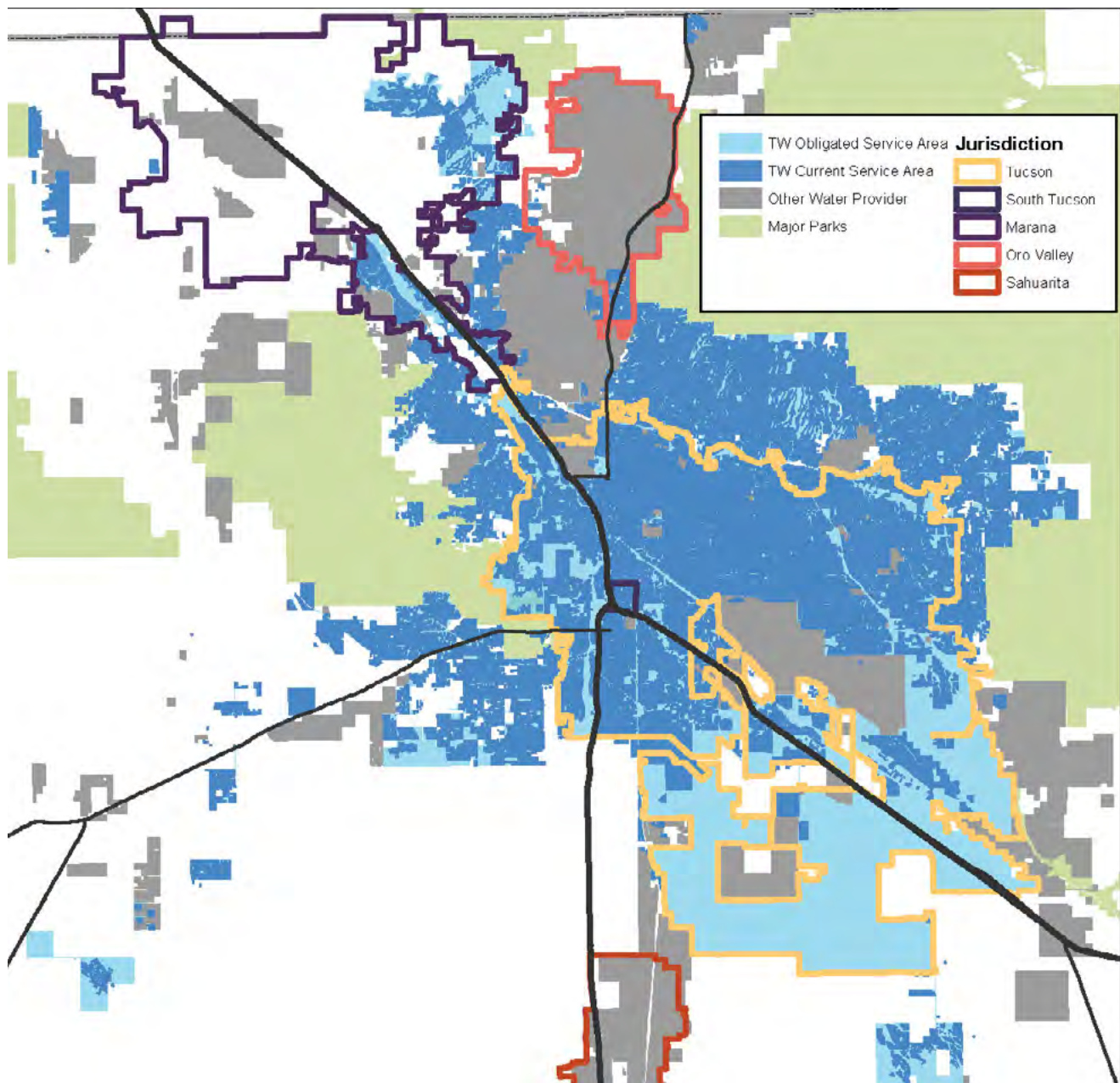


Figure 3.7.2: Tucson Water's Current and Obligated Service Areas include the City of Tucson and surrounding communities. (Source: Tucson Water, 2024)

As part of the One Water approach to comprehensive water management, Tucson Water maximizes the use of reclaimed water to reduce the demand for groundwater. Tucson Water receives treated effluent from the [Pima County Regional Wastewater Reclamation Department](#), performs additional treatment, and delivers reclaimed water to approximately 1000 customers across its service area for non-potable uses such as irrigation. The remaining reclaimed water is released to the Santa Cruz River, the Shirley C. Scott South Houghton Area Recharge Project (SHARP), or the Sweetwater Recharge Facilities. There, it is stored in the aquifer for future use by Tucson Water customers. The [Sweetwater Wetlands](#) (created in 1997) and [Santa Cruz River Heritage Project](#) (created in 2019) utilize reclaimed water to create habitats for [native and endangered species to flourish](#) (Figure 3.7.3). These sites also offer educational opportunities about water resources and recreation like walking and wildlife viewing.



Figure 3.7.3: Opening Day of the Santa Cruz River Heritage Project. (Source: Tucson Water, 2024)

Another new program is the [Storm to Shade program](#), which coordinates the construction and maintenance of stormwater harvesting features throughout the City. These green stormwater infrastructure features add shade throughout the City by using stormwater runoff as the primary irrigation resource.

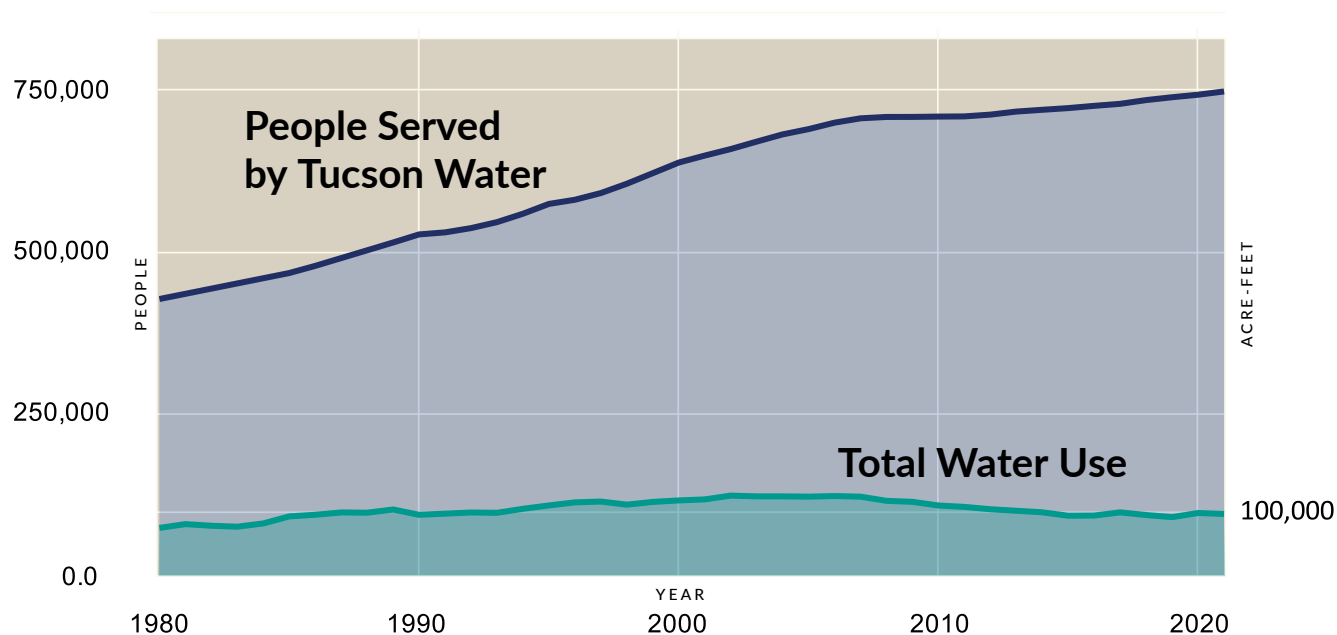


Figure 3.7.4: Total water use has remained relatively constant even though the total population served has increased.  
(Source: Tucson Water, 2024)

### Managing Water Usage

Along with managing water supplies, Tucson Water has actively and successfully sought ways to decrease water demand. Tucson has been at the [forefront of water conservation efforts](#) in Arizona and in the country for three decades. For example, in 2023, the City of Tucson Planning and Development Services Department updated the Unified Development Code to include [water conservation codes](#) that address ornamental turf and water-efficient fixtures in new development. Tucsonans continue to use less water per person over time, as illustrated in Figure 3.7.4. The [Responsible Desert Dweller](#) guide includes tips, actions, and resources to help Tucson water users contribute to our city's 4,000-year tradition of living sustainably in the Sonoran Desert.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- One Water 2100





# Plan Tucson Policies

## Goal 7: Promote the Responsible Management and Use of Water

Access to clean and reliable water is a fundamental right, and the City of Tucson commits to managing our water resources in ways that prioritize equity. The City will engage with all communities to ensure their needs and voices are included in water management decisions. The following policies support the continuation of water planning to achieve a long-term, high-quality, dependable water supply.

### Water 1

Continue partnerships with regional organizations to enhance a multi-jurisdictional approach to water planning, treatment, management, and conservation for the region.

### Water 2

Coordinate with governmental and non-governmental entities to equitably distribute public resources for Green Stormwater Infrastructure, low-income assistance programs, and water conservation programs across all Tucson communities.

### Water 3

Encourage appropriate use of reclaimed water and other potable water alternatives.

### Water 4

Continue to plan and manage the City's Water Service Area, considering service area expansion only when it does not impede long-term reliability and quality of water infrastructure.

### Water 5

Conduct ongoing drought, aridification, and climate variability planning.

### Water 6

Expand and maintain stormwater management in public and private new development and redevelopment.

### Water 7

Encourage increased water efficiency in both existing and new private and public developments, promoting

user-level conservation practices across all water use contexts by expanding effective water efficiency and conservation programs across all sectors.

### Water 8

Expand community outreach, education, and training efforts about water conservation and best practices.

### Water 9

Establish and promote historic sites to preserve and showcase Tucson's heritage and culturally significant washes and rivers.

### Climate 14

Support retrofitting and other programs that help people make their homes and businesses more water and energy efficient, and to preserve housing affordability and increase long-term sustainability.

### Ecosystems 7

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

### Environment 10

Improve water quality while protecting it from future contamination through policy, treatment, and education.

### Land Use 24

Integrate land use and water resources planning.



## **Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment**

Several City of Tucson Departments, private solid-waste haulers, and other regulatory authorities are responsible for waste management and environmental protection services within the City's boundaries. "Pollutants," as used in this section, focuses on solid and hazardous waste, potentially contaminated sites (brownfields), air quality, noise, light pollution, and water quality issues.

In early 2025, the Environmental and General Services Department (EGSD) subdivided into two new departments. The recently renamed Environmental Services Department (ESD) owns and manages the regional landfill, operates recycling and waste reduction programs, provides oversight of groundwater cleanup and methane controls at closed city landfills and spills, and ensures City departments comply with air quality and industrial waste discharge requirements. ESD leads the citywide Environmental Management Program that provides a set of management processes and procedures for City departments to analyze, control, and reduce the environmental impact of their activities, services, and programs.

The Planning and Development Services Department (PDSD) ensures that outdoor lighting complies with the Tucson-Pima County Outdoor Lighting Code and that land use policy and development plans consider designated high-noise areas near Davis-Monthan Air Force Base and Tucson International Airport. Tucson Police Department responds to noise complaints in the community. Other community-reported complaints and violations are addressed through the code enforcement unit, which had been in EGSD and moved to PDSD in 2025.

The wastewater generated by the City of Tucson residents is collected and treated by the Pima County Water Reclamation Department. Tucson Water maintains our clean drinking water supply.



### **Solid Waste and Recycling**

In 2020, the City of Tucson declared a Climate Emergency and set two goals related to waste diversion. The first is to attain 50% waste diversion by 2030. Furthermore, the City has a stated goal to achieve zero waste by 2050: maximum diversion by creating circular reuse and recycling opportunities when they are technically, operationally and financially feasible. Tucson's Zero Waste Roadmap outlines initial waste reduction efforts and acknowledges the need for a more tangible definition of "zero waste" developed in accordance with the goals of the City's climate action and adaptation plan, considering the local environment, conditions, and materials, and through public outreach.

Waste diversion involves reusing and recycling trash instead of putting it in landfills. A "zero waste" approach focuses on "upstream" solutions to stop waste before it is created. Zero waste programs reduce consumption, maximize recycling, minimize waste, and endeavor to see that products are made to be reused, repaired, or recycled back into nature or the marketplace. Zero waste changes the focus from "waste management" to "resource recovery," aiming to reuse or recycle any waste that can be recovered. This approach requires a fundamental shift in how products are manufactured and the criteria consumers use in making purchasing decisions.

An efficient and effective waste collection system is critical to the City's infrastructure. Waste collection and disposal contribute to public health by establishing a clean, attractive community. The City's Environmental and General Services Department provides weekly residential trash and biweekly recycling collection for 142,000 customers within the city limits. Trash collected by the Department is taken to the Los Reales Sustainability Campus, which is a lined waste disposal facility accepting more than 2,190 tons of trash daily. Commercial establishments, multi-family dwellings, and industrial facilities are not required to use the City's waste collection services.

The City provides recycling services through its Blue Barrel program and maintains seven neighborhood recycling centers where individuals or small businesses may take their recyclables. Once collected, recyclables are taken to a Materials Recovery Facility. Proceeds from the sale of recycled materials are shared with the facility's operator. The City's revenue share helps to support ESD services and reduce recycling processing costs. Figure 3.8.1 shows the location of landfills and recycling centers.

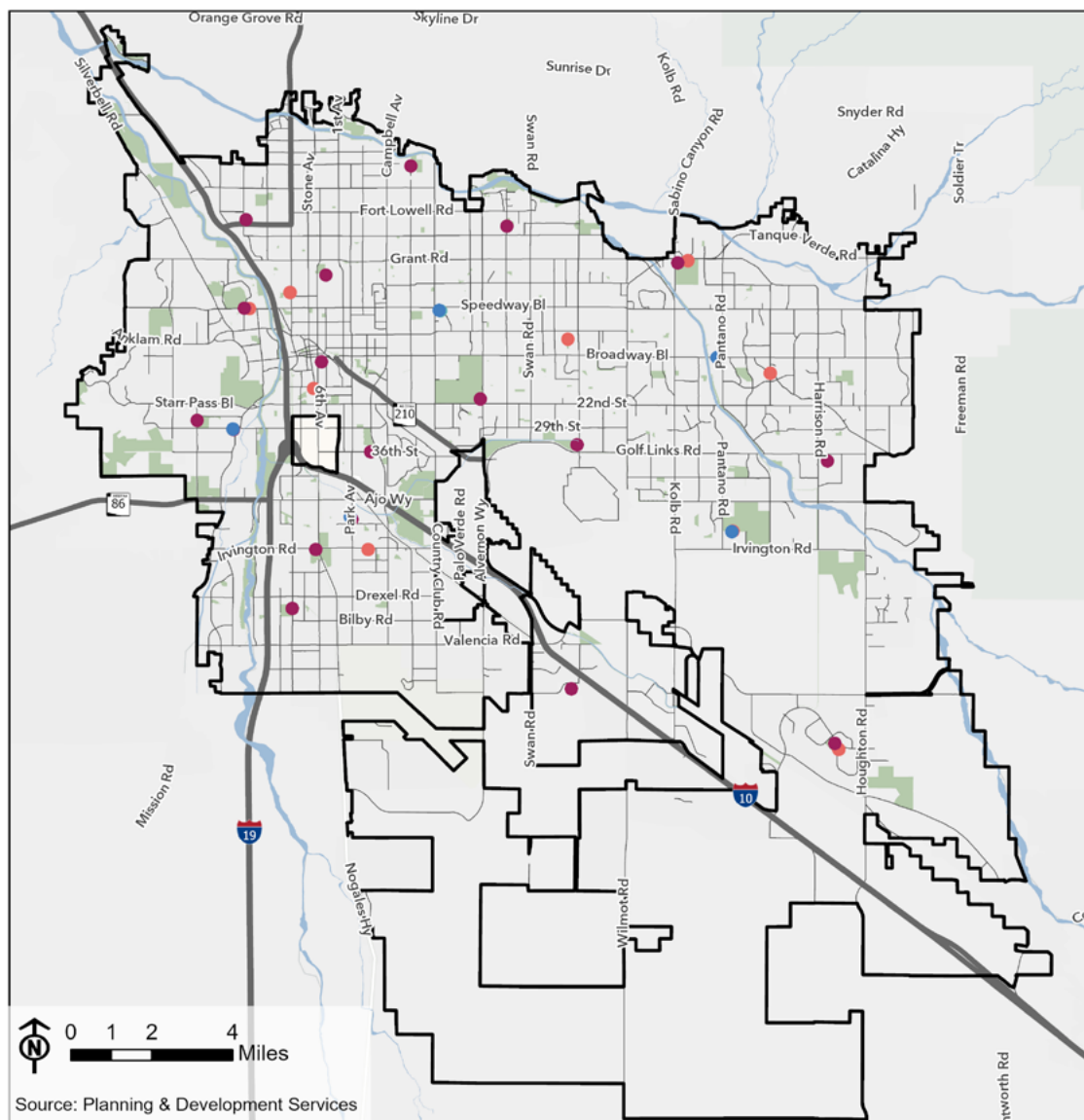
In addition to recycling hard plastics, the City of Tucson and its partners started a special collection process for hard-to-recycle plastics. While number 1, 2, and 5 plastics, as well as metal and paper products, are still accepted in the blue bins, the Orange Bin program enables residents to bring plastics not accepted by the recycling centers, such as flimsy bags and food wrappers, to alternative collection sites. The Orange Bin or Hard-to-Recycle-Plastics Program was initially piloted at the Ward 6 office and was later expanded to accept additional material types, such as Styrofoam™, and added more collection sites (Figure 3.8.1). This new program diverts additional solid waste from landfills and converts it into new resources, such as building materials.

Furthermore, the City processes compost through [Food-cycle](#), a program that collects food waste from restaurants and grocery stores. As of January 2024, the City has also expanded the program to collect food scraps from residential properties.

The City has established locations to dispose of household hazardous waste, such as fluorescent light bulbs, pesticides, and motor oil. Ninety-eight percent of household hazardous waste collected through this program is recycled. Twice a year, the City offers its customers brush and bulky pickup.



## Solid Waste Collection Sites



- Orange Bins Centers
- Glass Bins Centers
- Composting Drop Off Centers
- Neighborhood Recycle Centers
- Tucson City Limits
- Major Washes
- Parks and Open Space

Figure 3.8.1: Map of landfills, recycling centers, and orange bin collection points. (Source: ESD, PDSD, 2024)

### Contaminated Sites

Brownfields are abandoned, idled, or underused properties for which redevelopment is complicated by real or perceived contamination. The properties may be contaminated by hazardous waste but can be reused once they meet standards for safe use. The Brownfields Program, managed by the ESD, seeks to reclaim brownfields so they can be redeveloped for productive public or private use. Remediating and reusing brownfield sites promotes economic growth, improves and protects the environment and public health, and supports infill. Infill development indirectly preserves undeveloped land by encouraging development in semi-developed sites instead.



## Air Quality

Multiple agencies are involved in air quality planning in Tucson. The Pima County Department of Environmental Quality (PDEQ) has regulatory authority for air quality within Pima County, including municipalities, as an Air Quality Control District, except for tribal lands. PDEQ regulates ambient outdoor air quality according to rules codified in Title 17 of the Pima County Code and conducts air quality monitoring and community education about air quality issues. The designated air quality planning agency for eastern Pima County is the Pima Association of Governments (PAG), which is funded through contributions from all jurisdictions in Pima County and state and federal funding sources. If an area within Pima County is designated nonattainment for the U.S. Environmental Protection Agency's (EPA) National Ambient Air Quality Standards (NAAQS), then PAG develops a nonattainment air quality plan and analyzes air quality conformity of transportation plans and programs.

The City of Tucson's Environmental Services Department (ESD) assists other City of Tucson departments with regulatory compliance on air quality permits. ESD also manages a Title V permit, a federal Clean Air Act requirement, for the Los Reales Sustainability Campus, a large stationary source of air pollution.

The City of Tucson is in attainment for all the criteria pollutant NAAQS, and the region has significantly improved air quality over the past 30 years. Carbon monoxide levels have declined consistently since 1980 (Figure 3.8.2). This is largely due to technological improvements and regulations, such as catalytic converters required for all new vehicles. Pima County's ozone levels are currently at the federal health standard (Figure 3.8.3).

However, the EPA is currently reviewing the ozone health standard and may make the health standard more stringent in the future. If that happens, then the current ozone monitoring data results would result in a "Nonattainment" area designation in Pima County, and the region would have to take the following actions:

1. Development of an ozone precursors (i.e., volatile organic compounds (VOC), Nitrogen Oxides (NOx)) emissions inventory (EI),
2. Development of appropriate air quality rules that lower emissions of the ozone precursors in the region, and
3. Development of a State Implementation Plan (SIP) by Pima Association of Governments (PAG) that would include those components. The SIP would go to the EPA for review and approval.

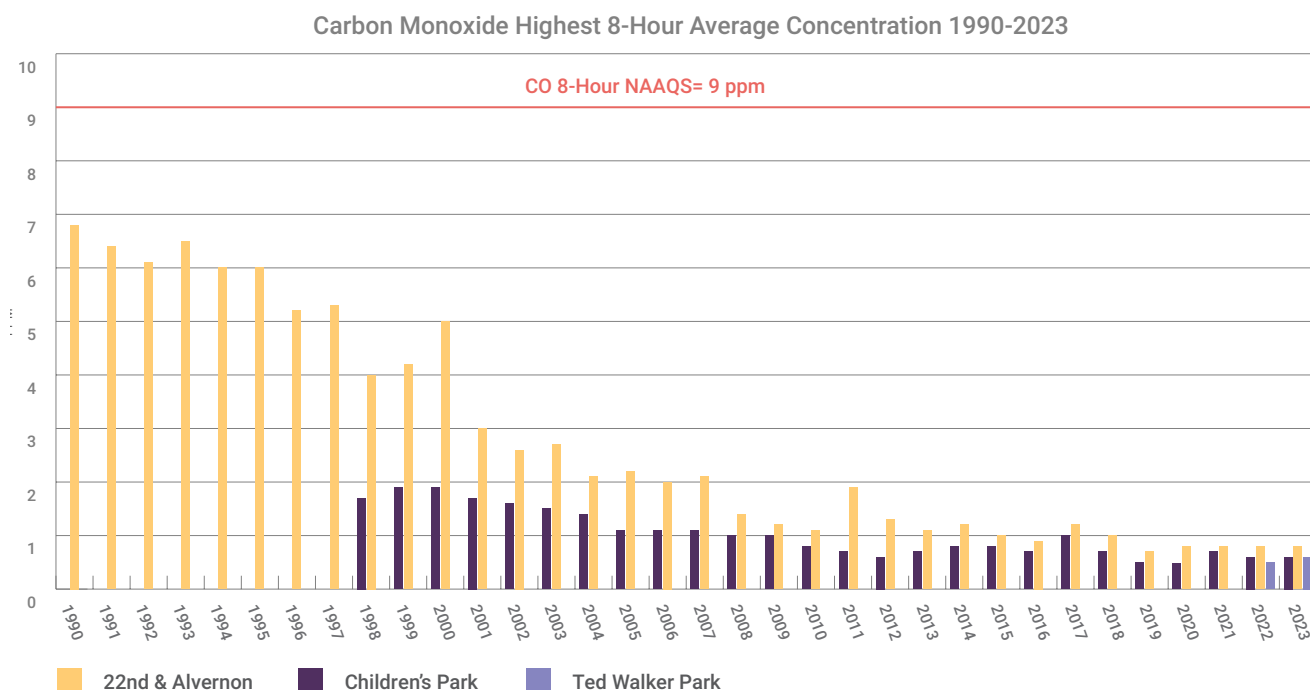


Figure 3.8.2: Trends show a significant decline in carbon monoxide levels in Tucson. (Source: Pima County Department of Environmental Quality, 2024)

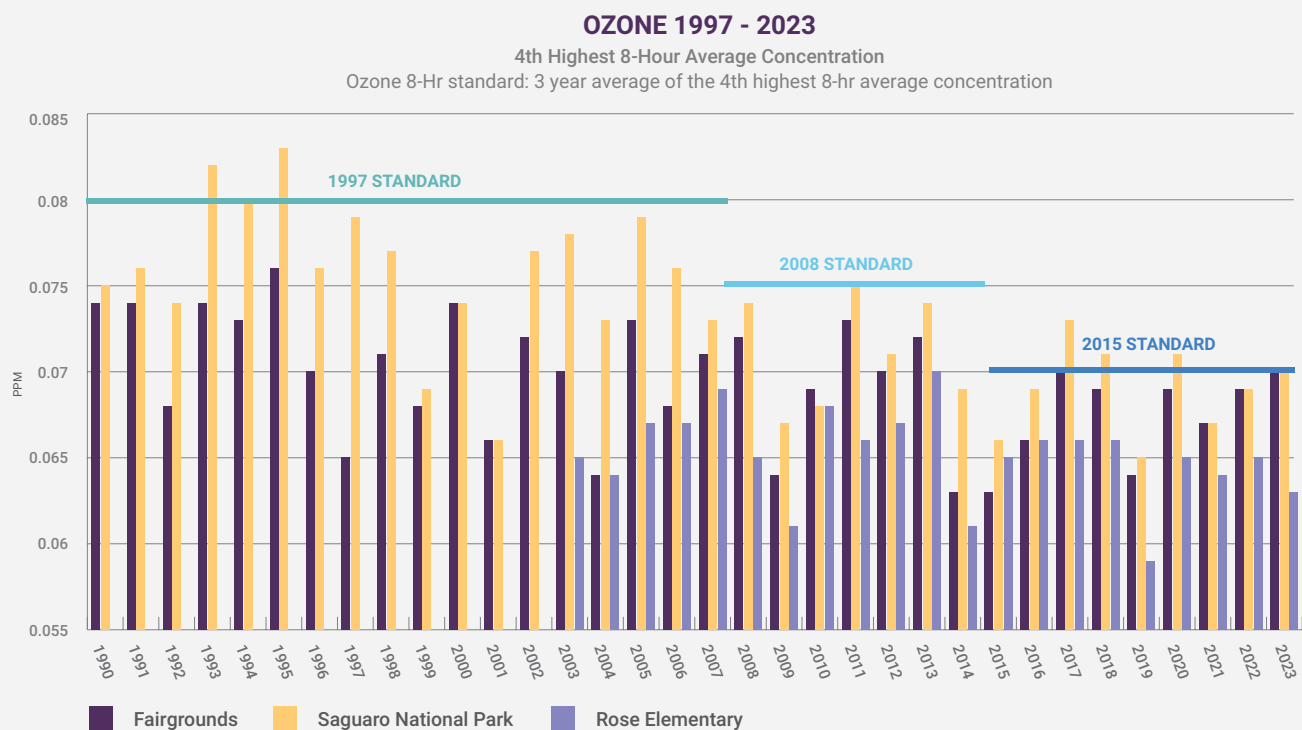


Figure 3.8.3: Ozone levels in the Pima County region are reducing over time. (Source: Pima County Department of Environmental Quality, 2024)

## Noise

Noise at excessive levels can affect the quality of life and natural environment in Tucson. Localized noise, such as the sound of a leaf blower or loud motorcycle, can be a nuisance. The City's Neighborhood Preservation Ordinance establishes maximum permissible sound levels and standards for residential, commercial, and industrial use areas, as well as enforcement actions and penalties associated with violation of the ordinance. Enforcement is the responsibility of the Tucson Police Department. Roadway noise is addressed by the City's Department of Transportation and Mobility in its design guidelines for roadways, which include methods to reduce and abate traffic noise when constructing a new roadway or widening an existing roadway.



## Airport Environs Overlay Zone

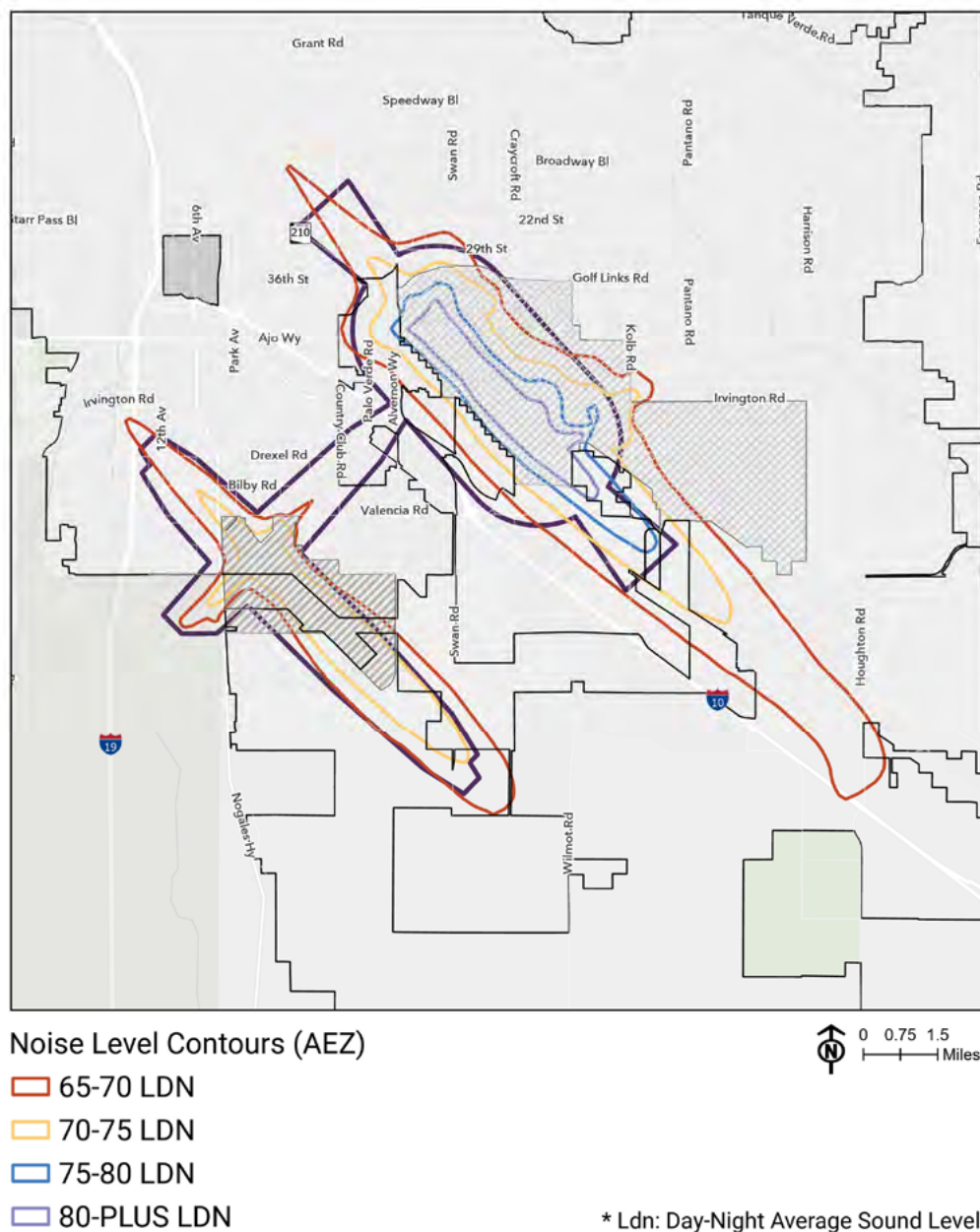


Figure 3.8.4: Map of the Airport Environs Overlay Zone. (Source: AEZ)

To address noise, land use compatibility, and safety issues related to airports, the Arizona Department of Commerce and United States Department of Defense commissioned the Joint Land Use Study (JLUS) for Davis-Monthan Air Force Base (DMAFB). Preparation of the JLUS, which included representatives of property and business owners, DMAFB, Tucson International Airport, Pima County, and the City of Tucson, was completed in 2004. The Tucson Mayor and Council adopted the Airport Environs Overlay Zone (AEZ), which establishes a boundary around Davis-Monthan Air Force Base and Tucson International Airport, within which only compatible land uses are allowed (Figure 3.8.4). Within the Zone, acoustical treatment of buildings is required to reduce exposure to high levels of airport noise. [Tucson Code of Ordinances section 16-31 \(Excessive Noise\)](#) outlines the allowable noise levels of certain uses in certain zones. Construction methods and materials to abate noise include quadruple pane glass windows, solid core doors, eave and evaporative cooler baffles, and insulation.

## Light Pollution

The City of Tucson and Pima County have been at the forefront of preventing light pollution through a jointly developed Outdoor Lighting Code passed in 1994 and updated in 2012 to ensure the continuation of Tucson's reputation as a dark skies destination and economy. Amateur astronomers, local residents, and visitors enjoy the unique desert environment where stars and constellations are visible at night. When lighting is poorly planned and designed, it can obliterate the ability to view the night skies. This is particularly important for the retention of [the astronomy industry in Southern Arizona](#), which supports about four thousand jobs and brings about a quarter of a billion dollars per year into the local economy.

Dark skies are important for environmental and human health. Increased light at night disrupts nocturnal animals mating and feeding behavior, which has impacts on the larger system of relationships called a "food chain." Insect numbers are in serious decline, particularly the night pollinators that help pollinate our food crops. Dark skies also support deeper sleep for humans which can support better mental and physiological health.

## Water Quality

The City's Environmental Services Department is responsible for monitoring and protecting groundwater and stormwater at 23 abandoned landfills within the city limits. Clean surface water helps protect public and private water wells. Rainwater that falls onto Tucson's streets and buildings can potentially harm groundwater through a process called "non-point source pollution." Rain washes oil, grease, animal waste, and other pollutants from the street into storm drains and ultimately to washes and rivers. Under the Stormwater Quality Ordinance (No. 10209) the Department of Transportation and Mobility can inspect businesses, facilities, and construction sites to ensure that pollutants such as oil, grease, sediment, and trash do not get picked up by stormwater runoff. In Tucson, stormwater is transported to the region's fragile washes and is not sent to wastewater treatment centers.

### Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Tucson Floodplain Management Plan
- Tucson Resilient Together: Climate Action and Adaptation Plan
- Zero Waste Roadmap
- Pima County Multi-Jurisdictional Hazard Mitigation Plan

Tucson Water regularly monitors the City's drinking water to ensure it delivers safe, clean drinking water standards to 248,000 homes and businesses. Tucson Water extensively tests the City water supply and exceeds the required state and federal tests and standards. Tucson Water is actively monitoring and mitigating the impacts of per- and polyfluoroalkyl substances (PFAS), which are man-made "forever chemicals" found in a variety of products, including firefighting foam, nonstick cookware, waterproof clothing, food packaging, shampoo, and more. PFAS are a serious concern because they are persistent in the environment and may pose risks to public health. According to the [Tucson Water Annual Water Quality Report](#), "PFAS are found in specific areas within Tucson's groundwater. Tucson Water avoids pumping and serving water from these areas. PFAS have not been detected in Colorado River water, which provides most of Tucson's overall water supply."



# Plan Tucson Policies

## Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment

The City of Tucson aims to create a clean and healthy environment for all residents, recognizing that low-income and marginalized communities often bear the brunt of pollution. By addressing environmental justice, the City will ensure that all neighborhoods have access to clean air and safe spaces. The following policies are intended to strengthen efforts to improve the community's overall environmental quality:

### Environment 1

Reduce and mitigate air, water, light, and noise pollution citywide.

### Environment 2

Address and reduce the cumulative impacts of past and present pollution on the health of communities.

### Environment 3

Partner with residents and businesses to prevent waste, promote responsible consumption, and increase reused materials in the economy in support of citywide zero waste goals.

### Environment 4

Utilize best available practices, new technologies, education, and partnerships to implement a community-wide waste reduction plan to divert environmentally damaging waste from landfills.

### Environment 5

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

### Environment 6

Expand outreach and partnerships to facilitate neighborhood cleanups and the care of neighborhood parks and open space.

### Environment 7

Collaborate with relevant government agencies to implement a comprehensive strategy for brownfield and Superfund site assessment, mitigation, and redevelopment.

### Environment 8

Promote the designs of buildings and use of materials that mitigate or reduce noise pollution.

### Environment 9

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

### Environment 10

Improve water quality while protecting it from future contamination through policy, treatment, and education.

### Culture 8

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### Land Use 20

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

### Land Use 26

Ensure that proposed land uses comply with all applicable Arizona Revised Statutes with respect to military and airport operations by coordinating with all stakeholders in planning for operational changes so that they will not harm existing residential uses in affected areas and amending the Airport Environs Overlay Zone regulations in the event of future changes in mission and/or flight operations.

### Land Use 27

Coordinate a comprehensive revision of the Airport Environs Plan, including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.



#### **Ecosystems 4**

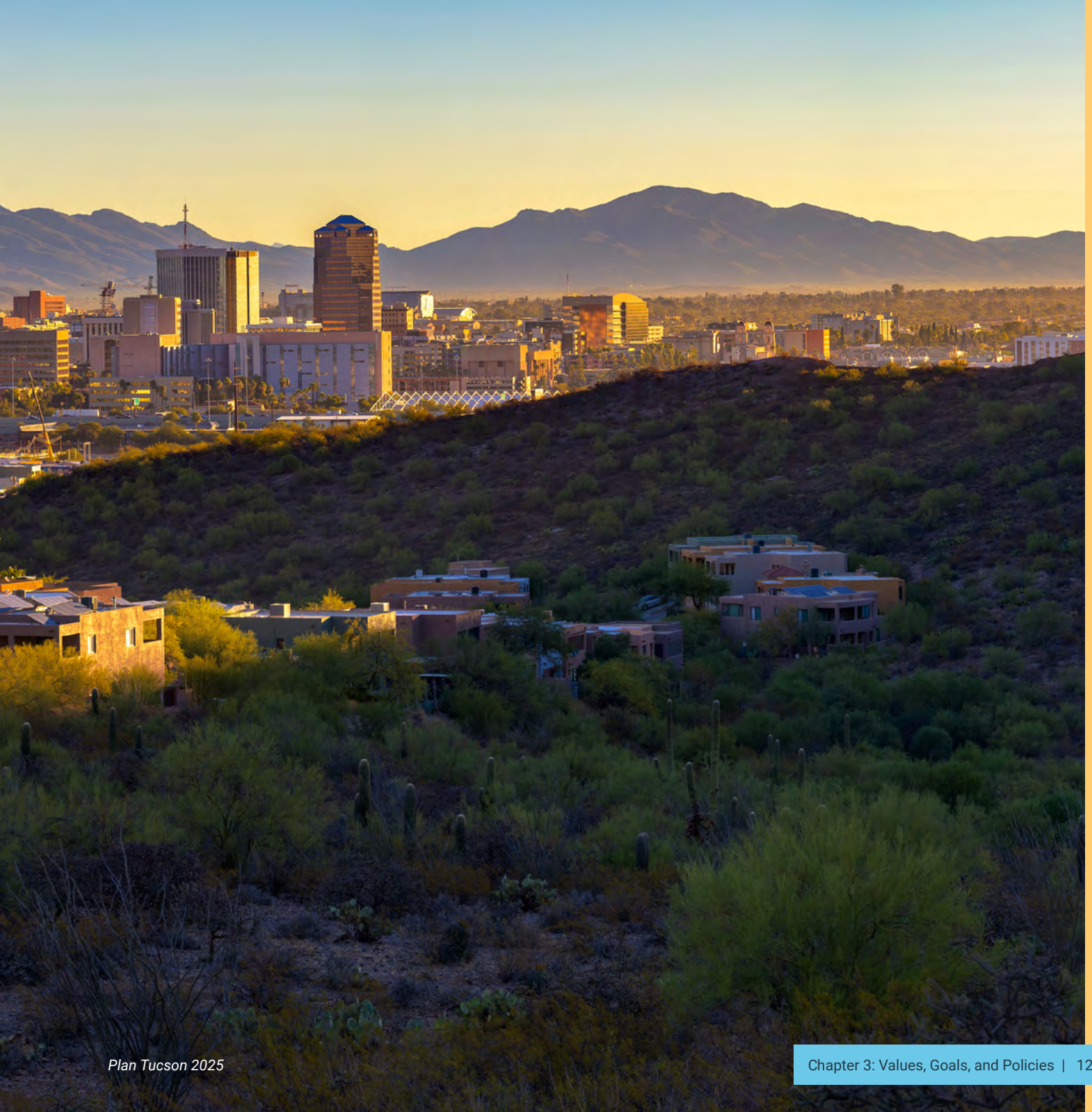
Identify, manage, and prevent the spread of invasive species through collaborative programs that include partnerships with other agencies, jurisdictions, and organizations.

#### **Water 6**

Expand and maintain stormwater management in public and private new development and redevelopment.

#### **Wellness 21**

Address past impacts of development and industries on the public health of affected communities.





## Goal 9: Preserve, Protect, and Enhance Natural Ecosystems

Tucson is located within the Sonoran Desert, one of the world's most biologically rich desert environments.

The [National Park Service](#) reports at least 60 species of mammals, more than 350 bird species, 20 amphibians, some 100 reptiles, and about 30 native fish species. Over 2,000 plant species, notably the iconic saguaro cactus, can be found in the Sonoran Desert. The region has a novel array of wildlife, including familiar animals like coyotes and several South American species like ocelots, javelina, and ringtail cats. This biodiversity thrives with two rainy seasons that support a network of rivers, streams, and arroyos, which provide many benefits to Tucson residents.

Tucson's open spaces include planned and managed networks of natural lands, working landscapes, parks, washes, rivers, trails, and other natural open spaces that conserve ecosystems and benefit people (Figure 3.9.1). Plan Tucson also prioritizes natural undisturbed open spaces where preservation is possible to provide protection of old-growth deserts, natural floodplain functions, or other natural areas identified for preservation. Plan Tucson's goal also addresses the urban green space, sometimes called the "urban forest," comprised of trees and associated vegetation along streets, parks, and other areas.



*Figure 3.9.1: The paved path through Rio Vista Natural Resources Park offers views and wildlife habitat to park visitors. (Source: Tucson Parks and Recreation Department, 2024)*

Tucson is located within the Sky Island Region, and connectivity to these recreation and wildlife lands is critical for maintaining a healthy, interconnected ecosystem. Tucson residents benefit from many open spaces outside City jurisdiction, including Saguaro National Park, Coronado National Forest, state lands, many county parks, and more. Research has shown significant community benefits from proximity to natural ecosystems. These benefits, collectively referred to as “ecosystem services,” include improved air and water quality; decreased flooding and urban heat; increased wildlife habitat; greater resilience to climate change; increased exercise and health, recreational opportunities, and community cohesion; increased economic investment; reduced crime; psychological and spiritual well-being; and more attractive and comfortable public spaces.

The rivers and washes that interconnect parts of the City with the surrounding open spaces are vital linkages for wildlife, water, and community recreation (Figure 3.9.2). Wildlife corridors are areas of landscape connection that allow wildlife to move freely between natural open spaces, allow animals to roam with minimal contact with humans, access to the food, water, and mates they need, and escape from fire and drought. The Rillito River and Tanque Verde Creek, southern Pantano Wash, the Santa Cruz River, and other drainages—are wildlife corridors for many species. Natural open space preservation, enhanced connectivity, and wildlife crossings such as underpasses or culverts, wildlife bridges, and levee ramps enhance living in balance with the City’s surrounding natural environment.

## Natural Resources Inventory

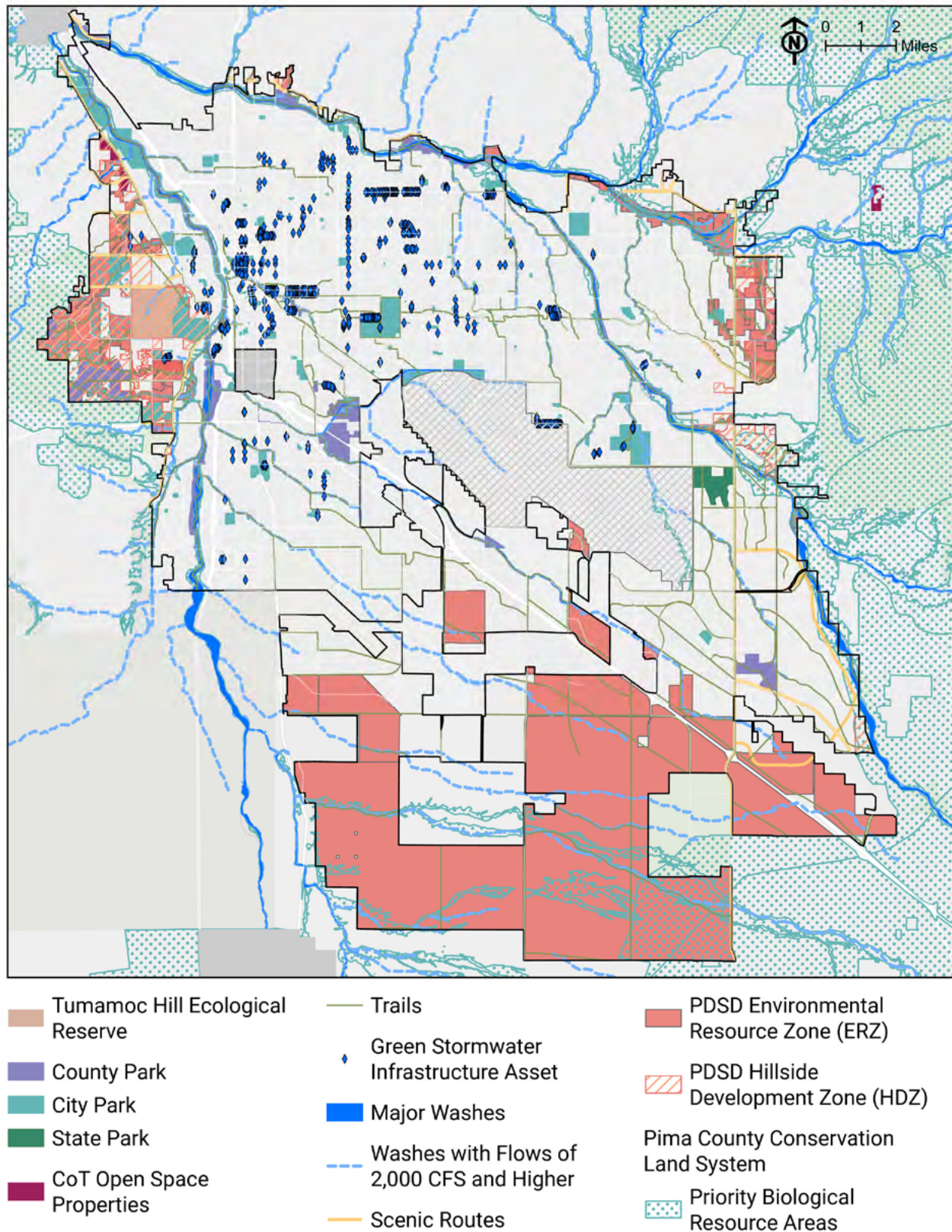


Figure 3.9.2: An inventory map of natural resources in the City of Tucson. (Source: City of Tucson Parks and Recreation Department, 2024)

The City of Tucson plays a significant role in developing and maintaining natural ecosystems within the City boundaries. The City entities with the greatest role in providing and maintaining green infrastructure are:

- the Parks and Recreation Department, which plans, develops, and maintains parks and trails and manages undeveloped open space;
- Tucson Water, which creates and supports natural resources and open space through progressive water management practices (Figure 3.9.3), including funding a green stormwater infrastructure program that builds and maintains stormwater harvesting features for added vegetation and wildlife habitat (Figure 3.9.4), and managing the City's share of treated effluent (Figure 3.7.3);
- the Department of Transportation and Mobility maintains floodplains and washes and has a comprehensive wash maintenance program. Trash is removed from the storm drain system annually (Figure 3.9.5);
- the Planning and Development Services Department, which develops policy, regulations, and standards affecting natural spaces and develops habitat conservation plans; and
- the City Manager's Office prepares environmental policy, implements the climate action plan Tucson Resilient Together, and plans and administers the urban forestry program (Figure 3.9.6).

Partnerships and collaborations are integral to maintaining and supporting Tucson's natural habitats and environmental programs. Though there are too many to list here, the City's partners and their contributions are noteworthy, including long-standing collaborations and evolving roles of many groups and individuals.



Figure 3.9.3: Tucson's rivers and washes, like this section of the Santa Cruz River south of Downtown, connect people and wildlife to the natural ecosystems within and beyond the City boundaries. (Source: Tucson Water, 2024)



Figure 3.9.4: Green stormwater features use stormwater for irrigation, creating pockets of natural habitat in the City. (Source: Tucson Water, Storm to Shade Program, 2024)



*Figure 3.9.5: The City Dept. of Transportation and Mobility spends on average \$3 million per year of drainage maintenance. (Source Department of Transportation)*



*Figure 3.9.6: Through partnerships with groups like Tucson Clean and Beautiful, the City's Million Trees Initiative has expanded the urban forest by over 100,000 trees. (Source: City Manager's Office, Urban Forestry Program, 2024)*

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Parks and Recreation System Master Plan
- Tucson Floodplain Management Plan
- Tucson Resilient Together: Climate Action and Adaptation Plan
- Tucson Community Forest Action Plan
- Pima County Multi-Jurisdictional Hazard Mitigation Plan



## Plan Tucson Policies

### Goal 9: Preserve, Protect, and Enhance Natural Ecosystems

The City of Tucson is committed to protecting natural ecosystems and open spaces while ensuring that all community members have access to these vital resources. By prioritizing equity in conservation efforts, the City aims to foster a sense of belonging and stewardship among all residents. The following Plan Tucson policies advance the community-wide goal to preserve, protect, and enhance natural ecosystems in Tucson:

#### Ecosystems 1

Preserve and celebrate the beauty and quality of Tucson's natural landscape and recognize Tucson's role in the broader Sonoran Desert ecosystem.

#### Ecosystems 2

Enhance the quantity and quality of natural undisturbed open space and urban green space, prioritizing areas of disinvestment.

#### Ecosystems 3

Support and expand opportunities for well-maintained, water-efficient urban green spaces and vegetation in new development or redevelopment to mitigate the urban heat island effect.

#### Ecosystems 4

Identify, manage, and prevent the spread of invasive species through collaborative programs that include partnerships with other agencies, jurisdictions, and organizations.

#### Ecosystems 5

Preserve existing mature trees and promote the planting of desert-adapted trees when replacement is necessary.

#### Ecosystems 6

Expand and maintain a healthy, drought-tolerant, low-water-use tree canopy and urban forest that utilizes harvested water to provide Sonoran Desert ecosystem services, mitigate the urban heat island effect, and improve the microclimates of neighborhoods and the city as a whole.

#### Ecosystems 7

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

#### Ecosystems 8

Enhance, protect, and restore natural undisturbed open spaces and urban green spaces that connect or contribute to regional wildlife corridors within the city limits and the surrounding environments.

#### Ecosystems 9

Reduce flood and erosion hazards, damage, and associated costs.

#### Ecosystems 10

Expand partnerships with organizations and other jurisdictions to provide natural resources management, environmentally sensitive recreation access, environmental education, and natural and cultural resources stewardship programs and practices.

#### Ecosystems 11

Respectfully integrate traditional ecological knowledge and Indigenous practices into environmental stewardship programs as appropriate, with the willing support of local Native Peoples.

#### Ecosystems 12

Preserve natural undisturbed open space by prioritizing infrastructure investments in existing urban areas.

### **Ecosystems 13**

Promote erosion control, weed abatement, green stormwater infrastructure, and other reclamation practices on vacant, abandoned, and financially distressed lands to enhance the Sonoran Desert ecosystem.

### **Land Use 22**

Apply Pima County Conservation Lands System map and associated guidelines to future annexations.

### **Land Use 23**

Encourage the application of the Conservation Lands System designation and requirements in entitlement reviews.

### **Transportation 7**

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility options and supports human and environmental health benefits.

### **Wellness 16**

Acquire properties to ensure connected services and a 10-minute walk to park space.







## Goal 10: Preserve and Protect the City's Unique Historic and Archaeological Resources

### Historic Roots of Tucson

Tucson, one of the oldest continually inhabited places in the United States, boasts a diverse and multi-layered history that spans from ancient Native American settlements to Spanish colonial periods and beyond. This unique heritage is reflected in the City's built environment, archaeological sites, and cultural landscapes, making preservation efforts crucial to maintaining Tucson's distinct character and identity.

Historic preservation in Tucson has evolved from a reactive measure against urban renewal in the 1960s to a proactive strategy for community development. Today, it is recognized for its multiple benefits, including contributions to economic development, promotion of sustainability through resource conservation, and creation of a diverse built environment.

## Types of Preservation

Historic preservation, as practiced by federal, state, and local governmental agencies, focuses on retaining buildings, districts, landscapes, objects, archaeological sites, and other resources that have been determined eligible for formal designation as historic resources. The designation of historic resources dates back to 1949 when the National Trust for Historic Preservation developed a specific set of goals for preservation. The Sosa-Carrillo House, an adobe structure from 1858, was inducted into the National Register of Historic Places in 1971 (Figure 3.10.1). Now home to the Mexican American Heritage and History Museum sponsored by Los Descendientes de Tucson, it is one of only three structures to be preserved during the urban renewal project that created the Tucson Convention Center campus.

To protect its historic resources, Tucson has implemented several measures, including Historic Preservation Zones (HPZs), Neighborhood Preservation Zones (NPZs), Historic Landmarks (HLs), and Archaeological Sensitivity Zones (ASZs) (Figure 3.10.2).

**HPZ** is a designation applied to areas where there are historic resources in their original setting. There are five established HPZs in Tucson: Fort Lowell, West University, Barrio Historico (Barrio Viejo), Armory Park, and El Presidio. The US Department of the Interior has established guidelines for preserving, rehabilitating, restoring and reconstructing sites within an HPZ so that these locations can retain their historic appearance and support compatibility of new development. Any changes to the public appearance of a building within an HPZ, regardless of whether they require a building permit, are required to go through a review process.

**NPZ** is a special type of rezoning, defined in the City of Tucson's development code. Properties within the zone are held to a design standard and undergo an additional design review when seeking building permits. The purpose of the Neighborhood Preservation Zone design manual is to preserve the unique character of historic areas when new developments or additions to existing structures occur. Three Neighborhood Preservation Zones have been established in Tucson: Feldman's (2009), Jefferson Park (2011), and Rincon Heights Pie Allen (2024).



Figure 3.10.1: Sosa-Carrillo House was built in 1858.

**HL** is the designation for locally significant historic properties that is initiated and approved by Mayor and Council. City Historic Landmarks have a historic zoning overlay that requires the Tucson Pima County Historical Commission to review any development plans for the property. As of October 2024, there were 16 HLs across the City.

Owner-occupied properties that are listed on the National Register of Historic Places either individually or as a contributor to a historic district are eligible for significant property tax reductions, a program administered by the Arizona State Historic Preservation Office (SHPO).

**ASZs** assist City staff in implementing City Manager Administrative Directive 1.07-7: Protection of Archaeological and Historical Resources in City Projects. They cover the archaeological priority cultural resources within the City limits identified in the Pima County Sonoran Desert Conservation Plan and were generalized to comply with state regulations prohibiting the revealing of archaeological site locations.

# Historic Preservation Assets

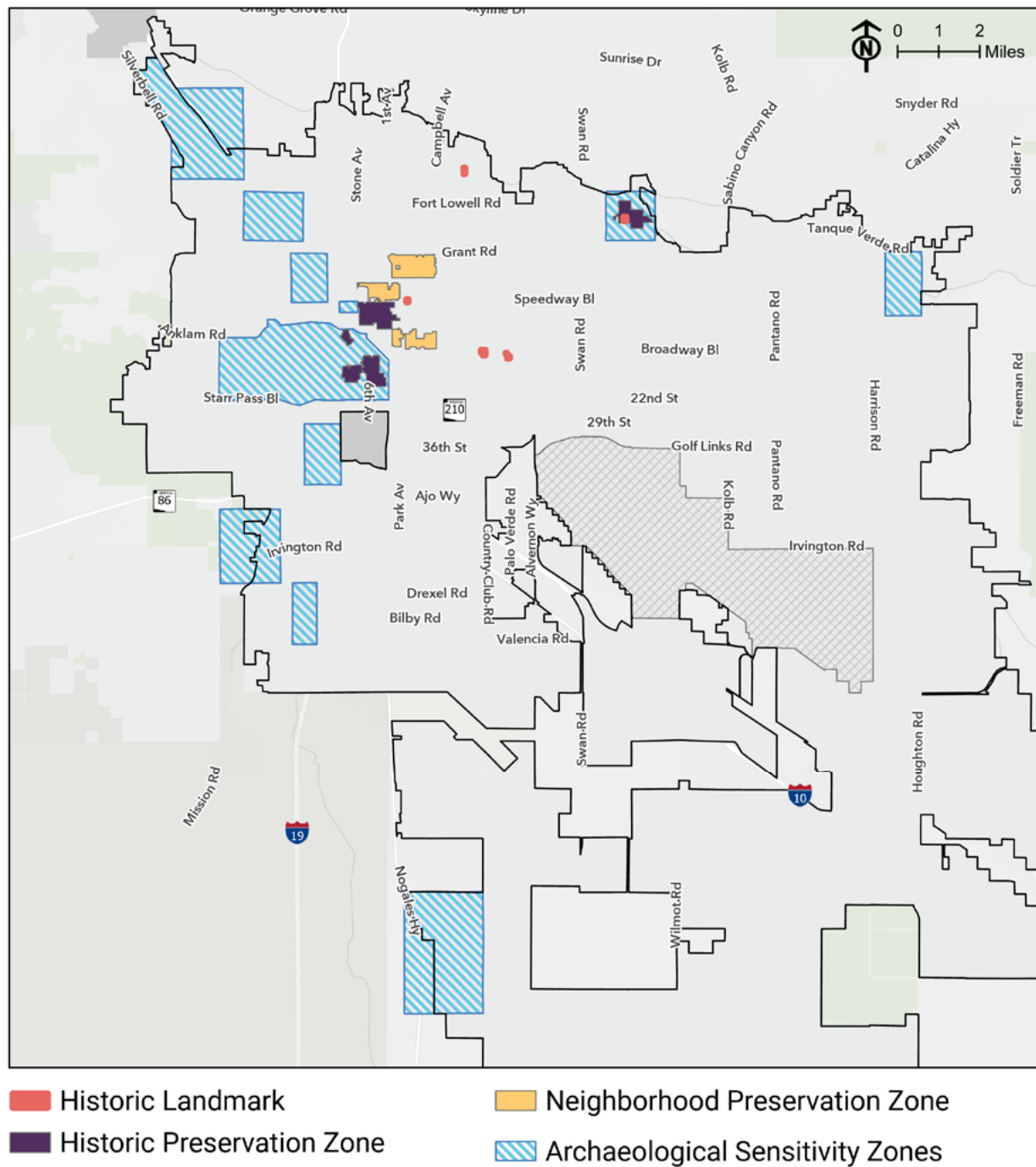


Figure 3.10.2: Map of the Archaeological Sensitivity Zones, Historic Preservation Zones, Neighborhood Preservation Zones, and Historic Landmarks in Tucson.

City of Tucson Historic Preservation staff play a pivotal role in safeguarding the City's heritage. Their responsibilities include the assessment, documentation, and treatment of archaeological sites and historic buildings. This includes providing information and training on preservation laws and tools, conducting educational outreach to foster community appreciation of Tucson's historic legacy, and coordinating with various City departments on projects that may impact historical or archaeological resources.



Figure 3.10.3: In 2008, the northeast corner of the Presidio San Agustín del Tucson was reconstructed as part of the Rio Nuevo downtown redevelopment district. (Source: Presidio Museum)

### Preservation is a Collaborative Effort

Preservation in Tucson is a collaborative effort. The Historic Preservation Office is responsible for maintaining legal preservation standards and ensuring that preservation requirements and goals are understood by all City departments. The Tucson-Pima County Historical Commission advises staff and elected officials on preservation issues, plans outreach events, and evaluates impacts to historic properties. Each of Tucson's five Historic Preservation Zones is served by a citizen advisory board, which evaluates alterations to historic properties and provides advice on proposed new construction within the district. Local and statewide non-profit preservation focused organizations represent an array of relevant experience, have a significant depth of knowledge and experience in supporting these efforts with advocacy and are consulted and their experience included in decision making.

Tucson's Adaptive Reuse Program, launched in 2017, encourages the conversion of existing buildings constructed before 2000 into new commercial, multi-family residential, or mixed-use spaces while preserving their historic elements. This initiative was developed following a 2013 study by Preservation Green Lab of the National Trust for Historic Preservation, which demonstrated that repurposing older buildings promotes local investment, supports business diversity, enhances walkability, and creates more resilient neighborhoods. The program offers incentives and code relief tools for qualifying projects that provide community benefits, while ensuring buildings maintain their eligibility for the National Register of Historic Places and supporting sustainable development by reducing the environmental impact of demolition and new construction.

Collaborating preservation organizations include the Tucson Presidio Trust for Historic Preservation that oversees the Presidio San Agustín del Tucson Museum and the Fort Lowell Museum. The Presidio Museum includes a re-creation of the Tucson Presidio built in 1775 and seeks to preserve and interpret the origins and history of Tucson and invites conversation of its multicultural community through educational and interactive opportunities. (Figure 3.10.3) Los Descendientes de Tucson oversees the Mexican American Heritage and History Museum at the Sosa-Carrillo house with exhibits and programming showcasing, educating, and commemorating Southern Arizona's Mexican American and Tucsonense history, heritage, and culture. Mission Garden is a living agricultural museum of Sonoran Desert-adapted heritage fruit trees, traditional local heirloom crops and edible native plants. Located at the foot of Sentinel Peak at the site of the Native American village of Cuk Šon, a place sacred to the Tohono O'odham, the garden celebrates the diverse heritages of multiethnic Tucson. The Pascua Yaqui Tribe showcases tribal culture and history at the Yoemem Tekia Cultural Center and the Old Pascua Museum. The Tohono O'odham National Cultural Center and Museum celebrates their multi-millennial tribal heritage.

The Tucson Parks and Recreation Department secured a \$300,000 Arizona State Parks Heritage Fund grant to rehabilitate Historic Fort Lowell, partnering with local preservation experts and Pima County Cultural Resources & Historic Preservation Division to restore significant structures. Complemented by funds from the 2018 Tucson Delivers: Parks + Connections bond program, the \$3.45 million project will preserve key buildings like the Fort Lowell Museum and Donaldson House, creating an educational attraction that showcases the area's military history during the Apache Wars.



### Preserving Into the Future

Tucson's commitment to preservation has earned it recognition as a Certified Local Government in the Federal Historic Preservation Program since 1990 and designation as a Preserve America Community. To further strengthen preservation efforts, Tucson is enhancing public education and outreach, exploring innovative funding mechanisms, and integrating preservation goals into broader City planning and development strategies.

By prioritizing the preservation and protection of its unique historic and archaeological resources, Tucson not only honors its rich multicultural heritage but also invests in its future. These efforts contribute to the City's economic vitality, cultural identity, and quality of life, ensuring that Tucson's diverse history continues to enrich and inspire future generations. Through ongoing collaboration, innovative strategies, and community engagement, Tucson is committed to safeguarding its irreplaceable historic and archaeological treasures for years to come.

### Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

#### These are some of the related plans that help with the implementation of this goal:

- ¡Somos Uno!
- El Presidio Neighborhood Plan
- Jefferson Park Neighborhood Plan and Design Manual

*Figure 3.10.4: Mission Garden preserves and promotes traditional agricultural knowledge through hands-on education and heritage crop cultivation in Tucson's arid environment, bridging historical farming practices with modern techniques.*



# Plan Tucson Policies

## Goal 10: Preserve and protect the City's unique historic and archaeological resources

The City of Tucson recognizes the importance of our City's historic and archaeological resources in shaping our community identity and heritage. Our preservation efforts will include input from diverse communities to ensure that all voices contribute to the narrative of our shared history. The following policies are intended to provide guidance to preserve and protect the City's unique historic and archaeological resources.

### Historic 1

Use survey data to identify and track historic and cultural properties and streetscapes.

### Historic 2

Follow national and local historic preservation standards and guidelines when rehabilitating or adding facilities and/or landscaping in historic urban parks and other City-owned properties.

### Historic 3

Document, preserve, and promote Tucson's cultural heritage, traditions, and historic resources, including archaeology, architecture, performance, art, music, landscapes, and events.

### Historic 4

Identify historic streetscapes and preserve their significant character-defining features that create a sense of place.

### Historic 5

Integrate historic, archaeological, and cultural resources into project planning and design when development occurs in eligible or listed historic districts and individually listed historic properties or adjacent areas.

### Historic 6

Consider the benefits of preserving character-defining eligible historic and cultural resources in new development.

### Historic 7

Minimize impacts on historic, cultural, and archaeological resources caused by construction or excavation on City-owned properties and rights-of-way, using proper consultation when impacts are unavoidable.

### Historic 8

Preserve historic buildings, structures, objects, sites, and significant landscapes through maintenance, rehabilitation, context-sensitive redevelopment/infill,

and adaptive reuse while employing measures to prevent displacement.

### Historic 9

Include input from diverse communities to ensure that all voices contribute to the narrative of our shared history.

### Historic 10

Provide equitable technical assistance to neighborhoods and commercial districts seeking to obtain historic recognition or historic designation.

### Historic 11

Explore economic incentives and funding mechanisms for preservation.

### Historic 12

Develop strategies for heritage conservation in Tucson.

### Culture 5

Capitalize on the City of Gastronomy designation and promote and sustain the diversity of locally owned restaurants, locally sourced foods, local heritage foods, authentic culturally diverse food, local wineries and breweries, farmers markets, and culinary expertise and events.

### Environment 5

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

### Housing 7

Encourage partnerships between City, county, and affordable housing programs supporting the redevelopment of historic properties, especially in historic and aging neighborhoods.

### Water 9

Establish and promote historic sites to preserve and showcase Tucson's heritage and culturally significant washes and rivers.



## Goal 11: Foster and Promote Tucson's Arts, Culture, and Heritage

Tucson's unique cultural landscape is a tapestry woven from the threads of its Sonoran Desert setting, multifaceted history, and diverse populations. This rich cultural heritage has earned Tucson international recognition as a center for arts, history, and heritage over the past decade. At the heart of Tucson's appeal are its vibrant arts scene, culinary delights, colorful murals, and lively festivals that celebrate the City's inclusive spirit. These elements contribute to Tucson's distinctive "sense of place" and overall livability, making it a magnet for both residents and visitors.





Figure 3.11.1: *Epic Rides* at Stone and 6th Street by Joe Pagac is one of the many murals that create a sense of place.

### Fostering Tucson's Arts, Culture, and Heritage

The City's commitment to the arts is evident in its public art program. The City of Tucson is a funding partner of [The Arts Foundation for Tucson and Southern Arizona](#), which manages over 300 public artworks across the City. In July 2020, the City Council allocated \$1.85 million in Federal CARES Funds to support artists, organizations, and venues that struggled during the COVID-19 pandemic ([Arts and Culture Relief Summary](#)).



Figure 3.11.2: 18 photos taken by Frank Lauerman between 1937-1963 were transferred to tiles to create a mural entryway to downtown Tucson.



Figure 3.11.3: The Tucson Buffalo Soldiers Memorial Plaza is located at Quincie Douglas Center. There is also a collection of certified copies of paintings, newspapers clippings, military records, and important books to make this history accessible to all.

The [Southwest Folklife Alliance](#), established in 2014, plays a crucial role in preserving and promoting traditional arts along the US-Mexico border. Their work, including the long-running Tucson Meet Yourself festival, showcases the region's rich heritage and diverse traditions.

In 2015, Tucson achieved a significant milestone by becoming the first UNESCO City of Gastronomy in the United States. This designation, managed by the non-profit Tucson City of Gastronomy, highlights the region's unique culinary heritage and innovative food culture and produces events such as the Pueblos del Maíz Fiesta, a bilingual festival that celebrates the importance of corn (maíz) in Tucson's history.

A collaboration between the City of Tucson Ward 5 Office, Tucson Parks and Recreation, and the Greater Southern Arizona Area Chapter (GSAAC) of the Buffalo Soldiers 9th and 10th (Horse) Cavalry Association created Arizona's first Buffalo Soldiers Memorial Plaza (Figure 3.11.3). The 2021 dedication was marked with a celebration at the Quincie Douglas Center, in one of the oldest historically Black neighborhoods in Tucson.

The [All Souls Procession](#) is an annual event that is unique to Tucson. Founded in 1990 by Susan Johnson and now overseen by the non-profit Many Mouths One Stomach, it welcomes upwards of 200,000 participants coming together to honor loved ones that have passed. It is an example of different cultural traditions and art forms coming together into something distinctly Tucson.

The Mariachi & Ballet Folklorico Society (MBFS), born from the Tucson International Mariachi Conference, leads the way in promoting Mexican American cultural arts. Since 1982, this pioneering organization has fostered mariachi and ballet folklorico education across the United States, starting with Tucson's own Los Changuitos Feos, the nation's first youth mariachi group. As Arizona's only dedicated mariachi and ballet folklorico organization, MBFS enriches the American performing arts landscape while empowering youth through cultural education, artistic excellence, and pride in their heritage.



### **Tucson's Sports Culture**

Sports are also important to the Tucson community. Since 1925 the La Fiesta de los Vaqueros Tucson Rodeo and the Rodeo Parade have been significant in bringing together residents and visitors. The University of Arizona sporting events draw fans to cheer on the Wildcats in a variety of sports. Tucson has become a favored spring training destination for Korean baseball teams, fostering international connections and economic growth. Tucson is also home to an American Hockey League team (The Roadrunners), a United Soccer League team (FC Tucson), a Pecos League baseball team (The Saguaros), and an Indoor Football League team (The Sugar Skulls). The upcoming Mosaic Quarter promises to further diversify entertainment and sports offerings in the Tucson region.





## Economic and fiscal impact of the creative economy and arts and culture industries

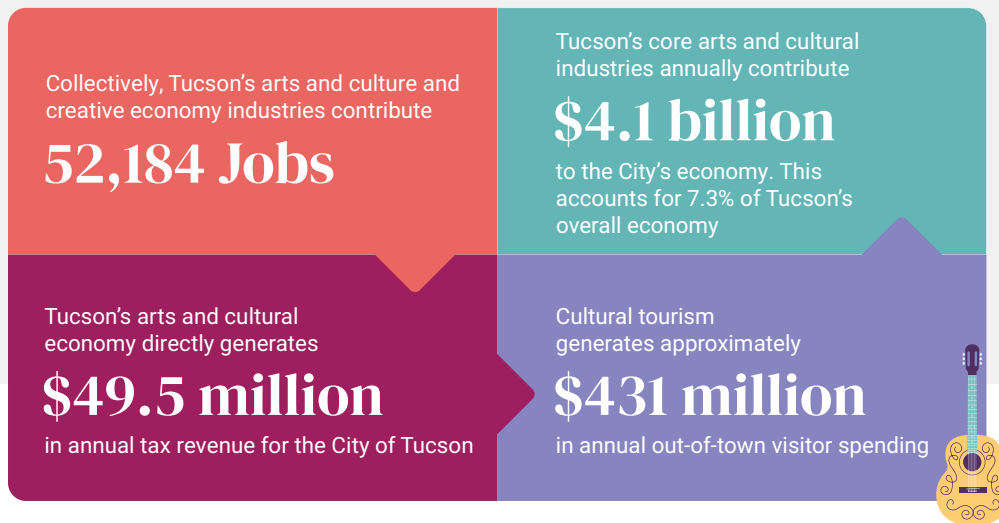


Figure 3.11.5: As part of the ¡Somos Uno! planning process, the 2024 State of Culture Report collected and analyzed data on arts and culture across Tucson. (Source: [State of Culture](#)).

### Continuing to Foster and Promote Tucson's Arts, Culture, and Heritage

As Tucson continues to enhance its cultural programs, events, and facilities, it not only celebrates its diversity but also leverages these unique assets to boost the local economy (figure 3.11.5). From its world-renowned gastronomy to its thriving arts scene and inclusive community spirit, Tucson harnesses its cultural heritage to create a vibrant, welcoming, and economically prosperous environment for all.

Community members will continue to be the primary drivers of artistic and cultural expression in Tucson, not only in the art they create but in helping plan new spaces that allow for community interaction and development. In 2022 the Public Art & Community Design Committee (PACD) sent a letter to Mayor and Council to formally recommend the creation of a "Freedom Wall" in Tucson, an unregulated space where any member of the community would be able to create a publicly displayed work without application or review by any formal panel or committee. Instead, the content and character of the space would be changed and moderated by the public in a form similar to the HOPE Outdoor Gallery in Austin, TX or the Alberta Street Free Wall in Portland, OR. Community members will continue to work with the City to address concerns such as location, safety and other logistics to make the vision a reality in the years to come. This is one of many examples of how Tucson is working with the public on new expressions of art but there will also be significant investment to celebrate and build from Tucson's rich cultural legacy.

Launched in 2023, ¡Somos Uno! is a strategic initiative spearheaded by Mayor Regina Romero's office in collaboration with the City Manager. This program aims to effectively steward Tucson's diverse cultural heritage assets. The primary goal of ¡Somos Uno! is to develop a comprehensive operational structure that preserves and actively promotes Tucson's rich cultural tapestry. By doing so, it seeks to elevate and empower the City's vibrant creative communities, ensuring that Tucson's unique cultural identity continues to thrive and evolve.

### Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

#### These are some of the related plans that help with the implementation of this goal:

- ¡Somos Uno!
- Parks and Recreation Master Plan



## Plan Tucson Policies

### Goal 11: Foster and Promote Tucson's Arts, Culture, and Heritage

The City of Tucson is dedicated to promoting the rich tapestry of Tucson's arts and culture by supporting diverse artists and cultural expressions. By prioritizing equity in funding and opportunities, we aim to ensure that all community members can engage with and contribute to our cultural landscape. The following policies are intended to promote Tucson's diverse heritage and unique culture.

#### Culture 1

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 of all ages.

#### Culture 2

Promote and support multi-cultural understanding through public programs and events and the arts that celebrate Tucson's culturally diverse heritage and evolving character.

#### Culture 3

Continue to provide and increase awareness of the educational programs and events that highlight the region's cultural and historical resources.

#### Culture 4

Coordinate with public and private entities to invest in heritage, arts, cultural activities, special events, and placemaking initiatives.

#### Culture 5

Capitalize on the City of Gastronomy designation and promote and sustain the diversity of locally owned restaurants, locally sourced foods, local heritage foods, authentic culturally diverse food, local wineries and breweries, farmers markets, and culinary expertise and events.

#### Culture 6

Develop a framework to facilitate partnerships among diverse organizations, including semi-public, private, and nonprofit agencies, to promote cultural assets.

#### Culture 7

Draw visitors to the area and serve the local community with year-round indoor and outdoor arts, culture, and sports programming.

#### Culture 8

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

#### Culture 9

Invest in the installation and maintenance of public art throughout the community, incorporating cultural heritage at the neighborhood scale, while increasing access and participation in diverse arts and cultural activities for all residents.

#### Historic 3

Document, preserve, and promote Tucson's cultural heritage, traditions, and historic resources, including archaeology, architecture, performance, art, music, landmarks, and events.



## Goal 12: Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive

### Economic Conditions in Tucson

As of 2022, the Tucson Metropolitan Statistical Area (MSA) had an estimated Gross Domestic Product (GDP) of \$55,799.638 million, an increase of 1.4% from the previous year, according to the U.S. Bureau of Economic Analysis. Tucson's workforce grew by 12% from 2013 to 2022, according to the Census's American Community Survey. By comparison, the state of Arizona saw an increase of 23%, with the majority of new jobs created in the Phoenix metropolitan area, which saw a 24% rate of change from 2013 to 2022. Tucson has grown faster than other cities of similar size, such as Albuquerque, NM, and El Paso, TX, which both saw their workforces grow at a rate of 8% over the last decade. The largest job increases were in professional, science, and technical services. The chance to expand and grow these sectors of the local economy are promising in the next ten years.

The City has seen wage rates trend generally upward since 2013, though the growth has been moderate and has at times, lagged behind national averages. The City has seen incremental increases in median wages, driven partly by Arizona’s rising minimum wage, which has been adjusted annually since a voter-approved measure in 2016. Sectors such as healthcare, education, and technology have typically seen faster wage growth compared to service and retail industries. Tucson’s overall wage growth has been tempered by factors such as a relatively high proportion of service sector jobs and the presence of a large student population. The post-pandemic recovery period saw accelerated wage growth in many sectors due to labor shortages and increased competition for workers. Despite these increases, Tucson’s wages have generally remained below the national median, reflecting the City’s lower cost of living compared to larger metropolitan areas. Notably, the wage gap between the highest income earners and the lowest in Tucson is smaller than the national average and the City’s focus on equity in economic development strives to continue the trend.

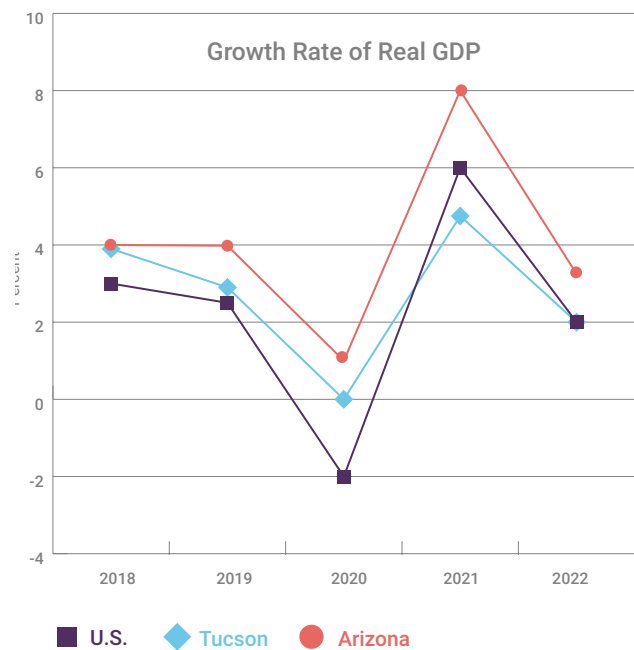
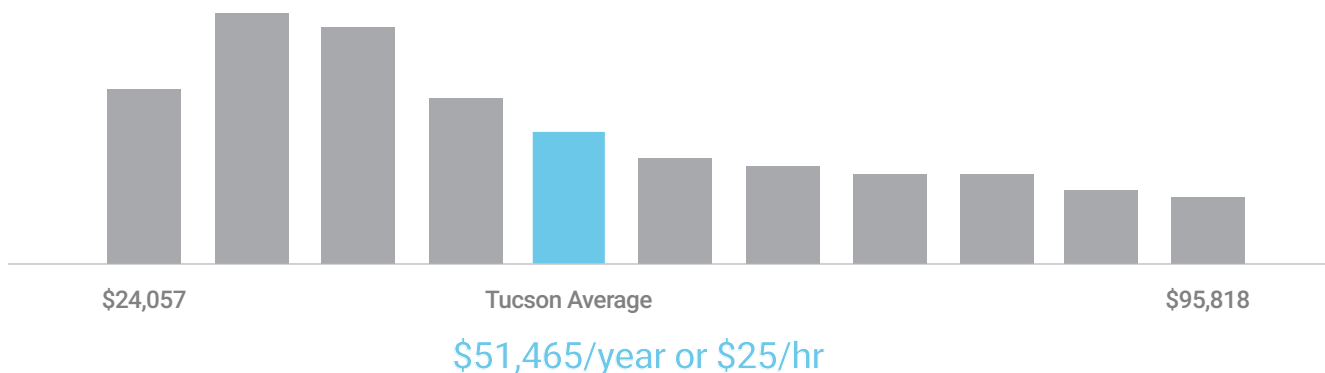


Figure 3.12.1: Comparative Growth Rate of GDP Tucson-AZ-US (Source: U.S. Bureau of Economic Analysis)



	Annual Salary	Monthly Salary	Weekly Salary	Hourly Wage
Top Earners	\$81,750	\$6,812	\$1,572	\$39
75th Percentile	\$64,856	\$5,404	\$1,247	\$31
Average	\$51,465	\$4,288	\$989	\$25
25th Percentile	\$38,074	\$3,172	\$732	\$18

ZipRecruiter salary estimates, histograms, trends and comparisons are derived from both employer job postings and third party data sources.

Figure 3.12.2: Salary Range in Tucson (Source: ZipRecruiter Salary estimate 2024)

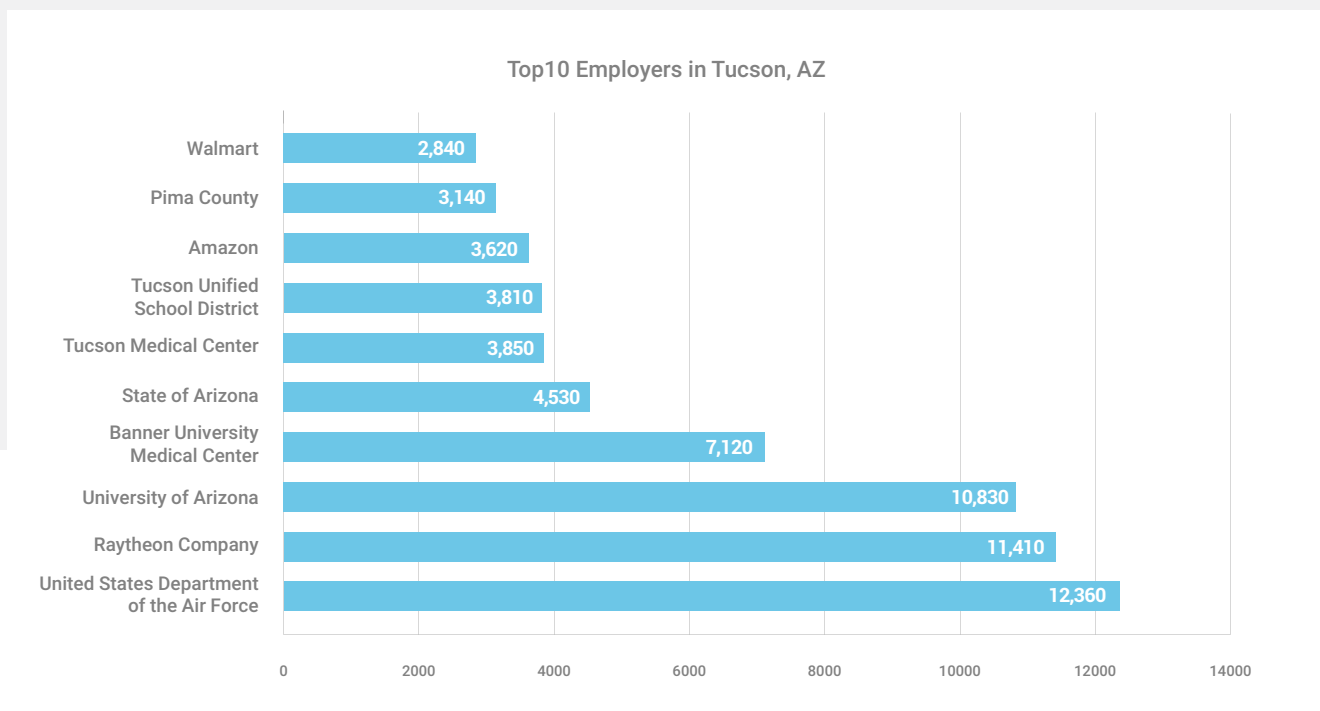


Figure 3.12.3: Top ten employers with number of employees data. (source: Maricopa Association of Governments)

### Supporting Tucson's Workforce and Entrepreneurs

In 2013, the General Plan highlighted that, of Tucson's top ten employers, the majority were public sector, service-oriented organizations. This remains the case, with the same employers holding the top spots as of 2023. Because a significant percentage of the City's workforce is tied to City, county and state budgets, Tucson's local economy is heavily influenced by shifts in population, property values, tax revenues, as well as state and federal laws that impact them. The City can support greater economic independence and stability through investments in aeronautics, medical research and defense spending, which are among Tucson's strongest private industries. This is particularly true in sectors like photonics and optics. The share of Tucson's employment for this sector is three times the national average and has grown approximately 35% in the past five years according to the Tucson Office of Economic Initiatives.

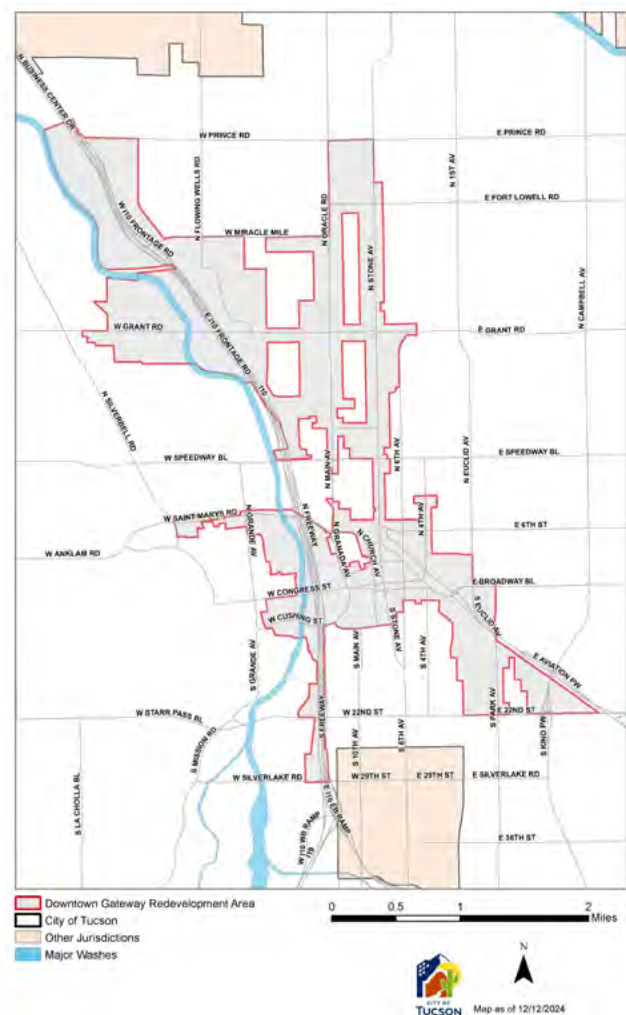


Figure 3.12.4: Map of Gateway Redevelopment Area

At the same time, the City can continue to pursue opportunities to diversify Tucson's economic base and support small businesses and entrepreneurs. Tucson is an ideal place for new businesses and has one of the highest percentages of job growth year to year in the country at 3.1%. The City's support for initiatives like the Downtown Tucson Partnership and various neighborhood revitalization efforts contributes to creating more vibrant commercial districts.

Since 1999, the City of Tucson has partnered with the Rio Nuevo Tax Increment Finance (TIF) District, a voter-approved initiative designed to drive redevelopment and revitalize the City center. Tax Increment Financing allows a designated area to use future increases in property tax revenue to fund current infrastructure and development projects. Through this mechanism, Rio Nuevo has strategically reinvested sales tax revenues generated within its boundaries to stimulate economic growth. Notable achievements include attracting significant private investment and new development in Downtown Tucson. In 2017, the district helped bring the first new downtown hotel in 40 years, the AC Hotel, to fruition. The Bautista, a mixed-use development featuring 253 residential units and 16,500 square feet of retail space, is set to be completed by 2025. Another significant achievement of the TIF is Rio Nuevo's land acquisition strategy, which helped Caterpillar establish offices in Tucson, creating 600 regional jobs. The District's economic impact is substantial. According to Arizona Auditor General data, every dollar invested by Rio Nuevo has generated ten dollars of private investment in the city, demonstrating the powerful multiplier effect of strategic public financing and urban development initiatives.

Another entity that the City works with to drive economic development is the Tucson Industrial Development Agency (TIDA). Tucson IDA was first created by a Mayor and Council resolution in 1979. The primary purpose of TIDA is to provide financial assistance to local businesses through various economic development tools, including industrial revenue bonds (IRBs) to help businesses secure low-cost financing for expansion, land acquisition, equipment purchases, or facility improvements. In



recent years, Tucson IDA partnered with the City's Department of Economic Initiatives to create the Avanza Empowerment Fund, a loan program aimed at helping mainly women-, minority- and veteran-owned businesses unique to Tucson. Other TIDA efforts include the Green Bank Fund, which pooled resources from private and public investors to fund industrial and commercial project that aligned with the City's sustainability goals ranging from \$1 million to \$30 million.

In 2012, Mayor and Council passed a resolution to adopt the Downtown Gateway Redevelopment Area and "Central Business District". The Redevelopment Area established mechanisms to create significant economic development activity as a catalyst for other development with a focus on underutilized and vacant property. In 2021, the City adopted a modified and expanded Central Business District to continue revitalization of the City's downtown core.

In 2023, the City continued its strategy of focused geographic investment by applying for and receiving \$50 million through the Choice Neighborhood Investment grant, a federal program through the Housing and Urban Development Department (HUD).

## Regional and International Positioning

At a regional scale, one of Tucson's most important economic advantages is its location. Situated within the Sonoran Desert's unique ecosystem and only short distance from the US-Mexico Border and other large cities in the Southwest, Tucson's location is an asset for long term economic growth through trade and tourism. The City can help strengthen these sectors by investing in infrastructure improvements, implementing strategic marketing campaigns to showcase Tucson's unique attractions, and offering financial incentives to encourage new development that advance our economic development goals.

The Mayor of Tucson has historically taken on the role of chief advocate for the City's economic development initiatives at Regional, State and National gatherings. Beyond encouraging visitors to enjoy the unique amenities of Tucson the Mayor's office is often responsible for supporting specific initiatives geared at boosting Tucson's local economy. The Mayor's office played a supporting role in encouraging tax incentives as well as streamlining permitting for solar and renewable energy businesses. Additionally, the Mayor has promoted the unique location and growth opportunities of Tucson at conferences nationally and internationally, raising awareness of Tucson in the process.

Investing in an intercity rail line between Tucson and Phoenix has been discussed numerous times over the previous decade. In 2015, the Arizona Department of Transportation (ADOT) completed a four-year study on the possibility of a Passenger Rail Corridor between the two largest metro areas in Arizona. The study concluded that by 2035 travel time between Tucson and Phoenix via Interstate 10 is projected to take 26% longer than it did in 2010 and, by 2050, 59% longer, even if the highway were to be widened to 10 lanes. If either of the two proposed alternatives were to be developed, economic benefits would include a short-term boost in new construction jobs and the associated increase in local spending. Long-term benefits include increased productivity from reduced commute times, a wider overall market for both metro areas and higher property values and commercial opportunities near proposed stations, as well as substantial reductions in emissions from

### Tucson's Nearest Neighboring Cities

Nogales	64 miles
Phoenix	113 miles
Yuma	238 miles
Hermosillo, Mexico	245 miles
Flagstaff	257 miles
El Paso	318 miles
Guaymas, Mexico	324 miles
Las Vegas	407 miles
San Diego	413 miles
Albuquerque	450 miles
Long Beach	498 miles

commutes by single occupancy vehicles removed from the interstate highway. As of 2023, \$500,000 in federal funding was awarded to ADOT to re-establish Amtrak service from Phoenix to Tucson. The State will contribute an additional \$3.5 million for initial stages of the project. Additional funding from the City of Tucson could greatly influence development along the route that could benefit not only the local economy but could position Tucson as a more attractive destination for regional business investment while expanding its consumer market reach throughout Arizona and neighboring states.

The City is also investing in infrastructure to increase shipping and transport capacity through rail and highway expansion, working with both the state and county on the Sonoran Corridor project. This proposed 20-mile highway would connect Interstate 19 and Interstate 10 south of Tucson International Airport, creating a crucial link in the area's transportation network. The project is expected to stimulate economic growth by improving access to major employment centers, including the airport, the



Figure 3.12.7: Sonoran Corridor Proposed Route (Source: Sonoran Corridor Tier 2 Environmental Impact Study and Design Concept Report)

University of Arizona Tech Park, and other industrial areas. By reducing travel times and easing congestion, the corridor could attract new businesses to the region, particularly in the logistics, manufacturing, and technology sectors. Additionally, the improved connectivity is anticipated to support the expansion of international trade with Mexico, leveraging Tucson's strategic location near the border. While the full economic impact is still being assessed, proponents argue that the Sonoran Corridor could create thousands of jobs, increase property values in the surrounding areas, and generate substantial tax revenue for the City and county.

Tucson is a regional and international business hub. According to the Comprehensive Economic Development Strategy (CEDS), about a third of foreign-owned enterprises in Tucson are Canadian-owned. However, companies based in Japan, the United Kingdom, France, and Mexico all have a presence in Tucson. The second goal of CEDS is to attract investment. In the first year since the plan was adopted, the City of Tucson has participated in a number of international trade shows and delegations in an effort to bring new direct investment from across the globe. Furthermore, the City has created an international training academy for Mexican businesses seeking to expand or relocate operations to Tucson. The eight-week course, aimed at teaching participants about the cultural, legal, and logistical aspects of business in Tucson, attracted 35 business owners and executives in its first year, who are now more prepared to successfully open businesses here.



### Tourism and Tucson's Environment

Among the many attractions that bring people to Tucson, the environment is one of the largest generators of tourism. The Saguaro National Park sees an annual 800,000 to one million visitors who, in turn, spend between \$60-\$80 million on restaurants, hotels, and souvenirs. Beyond the national park, hiking is a popular attraction for visitors to Tucson and the City operates hundreds of miles of trails open to the public that showcase the unique landscape and biome of the Sonoran Desert. Preserving not just of the national park, but the Sonoran Desert surrounding the City ensures that the unique environment of Tucson continues to be an economic advantage. Another asset in Tucson's environment is the City's designation as a Dark Skies community. Saguaro National Park is certified as an Urban Night Sky Place by DarkSky International, meaning it has demonstrated a commitment to improve night skies by reducing light pollution and through the use of more energy efficient, sustainable lighting. Saguaro National Park is one of only 8 places in the world to have the certification and the City of Tucson, through a number of light ordinances and best practices, is the darkest city of its size in the United States. Tucson should leverage and protect its rare Dark Skies designation by continuing efforts to reduce light pollution and actively promote astro-tourism opportunities. This unique natural asset represents a distinctive competitive advantage that deserves both preservation and marketing investment to enhance the City's tourism appeal.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

### These are some of the related plans that help with the implementation of this goal:

- Comprehensive Economic Development Strategy (CEDS)
- ¡Somos Uno!
- Prosperity Initiative
- Move Tucson
- People Communities and Home Investment Plan (P-CHIP)



## Plan Tucson Policies

### Goal 12: Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive

The City's economic development strategies will prioritize equitable access to job opportunities and resources, particularly for marginalized communities. By fostering an inclusive economy, we aim to ensure that all Tucsonans can thrive and prosper. The policies that follow are intended to help the City strengthen its local and regional economy to provide opportunities for all Tucsonans to thrive.

#### Economy 1

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

#### Economy 2

Collaborate with public and private training and technical organizations to support workforce development initiatives and programs for all ages.

#### Economy 3

Promote personal and professional advancement by reducing barriers to educational opportunities and encouraging the hiring of individuals facing employment challenges.

#### Economy 4

Facilitate connections between youth and older adults to enhance job skills and opportunities.

#### Economy 5

Support small and local businesses and entrepreneurs through training and technical assistance programs.

#### Economy 6

Enhance digital inclusion and expand economic opportunities by leveraging partnerships to improve and expand digital access.

#### Economy 7

Support programs and investment that increase workforce access to transportation, affordable high-quality early childcare, family care, nutrition, and healthcare.

#### Economy 8

Continue and enhance our formal business retention and expansion programs to support local and/or legacy businesses.

#### Economy 9

Promote economic growth by investing in local workers, entrepreneurs, and legacy businesses.

#### Economy 10

Support the creation of quality jobs in high-growth industries where Tucson has a competitive advantage.

#### Economy 11

Continue and enhance Tucson's economic development incentive programs to attract capital investment and diversify the economy.

#### Economy 12

Strategically invest in public infrastructure that enhances community well-being and attracts businesses for long-term economic growth.

#### Economy 13

Create a business supportive climate through investment in public infrastructure and services, through its regulations and policies, and in building public-private partnerships.

#### Economy 14

Brand and market Tucson's business climate by promoting local assets.

#### Economy 15

Promote our City's dark skies to foster astronomical research, education, and astro-tourism as a sustainable economic driver.

### **Economy 16**

Support and promote tourism in Southern Arizona, with a particular focus on the environment and heritage of Tucson and the Sonoran Desert region.

### **Economy 17**

Attract investment to diversify and expand Tucson's economy by leveraging regional and international partnerships.

### **Economy 18**

Expand Tucson's role in domestic and international trade and commerce by capitalizing on its strategic location as an international logistics and distribution center.

### **Economy 19**

Promote and expand opportunities for regionally produced goods and services to meet local demands.

### **Economy 20**

Promote Tucson as a premier healthy lifestyle, outdoor recreation, and wellness destination.

### **Economy 21**

Periodically evaluate the implementation of economic policies and programs and update the City's economic development strategic plan.

### **Climate 7**

Proactively recruit renewable energy producers and technology firms focused on sustainable infrastructure and circular economy to relocate offices or operations to Tucson through strategic marketing and targeted incentives.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### **Ecosystems 1**

Preserve and celebrate the beauty and quality of Tucson's natural landscape and recognize Tucson's role in the broader Sonoran Desert ecosystem.

### **Environment 9**

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

### **Governance 15**

Adopt a long-term Capital Improvement Plan (CIP) that extends over a 10-year period with funding commitments to ensure sustained investment in critical infrastructure that advances our community's social, economic and housing objectives.

### **Housing 2**

Enable and encourage mixed-income residential and mixed-use development to promote abundant housing at varying levels of density with access to multiple transit options.

### **Land Use 6**

Pursue annexation of vacant, underdeveloped, and developed land, taking into consideration the potential for future development, projected revenue generation, projected costs to serve the area, and the efficient and effective delivery of municipal services.

### **Land Use 8**

Adopt zoning and land use regulations and review them on a regular basis to ensure they promote the establishment and growth of businesses as well as to facilitate housing production.

### **Land Use 25**

Work collaboratively with Arizona State Land Department, Pima County, and nearby major land users to identify strategic and appropriate land uses within the Southlands and Houghton Corridor area.

### **Transportation 2**

Encourage businesses located near transit hubs and corridors to incentivize employees to utilize transit



options that reduce car dependency.

#### **Transportation 11**

Support and participate in regional efforts to develop high-speed and commuter rail through coordinated planning efforts with state, federal, and regional partners to improve transportation options between

major metropolitan areas.

#### **Wellness 14**

Coordinate with employers to encourage workforce wellness programs.



## Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure

As Tucson's population continues to grow and travel patterns evolve, the City faces increasing challenges in ensuring safe mobility for all residents. A stark reminder of these challenges comes from recent crash data: according to the 2024 Smart Growth America "Dangerous by Design Report," the Tucson Metro Area ranked as the third most dangerous region for pedestrian fatalities in the country, with 217 pedestrian fatalities between 2018 and 2020. The City continues to prioritize safety and complete street design through strategic initiatives that target high-risk locations and enhance pedestrian protection. These efforts are anchored by Tucson's Complete Streets Policy, which envisions an interconnected transportation network that safely accommodates all users, regardless of age, ability, or mode of travel.





### Transportation Planning – “Setting the Stage”

Move Tucson presents an ambitious vision for our City’s transportation future, identifying more than \$13 billion in infrastructure needs over the next 20 years. While the full plan addresses comprehensive transportation improvements across the City, this map highlights the priority projects that balance our community’s aspirations with realistic funding scenarios. These strategic investments focus on both maintaining our existing infrastructure and transforming our transportation network to meet Tucson’s evolving needs. Through careful analysis and community input, the Implementation Plan identifies Tier 1 priority projects that represent the most critical and impactful improvements to create a more accessible, sustainable, and connected Tucson.

Public engagement is the cornerstone of successful transportation planning, ensuring that improvements reflect the real needs and aspirations of the community they serve. Building upon a foundation of strategic transportation planning, Tucson continues to advance mobility initiatives that enhance safety, accessibility, and connectivity throughout our community. Planning Initiatives include:

- **Bicycle Boulevard Master Plan (2017):** A strategy to develop a citywide network of low-stress bicycle routes by converting certain residential streets into bike boulevards that prioritize bicycle travel.
- **Pedestrian Safety Action Plan (2019):** A comprehensive initiative to enhance pedestrian safety and accessibility throughout the City by implementing infrastructure improvements, educational campaigns, and policy changes.
- **Move Tucson (2021):** A long-term transportation plan for the City of Tucson, Arizona that aims to improve mobility, connectivity, and sustainability through investments in public transit, pedestrian and bicycle infrastructure, and other transportation initiatives.
- **Tucson Rapid Transit:** Outlines a proposed network of high-capacity, high-frequency transit corridors, including bus rapid transit and streetcar lines, to provide more efficient and reliable public transportation options for residents across the Tucson metropolitan area.
- **Sidewalk and Pedestrian Accessibility Plan (2021):** The plan addresses pedestrian accessibility through two key approaches: Network Improvement projects that ensure ADA compliance along major corridors, including sidewalk completion and accessibility upgrades, and dedicated funding for Sidewalk and Pedestrian Accessibility Improvements outside the Network Improvements scope.
- **Sun Tran Comprehensive Operational Analysis:** A detailed study of Tucson’s public transit system that aims to identify opportunities to improve service, increase ridership, and better align Sun Tran’s operations with the community’s transportation needs.

## Move Tucson Prioritized Projects

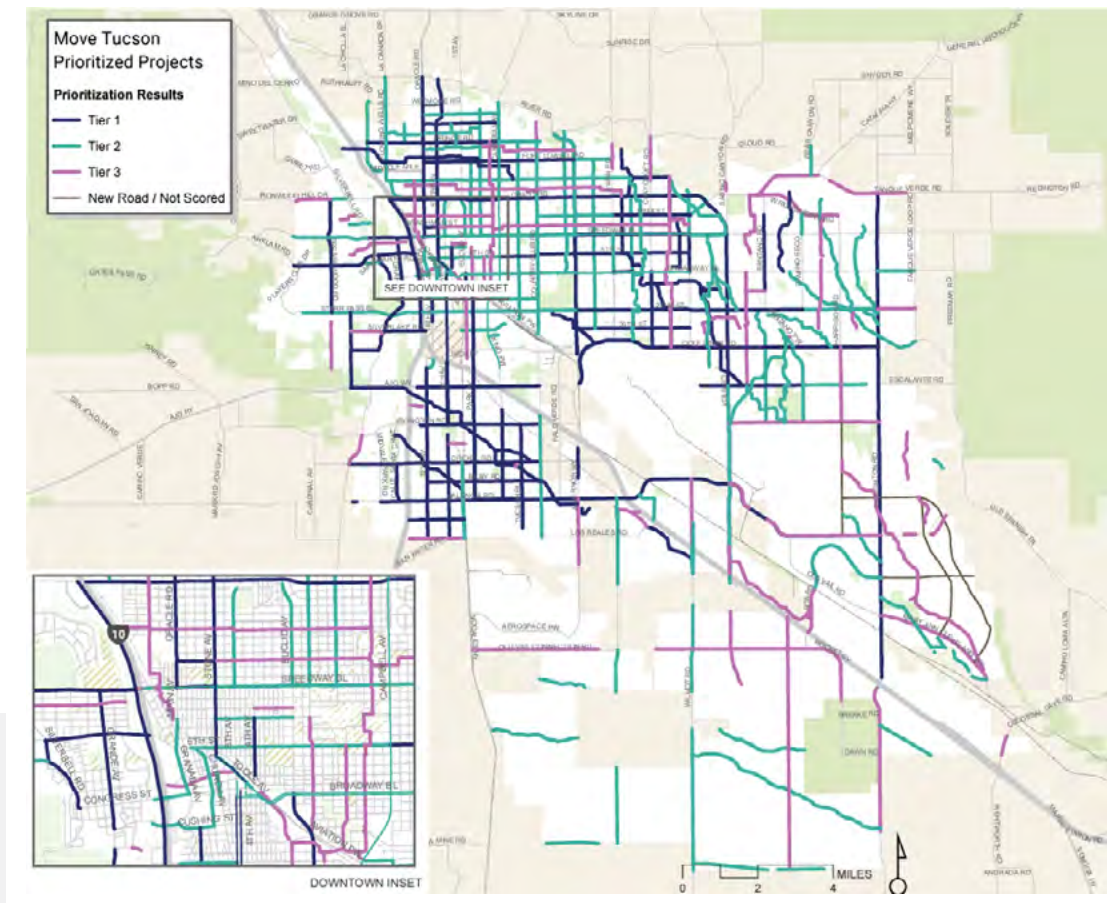


Figure 3.13.1: Move Tucson Prioritized Projects

The City has made significant progress in improving and maintaining the City's multimodal transportation system. Major projects include:

- Opening of the Sun Link Streetcar (2014)
- Initial rollout of the Sun Tran Frequent Transit Network (2016)
- Completion of major RTA-funded projects:
  - » Broadway Blvd widening from Euclid to Country Club (2022)
  - » Phase 1 and 2 of the Grant Road Improvement Project (2013-2018)
  - » 6 segments of the Houghton Road Corridor Project (2022)
  - » Downtown Links (2024)
  - » Broadway Blvd from Camino Seco to Houghton Rd (2020)
  - » Silverbell Rd Grant to Goret (2017)
- The expansion of the Bicycle Boulevard network with 10 new bike boulevards opened
- Over \$200 million invested in pavement rehabilitation as a result of voter-approved Proposition 409 and 101 initiative



Transportation Terms -High Capacity, Frequent Transit Network, BRT, Express, Street Car, Bicycle Boulevard, Bike/Pedestrian.

### Transportation Options

The City supports diverse mobility needs through a comprehensive network of transportation choices. While maintaining robust road infrastructure for drivers, the City also offers extensive public transit options including Sun Tran's fixed-route buses, Sun Link's modern streetcar connecting key destinations, Sun Express commuter routes for longer trips, and Sun Shuttle's convenient neighborhood connections. For those seeking flexible travel, Sun On Demand provides curb-to-curb shared rides within designated zones, with wheelchair and electric scooter accessible vehicles offering direct pickup and dropoff service. Active transportation options like walking and cycling are integrated with both driving and transit infrastructure through bike lanes, connected walking paths, bike racks on buses, and bike-friendly streetcars. Recently, the region completed a Comprehensive Operational Analysis (COA) to enhance this multimodal network. This resource-neutral plan reimagines how various transportation services work together, strategically improving the efficiency and convenience of all mobility options while ensuring equitable access across diverse communities.

Sun Tran’s bus system serves as the backbone of Tucson’s public transportation network, connecting thousands of residents daily to essential destinations across the area. A federal grant recently awarded to the City and Sun Tran will enhance the system’s infrastructure and passenger experience. These enhancements, guided by the City’s Equity Priority Index, represent a significant step forward in making Tucson’s bus system more accessible, comfortable, and sustainable for all users. This comprehensive funding package supports:

- Critical maintenance facility upgrades at the Northwest bus facility, including the replacement of aging bus lifts
- 80 new shade shelters along major corridors to protect riders from Tucson’s intense heat
- Green infrastructure to provide sustainable tree shade canopy
- The modernization of bus stop signage with accessible features including braille, large print, wayfinding, and audible information

The City’s newest proposed high-capacity transit line will connect the City’s major destinations from north to south. The 15-mile corridor will stretch from the Tucson Mall area to the Tucson International Airport, serving key community locations along the way. The northern portion of this route will feature Bus Rapid Transit (BRT), a new premium service connecting the Tohono Tadaí Transit Center and Tucson Mall to downtown’s Ronstadt Transit Center. Meanwhile, planning is underway through the Norte-Sur Study to determine the best transit solution for the southern segment, which will link downtown to the airport. The project will move into preliminary design through 2024 with completed construction in approximately three to seven years.

### Sun Tran Frequent Transit Network

Access to transportation and proximity to destinations can have an impactful effect on how people live and move around their communities. A robust network of frequent transportation options, combined with neighborhoods designed for a mix of homes, shops, and offices, creates places where people can easily live without relying on cars. This thoughtful integration of transportation and development leads to vibrant areas where people can walk to their daily needs, connect with their community, and enjoy a higher quality of life. Sun Tran’s Frequent Transit Network operates Monday-Friday, 6am-6pm, every 20 minutes or less. (Figure 3.13.3)

- Sun Link Streetcar
- Bus Routes 4, 6, 7, 8, 9, 11, 12, 16, 18, 34



Figure 3.13.2: Sun On Demand Zone 1 and 2

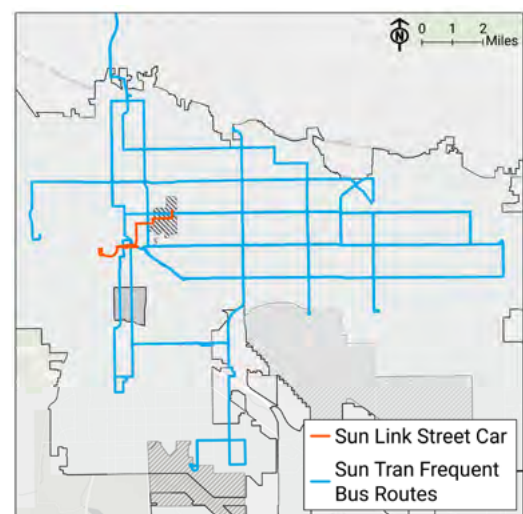


Figure 3.13.3: Sun Tran Frequent Transit Network

# Tucson Transit Map

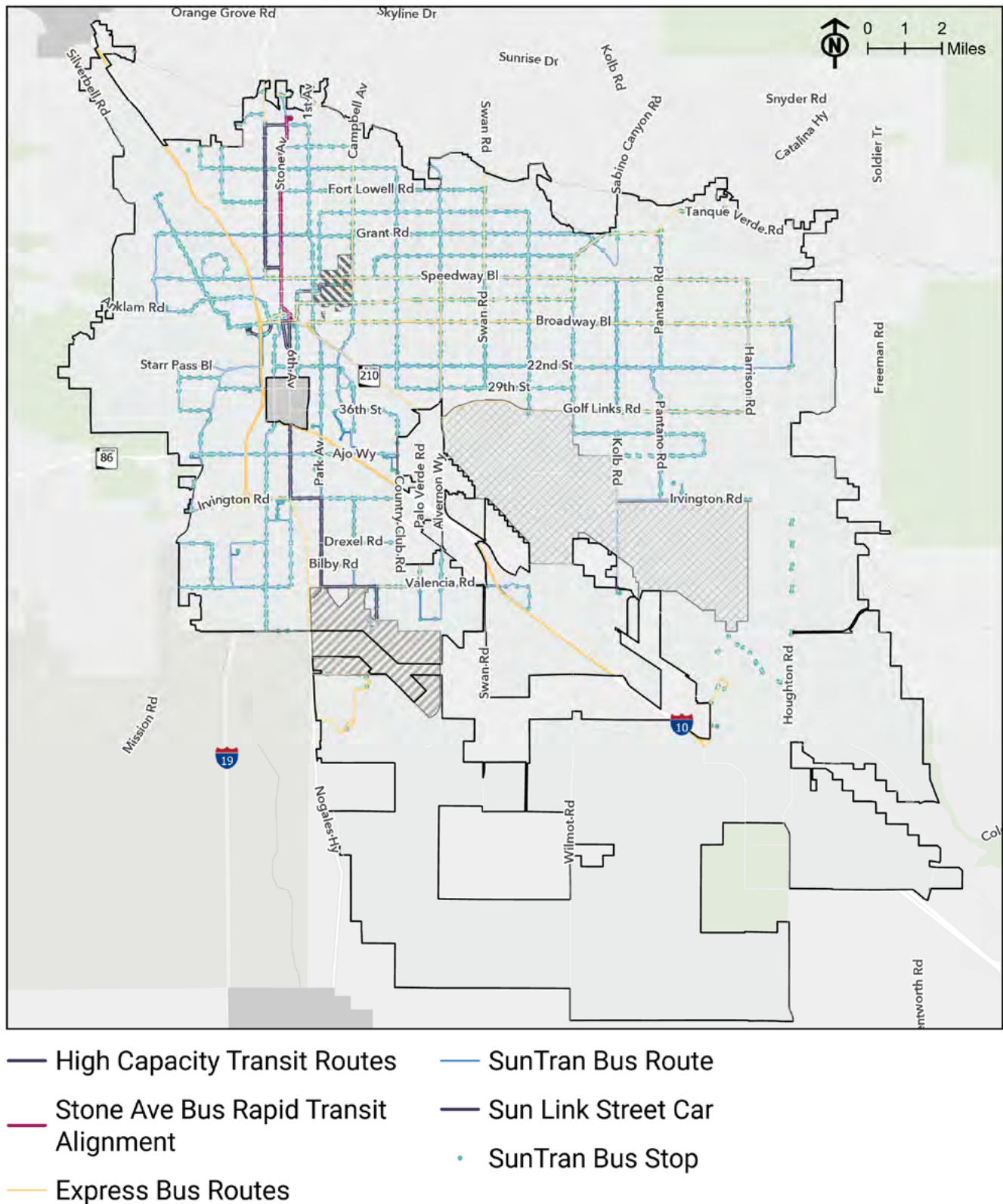


Figure 3.13.4: Sun Tran Transit Options

# Pedestrian and Bicycle Map

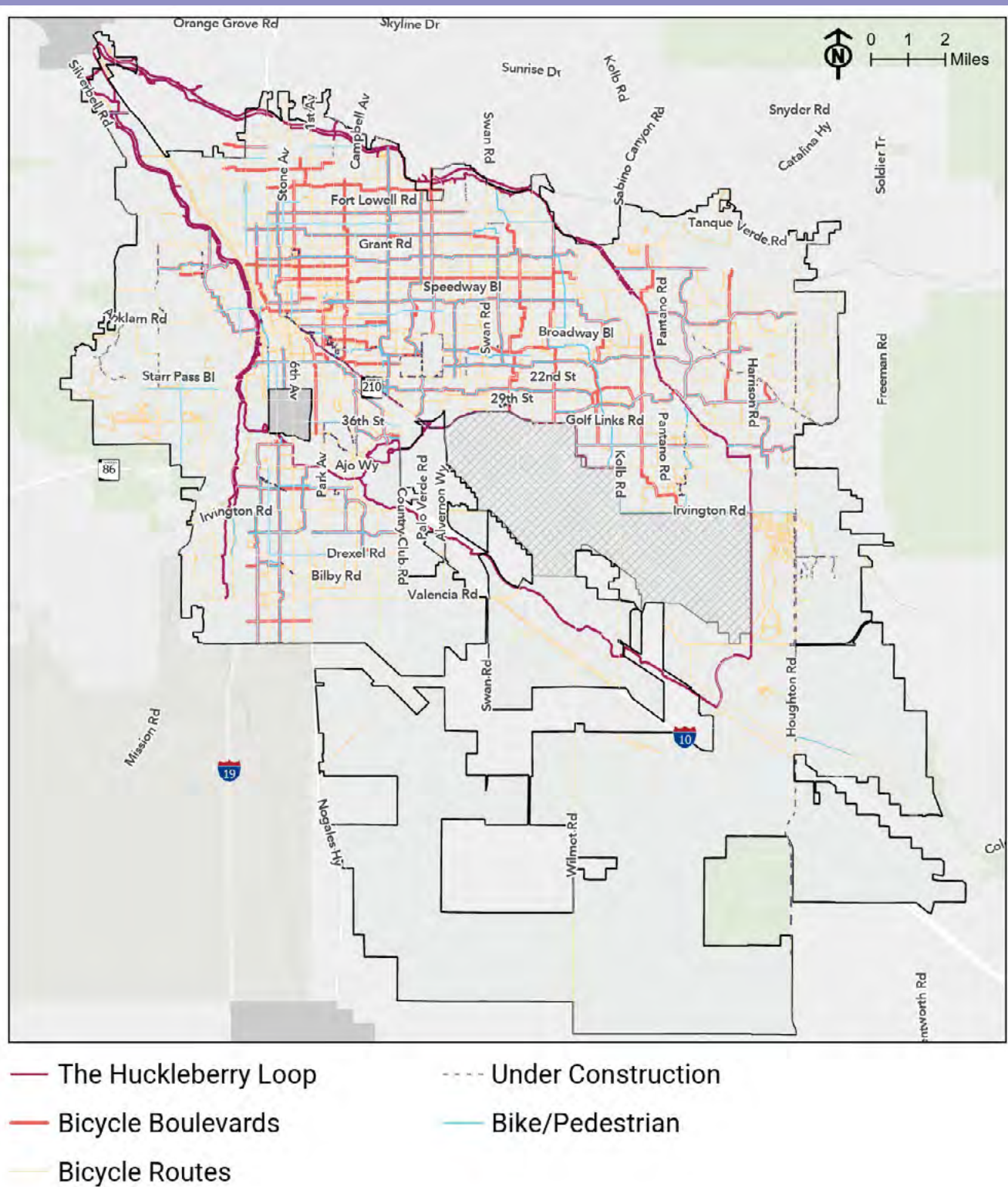


Figure 3.13.4: Pedestrian and Bicycle Options

An active transportation network presents both challenges and opportunities for improving mobility options throughout the City. Currently, over half of our major roadways lack complete sidewalks, and significant portions of our street network are considered high-stress for both pedestrians (41%) and cyclists (70%) due to infrastructure gaps, high traffic volumes, and speed concerns. While neighborhood streets offer potential for low-stress travel options, strategic improvements are needed to create safer crossings and better connections. Recent initiatives, including TUGO bike share with its 40 stations and the successful e-scooter program, demonstrate growing demand for active transportation alternatives. Proposition 411 Tucson Delivers: Better Streets and Safe Streets: An extension of the existing half-cent sales tax for an additional 10 years, this is dedicated to neighborhood street improvements and system-wide street safety projects. 80% of revenues will go toward repaving and resurfacing of residential streets while 20% will go toward specific investments to enhance safety on Tucson's streets.

**Safe Routes to School Tucson (SRTS)** provides support to local K-8 schools so that walking and biking to (and from) school can be an easy, safe, and enjoyable way to get around for children and their families. Safe Routes to School Tucson is a program of Living Streets Alliance made possible by the City of Tucson Bicycle and Pedestrian Program.

Increased walking and biking also have added benefits like:

- reducing traffic congestion and pollution around schools
- improving safety in school zones
- providing families and friends an opportunity to share time with each other and build connections in their community
- developing healthy habits in youth





## Plan Tucson Policies

### Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure

The City is committed to ensuring that all residents have equitable access to safe, reliable, and efficient transportation options. Our infrastructure improvements will prioritize underserved areas to enhance mobility and connectivity for everyone. The following policies are intended to help the City strengthen its transportation network and allow Tucsonans opportunities to move safely.

#### Transportation 1

Invest in well-maintained and attractive gateways and scenic corridors to reflect Tucson's cultural and natural heritage, establishing a positive impression for visitors and generate pride among residents.

#### Transportation 2

Encourage businesses located near transit hubs and corridors to incentivize employees to utilize transit options that reduce car dependency.

#### Transportation 3

Support parking management and pricing strategies that encourage the use of transit, bicycling, and walking.

#### Transportation 4

Develop safe, convenient, accessible, and connected transportation networks for walking, biking, and rolling that are in alignment with the Complete Streets Policy.

#### Transportation 5

Support policies and initiatives to develop a coordinated, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods in and outside of the region.

#### Transportation 6

Design future streets and rights-of-way, as well as retrofits, that are sized in a way and include amenities that will make multi-modal transportation choices convenient, attractive, safe, and heat resilient.

#### Transportation 7

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility

options and supports human and environmental health benefits.

#### Transportation 8

Improve road conditions and implement design features to reduce traffic crashes and enhance public safety.

#### Transportation 9

Develop and enhance transportation and other infrastructure to increase our community's resilience to extreme heat, extreme drought, flooding, fire, and all emergencies.

#### Transportation 10

Improve low-emission or no-emission transportation options that are safe, reliable, and accessible to all ages and abilities.

#### Transportation 11

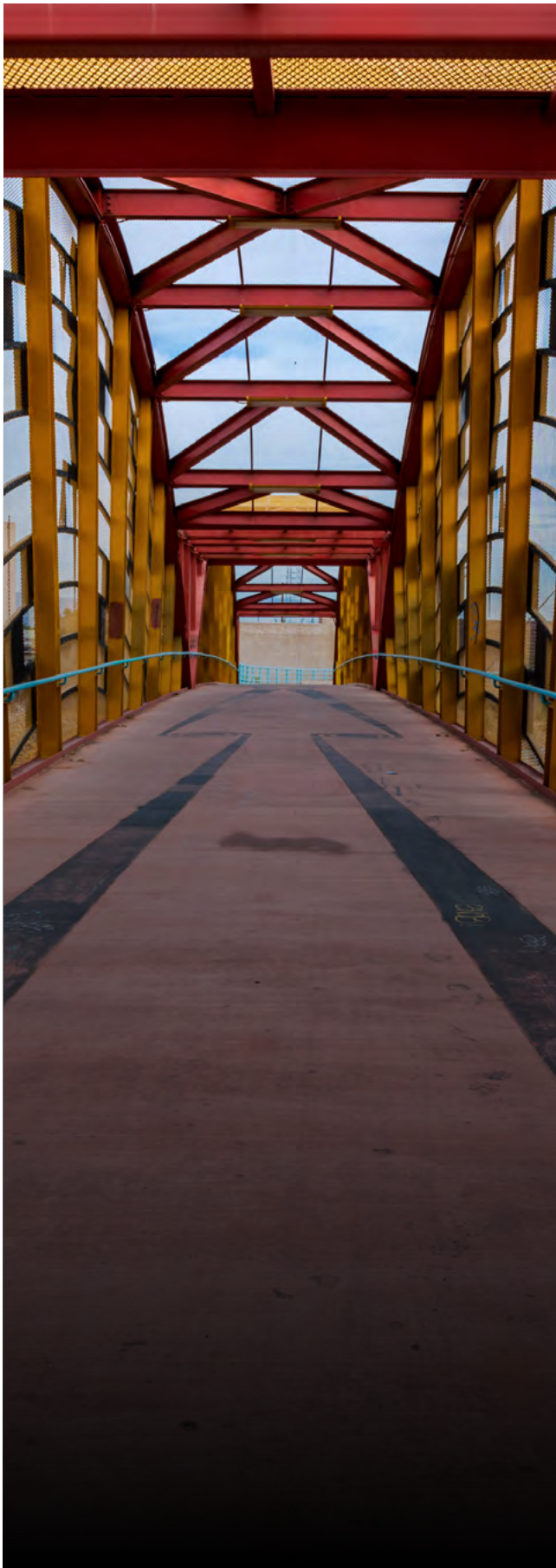
Support and participate in regional efforts to develop high-speed and commuter rail through coordinated planning efforts with state, federal, and regional partners to improve transportation options between major metropolitan areas.

#### Transportation 12

Continuously evaluate transit service provision to identify opportunities to expand the Frequent Transit Network, increase and extend service hours, transit coverage, and invest in infrastructure that supports speed, reliability, and service quality.

#### Transportation 13

Identify and mitigate transportation project impacts on historic and cultural resources, especially relating to marginalized or underrepresented communities.



### Land Use 2

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

### Land Use 5

Reduce required motor-vehicle parking areas based on demonstrated need, with increased pedestrian, bike, and public transit facilities and encourage enclosed parking and other strategies where feasible to mitigate conflict between businesses and neighboring residents.

### Land Use 7

Undertake a comprehensive review of urban and transportation planning design standards, codes, practices, and policies to align with citywide goals.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

### These are some of the related plans that help with the implementation of this goal:

- People, Communities, and Homes Investment Plan (P-CHIP)
- Parks and Recreation System Master Plan
- Bicycle Boulevard Master Plan
- Pedestrian Safety Action Plan
- Move Tucson
- Sidewalk and Pedestrian Accessibility Plan



## Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community

### Land Use Planning

One of the most recognizable aspects of planning is its influence on land use. A comprehensive approach to planning considers land use along with transportation and urban design in order to foster better outcomes in how buildings interface with streetscapes and roadways as well as how people interact with the space around them. Successful development outcomes depend equally on thoughtful design, meaningful community engagement, and careful consideration of accessibility. These factors shape a project's impact on the surrounding community and guide citywide decisions about land uses.

Land use and zoning regulations fundamentally shape the character of a development by controlling how sites are used. Zoning regulates the uses permitted on a given parcel, such as Residential, Commercial, or Office and specific zoning designations further regulate the intensity and character of those uses. For instance, Residential (R-1, R-2, and R-3) zones in Tucson's Unified Development Code (UDC) dictate the number of units allowed to be developed on parcels with their respective designations, as well as design standards such as setbacks, height, and required parking. Tucson's current zoning landscape reflects the community's commitment to preserving natural desert environments and historic sites, while also accommodating growth and new development needs. Amendments to Tucson's code reflect the changing priorities and concerns of the City over time.

## Tucson Zoning Map

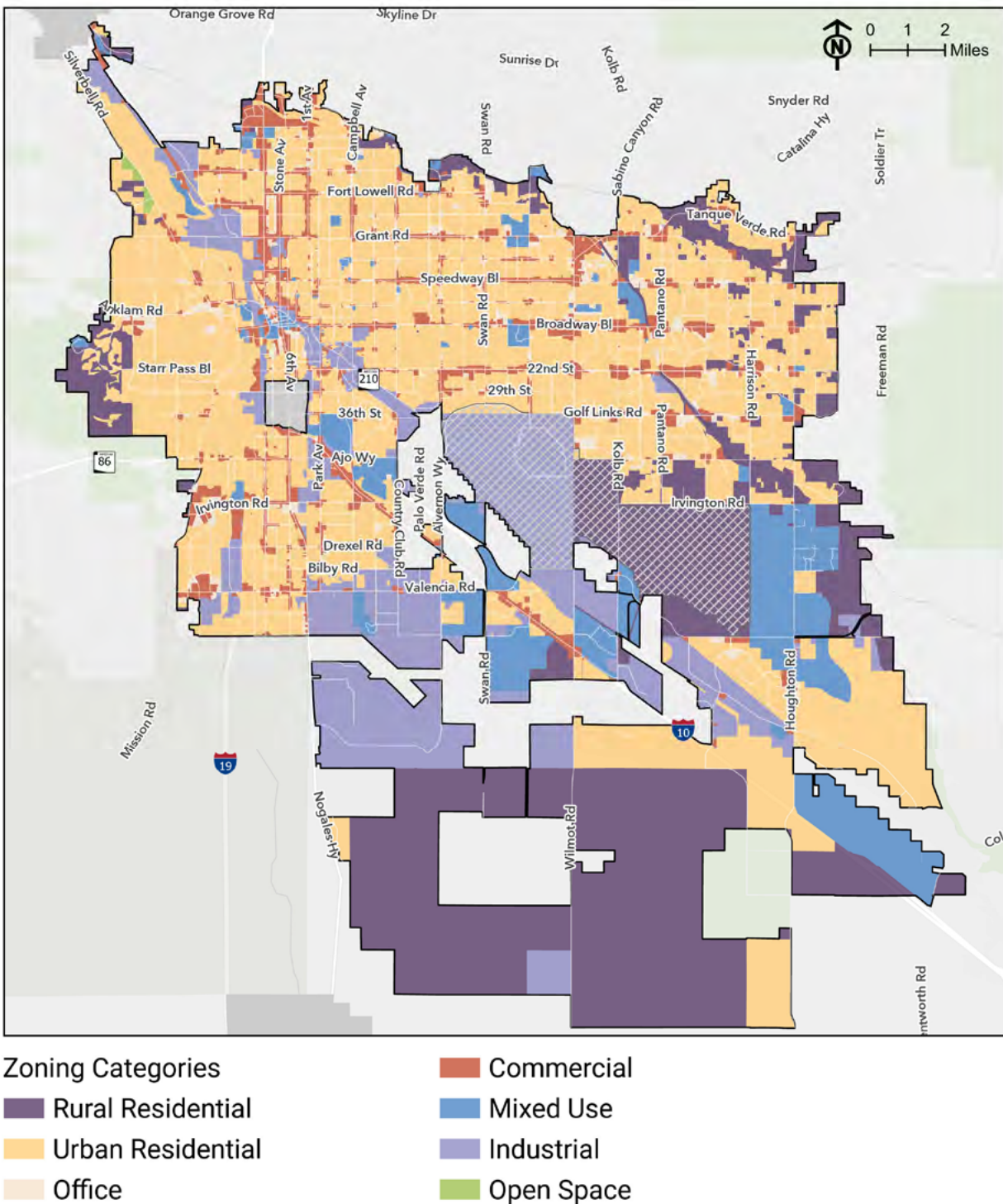


Figure 3.14.1: Tucson Current Zoning Map as of October 2024

For instance, in 2014 the UDC was updated to expand uses and standards for urban agriculture, including community gardens, backyard livestock and accessory greenhouses. These changes were a response to recommendations from the 2012 Sustainable Land Use Code Integration project and policies adopted in Plan Tucson 2013, which were informed by residents, schools and churches that advocated for more opportunities to grow their own food in their neighborhoods.



### Encouraging Mixed-Use Development

Promoting a mix of housing and commercial uses in proximity to one another is a strategy not only to increase the activity in a place by attracting visitors at different times based on the uses present, but also to reduce travel time for commuters between home, work, and leisure. The area surrounding the University of Arizona is designed to serve a growing student population by allowing dense student housing, as well as a variety of retail options adjacent to the campus, through the Main Gate Urban Overlay District, a zoning tool adopted to allow mixed-use development near the campus. This development pattern is complemented by access to the Sun Link modern streetcar as well as pedestrian infrastructure and several protected bike paths. As a result, the Main Gate area supports a much higher density than is typical throughout the City and yet traffic through and around the campus has not overwhelmed the City's transportation network.

Tucson's zoning code allows a mix of uses in many zones. The Unified Development Code (UDC) allows residential uses to be developed by right within the City's commercial zoning districts. The Office-Commercial-Residential (OCR) zoning district permits a mix of uses by right and has allowed for the development of several vertical mixed-use designs, where retail services are available at ground level while apartment and condo spaces are built above them, particularly in the City's downtown. However, challenges such as height restrictions, parking requirements, and other code requirements have limited to applicability of mixed-use zones

in large portions of Tucson. More recently, the City has encouraged the development of more walkable, transit-oriented neighborhoods with tools such as urban overlay districts and Planned Area Developments, which can allow greater flexibility than standard zoning districts typically allow.

Another important example of how the City encourages a thoughtful mix of uses and design is by encouraging Transit Oriented Development (TOD). TOD seeks to integrate land use and transportation planning centered around transit stops to create walkable, compact, mixed-use spaces that can build economic, environmental and social benefits. The process involves looking comprehensively at the existing conditions of a target area to best determine if there are already high ridership or important activity centers where high-capacity transit could be supported and bolstered over time.

The Downtown Infill Incentive District (IID) was first adopted in 2009 and covers areas surrounding the Sun Link Streetcar. It promotes compact, walkable, and transit-oriented development patterns and provides flexibility in required parking, height, lot coverage, setback and landscaping that allows for not only a wider mix of uses but also helps encourage more thoughtful urban design to accommodate the higher densities the IID permits while still blending in with the existing character of the surrounding area. The IID has been amended several times, most recently in 2022 to encourage more affordable housing within the District.

The Sunshine Mile District (SMD) was established as an Urban Overlay District along Broadway Boulevard by the Mayor and Council in 2021.

The SMD aims to support economic vitality while embracing a multi-modal transportation corridor. By offering flexible zoning options that encourage mixed-use, pedestrian-friendly, and transit-oriented design, the SMD can maximize access to public transportation and encourage transit ridership. This initiative demonstrates how transportation projects can catalyze land use changes. The Broadway Improvement Project, which widened the boulevard and added bike lanes and sidewalks, necessitated property acquisitions that altered the urban fabric. In response, the SMD provides flexible zoning options to address the challenges created by these acquisitions, particularly for properties that no longer conform to standard zoning regulations due to reduced lot sizes.

This strategy aligns with broader City goals of creating sustainable infill development that supports vibrant urban neighborhoods while reducing car dependency. The district's focus on enhancing bicycle and pedestrian infrastructure alongside transit improvements demonstrates a comprehensive approach to mobility that shapes the built environment. Furthermore, the SMD recognizes the unique character of different areas along the corridor, dividing it into subdistricts and subareas. This nuanced approach allows for tailored development standards that respect existing neighborhood characteristics while promoting economic revitalization.

In 2023, at the direction of Mayor and Council, the Planning and Development Services Department began exploring ways to encourage the redevelopment of vacant and underutilized parcels along its commercial corridors. After years of analysis and public feedback, the Community Corridors Tool (CCT) was approved by Mayor and Council in 2025. The CCT is an optional tool to be utilized city-wide along the City's arterial and collector roadways, to encourage new mixed-use and residential infill projects, incentivize the construction of affordable housing, and provide standards to transition from auto-centric development patterns to ones that are more pedestrian friendly and transit oriented.



# Tucson Community Reinvestment Zones

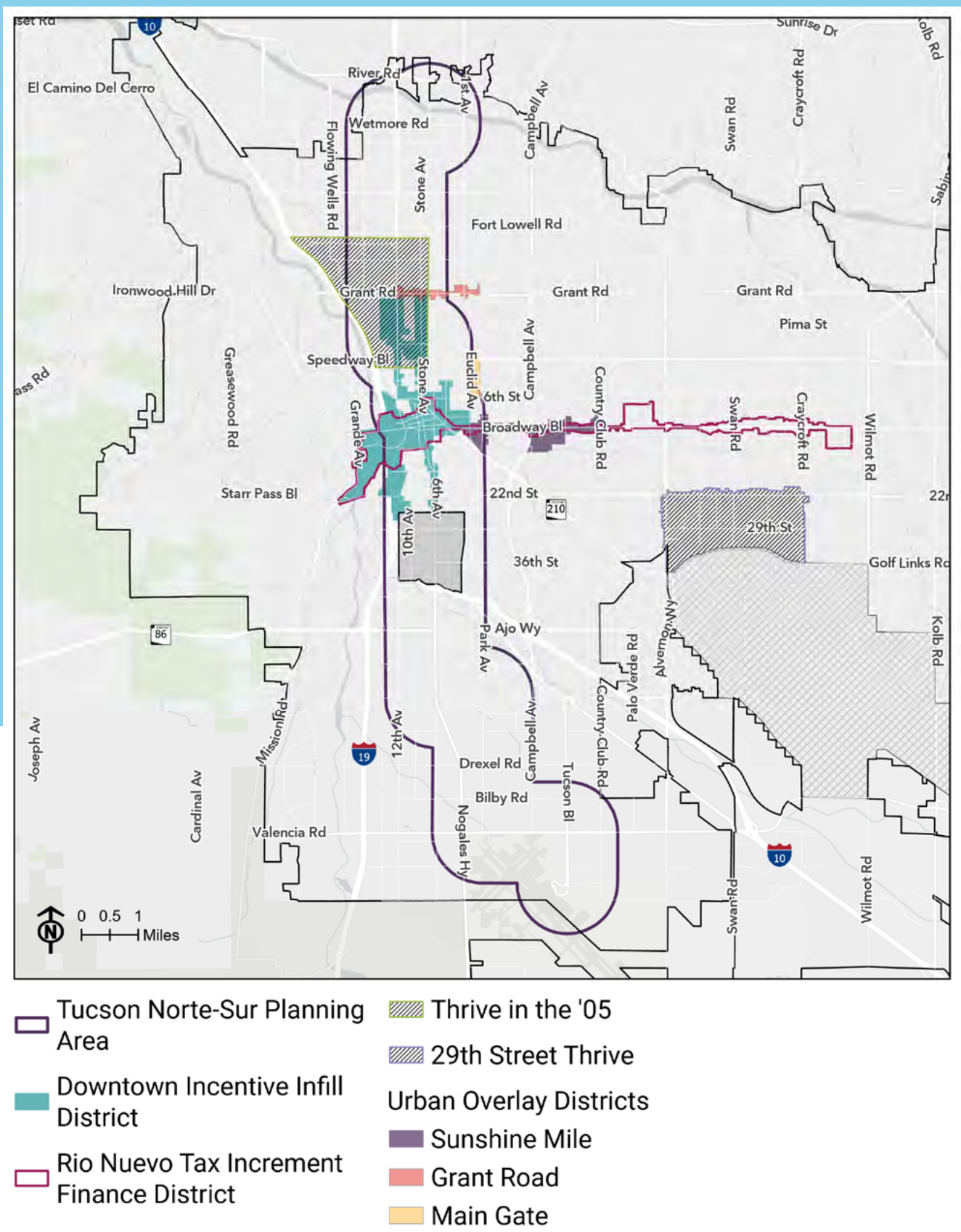


Figure 3.14.2: Map of Tucson's Community Reinvestment Zones



In 2020, the City received a federal grant to develop a strategic plan to guide future land use, real estate investments, infill developments, and growth within communities surrounding an important north-south transit corridor. This plan, called Tucson Norte-Sur, is an Equitable Transit-Oriented Development (eTOD) strategic planning project for a north-south corridor stretching from the Tucson Mall/Tohono Tadaí Transit Center in the north to Tucson International Airport in the south. Equitable Transit-Oriented Development (eTOD) refers to TOD efforts that are undertaken with an explicit commitment to achieve equity goals through dedicated strategies that ensure low-income residents and residents of color benefit from – and are not displaced by – the new development. With strategies in place to preserve and expand affordable housing, protect tenants from rising costs and displacement, connect residents to jobs and economic opportunities, stabilize and support small and local businesses, and more, eTOD can foster equitable development, creating healthy, opportunity-rich neighborhoods.

At the heart of Tucson Norte-Sur is the development of a Bus Rapid Transit (BRT) route that will provide a fast and reliable transit option with its own dedicated travel lane, removing it from traffic congestion on the rest of the road. The planning process is expected to continue through 2030. After build-out is complete there will be significant impacts on the development pattern of the Norte-Sur project area-wide-reaching changes on traffic conditions throughout the City, and a greater variety of housing and commercial opportunities along the new BRT Route. However, the true success of the plan will be determined by how well it serves the existing communities in the Norte-Sur planning area, especially those most vulnerable to potential displacement that the project could cause. The solutions to these concerns, and the level of awareness about them, will largely be determined by the extent of community engagement generated throughout the planning process.



## Planning With the Community

Public participation is crucial to the success of any planning effort. Long-term policy initiatives or planning processes rely on sustained public support and engagement to guide priorities and address community concerns and fears. As of 2024, Tucson Norte-Sur's engagement process has included traditional open house meetings and a digital presence to inform the public of updates to the plan and recruited community ambassadors to be an ongoing resource to the public and create an opportunity for relationship building between those creating and those impacted by the planning process.

Community engagement has been a central feature in the City of Tucson's planning process for decades, and methods have evolved in recent years to be inclusive of a wider range of residents. The 2023 Tucson Resilient Together Climate Action and Adaptation Plan provides an example of best practices to ensure broader participation and better representation in the planning process. The community engagement approach included listening sessions, or small-group workshops, focused on listening to targeted groups, promoters, or trusted community leaders and ambassadors with specialized training for outreach and facilitation, and pop-up events, or targeted small-scale events located at strategic locations frequented day-to-day. These strategies allowed a larger percentage of youth, Spanish-speakers, and low-income residents to help shape the climate action plan.

Another aspect of inclusive community engagement is incorporating historical and current planning initiatives into new planning processes. This acknowledges the feedback and community input already provided as new outreach efforts begin. For example, neighborhood and area plans can provide important context for city-wide initiatives. The parcel level guidance available in neighborhood and area plans provides unique insight into the vision and goals of residents living in a specific part of the City. Neighborhood and area plans are themselves updated to reflect the current conditions of the neighborhoods and the changing desires of the residents themselves and new neighborhood plans can provide greater insight into the priorities of residents who have either recently reorganized as a neighborhood or are putting forth a collective vision for the first time. Since the 2013 General Plan, several examples of new and updated neighborhood plans have been approved by Mayor and Council.

#### **New Menlo Park & Barrio Sin Nombre Neighborhood Plan**

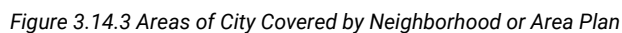
- The new Menlo Park & Barrio Sin Nombre Neighborhood Plan is currently being developed in one of the most rapidly changing parts of the City just west of downtown.
- This plan seeks to balance new development with the needs of long-established neighborhoods, by providing land use guidance and direction for sustainable growth that meets community goals.

#### **Updates to Area and Neighborhood Plans**

- Neighborhoods have taken the lead in reviewing their land use plans and making updates to reflect current needs and goals.
- Recent plan updates include Sam Hughes Neighborhood Plan (updated 2023), Broadmoor Broadway Village Neighborhood Plan (updated 2024), and the Grant Alvernon Area Plan (update in progress).



This map of San Antonio, Texas, displays various colored zones and road networks. Major roads include I-10, I-37, and I-83. Local streets shown include Broadway, Main, San Antonio, and others. The map is divided into several colored areas, likely representing different planning zones or districts. A legend in the top right corner indicates a scale of 0 to 2 miles and a north arrow.





### **Comprehensive Planning for Long-Term Growth Areas**

The 2013 General Plan identified special planning areas in the southern and eastern areas of the City encompassing properties owned by the Arizona State Land Department. The plan identified these areas, designated as the Southlands and Houghton Corridor, as areas with the potential to accommodate future housing and employment growth for the region. These special planning areas were largely undeveloped, lacking infrastructure, and were disconnected from the majority of the City. In order to ensure a development pattern that complied with the guidance of the General Plan and allowed for the density needed to support development in this part of the City, Planned Area Developments (PADs) and a Planned Community Development (PCD) were implemented to provide greater flexibility in density, design standards and the uses allowed. These tools allow development standards to be tailored to the area and project goals and, in the case of a PCD, allow for master planning and phased development of infrastructure. The PAD and PCD adopted since 2013 to further planning and development in these areas are:

#### **Atterbury Trails Planned Community Development (PCD)**

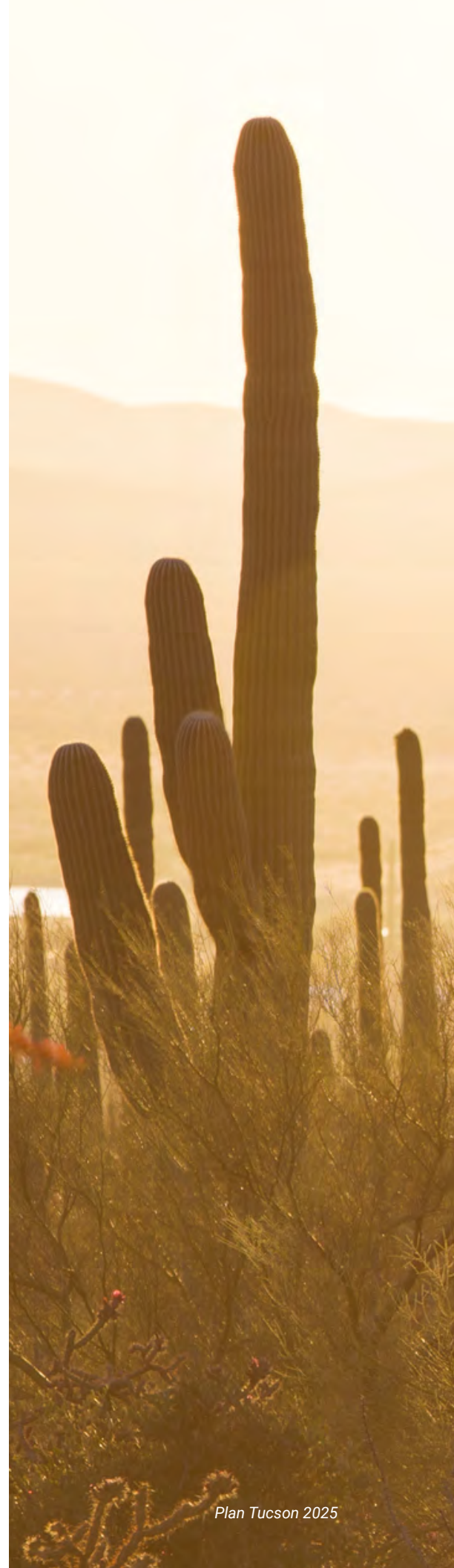
- A 2,590-acre master-planned community on Arizona State Land along the Houghton Corridor, adopted by Mayor and Council in 2019
- This PCD implements land use policies established in the Houghton Area Master Plan (HAMP) through the clustering mixed-use Town Centers, Village Centers, and Neighborhood Centers to support new surrounding residential communities
- The Atterbury Trails PCD also implemented Plan Tucson Goals and Policies for the Houghton Corridor Area which called for master planning with mixed-use centers and neighborhoods; this PCD is now depicted on the updated Future Growth Scenario Map

#### **H2K Planned Area Development (PAD)**

- A new 2,160-acre master planned employment center on Arizona State Land in the Southlands, adopted by Mayor and Council in 2022
- Development proposed a unique balance of environmental and open space protections while allowing for new industrial, commercial, and residential development in a strategically advantageous site near Interstate 10, the Houghton Corridor, and the Union Pacific Railroad
- The H2K Planned Area Development supports employment, housing, and sustainability goals of Plan Tucson

In addition to these zoning entitlements, further planning for the Southlands area has been accomplished through an amendment to the Rincon Southeast Subregional Plan which will provide a foundation for future rezonings in this area. This plan amendment was initiated by the property owner, the Arizona State Land Department, and approved by Mayor and Council in 2023. The Rincon Southeast Subregional Plan was originally adopted by the Mayor and Council in 1995 to bring developments that occurred in the Southlands and the Houghton Corridor in better alignment with the shared goals of the Pima County Comprehensive Plan and City General Plan. Since the original adoption of the Sub Regional Plan, new economic opportunities, as well as a need for additional jobs and housing, have presented themselves. The amendment to the Sub Regional Plan calls for changes in the broad land use desired in the area to change from low and medium rural uses to medium to high urban and industrial ones. The amendment also includes maps and policies to reflect updated floodplains and environmental resource protection strategies. The amendment designates an 8,300-acre portion of state land within the Southlands for development using Planned Area Developments (PADs) or Planned Community Developments (PCDs), similar to the Atterbury Trails and H2K projects. To help guide continuity of land uses at the periphery of the city Tucson refers to the Conservation Lands System as a reference for new developments. The Conservation Lands System or CLS identifies and categorizes specific areas of land based on its value in supporting and representing biological diversity. It was adopted by Pima County in 2001 following input from over 150 scientists. In the City of Tucson, lands mapped under the CLS mostly correspond to the Santa Cruz River, Pantano Wash and Tanque Verde Creek, as well as parts of the Tucson Mountains foothills. The CLS categories have associated guidelines to encourage conservation, including specific amounts of natural open space that must be set aside (measured by a percentage of the development's total area). These categories and their guidelines help to not only protect but also connect natural open space, and directly contribute to several of the City of Tucson's goals. For example, one of the seven CLS categories includes land considered to be a critical landscape connection or wildlife corridor. The CLS guidelines apply to private developments that need a rezoning or other discretionary changes in land uses.

These future entitlement steps will address access to utilities, transportation, and other key infrastructure needs. The updates to the Sub Regional Plan allowed for economic, environmental and housing goals to be addressed cohesively.





The City is also conscious of plans maintained by the state and county when making decisions about potential annexations. Annexation, governed by Arizona state law (ARS 9-471), is the legal process by which the City of Tucson expands its boundaries. Property owners or the City of Tucson can initiate the annexation process, during which City staff work with property owners to establish district boundaries. Before annexation, City staff evaluate potential impacts across departments and time frames. State law requires signatures of more than 50% of the number of property owners and owners of 50% or more of the assessed valuation in the area. Ultimately, annexations are adopted by Mayor and Council. This process ensures that land development aligns with Tucson's long-term growth plans. In the past decade, the City of Tucson has expanded by nearly 11 square miles through annexation. Through thoughtful annexation, the City can ensure that the development pattern of new construction near its City limits will be consistent with that of its interior while also adding to the City's overall tax base. With this increased tax base, the City can expand municipal services to new housing units and improve existing services throughout the City. New developments can bring additional jobs as well as provide the space for new employment centers to develop.

As the City grows, new infrastructure is needed. The City of Tucson utilizes impact fees as a funding mechanism for new infrastructure needed to support growth. These one-time charges are assessed on new development projects to help offset the cost of expanding necessary public infrastructure. Impact fees are collected for roads, parks, and public safety (police and fire) infrastructure. The benefits of this approach are manifold: it ensures new development pays its fair share of infrastructure costs, helps maintain service levels as the City grows, and provides a dedicated funding source for critical infrastructure improvements. By requiring developers to contribute to infrastructure costs upfront, impact fees help the City plan more effectively for future growth while maintaining fiscal responsibility. This system has proven particularly valuable in Tucson's rapidly growing areas, where new development creates immediate demands for expanded public services and facilities.

## Integrating Overlays and Other Plans

In addition to reviewing existing neighborhood and area, as well as regional plans at the beginning of a planning process, it is equally important to consider existing overlays over impacted geographies. The policies, incentives, and restrictions of each overlay are in place for a variety of reasons, ranging from direction from the Mayor and Council on where to prioritize community investment, to where environmental hazards or limitations to development should be observed, as in the case of floodplains.

The City of Tucson hosts the Davis-Monthan Airforce Base and Tucson International Airport, both of which are important assets to the continued prosperity of the City. In order to accommodate their operations and ensure the safety of Tucsonans as the City continues to grow, planners should coordinate with each entity to update a set of overlays that inform where new residential development is at risk of increased noise and where development of any kind should be limited due to flight paths and heavier air traffic.

Tucson has countless spaces that are cherished by its residents and the potential to enhance and better connect these places and the people who enjoy them will rely on a planning process that is constantly evaluating what has and has not been included to bring the many interconnected facets of our increasingly complex society into a focused vision for tomorrow.

## Airport High Noise and Accident Potential Zones

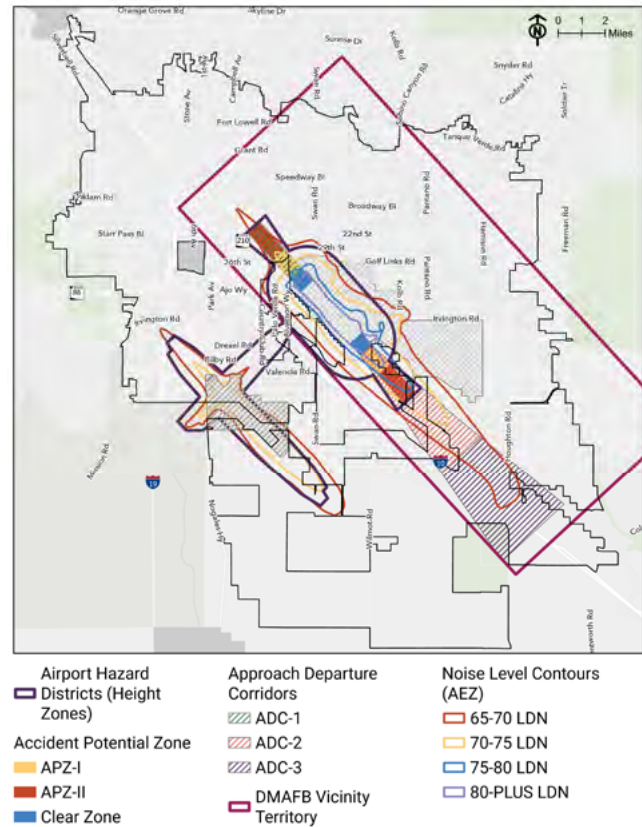


Figure 3.14.4: Davis-Monthan Airforce Base and Tucson International Airport noise contours, height, and use-restricted zones.

## Implementation Spotlight

Many plans have been created through City departments, Mayor and Council initiatives, and directly from neighborhoods. These official policy documents provide additional details to help implement Plan Tucson. Chapter 5 includes more information about these documents.

**These are some of the related plans that help with the implementation of this goal:**

- Tucson Unified Development Code
- Tucson's Neighborhood and Area Plans
- Tucson Floodplain Management Plan
- Move Tucson



# Plan Tucson Policies

## Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community

The City of Tucson believes that effective land use planning must be inclusive and consider the needs of all community members. By actively engaging diverse voices in the planning process, we aim to create vibrant, accessible spaces that reflect the community's values and needs. The policies that follow are intended to ensure planning is done comprehensively and centered on inclusion to create a vibrant and well-designed community.

### Land Use 1

Support developments that provide all residents with access to critical, general, recreation, and entertainment services, including childcare and healthcare, and other community facilities, such as libraries, community centers, and green space.

### Land Use 2

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

### Land Use 3

Encourage moderate to higher density mixed-use development in proximity to transit centers and along high-capacity transit routes and corridors.

### Land Use 4

Prioritize investment in vacant and underutilized land as opportunities for redevelopment that provides attainable housing, mixed-use and transit-oriented infill, and a diversity of housing types.

### Land Use 5

Reduce required motor-vehicle parking areas based on demonstrated need, with increased pedestrian, bike, and public transit facilities and encourage enclosed parking and other strategies where feasible to mitigate conflict between businesses and neighboring residents.

### Land Use 6

Pursue annexation of vacant, underdeveloped, and developed land, taking into consideration the potential for future development, projected revenue generation, projected costs to serve the area, and the efficient and effective delivery of municipal services.

### Land Use 7

Undertake a comprehensive review of urban and transportation planning design standards, codes, practices, and policies to align with citywide goals.

### Land Use 8

Adopt zoning and land use regulations and review them on a regular basis to ensure they promote the establishment and growth of businesses as well as to facilitate housing production.

### Land Use 9

Evaluate and update permitting and development processes to ensure efficient, transparent, and timely review periods that promote the best community outcomes.

### Land Use 10

Pursue all feasible funding mechanisms, impact fee adjustments and public-private partnerships to support infrastructure and ensure new development pay a proportionate share of costs incurred.

### Land Use 11

Prioritize improvements to existing infrastructure, with public investments focused on developed areas and neighborhoods with a strong emphasis on investments designated for growth in the Future Growth Scenario Map.

### Land Use 12

Apply the Guidelines for Development Review to the appropriate Building Blocks in the Future Growth Scenario Map, included in chapter four, 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.

### **Land Use 13**

Encourage land developers to engage in dialogue with neighborhood residents early in the development process to understand local community needs.

### **Land Use 14**

Promote urban design that is compatible with the surrounding scale and character of existing development.

### **Land Use 15**

Encourage an urban form that provides access to prominent viewsheds.

### **Land Use 16**

Protect and enhance the aesthetic attractiveness of Tucson's streetscapes along the arterials, collectors, and within our neighborhoods.

### **Land Use 17**

Coordinate with utility companies and other public service providers for the planning of infrastructure, facilities, and services, making sure the design and location of infrastructure and facility construction are sensitive to community health, environment, and historic resources.

### **Land Use 18**

Encourage developments and land use planning that allows for greater equine or open space recreation in appropriate areas.

### **Land Use 19**

Apply specific plan and functional plan policies 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.

### **Land Use 20**

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

### **Land Use 21**

Ensure that land use proposals are compatible with identified aggregates (includes lands primarily used for active mining of cinder, crushed rock or stone,

decomposed granite, granite, pumice, and sand) using maps provided by the state, in accordance with Arizona Revised Statutes 9-461.05.C.1.g.

### **Land Use 22**

Apply Pima County Conservation Lands System map and associated guidelines to future annexations.

### **Land Use 23**

Encourage the application of the Conservation Lands System designation and requirements in entitlement reviews.

### **Land Use 24**

Integrate land use and water resources planning.

### **Land Use 25**

Work collaboratively with Arizona State Land Department, Pima County, and nearby major land users to identify strategic and appropriate land uses within the Southlands and Houghton Corridor area.

### **Land Use 26**

Ensure that proposed land uses comply with all applicable Arizona Revised Statutes with respect to military and airport operations by coordinating with all stakeholders in planning for operational changes so that they will not harm existing residential uses in affected areas and amending the Airport Environs Overlay Zone regulations in the event of future changes in mission and/or flight operations.

### **Land Use 27**

Coordinate a comprehensive revision of the Airport Environs Plan including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.

### **Climate 4**

Encourage the collection of regional and local data on climate resiliency indicators with partners to inform planning, policy, program implementation, and adaptive management.

### **Climate 12**

Develop codes, policies, incentives, and support programs to facilitate the transition to greenhouse gas neutrality.

## **Climate 15**

Promote best practices in the designs of buildings and use of climate-resilient materials that mitigate or reduce the urban heat island effect as well as develop incentives that encourage this type of construction.

## **Ecosystems 12**

Preserve natural undisturbed open space by prioritizing infrastructure investments in existing urban areas.

## **Ecosystems 13**

Promote erosion control, weed abatement, green stormwater infrastructure, and other reclamation practices on vacant, abandoned, and financially distressed lands to enhance the Sonoran Desert ecosystem.

## **Environment 1**

Reduce and mitigate air, water, light, and noise pollution citywide.

## **Environment 8**

Promote the designs of buildings and use of materials that mitigate or reduce noise pollution.

## **Environment 9**

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

## **Equity 3**

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

## **Equity 6**

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

## **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to

maximize inclusive participation.

## **Governance 5**

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

## **Governance 6**

Ensure proper consultation with Indigenous communities in planning and development projects while respecting cultural traditions and communications practices.

## **Governance 7**

Collaborate in multi-jurisdictional, regional approaches to short-term and long-term planning.

## **Governance 8**

Expand City departmental resources and facilitate regular interdepartmental communication to enhance integration in planning and decision-making.

## **Governance 9**

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

## **Historic 5**

Integrate historic, archaeological, and cultural resources into project planning and design when development occurs in eligible or listed historic districts and individually listed historic properties or adjacent areas.

## **Housing 3**

Encourage changes to the development code to allow for more diversity of neighborhood scale housing across the City such as but not limited to casitas, tiny homes, quadplexes or townhomes.

## **Wellness 23**

Promote resources to support property maintenance to prevent and remedy code violations, especially for vacant and neglected structures.



CHAPTER 4

# Future Growth Scenario Map and Development Guidelines

## CHAPTER 4: TABLE OF CONTENTS

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The Future Growth Scenario Map (FGSM), developed using data on infrastructure capacity, development trends, and community preferences, depicts a citywide development pattern that can accommodate the Tucson community's needs and furthers its values. The map provides the location and a general description of the types of development that may be supported in each location. This information is organized into general categories called "building blocks" and "special planning areas." The map is accompanied by sets of guidelines used in some of the planning and development review processes.

**Together, the map and development guidelines help shape the growth patterns and layout of the City. The map and guidelines are tools for implementing the goals and policies outlined in Chapter Three of Plan Tucson 2025.**

This chapter provides future growth projections for Tucson and explains the role of the Future Growth Scenario Map in planning and land development processes. Chapter Four also includes a summary of the community engagement involved in updating the Future Growth Scenario Map, and how planners interpret the materials. The map itself and the accompanying guidelines are found at the end of the chapter.



# Population Growth, Land Use Patterns, and Urban Planning

A key question for the Tucson community is how best to plan for Tucson’s future growth and evolution. According to the US Census, Tucson’s population was 542,629 in 2020. The [Arizona Office of Economic Opportunity \(AOEO\)](#), using data and analysis from the Pima Association of Governments (PAG), estimates the population in 2024 (the time of drafting Plan Tucson 2025) is approximately 558,906. The AOEO expects Tucson’s population will be 583,352 by 2035 an increase of approximately 24,500 residents between 2024 and 2035 (Figure 4.1.1). The anticipated new residents, as well as the people currently living here, will need housing, jobs, and infrastructure to support their needs.

Projections, or estimates of future needs, give context for understanding the community’s needs. Housing demand projections and related analyses help attune development services code updates and programs, including calibrating the Future Growth Scenario Map, to support the needed housing development appropriately and plan for supporting infrastructure.

Many data sets were considered to account for different methods and assumptions. In December 2024, Planning and Development Services and Housing and Community Development collaborated with ECONorthwest to conduct a comprehensive housing needs assessment. This rigorous study considered both current housing needs, which account for unsheltered and underproduction, and the future housing needed for projected population growth. The methodology considered additional development factors, such as vacancy rates and demolitions. The complete report is linked in Appendix F, and Figure 4.1.1 summarizes the key results.

Housing Data Summary	
<b>Projected Population Growth</b> <i>(AOEO/PAG)</i>	24,500
<b>Estimated currently unmet housing need: homeless</b> <i>(ECONorthwest)</i>	4,717
<b>Estimated currently unmet housing need: underproduction</b> <i>(ECONorthwest)</i>	8,061
<b>Projected future housing need (2035)</b> <i>(ECONorthwest)</i>	22,557
<b>Estimated total new housing need by 2035</b> <i>(ECONorthwest)</i>	35,335

Figure 4.1.1: Projected population growth and projected housing needs (Source: Arizona Office of Economic Opportunity, ECONorthwest)

Other recent studies included housing projections from the Pima Association of Government (PAG) and ESI Corporation. PAG's population projections are used for the state Office of Economic Opportunity's official population projections for the Tucson region. PAG's housing need projection (12,5000 homes) is calculated by multiplying the projected population by the US census's average household size, assuming housing sizes are consistent over time. ESI Corporation used development trends to project housing availability into the future (23,700 homes), which is useful for projecting supply but not demand. Both PAG and ESI Corporation studies focus on future needs; however, additional information was needed to account for existing needs.

In addition to housing, the Tucson community needs access to services, such as commercial retail and industrial uses, in order to serve and employ the local community. The US Census American Community Survey reports a 12% increase in Tucson's workforce between 2013 to 2022. Tucson's employment is projected to increase by 3.1 percent, or approximately 33,200 new jobs for future residents. Goal 12 in Chapter 3 provides additional details on employment trends.

New permits for commercial development growth between 2022 and 2024 were steady, with a concentration of industrial development near the Tucson International Airport and some retail, hotel, and medical offices. Anticipated future commercial and industrial development could include the El Rio Rillito health clinic, the Prince and I-10 area, and projected further out in the state trust lands special planning areas. Tucson's role in regional and international shipping is also considered in planning for the future.



## Closing the gap between housing supply and demand

It's important to evaluate whether current development trends will meet future housing needs and, if not, what changes could better support our community.

Through permitting data, PDSO estimates that 16,600 homes were built in Tucson between 2013 and 2024. Of these, 41% were built using existing zoning, and 59% required a zoning change, such as through overlay zones, Planned Area Developments (PADs), and individual rezonings (Part A of Figure 4.1.2). This indicates that rezonings, however time intensive, are an essential source of new homes in Tucson. Please see the text box "Land Use Planning 101" for an explanation of these tools and processes.

The City of Tucson's land use planners use the Future Growth Scenario Map (FGSM) described in this chapter in rezoning application review processes. Applying these recent trends to the updated Future Growth Scenario Map for Plan Tucson 2025 shows that rezonings could create approximately 16,800 new homes over the next decade (Figure 4.1.2 Part B). Assuming no change in development that uses existing zoning, then approximately 23,600 new homes will be built by 2035.

This leaves a gap of approximately 11,700 homes between the anticipated housing supply and the projected need from EConorthwest, shown in red in Figure 4.1.2 part B. In summary, housing development trends will need to change to avoid additional housing shortages in Tucson. To help with this, the City of Tucson Planning and Development Services is updating the city zoning code to make it easier to build the necessary housing. Two key changes include allowing accessory dwelling units, also known as casitas, and the Community Corridors Tool, which helps increase housing along major streets. More information on these projects and supporting policies can be found in the Implementation chapter, Goal 5, and Goal 14.

Additional information on the analysis of the FGSM is available in Appendix D, the FGSM Technical Details Memo.

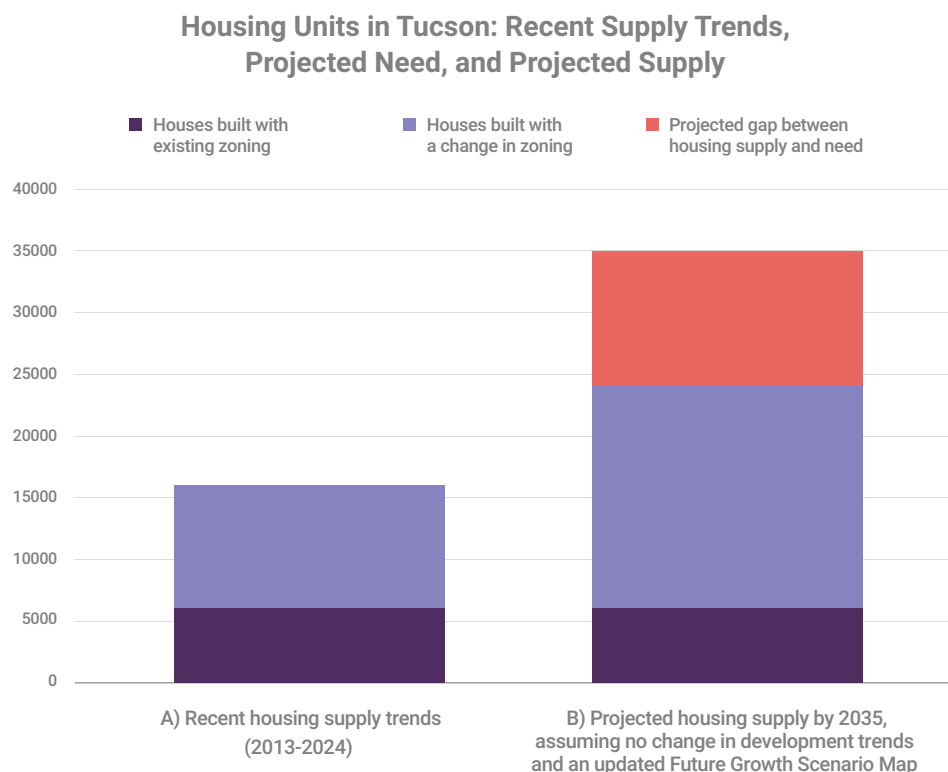


Figure 4.1.2: A) The number of homes developed using existing zoning and by rezonings in the past 10 years; B) projected need according to the EConorthwest analysis and the projected gap between supply and need if development trends do not change.

## Land Use Planning 101: How Zoning, Rezoning, and Entitlements Shape the City

Land use patterns are the general distribution of land uses across a city, such as residential, commercial, industrial, and mixed uses. For example, a pattern could locate commercial and mixed uses along major streets and residential located within neighborhood cores. Through careful planning, the City can guide future growth and development in a positive direction that aligns with community values.

A [well-planned city](#) is crucial because land use patterns significantly influence the [availability, diversity, and location](#) of housing and the types of [potential employers](#). These factors, in turn, affect [traffic flow and safety](#), resident convenience, and overall affordability. Additionally, thoughtful urban planning is key in promoting sustainability and climate resilience by influencing [water](#) and [energy](#) consumption, reducing [greenhouse gas emissions](#), and mitigating [urban heat](#).

Zoning is a tool to shape a City's land use patterns and buildings. Each parcel of land within the city limits has a zone. "Residential," "office," "commercial," and "industrial" are examples of broad zoning categories named for the predominant land uses within them. The zones become more detailed; for example, R-1 (Residential-1), R-2, and R-3 are a few of the residential zones in Tucson (Figure 3.14.1).

The City of Tucson's zoning code, called the Unified Development Code (UDC), defines specific permitted land uses and development standards, such as setbacks (how far a building must be located from a property line or other designated area,) maximum height, minimum lot size, parking standards, etc., for each zone. As long as a proposed development complies with the relevant standards of the Unified Development Code, building code, and other applicable codes, it is permitted by the City. In other words, it is allowed "by right."

However, if a property owner wishes to build something that is not allowed by the current zoning, they may apply to change the zone through an entitlement process called rezoning (Figure 4.2.1). A property owner may also request approval through a variety of available modifications or a zoning variance.

The [entitlements](#) process is the legal process of gaining all necessary approvals to develop a piece of property for a specific use. It consists of zoning entitlements (rezonings, plan amendments, etc.) and development entitlements (development plans, plats, permits, certificates of occupancy, etc.). Through a zoning process, City of Tucson staff in the Planning and Development Services Department and other departments, along with the Zoning Examiner, review the proposed change for alignment with specific and functional plans, Plan Tucson's policies and the Future Growth Scenario Map. The Future Growth Scenario Map is explained in depth in this chapter.

## The Role of the Future Growth Scenario Map + Development Guidelines

The Future Growth Scenario Map (FGSM) illustrates a land use pattern that provides for Tucson's projected housing and employment needs, taking into account a combination of data including existing conditions, adopted zoning, land use plans, financial analyses, national trends, local input, and approved infrastructure projects. In the map, "building blocks" describe the general location, distribution, and land use types (such as residential, commercial, industrial, or mixed use) within the designated area.

The Guidelines for Development Review in this chapter accompany the Map and provide additional policies to be considered when reviewing applications for development. The Guidelines for Development Review are used by a variety of staff and are available for applicants, interested residents, and decision makers, including Planning Commission members and the Zoning Examiner.

The FGSM is primarily applied when considering land use and zoning requests and creating new land use and development standards. The Map and Guidelines are one tool used for guidance during the entitlements process. They do not change the zoning on its own, they are not regulatory, and they do not depict the current zoning nor guarantee future zoning. In these ways, the FGSM is an important tool for shaping Tucson's future because it influences (but does not determine) land use and development.



Compliance with the Plan Tucson Future Growth Scenario Map and Guidelines (as well as alignment with neighborhood, area, and functional plans) is necessary for rezoning approval. If there are discrepancies, a plan amendment process may be initiated.

To determine compliance with Plan Tucson, City staff will look for alignment with Plan Tucson policies, the FGSM, and the Guidelines for Development Review. If a proposal is not compliant, the applicant can ask the Mayor and Council to initiate a General Plan Amendment, a separate public process with community engagement components.

The other ways that the FGSM and Guidelines can be implemented is through specific plan amendments and code updates. The FGSM represents the community's vision, and some aspects of that vision may contradict existing neighborhood/area plans and codes. Updates and amendments to existing plans and codes may be needed to implement Plan Tucson successfully. The Map and Guidelines offer a starting place to consider refinement of existing plans when appropriate, as well as future specific plans.

The map may also guide annexations, special exception applications, Board of Adjustment variance requests, appeals, and other development review applications that require Plan Tucson compliance.



# Recent Rezoning Applications, Annexations, and the Plan Tucson 2013 Future Growth Scenario Map

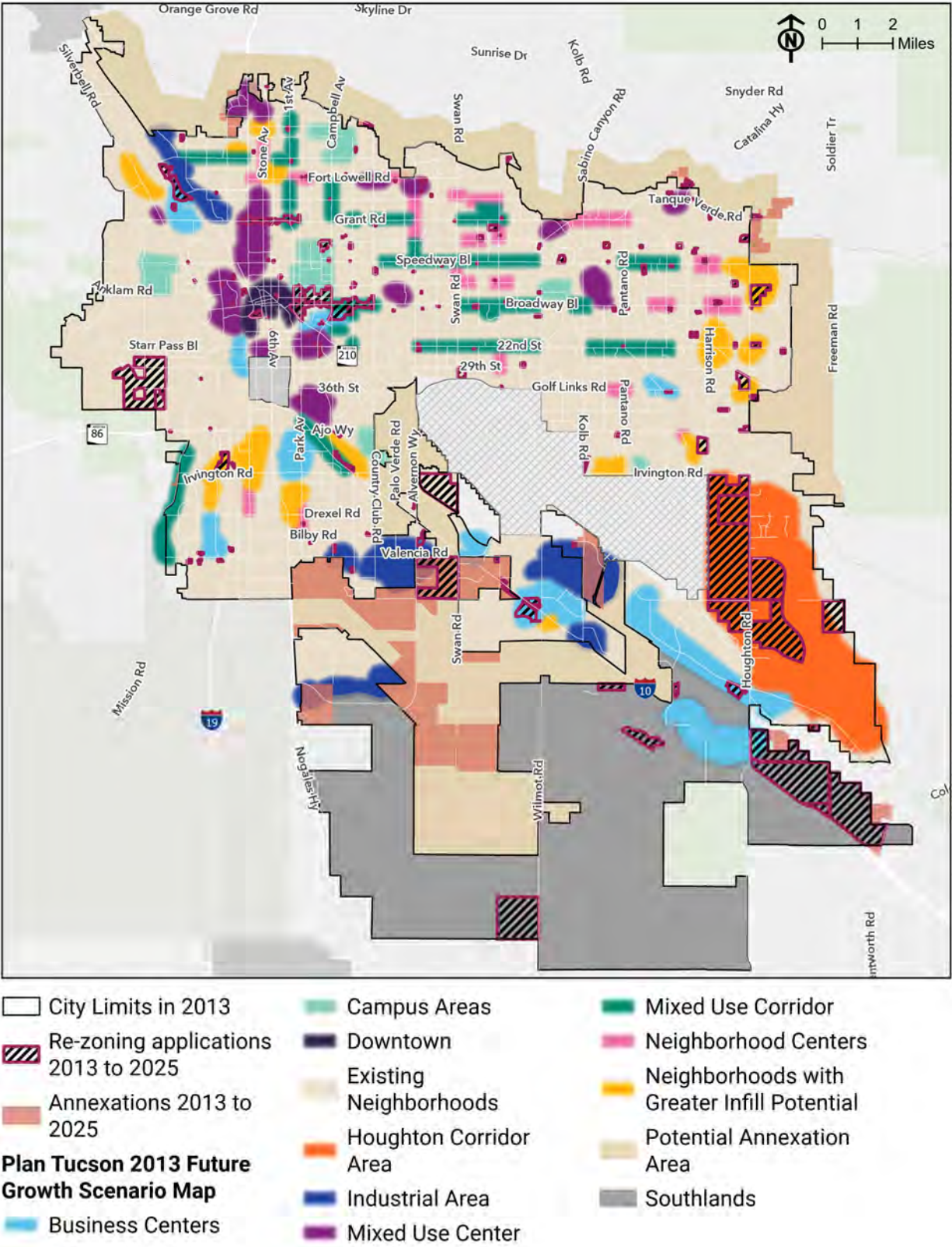


Figure 4.2.1: Rezoning applications submitted between January 2013 and September 2024 and annexations compared to the Future Growth Scenario Map from Plan Tucson 2013.

Recent rezoning patterns help to understand what potential changes are realistic to expect from rezonings and the updated FGSM. Figure 4.2.1 shows the 2013 Plan Tucson Future Growth Scenario Map building blocks and the locations of rezoning applications submitted between 2013 and 2024. Since 2013, approximately 50% of rezoning applications were within the 2013 “Existing Neighborhoods” building block, and the rest were within building blocks with higher intensities. Approximately 5% of the parcels in the building blocks designed for a change in zoning were within an application area. Not all applications were approved nor subsequently built out. Recent annexations are also included in this map to show recent trends, but no analysis was conducted to predict future annexations since the starting condition of willing property owners is hard to anticipate.

## Supporting Plans, Policies, and State Requirements

Arizona Revised Statutes section 9-461.05 requires General Plans to address population growth, land use, and infrastructure, “specifically identifying those areas, if any, that are particularly suitable...to support a planned concentration of a variety of uses.” The map and guidelines serve, in part, as the City’s response to the state statute requirement for growth areas.

The map and the guidelines support many of the Plan Tucson 2025 policies throughout Chapter 3. They also reflect existing Plan Tucson policies that promote an emphasis on more sustainable approaches, such as focusing on the use of existing infrastructure, fostering more transportation alternatives, and encouraging more mixed-use development. Together, the map and guidelines support affordable housing and open space and address community needs.

The primary policy is Land Use 12: Apply the Guidelines for Development Review to the appropriate Building Blocks in the Future Growth Scenario Map 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.





## Update Process and Community Input Summary

Neighborhood and area plans, along with functional plans, such as Move Tucson, Tucson Norte-Sur, and the People, Communities and Homes Investment Plan, informed the development of the Future Growth Scenario Map (FGSM) to increase alignment with plans at all levels.

Community feedback was essential in the FGSM update process, as it was for all parts of the Plan Tucson update. Public input was used to guide the overall process, to align with the desired development patterns identified by Plan Tucson participants, and to refine drafts. The Plan Tucson team began outreach early in the process, soliciting feedback from online and in-person surveys, pop-up events, and workshops. This resulted in several drafts of the map, building block definitions, and guidelines shaped by the 1,627 comments before creating a final version. The Plan Tucson team used the 2013 version of the FGSM and existing development patterns as the baseline for the update. From there, land use patterns in the map were adjusted to support the housing and job needs of current and future Tucsonans, within the constraints of infrastructure, and aligned with other planning documents and other data. The land use patterns were evaluated for performance in a range of important metrics, described later in this chapter.

The [Phase Two Community Engagement Summary](#) and the FGSM Technical Memo, linked in Appendix F, provides a details and technical specifications used in the update process, including the data used in the map development, how the building block categories were defined, the community engagement results, and how ArcGIS Urban was used to evaluate the map.



## Interpretation of Future Growth Scenario Map and Guidelines

The Future Growth Scenario Map consists of a map and a set of policies called Guidelines for Development Review.

### Reading the Map

The FGSM (Figure 4.5.1) is comprised of broad future land use categories called “Building Blocks” and “Special Planning Areas.” Building Blocks are used in areas that are mostly built out and are likely to undergo rezoning processes. Special Planning Areas are growth areas that follow unique planning processes. The Building Blocks and Special Planning Areas are summarized in Figures 4.5.2 and 4.5.3 and further detailed in the Guidelines for Development Review, shown later in this section. The Technical Memo gives details on how these were developed.

The Unified Development Code (UDC) contains regulations relating to the administration of the General Plan and its use in the review of applications for changes in zoning, variances, and other special development applications. City staff will use policies in Plan Tucson, in addition to specific plans (such as neighborhood and area plans), functional plans (such as the Major Streets and Routes Plan, the People Communities Housing Investment Plan, and others described in the Implementation Section), variance requests to the Board of Adjustment, and other development and permitting applications. Compliance with the intent and purpose of the policies is essential for the City to support a proposed development project. The Guidelines for Development Review are consistent with Plan Tucson policies, providing more refined guidance for proposed new development or redevelopment.



### Development Review Protocol

The Development Review Protocol includes a comprehensive review of applicable Plan Tucson, neighborhood, area, and functional plan policies specific to the project area. Any land use application starts with a presubmittal meeting in which applicable plan policies are reviewed for primary guidance for changes in zoning, special exceptions, and other discretionary land use applications.

In all cases, the Plan Tucson FGSM provides a Building Block or Special Planning Area designation with a corresponding set of Guidelines to consider. These Guidelines will provide primary guidance for those seeking to rezone the land and staff who review the proposed development.

Rezoning must be evaluated based on all Plan policies and recommendations (including Plan Tucson, specific plans, and functional plans, including but not limited to those listed in Chapter Five).

No policy of the neighborhood, area, or functional plan stands alone. The policies are designed to complement one another and to create a comprehensive approach to land use planning within the City of Tucson.

### Land Use Application Review Process

The City's entitlements review process will consider the following:

- Plan Tucson Building Block designation
- Plan Tucson goals and objectives
- Project location, existing zoning and adjacent zoning and land uses
- Street classification based on the City of Tucson Major Streets & Routes Plan
- Applicable land use and environmental standards
- The applicable Area and Neighborhood Plan
- Plan Conceptual Land Use Map to determine permitted land uses
- Plan policies and design guidelines

Plan policy review determines whether new developments and zone changes are compatible, appropriate, and designed in harmony with existing land uses and neighborhoods.

If a project is not within an Area or Neighborhood Plan, then Plan Tucson and functional plans will guide the land use policy direction.

The land use application review process is a [public process](#) that considers plan policies, land use patterns, and community feedback. Applicants for rezonings hold public meetings before submitting application materials. Property owners within 400 feet of the proposed rezoning and registered neighborhood associations within one mile receive notice by mail. The Zoning Examiner, appointed by the Mayor and Council, then holds a public hearing with the intent of transparency to review plan policies, land use applications, and community feedback to ensure compatibility. The Mayor and Council ultimately approve or deny land use applications.

## Plan Tucson Future Growth Scenario Map

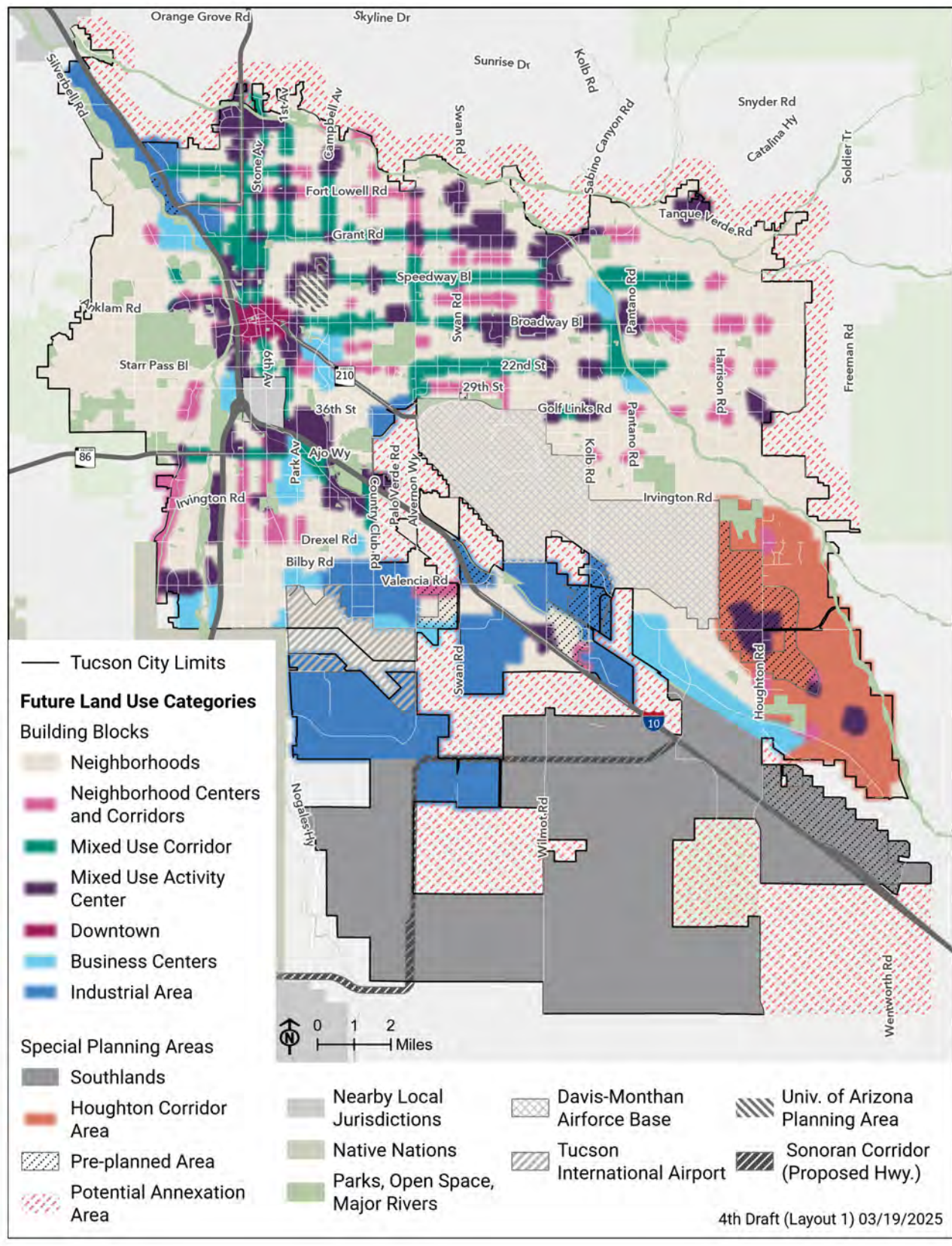


Figure 4.5.1: The FGSM depicts a land use pattern that will meet our City's housing and employment needs through 2035. (Source: Planning and Development Services Department, 2025)

BUILDING BLOCKS	Typical Land Use Mix	Typical Housing Types
 <p><b>Neighborhoods</b></p>	<ul style="list-style-type: none"> <li>• Primarily residential</li> <li>• Neighborhood-serving commercial</li> <li>• Schools</li> <li>• Parks</li> <li>• Places of worship</li> </ul>	<ul style="list-style-type: none"> <li>• Single family</li> <li>• Townhomes</li> <li>• Accessory dwelling units</li> <li>• Low- and mid-rise multi-family</li> <li>• Manufactured homes</li> </ul>
 <p><b>Neighborhood Centers &amp; Corridors</b></p>	<ul style="list-style-type: none"> <li>• Cluster of low intensity commercial in an otherwise predominantly residential area</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed-use multifamily housing</li> <li>• Low and mid-rise multifamily</li> </ul>
 <p><b>Mixed Use Corridors</b></p>	<ul style="list-style-type: none"> <li>• Mix of retail services, housing, and employment centers</li> </ul>	<ul style="list-style-type: none"> <li>• Mid- and high-rise multifamily</li> <li>• Mixed-use multifamily</li> </ul>
 <p><b>Mixed Use Activity Centers</b></p>	<ul style="list-style-type: none"> <li>• A variety of housing options, primarily mid- and high-rise multi-family</li> <li>• Retail, services, office</li> <li>• Public gathering places</li> <li>• Some institutional</li> </ul>	<ul style="list-style-type: none"> <li>• Mid- and high-rise multifamily</li> <li>• Mixed-use multifamily</li> </ul>

Figure 4.5.2: The FGSM is organized using building blocks and special planning areas, which are explained here and in Figure 4.5.3.

Typical Commercial Types	Transportation	General Location/Attributes
<ul style="list-style-type: none"> <li>• Neighborhood-serving commercial</li> <li>• Small professional offices</li> <li>• Child care centers</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> shared street, neighborhood street, neighborhood commercial</li> <li>• <b>Transportation Access:</b> Public transit access at the edges; Bike and pedestrian-friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages inclusive, complete communities that cater to dynamic and diverse populations of neighbors in both existing and future neighborhoods</li> <li>• Accommodates some new complementary development, maintains a neighborhood feel, encourages new services and amenities that contribute to neighborhood stability</li> <li>• <b>Relative Development Intensity:</b> Lowest; typically 1-2 stories</li> </ul>
<ul style="list-style-type: none"> <li>• Neighborhood and community scale commercial</li> <li>• Small grocery stores</li> <li>• Restaurants, coffee shops</li> <li>• Small retail</li> <li>• Gyms</li> <li>• Personal services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> neighborhood street, shared street, neighborhood commercial, some suburban collectors/thoroughfares</li> <li>• <b>Transportation Access:</b> Convenient public transit access; Bike and pedestrian-friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Cluster of low intensity commercial in a predominantly residential area</li> <li>• Located along and at the intersection of collector and some arterial roads in order to benefit the surrounding and adjacent neighborhoods</li> <li>• <b>Examples:</b> South 12th Avenue corridor, 6th Avenue and 7th Street intersection</li> <li>• <b>Relative Development Intensity:</b> Low; typically 2-4 stories</li> </ul>
<ul style="list-style-type: none"> <li>• Community-serving retail and dining</li> <li>• Entertainment venues</li> <li>• Hotels</li> <li>• Movie theaters</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> collector, thoroughfare, some industrial, some downtown</li> <li>• <b>Transportation Access:</b> mix of modes including high-frequency transit options, pedestrian and bicycle facilities and motor vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Located along major streets</li> <li>• Smaller lot sizes may require vertical mixed-use buildings</li> <li>• <b>Examples:</b> Broadway Boulevard, Stone Avenue</li> <li>• <b>Relative Development Intensity:</b> High, with a transition to surrounding areas; typically 4-6 stories</li> </ul>
<ul style="list-style-type: none"> <li>• Community-serving retail and dining</li> <li>• Large grocery stores</li> <li>• Entertainment</li> <li>• Hotels</li> <li>• Shopping centers</li> <li>• Movie theaters</li> <li>• Sports venues</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> collector, thoroughfare, some industrial, some downtown</li> <li>• <b>Transportation Access:</b> Public transit, bicycles, and walking will get priority in these areas. Cars will still play an important role</li> </ul>	<ul style="list-style-type: none"> <li>• A mix of uses to serve the community and nearby regional assets</li> <li>• Located strategically at major intersections, in areas with larger lot sizes redeveloped commercial sites, and around major community assets</li> <li>• <b>Examples:</b> Williams Centre, El Con mall, and near college and medical campuses</li> <li>• <b>Relative Development Intensity:</b> High, with a transition to surrounding areas; typically 5-7 stories</li> </ul>





BUILDING BLOCKS	Typical Land Use Mix	Typical Housing Types
 <p><b>Business Centers</b></p>	<ul style="list-style-type: none"> <li>• Office employment</li> <li>• Major box retailers</li> <li>• Supportive commercial</li> <li>• Park industrial</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-rise multifamily</li> <li>• High-rise multifamily</li> <li>• Mixed-use housing</li> </ul>
 <p><b>Industrial Areas</b></p>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Warehouses</li> <li>• Supportive retail services</li> </ul>	<ul style="list-style-type: none"> <li>• Only where appropriate</li> </ul>
 <p><b>Downtown</b></p>	<ul style="list-style-type: none"> <li>• Central business district</li> <li>• Entertainment destinations</li> <li>• Government services</li> <li>• Mix of retail and commercial</li> <li>• Office employment</li> <li>• Industry/adaptive reuse</li> <li>• High-rise and mid-rise housing</li> </ul>	<ul style="list-style-type: none"> <li>• High-rise multifamily</li> <li>• Mid-rise multifamily</li> <li>• Conversions/adaptive reuse</li> <li>• Mixed-use housing</li> </ul>
 <p><b>Special Planning Areas</b></p>	<p><b>Southlands</b></p> <p>A long-term growth area, currently predominantly large tracts of undeveloped land. Much of this area is administered by the State Land Department, which has a constitutional mandate to manage their assets for public beneficiaries through lease and sale of their land. 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.</p>	

Figure 4.5.3: The FGSM is organized using building blocks and special planning areas, which are explained here and in Figure 4.5.2.

Typical Commercial Types	Transportation	General Location/Attributes
<ul style="list-style-type: none"> <li>• Mid- to large-sized offices</li> <li>• Office parks</li> <li>• Big box retail stores</li> <li>• Restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> collector, thoroughfare, some industrial</li> <li>• <b>Transportation Access:</b> Primarily public transit and vehicular with some bicycle and pedestrian accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Major commercial or employment centers</li> <li>• Generally contain corporate or multi-use office, industrial, or retail uses and may include workforce housing</li> <li>• <b>Example:</b> UA Tech Park</li> <li>• <b>Relative Development Intensity:</b> Medium; typically 3-4 stories</li> </ul>
<ul style="list-style-type: none"> <li>• Supportive commercial</li> <li>• Offices</li> <li>• Restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> collector, thoroughfare, industrial</li> <li>• <b>Transportation Access:</b> Primarily public transit and vehicular; limited bicycle and pedestrian accessibility; Connecting regional railways, major highways, and the airports</li> </ul>	<ul style="list-style-type: none"> <li>• Located strategically along existing and proposed regional commercial transportation routes for efficient handling of national and international freight movements</li> <li>• <b>Examples:</b> I-10 frontage roads, airports</li> <li>• <b>Relative Development Intensity:</b> Medium; typically 1-2 stories</li> </ul>
<ul style="list-style-type: none"> <li>• Office employment</li> <li>• Hotel/tourism</li> <li>• Retail</li> <li>• Restaurants</li> <li>• Nightlife</li> <li>• Entertainment venues</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Streets typology:</b> Downtown/university</li> <li>• <b>Transportation Access:</b> Central transit hub for all forms of transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Tucson's central entertainment district and business district.</li> <li>• <b>Examples:</b> Congress Street, 4th Avenue</li> <li>• <b>Relative Development Intensity:</b> Highest; typically 6 or more stories</li> </ul>

#### Houghton Corridor Area

Development in the Houghton Corridor Area is to be master planned with a cohesive system of mixed-use centers and neighborhoods, providing a variety of housing types and densities, a compact development pattern, a transportation and circulation system that offers alternatives for mobility, and a regional open space system. A phased approach to development will provide for increased efficiency of infrastructure and services for residents.

#### Potential Annexation Areas

Areas that the City of Tucson may be pursuing for annexation within the next decade, working with other local jurisdictions. The ultimate goal is to improve service delivery efficiency through closing jurisdictional gaps and having urban commercial and residential areas located within incorporated cities and towns.

#### Pre-Planned Areas

Located throughout the City, Planned Area Development (PAD) is a zoning designation that allows for greater flexibility than standard zones. PADs are a comprehensively planned development that have appropriate design standards for each specific location. PADs are planned then developed over several years.

# Set 1 Guidelines for Development Review that Apply to All Locations (A) & Types of Development



A.1	Support mixed-use activity centers and activity nodes at major arterials and collector roads in order to increase transit use, reduce air pollution, increase water efficiency, improve the delivery of public and private services, and create inviting places to live, work, and play.
A.2	Support 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.
A.3	Consider special zoning districts, such as Planned Area Developments (PAD) or overlay districts, to promote the reuse of historic structures and foster mixed-use activity nodes, pedestrian and transit-oriented development areas, and pedestrian-oriented districts in areas suitable for redevelopment or enhancement.
A.4	Mitigate the cumulative impacts of new developments on pedestrian and traffic safety by limiting drive-throughs, queuing, and points of traffic ingress and egress.
A.5	Support the incorporation of universal design and accessibility best practices beyond the minimum ADA standards, for people of all ages and abilities.
A.6	Support an interconnected urban trail system throughout the city to meet the recreational and transportation needs of pedestrians, bicyclists, and equestrians.
A.7	Support income-restricted housing options for residents making below 80% of the Area Median Income when feasible.
A.8	Support the retention and expansion of existing businesses.
A.9	Support 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. These land uses and intensities should be compatible with the existing industrial character, historic resources, and current and proposed arts uses.
A.10	Promote adaptive reuse to preserve Tucson's historic architecture and cultural heritage, and historic landmarks, in keeping with applicable rehabilitation standards.
A.11	Protect historic and archaeological resources.
A.12	Support conservation and efficient water use to minimize the need for new water sources.
A.13	Support the mitigation of urban heat island effects in development.

## Set 1 Continued

A.14	Support projects designed and built to endure for multiple generations that prioritize energy efficiency and resiliency.
A.15	Support methods to conserve and enhance wild habitats and open space when development occurs.
A.16	Support the development and management of healthy and attractive urban vegetation, especially in underserved areas with limited tree cover.
A.17	Support an accessible open space system that connects parks and open space within the urbanized area and to the surrounding public natural areas.
A.18	Protect and improve air quality by reducing sources of air pollution.
A.19	Use construction materials and methods to mitigate noise and other conflicts in areas near airports and other sources of high-intensity noise levels.
A.20	Support lighting design that follows the Outdoor Lighting Code, minimizing disruptive light pollution to the surrounding environment while providing adequate lighting for users.
A.21	Support the community's investment needs, informed by the "Vulnerable Populations" data within the Tucson Equity Priority Index and other data sources when available.
A.22	Support developments that are informed by engagement from surrounding communities.
A.23	Preserve and strengthen the distinctive physical character and identity of individual neighborhoods and commercial districts in the community.
A.24	Support infill and redevelopment projects that reflect sensitivity to site and neighborhood conditions and adhere to relevant site and architectural design guidelines.
A.25	Improve the appearance of above-ground utilities and structures by requiring facilities to be located, installed, and maintained to minimize visual impact and preserve access to views. Utilities should be installed underground where possible, and the visual impact of above-ground utility infrastructure should be a prime consideration in the City's acceptance and approval.
A.26	Support the deployment of the latest generation of networking infrastructure and services, e.g. high-speed (>1Gbps) fiber optic internet, to all residents, businesses, and community anchor institutions in Tucson.
A.27	Coordinate infrastructure deployment to minimize Right-of-Way impacts, increase efficiency, and enhance local resilience through connections to City facilities and the greater infrastructure system.
A.28	Require nonconforming signs to be removed or brought into conformance as a condition of rezoning, development plan approval, change in land use, or in conjunction with roadway and public works improvements.
A.29	Prohibit the relocation of nonconforming signs that have been removed due to the construction of roadway and other public works projects.

## Set 2 Guidelines for Development Review that Apply to the Neighborhoods (N) Building Blocks



N.1	Low-density residential (R-1 and similar zones) development is generally appropriate along local streets and in the interior of established single-family residential areas.
N.2	Medium-density residential (R-2 and similar zones) development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas. In areas already predominately zoned R-2, greater densities may be possible in conformance with the Flexible Lot Development provision.
N.3	High-density residential (R3 and similar zones) development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas.
N.4	Support community commercial and office uses located along arterial and collector streets, including intersections.
N.5	Support neighborhood commercial uses located at the intersections of two collector streets or a collector and arterial road.
N.6	Support contextually compatible neighborhood commercial and office uses along collector streets when the site design is pedestrian- and bicycle-oriented and the use will not generate significant auto traffic.
N.7	Support 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.

## Set 3 Guidelines for Development Review that Apply to the Neighborhood Center & Corridors (NCC) Building Blocks



### NCC.1

Medium-density (R-2 and similar zones) residential is appropriate in areas where much of the surrounding area has a similar level of density, and high-density (R-3 and similar zones) residential development is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas.

### NCC.2

Consider 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.

### NCC.3

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

- a. The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses.
- b. Safe and appropriate access can be from a major street, such as an arterial or collector street.
- c. Required parking, loading, and maneuvering can be accommodated on-site, or through other options described in the Unified Development Code.
- d. Consideration is given to the consolidation of design elements, such as access points, parking, landscaping, screening, and buffering.
- e. Consideration is given to accommodating current or future cross-access between adjacent parcels and uses.

## Set 3 Continued

NCC.4	Support contextually compatible neighborhood commercial and office uses along collector streets when the site design is pedestrian- and bicycle-oriented and the use will not generate significant auto traffic.
NCC.5	Consider 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, should be considered.
NCC.6	Redevelopment of commercial uses along arterial or collector roads should include integration and consolidation of parcels or property as a pattern of development in order to ensure the viability of the remaining commercial area.
NCC.7	<p>Support the redevelopment and/or expansion of existing strip commercial development that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when:</p> <ul style="list-style-type: none"> <li>a. The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses.</li> <li>b. Primary access can be generally provided from a major street, such as an arterial or collector street.</li> <li>c. Required parking, loading, and maneuvering can be accommodated on-site, or through other options described in the Unified Development Code.</li> <li>d. Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, screening, and buffering.</li> <li>e. Current or future cross-access between parcels and uses can be feasibly accommodated.</li> <li>f. 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.</li> </ul>

NCC.8	<p>Support development in or adjacent to existing community-level activity hubs that will:</p> <ul style="list-style-type: none"> <li>a. Integrate residential and nonresidential land uses and the mix of private and public land uses, including recreation, retail, restaurants, offices, libraries, childcare, transit facilities, and other services.</li> <li>b. Where they have not previously existed or been lost, (re)establish pedestrian connections in the street network adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes.</li> <li>c. Support alternate modes of transportation.</li> <li>d. Encourage infilling vacant or unoccupied parcels and structures adjacent to existing regional and community-level activity centers.</li> <li>e. Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment.</li> <li>f. Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes and public sidewalks and walkways, and by separating them from auto traffic access.</li> </ul>
NCC.9	<p>Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainage ways, 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.</p>
NCC.10	<p>Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill, and appropriate nonresidential uses.</p>
NCC.11	<p>Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.</p>

## Set 4 Guidelines for Development Review that Apply to the Mixed-use Corridors (MUC) Building Blocks



MUC.1	Medium-density residential (R-2 and similar zones) and high-density residential (R-3 and similar zones) development is generally appropriate along mixed-use corridors when providing transitions to surrounding lower-density residential uses and where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas.
MUC.2	Support community commercial and office uses located at the intersections of arterial streets, taking into consideration traffic safety and congestion issues.
MUC.3	Support neighborhood commercial uses located at the intersections of arterial streets, arterial-and-collector streets, or collector street intersections.
MUC.4	Support context-sensitive design for the development of neighborhood commercial and office uses along collector streets if the building is residentially scaled, the site design is pedestrian-oriented, and the use will not generate significant auto traffic.
MUC.5	Support environmentally sensitive design, mixed-use infill, and appropriate nonresidential uses that are consistent with or enhance the vitality of the existing neighborhoods, complement adjacent land uses, and enhance the overall function and visual quality of the street, adjacent properties, and the community.
MUC.6	<p>Support development in or adjacent to existing community-level activity hubs that will:</p> <ol style="list-style-type: none"> <li>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, childcare, transit facilities, and other services.</li> <li>Where they have not previously existed or been lost, (re)establish pedestrian connections in the street network adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes.</li> <li>Support alternate modes of transportation.</li> <li>Encourage infilling vacant or unoccupied parcels and structures adjacent to existing regional and community-level activity centers, including street-level retail or other active uses.</li> <li>Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment.</li> <li>Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes and public sidewalks and walkways, and by separating them from auto traffic access.</li> </ol>

## Set 4 Continued

MUC.7	<p>Support the redevelopment and/or expansion of commercial development or office uses that will improve traffic flow, pedestrian mobility and safety, and streetscape quality when:</p> <ol style="list-style-type: none"> <li>The project stabilizes and enhances the transition edge when adjacent to existing and future residential uses.</li> <li>Primary access can be generally provided from a major street, such as an arterial or collector street.</li> <li>Required parking, loading, and maneuvering can be accommodated on-site, or through other options described in the Unified Development Code.</li> <li>Adjacent uses can consolidate design elements, where feasible, such as access points, parking, landscaping, screening, and buffering.</li> <li>Current or future cross-access between parcels and uses can be feasibly accommodated.</li> <li>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.</li> <li>Safe and appropriate access can be provided from a major street, such as an arterial or collector street.</li> </ol>
MUC.8	<p>Consider the expansion of commercial areas into adjoining residential areas when logical boundaries, such as existing streets or drainage ways, 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.</p>
MUC.9	<p>Consider 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, should be considered.</p>
MUC.10	<p>Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.</p>

## Set 5 Guidelines for Development Review that Apply to the Mixed-use Activity Center (MUAC) Building Blocks



MUAC.1	High-density residential development (R3 and similar zones, or higher) is generally appropriate where primary vehicular access is provided to an arterial or collector street and is directed away from the interior of low-density residential areas.
MUAC.2	Consider 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.
MUAC.3	Support residential development with densities that complement the size and intensity of the center or node while providing transitions to lower-density residential uses.
MUAC.4	Support environmentally sensitive design, mixed-use infill, and appropriate nonresidential uses that are consistent with or enhance the vitality of the existing neighborhoods, complement adjacent land uses, and enhance the overall function and visual quality of the street, adjacent properties, and the community.
MUAC.5	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill, and appropriate nonresidential uses.
MUAC.6	<p>Support development in or adjacent to existing regional and community-level activity centers that will:</p> <ul style="list-style-type: none"> <li>a. 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, childcare, transit facilities, and other services into mixed-use activity centers.</li> <li>b. Where they have not previously existed or been lost, (re)establish pedestrian connections in the street network adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes.</li> <li>c. Support alternate modes of transportation.</li> <li>d. Encourage infilling vacant or unoccupied parcels and structures adjacent to existing regional and community-level activity centers, including street-level retail or other active uses.</li> <li>e. Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment.</li> <li>f. Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes and public sidewalks and walkways, and by separating them from auto traffic access.</li> </ul>

## Set 5 Continued

<b>MUAC.7</b>	Consider redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for activity center or node development.
<b>MUAC.8</b>	Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.
<b>MUAC.9</b>	Support a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.
<b>MUAC.10</b>	Consider incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.
<b>MUAC.11</b>	Support the limitation of drive-through facilities and auto-related uses in pedestrian-oriented districts, such as the sale, rental, service, or repair of vehicles. Banks, restaurants, and pharmacies that provide in-car service should ensure that the drive-through design will not conflict with pedestrian circulation.

## Set 6 Guidelines for Development Review that Apply to the Downtown (DT) Building Blocks



DT.1	Consider 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.
DT.2	Support appropriately located and scaled high-density residential uses in and near Downtown to support Downtown services and retail and provide incentives to attract new commercial and other support services to Downtown.
DT.3	Support environmentally sensitive design, mixed-use infill, and appropriate nonresidential uses that are consistent with or enhance the vitality of the existing neighborhoods, complement adjacent land uses, and enhance the overall function and visual quality of the street, adjacent properties, and the community.
DT.4	Support the Downtown 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 historic residential neighborhoods.
DT.5	Support public-private partnerships to enhance building facades and streetscapes.
DT.6	Support Downtown development and redevelopment of street-level retail or other pedestrian-oriented land uses, such as galleries, restaurants, and cinemas.

## Set 6 Continued

<b>DT.7</b>	Support retail and other private sector developments that will complement and support the existing Downtown fabric.
<b>DT.8</b>	Support new residential opportunities Downtown.
<b>DT.9</b>	Support the development of workforce housing, a diversity of arts-related land uses, and special cultural events.
<b>DT.10</b>	Locate new major governmental, cultural, and educational facilities in the Downtown area.
<b>DT.11</b>	Support historic neighborhoods, historically significant structures and sites, and the development and retention of residential uses in greater Downtown.
<b>DT.12</b>	Support upgrades to neighborhood infrastructure, including sidewalks and street lighting, which are compatible with the historic character.
<b>DT.13</b>	Support City participation in the construction of multi-use parking structures that support intermodal opportunities and ground-level retail.
<b>DT.14</b>	Support the limitation of drive-through facilities and auto-related uses in Downtown pedestrian-oriented districts, such as the sale, rental, service, or repair of vehicles. Banks, restaurants, and pharmacies that provide in-car service should ensure that the drive-through design will not conflict with pedestrian circulation.

## Set 7 Guidelines for Development Review that Apply to the Business Centers (BC) Building Blocks



BC.1	Consider residential development with densities that complement the size and intensity of the center or node, while providing transitions to lower-density residential uses.
BC.2	Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use infill, and appropriate nonresidential uses.
BC.3	<p>Support development in or adjacent to existing regional and community-level activity centers that will:</p> <ul style="list-style-type: none"> <li>a. 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, childcare, transit facilities, and other services to foster mixed-use activity centers.</li> <li>b. Where they have not previously existed or been lost, (re)establish pedestrian connections in the street network, or where adjacent to existing regional and community-level activity centers and neighborhood-scaled activity nodes.</li> <li>c. Support alternate modes of transportation.</li> <li>d. Encourage infilling vacant or underutilized parcels and structures adjacent to existing regional and community-level activity centers, including street-level retail or other active uses.</li> <li>e. Provide convenient, comfortable, illuminated, and accessible bus shelters and an attractive pedestrian environment.</li> <li>f. Support pedestrian and bicycle use by providing clearly marked pathways from adjacent bike routes, public sidewalks, and walkways and separating them from auto traffic access.</li> <li>g. Support the inclusion of workforce housing in new developments, especially Planned Area Developments.</li> </ul>

## Set 7 Continued

BC.4	Consider redevelopment, including the demolition of substandard structures, which encourages the assemblage of larger parcels for activity center or node development.
BC.5	Support neighborhood-scaled activity nodes that are designed to provide direct pedestrian and bicycle connections to the neighborhoods they serve.
BC.6	Support a mix of commercial, residential, office, governmental, and other service activities at all major employment centers.
BC.7	Consider incentives to encourage the conversion of existing large, underutilized parking areas to other uses conducive to the promotion of activity centers and nodes.
BC.8	Support 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.

## Set 8 Guidelines for Development Review that Apply to the Industrial (I) Building Blocks



I.1	<p>Evaluate new industrial proposals on a case-by-case basis according to the following criteria:</p> <ul style="list-style-type: none"> <li>a. Convenient access to highway, rail, or air services and routes.</li> <li>b. Nearby public transit and cycling infrastructure to serve employees, especially for industrial facilities with high numbers of employees.</li> <li>c. Pedestrian access and facilities between bus stops and employment centers.</li> <li>d. Parking, loading, and maneuvering requirements are met on-site.</li> <li>e. Architectural detailing provided on all sides of structures and the landscaped setbacks from the front and the rear property lines.</li> <li>f. Intentional design with respect to the health of residents in any potential adjacent residential development.</li> </ul>
I.2	<p>Support 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.</p>
I.3	<p>Protect established residential neighborhoods by supporting compatible development, which may include other residential, mixed-use, infill, and appropriate nonresidential uses.</p>
I.4	<p>Consider less intense uses such as commercial and residential development with densities that complement the size and intensity of the center or node and are consistent and compatible with the surrounding industrial land uses, while still providing transitions to lower-density residential uses.</p>

## Set 9 Guidelines for Development Review that Apply to the State Trust Land (STL) Special Planning Areas



### STL.1

Both the Southlands Area and the Houghton Corridor, as identified on the FGSM, are to be master planned for development. The Houghton Road Corridor is anticipated to develop before the Southlands Area due to the Houghton Road improvement project, the proximity of infrastructure along Houghton Road, and the master planning effort already completed for the area.

### STL.2

In areas that are not currently developed:

- a. Support master-planned areas that are sensitive to environmental resources and existing residential uses and are phased or financed to meet infrastructure requirements.
- b. Have a minimum overall residential density that can sustain regular transit usage.
- c. Support of a series of neighborhoods focused on a neighborhood center, with connections of open space and recreation areas, public transit, and a multimodal roadway system.
- d. Maximize connectivity of all transportation modes to enhance internal movement within and between individual neighborhoods within the master planning area, including appropriate connections to the regional circulation system.
- e. 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.
- f. Optimize the size of a neighborhood at a quarter mile from the center to the edge.
- g. Provide multimodal neighborhood entry roads that are designed and landscaped as entry statements that integrate into a neighborhood center.
- h. Base the neighborhood circulation system on a hierarchical network of streets, decreasing in size/capacity, which provides multiple routes to diffuse traffic congestion and encourage pedestrian circulation.
- i. Provide neighborhoods with a variety of housing types; include public space in neighborhoods, such as a square or plaza/park area; and incorporate a shaded transit stop and landscaping as part of its design.

### STL.3

Support land uses for industrial and logistics development within the Southlands.

## Set 9 Continued

<b>STL.4</b>	Support the assessment and subsequent consolidation of broad, shallow floodplains into manageable and thriving environments/wildlife corridors that also reduce future infrastructure costs and flooding.
<b>STL.5</b>	Support conservation and efficient water use in an effort to minimize the need for new water sources.
<b>STL.6</b>	Protect historic and archaeological resources.
<b>STL.7</b>	Support methods to conserve and enhance habitat when development occurs.
<b>STL.8</b>	Support the development and management of healthy and attractive urban vegetation.
<b>STL.9</b>	Protect and improve air quality by reducing sources of air pollution.
<b>STL.10</b>	Support an accessible interconnected open space system that links open space in the urbanized area to the surrounding public natural areas.
<b>STL.11</b>	Encourage an interconnected urban trail system throughout the city to meet the recreational and transportation needs of pedestrians, bicyclists, and equestrians.
<b>STL.12</b>	Promote environmentally sensitive design and landscaping, including but not limited to additional shade or tree cover, reused or salvaged materials in construction, and sustainable building practices.





## CHAPTER 5 Implementation

*Loxodonta Africana* by Simon Donovan and Ben Olmsted

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## Tools for Implementation

### Implementation Guiding Principles

Over the next 10 years Plan Tucson will provide high level guidance on a wide range of policy directions and initiatives. The Plan will also help to inform more focused recommendations and action items in functional and specific plans as well as capital improvement investments. However, on its own the document will not be able to effectively impact the various departments and projects of the City without consistent application and standard operating procedures that incorporate the General Plan into day to day decision making throughout the City Organization. Below are the guiding principles for implementation of the General Plan to promote consistent and intentional use of the General Plan.

- **Data Driven Intentional Application:** Use the most updated and reliable data to inform how policies can be effectively applied. Implementation of the General Plan should be intentional to consider how a given policy will impact communities in Tucson, especially those who have been historically disinvested.
- **Ongoing Review, Tracking, and Reporting:** Periodically review the policies and guidelines of the General Plan against current conditions in the community to inform the prioritization of the goals and policies and provide progress updates through metrics and reports of the functional plans linked to Plan Tucson's goals described in chapters 3 and 5. Clarify interpretations of any perceived contradictions.
- **Integration:** Encourage incorporating consideration or reference to Plan Tucson into review processes, grant applications, functional, specific and work plan updates, and proposals.
- **Community Engagement:** Follow the guidance of Goal 1 of the General Plan by providing opportunities for residents of Tucson to learn about the General Plan and how to use it to advocate for their community.
- **Greater Coordination and Communication:** Continue and strengthen coordination with County, State, and Federal entities to achieve greater continuity of land uses and design standards along shared borders and greater cooperation to achieve Plan Tucson's goals and policies with the surrounding region.

Plan Tucson is a long-range planning document with a wide scope and goals that cannot be achieved by any one department within the City government nor by the City alone. Instead, Plan Tucson provides the framework for greater communication across city departments paired with community engagement, as well as coordination with local organizations and other municipal agencies, to bring the Tucson community's vision to fruition.

This chapter references and builds on the requirements of Arizona Revised Statutes (A.R.S.) for General Plan implementation, setting out a process that will link the general to the specific, the long-term to the short-term, and planning with sustainability. A.R.S. Sections 9-461.06 and 9-461.07 include requirements for the implementation and administration of a General Plan.

Specific implementation actions called out in the statutes include identifying and making recommendations to the Mayor and Council on how to implement the General Plan by providing an annual progress report; continuing to educate the public about, and promote public interest in, the Plan; and consulting with the broad range of governmental and nongovernmental stakeholders about Plan implementation.

As described in Chapter 2, community sustainability is interwoven with the sustainability of its neighborhoods. Neighborhoods are the smaller systems that, together, make up the larger system of Tucson. Successfully implementing Plan Tucson requires the translation of broad policy direction to specific initiatives, services, and investments that make sense in smaller geographic areas. The primary means of translating Plan Tucson into specific actions are by undertaking functional and specific planning and by preparing an annual work program.

These activities must be complemented by:

- **Regularly assessing progress in the implementation of Plan policies and communicating that progress to the community.**
- **Tracking progress based on longer-term sustainability indicators to determine how Tucson is doing in comparison with other cities.**
- **Providing regular, inclusive public participation and feedback opportunities.**
- **Leveraging and allocating sufficient resources.**
- **Developing strong partnerships.**
- **Pursuing smart, innovative approaches to achieve desired results.**

Plan Tucson 2025 provides overarching guidance in the form of goals and policies. The implementation of these goals and policies will be undertaken through more detailed planning. The resulting detailed plans may relate to particular topics (such as financial sustainability or economic development) or to a service or facility (such as public safety, water, roadways, transit, or parks and recreation). These are referred to as “functional plans.” Other detailed plans relate to particular geographic areas of the City such as Downtown, a neighborhood, an area, or a corridor. These are referred to as “specific plans.” The overarching goal for updating functional and specific plans is to ensure that these more detailed plans are rooted in the more general goals and policies in Plan Tucson, that the plans relate to each other, and that the connections between the plans are clear.

## Functional Plans

As referenced in Chapter 3, there are many existing functional plans that City elected officials and staff consult in making decisions about water, transportation, roadway design, sustainability measures, and other matters. For example, the Mayor and Council in 2022 approved the Tucson Resilient Together: Climate Action and Adaptation Plan, which helps with the implementation of Plan Tucson 2025 Goals 3, 4, 7, 8, and 9. Additionally, there are Plan Tucson policies that are anticipated to be the catalyst for new and updated functional plans. The Department of Transportation & Mobility, for instance, intends to update its Strategic Plan, called Move Tucson, after Plan Tucson is finalized. That update will ensure that routes, policies for where to prioritize investment, and policies on multimodal transportation are consistent with Plan Tucson goals and policies.

## Specific Plans

The Future Growth Scenario Map (FGSM), presented in Chapter 4, is a key tool for the implementation of land use, transportation, and urban design. It provides guidelines to shape the general locations and types of future development. More detailed planning within specific geographic areas will complement the FGSM by translating Plan Tucson goals and policies into actions and land use guidance that relates to the needs, character, environmental conditions, and other factors of specific geographic areas of the community. Specific plans, which are addressed in A.R.S. Sections 9-461.08, 9-461.09, and 9-461.10, provide more detailed planning to allow systematic implementation of the General Plan through the use of detailed policy direction – in some cases at the parcel level – for smaller geographic 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 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. Currently 53 specific plans make up a quilt-like pattern across the City. These specific plans take the form of Neighborhood Plans, Area Plans, and Subregional Plans. The earliest plan was adopted in 1970 (Pullman Neighborhood Plan), and the most recent in 2024, (Broadmoor-Broadway Village Updated Neighborhood Plan) with the majority adopted in the mid-1980s. Many of these plans have served neighborhoods well as they have guided rezoning cases; provided direction for Neighborhood Associations; and been used in seeking funding for neighborhood improvements, capacity building, and other activities. This current specific plan structure also presents challenges. For example, some portions of the City have no specific plan coverage, density definitions vary in some plans, and changes in the physical make-up of the City are not reflected in some of the more dated plans. Because updating and managing the current number of specific plans is a resource-intensive process, most plans will need to remain in an “as-is” state unless a more efficient and simplified method of undertaking specific planning is pursued.



## Current Codes, Functional, and Specific Plans

Below is a list of the code documents, as well as the current functional (including other related plans) and specific plans that will be utilized in the implementation of Plan Tucson 2025.

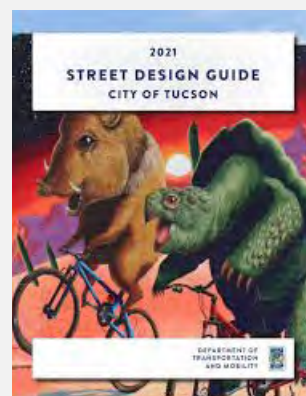
Specific plans include area and neighborhood plans and functional plans that are largely developed by City departments to focus on a particular topic. These plans provide structure for the implementation of the high-level goals within Plan Tucson 2025 through the use of detailed policy direction and maps for subsections of the City. All of these plans have intentional overlap to provide a comprehensive approach to achieving the broad goals of our community. These plans may be updated, and new plans may be initiated to further the implementation of Plan Tucson 2025.

### Functional Plans

#### Complete Streets Policy (2019)

The Complete Streets Policy serves as a comprehensive guide for creating an inclusive transportation network, detailing best practices and design standards for safe, connected infrastructure that accommodates all users—pedestrians, cyclists, transit riders, and drivers. The Complete Streets Policy includes a Street Design Guide. The Guide offers specific direction to various stakeholders, including City agencies, developers, and community members, on implementing transportation design elements that promote equity and accessibility across Tucson's diverse neighborhoods, while outlining when and where to incorporate these features in both new development and retrofit projects.

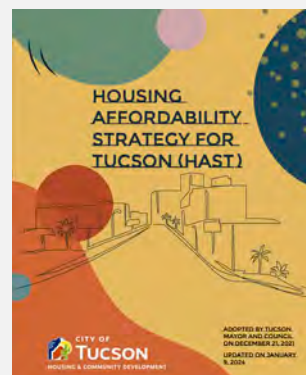
**Key to implementing goals related to:** Equity, Climate, Wellness, Transportation, Land Use



#### Housing Affordability Strategy for Tucson (2021)

Housing Affordability Strategy for Tucson (HAST) supports the preservation and construction of affordable housing units. HAST has 10 policy initiatives with by short-term, medium-term, and ongoing actions that focus on the most vulnerable residents to housing instability and support other key city initiatives such as climate resiliency, advancing racial and social equity, and supporting older adults.

**Key to implementing goals related to:** Equity, Housing, Wellness, Land Use



#### Tucson City Code (1987)

The Tucson City Code is the comprehensive collection of ordinances and regulations that govern the City of Tucson, Arizona. It covers various aspects of city governance including zoning, public safety, business regulations, environmental protections, and administrative procedures. The code serves as the legal framework for the city, establishing rights and responsibilities for residents, businesses, and government officials.

**Key to implementing goals related to:** Governance, Equity, Climate, Wellness, Water, Land Use



### Move Tucson (2021)

Move Tucson serves as the City's comprehensive transportation master plan, outlining both immediate projects and long-term goals for Tucson's mobility network. This living document provides a detailed project list that is regularly updated based on public input, available funding, and changing network conditions, helping stakeholders understand current transportation priorities and how specific improvements will be implemented across the City to enhance mobility for all residents.

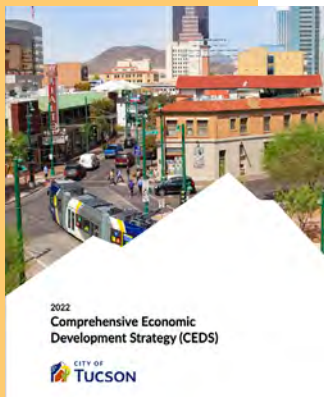
**Key to implementing goals related to: Governance, Equity, Economy, Transportation**



### Sidewalk and Pedestrian Accessibility Plan

The Sidewalk and Pedestrian Accessibility Plan identified \$950 million in critical pedestrian infrastructure needs. The City completed a citywide inventory of pedestrian assets with detailed mapping for future improvements. This evaluation covers sidewalk gaps, curb ramps, intersection technologies, medians, and transit stops. Improvements will be prioritized using Move Tucson methodology and Network Screening Scores to ensure strategic implementation.

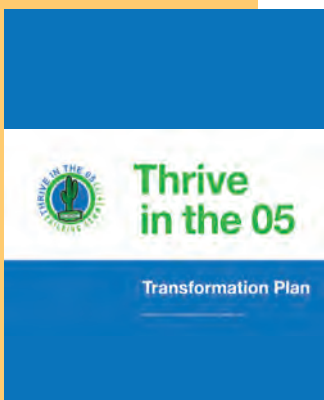
**Key to implementing goals related to: Equity, Transportation**



### Comprehensive Economic Development Strategy (2022)

Comprehensive Economic Development Strategy (CEDS) is a roadmap to guide the City's economic growth and resilience. The CEDS identifies key industries for growth, including aerospace, optics, bioscience, and logistics, and establishes goals for job creation and capital investment. The CEDS guides the City's efforts to attract new businesses, support local entrepreneurs, and invest in workforce training programs aligned with target industries.

**Key to implementing goals related to: Equity, Education, Economy**



### Thrive in the 05 Transformation Plan (2022)

The Thrive in the 05 Transformation Plan outlines a shared community vision across four focus areas—Housing, Neighborhoods, People & Education, and Workforce & Economic Development—for the transformation of the Oracle Road / Miracle Mile area in the 85705 zip code to a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors the unique history and cultural identity, where multiple generations share the means to THRIVE.

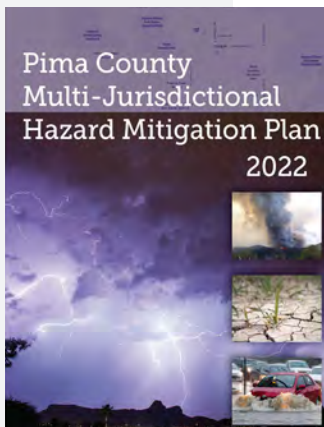
**Key to implementing goals related to: Equity, Wellness, Housing, Education, Historic, Cultural, Economy, Transportation, Land Use**



### **Tucson Resilient Together: Climate Action and Adaptation Plan (2022)**

Tucson Resilient Together, adopted in 2022, is the City's comprehensive Climate Action and Adaptation Plan that outlines specific strategies and targets for reducing greenhouse gas emissions, increasing renewable energy use, and building climate resilience across Tucson. The Plan serves as a blueprint for the City's sustainability efforts by promoting cross-sector collaboration and detailing actionable steps to address both climate mitigation and adaptation, establishing Tucson as a regional leader in environmental stewardship.

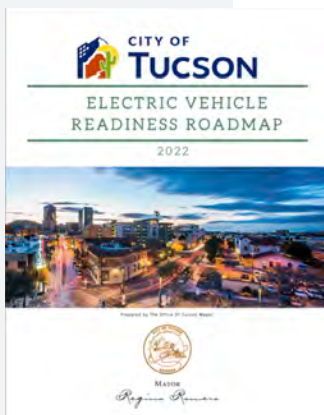
**Key to implementing goals related to:** Governance, Equity, Climate, Wellness, Economy, Environment, Transportation, Land Use



### **Pima County Multi-Jurisdictional Hazard Mitigation Plan (2022)**

The Pima County Multi-Jurisdictional Hazard Mitigation Plan, prepared by PCOEM with participating jurisdictions and stakeholders, identifies natural hazards affecting incorporated areas within Pima County. The plan assesses vulnerability and risk, develops mitigation strategies, establishes maintenance procedures, and documents the planning process.

**Key to implementing goals related to:** Climate, Ecosystems, Environment, Wellness



### **Electric Vehicle Readiness Roadmap (2022)**

The 2022 Electric Vehicle Readiness Roadmap is a strategic plan designed to accelerate the adoption of electric vehicles (EV) within the community and City operations. The Roadmap aligns with Tucson's broader climate goals, including the commitment to carbon neutrality by 2030, and emphasizes the importance of transitioning away from fossil fuels to reduce greenhouse gas emissions.

**Key to implementing goals related to:** Governance, Climate, Environment



### **Green Fleet Transition Plan (2023)**

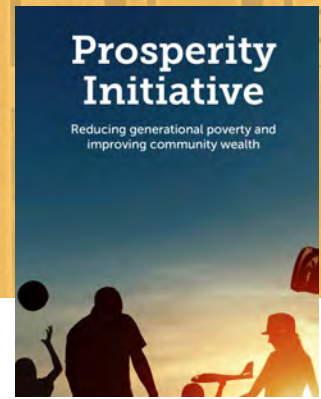
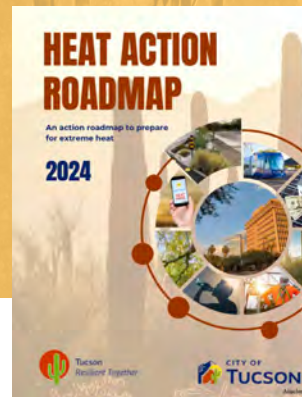
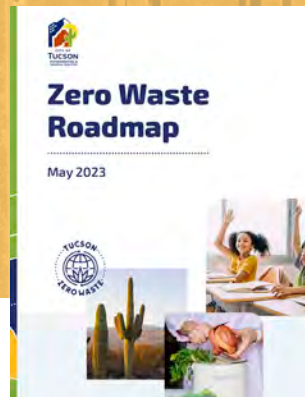
The Green Fleet Transition Plan outlines action items that each City Department must take to reduce the environmental impacts derived from city-owned light-duty vehicles, consistent with the Tucson Resilient Together.

**Key to implementing goals:** Climate, Transportation

### **One Water 2100 (2023)**

One Water 2100 guides Tucson Water's capital and financial planning, conservation practices, and policy decisions. The phrase "One Water" is a nationally recognized approach to managing finite water resources by placing equal value on all water as integrated and viable sources for the community.

**Key to implementing goals:** Governance, Equity, Climate, Education, Water, Environment, Ecosystems, Land Use



### Tucson Community Forest Action Plan (2023)

The Tucson Community Forest Action Plan provides a comprehensive framework for managing and expanding the City's urban tree canopy, with specific strategies for increasing shade equity in underserved neighborhoods while balancing water conservation needs. The Plan, developed with support from the Arizona Department of Forestry and Fire Management, details methods for addressing urban heat island effects and climate resilience through strategic tree placement and maintenance, offering guidance to both city officials and residents on how to collectively nurture and expand Tucson's community forest.

**Key to implementing goals related to: Equity, Climate, Ecosystems, Land Use**

### Zero Waste Roadmap (2023)

The Zero Waste Roadmap, prepared and approved by the Mayor and Council in 2023, is a high-level planning document that outlines critical tasks and identifies a path toward zero waste for Tucson, with a specific focus on the services provided by the Environmental Services Department (ESD).

**Key to implementing goals related to: Climate, Environment**

### Heat Action Roadmap (2024)

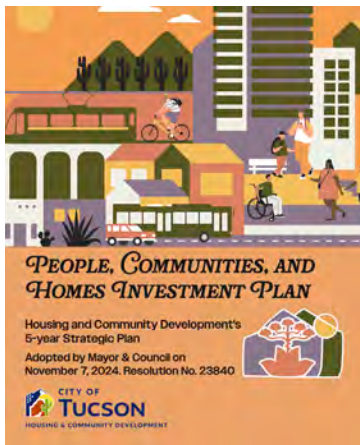
The City of Tucson Heat Action Roadmap is a comprehensive strategy aimed at addressing the increasing threat of extreme heat due to climate change in support of Tucson Resilient Together. By integrating efforts across government, businesses, community organizations, and individuals, the Roadmap seeks to build a more resilient City through collaborative action. Key initiatives include expanding shade infrastructure, increasing urban tree canopy, enhancing cooling centers, and creating resilience hubs.

**Key to implementing goal related to: Governance, Equity, Climate, Wellness, Housing, Ecosystems, Economy Transportation**

### Prosperity Initiative (2024)

The Prosperity Initiative, approved in 2024, outlines a regional collaborative framework between Pima County and the City of Tucson for reducing generational poverty through 13 specific policy areas, including education, healthcare, housing, broadband access, and workforce development. This comprehensive Plan provides detailed strategies that can be customized by participating communities and tribes, offering local governments flexibility in implementing poverty-reduction measures that best suit their unique population needs.

**Key to implementing goals related to: Governance, Equity, Wellness, Housing, Education, Economy, Transportation, Land Use**



### People, Communities, and Homes Investment Plan (2024)

The People, Communities, and Homes Investment Plan of Tucson (P-CHIP) establishes the priorities and goals for Housing and Community Development (HCD) over the next five years and is the second edition of P-CHIP. By considering the interconnections between people, communities, and housing, HCD aims to provide equitable pathways to opportunity.

**Key to implementing goals related to: Governance, Equity, Wellness, Housing, Economy, Transportation**



### Tucson Fire Department Strategic Plan (2024)

The Tucson Fire Department Strategic Plan sets a path to improve service to the community through being the preferred public safety employer in the region, fostering workplace wellness, being well-resourced, have staff that is reflective of the community, optimizing technology, and enhancing relationships with stakeholders.

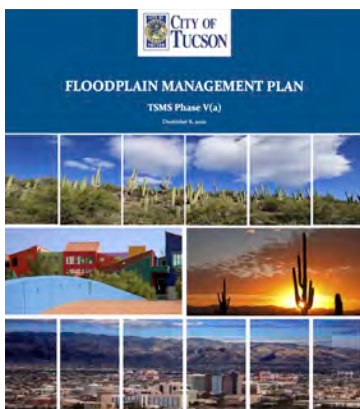
**Key to implementing goals related to: Equity, Wellness, Economy**



### 29th Street Thrive Transformation Plan (in development)

The 29th Street Thrive Transformation Plan is in development in collaboration with the community. The goals of this Plan have been identified to include a resource-rich community efficiently providing education, awareness, and services to the neighborhood children, residents, and businesses that is crime-free, safe, secure, and celebrates the thriving culture of the area.

**Key to implementing goals related to: Equity, Wellness, Housing, Education, Historic, Culture, Economy, Transportation, Land Use**



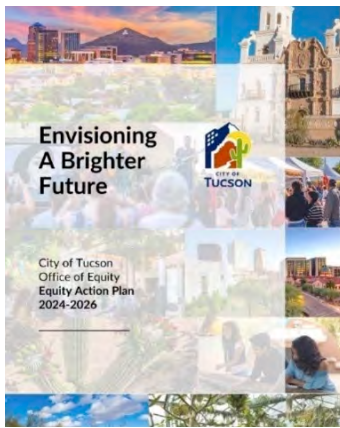
### Tucson Floodplain Management Plan (in development)

The Tucson Floodplain Management Plan, adopted in 2016 and updated in 2020, provides direction for flood and erosion hazard management. The Plan identifies key projects and studies that should be prioritized and helps the general public understand Tucson's unique characteristics of floodplains and erosion hazards. The Plan includes information on watercourse maintenance, riparian floodplain tree canopy, floodplain and erosion hazard management sustainability, homelessness in City watercourses, and the post-fire risk assessment.

**Key to implementing goals related to: Water, Ecosystems, Land Use**

### Tucson Unified Development Code (2012)

The Tucson Unified Development Code (UDC) is a specialized section of Tucson's municipal regulations that governs land use, development standards, and zoning throughout the city. It consolidates development-related requirements into a single comprehensive document, providing clear guidelines for construction, renovation, and land development projects.



within city limits. The UDC aims to implement Tucson’s General Plan by establishing consistent standards that promote sustainable growth while preserving the city’s unique character and natural resources.

**Key to implementing goals related to: Climate, Housing, Environment, Historic, Land Use.**

### **Equity Action Plan (in development)**

The Equity Action Plan will be a publicly available document that guides work at the City. This Plan will focus on creating an inclusive culture, data-driven decisions, and continuous improvement of service delivery. This Plan represents a pivotal opportunity to reassess and redefine our success metrics by focusing on the actual impact of our policies on every segment of the population.

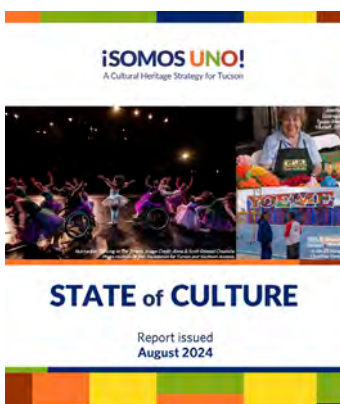
**Key to implementing goals related to: Governance, Equity, Climate, Wellness, Housing, Education, Water, Environment, Ecosystems, Historic, Culture, Economy, Transportation, Land Use**



### **Parks and Recreation System Master Plan (in development)**

The Parks and Recreation System Master Plan sets priorities and guides decision-making through an analysis on the condition of the facilities, data on usage, and outreach.

**Key to implementing goals related to: Equity, Wellness, Education, Culture, Land Use**



### **iSomos Uno! (2025)**

This program aims to effectively steward Tucson’s diverse cultural heritage assets. SOMOS UNO’s primary goal is to develop a comprehensive operational structure that preserves and actively promotes Tucson’s rich cultural tapestry. By doing so, it seeks to elevate and empower the City’s vibrant creative communities, ensuring that Tucson’s unique cultural identity continues to thrive and evolve.

**Key to implementing goals related to: Equity, Wellness, Education, Historic, Culture, Economy**



### **Tucson Norte-Sur (2024)**

Tucson Norte-Sur provides a strategic vision for transit-oriented development along a 15-mile north-south corridor, stretching from the Tohono Tadaí Transit Center to the Tucson International Airport. The Plan details opportunities for equitable development within three-quarters to one mile of this planning bus-rapid transit corridor, outlining specific strategies for compact, mixed-use, pedestrian-friendly neighborhoods that will enhance connectivity and guide future land use, real estate investments, and infill development along Stone Avenue and South 6th Avenue.

**Key to implementing goals related to: Equity, Climate, Wellness, Housing, Transportation, Land Use**



## Neighborhood and Area Plans

Many, but not all, Neighborhood and Area Plans contain more detailed land use maps and policies that can support the implementation of all Plan Tucson 2025 goals. Additionally, these plans provide insight into what are considered the major assets within a given community, which can better inform the General Plan. All of these plans have intentional overlap to provide a comprehensive approach to achieving the broad goals of our community. These plans may be updated, and new plans may be initiated to further the implementation of Plan Tucson 2025.

- 12th Avenue-Valencia Road Area Plan (adopted 2001)
- “A” Mountain Neighborhood Plan (adopted: 1976; most recent amendment: 1989)
- Alvernon-Broadway Area Plan (adopted: 1995; most recent amendment: 2019)
- Arcadia-Alamo Area Plan (adopted: 1992)
- Arroyo Chico Area Plan (adopted: 1986; most recent amendment: 2015)
- Barrio Kroeger Neighborhood Plan (adopted: 1978)
- Bear Canyon Neighborhood Plan (adopted: 1993; most recent amendment: 2018)
- Blenman Vista Neighborhood Plan (adopted: 1986; most recent amendment: 1993)
- Broadmoor-Broadway Village Neighborhood Plan (adopted: 1988; most recent update: 2024)
- Broadway-Craycroft Area Plan (adopted: 1988)

- Cragin-Keeling Area Plan (adopted: 1990; most recent amendment: 1994)
- El Encanto-Colonia Solana Neighborhood Plan (adopted: 1980; most recent amendment: 2002)
- El Montevideo (adopted: 1973; most recent amendment: 1995)
- El Presidio Neighborhood Plan (adopted: 1986)
- Esmond Station Area Plan (adopted: 1986; map revision: 2005)
- Grant-Alvernon Area Plan (adopted: 1999; most recent amendment: 2024/5?)
- Greater South Park Plan (adopted: 1984; most recent amendment: 2006)
- Groves Neighborhood Plan (adopted: 1976; most recent amendment: 2006)
- Houghton Area Master Plan (adopted 2005)
- Houghton East Neighborhood Plan (adopted: 1985; most recent amendment: 2016)
- Jefferson Park Neighborhood Plan (adopted: 2008)
- Kino Area Plan (adopted: 1980; most recent amendment: 2008)
- Lincoln Park Neighborhood Plan (adopted: 1980)
- Manzo Neighborhood Plan (adopted: 1978; most recent amendment: 2010)
- Miles Neighborhood Plan (adopted: 2009)
- Miramonte Neighborhood Plan (adopted: 2008; most recent amendment: 2018)
- National City Neighborhood Plan (adopted: 1978)
- North Stone Neighborhood Plan (adopted: 1986; most recent amendment: 2000)
- Northside Area Plan (adopted: 1987; most recent amendment: 2003)
- Old Fort Lowell Neighborhood Plan (adopted: 1984; most recent amendment: 1998)
- Old Pueblo South Community Plan (adopted: 1979; most recent amendment: 1983)
- Pantano East Area Plan (adopted: 1982; most recent amendment: 1984)
- Plan for Downtown Tucson (adopted: 1978)
- Pullman Neighborhood Plan (adopted: 1975; most recent amendment: 1995)
- Richland Heights Neighborhood Plan (adopted: 1977; most recent amendment: 1990)
- Rincon/Southeast Subregional Plan (adopted: 1995; most recent amendment: 2024)
- Sabino Canyon-Tanque Verde Neighborhood Plan (adopted: 1996)
- Sam Hughes Neighborhood Plan (adopted: 1985; updated: 2023)
- San Clemente-Country Club Heights Neighborhood Plan (adopted 1980; most recent amendment: 1995)
- Santa Cruz Area Plan (adopted: 1984; most recent amendment: 1997)
- Sewell/Hudlow Neighborhood Plan (adopted: 1988; most recent amendment: 2012)
- South Pantano Area Plan (adopted: 1984; most recent amendment: 2019)
- Tumamoc Area Plan (adopted: 1998)
- Unit 6 Neighborhood and Circulation Plan (adopted: 1976; most recent amendment: 1982)
- University Area Plan (adopted: 1989; most recent amendment: 2011)
- West University Neighborhood Plan (adopted: 1982; most recent amendment: 2011)
- Western Hills/Pueblo-Sunland Gardens Neighborhood Plan (adopted: 1978; most recent amendment: 2002)
- Wrightstown Neighborhood Plan (adopted: 1980, most recent amendment: 1985)



## Near- and Long-Term Projects

The goals and policies laid out in Plan Tucson 2025 are intended to be considered in decisions at every level of the City, ranging from the adoption of new functional plans to policy directives aimed at addressing a pressing community concern. These decisions can be difficult for community members to follow and challenging to measure impacts over the long term. In an effort to demonstrate the forward motion of Plan Tucson over the following decade, below are examples of some of the initiatives that are anticipated in the coming years to implement policies included in this Plan. These are not comprehensive of all the City's efforts to implement the vision of Plan Tucson 2025, and new initiatives and projects may take precedence if circumstances demand it. However, the projects below represent a sample of the wide range, both in scope and focus, of the tangible on-the-ground efforts to achieve the goals of Plan Tucson 2025.

# Near-Term Projects (next 3 years)

## Implementation of Intergovernmental Agreement on Opioid Crisis

This joint agreement between Pima County and the City of Tucson to address the opioid crisis represents their collaborative effort to tackle the ongoing epidemic of opioid addiction and overdoses in the region. This agreement outlines a coordinated approach to utilize funds from opioid lawsuit settlements to implement various strategies for prevention, treatment, and recovery services. It includes provisions for expanding access to naloxone (a medication used to reverse opioid overdoses), increasing addiction treatment programs, supporting community education initiatives, and enhancing data sharing between agencies to better track and respond to the crisis. The agreement also defines how the two entities will work together to maximize the impact of available resources and ensure a comprehensive, community-wide response to the opioid crisis.

**Department overseeing project:** Department of Community Health and Wellness

**Goals addressed:** Wellness

## Community Corridors Tool

Mayor and Council directed the Planning and Development Services Department to update the Unified Development Code to simplify redevelopment of underutilized sites along the City's major corridors. The Community Corridors Tool, adopted in 2025, is designed to encourage transit-oriented infill development, thereby increasing the supply of affordable and attainable housing options while encouraging livable and vibrant mixed-use destinations. The development standards and incentives in the tool, such as density bonuses for affordable housing and modified design standards to promote walkability, further advance the City's Climate Action Goals, including mitigating the urban heat island effect. In the next three years, Planning and Development Services Department will focus on implementing and refining the tool as needed.

**Department overseeing project:** Planning and Development Services Department

**Goals addressed:** Climate, Housing, Land Use, Transportation

## Missing Middle Code Amendments

In 2024, Arizona State Statute required all cities with populations over 75,000 to adopt zoning code changes to allow for a development of duplexes, triplexes, fourplexes, and townhomes zoned for single-family residential within one mile of a city's central business district by January 1, 2026. The purpose of this change is to encourage the construction of "middle housing" types as infill development in urban areas and increase affordable housing options.

**Department overseeing project:** Planning and Development Services Department

**Goals addressed:** Housing, Land Use

## Econo Lodge Housing Project

The City of Tucson Housing and Community Development Department acquired the former Econo Lodge property located at 1136 N. Stone Avenue. Located in the 'Thrive in the 05' reinvestment area, this 50-unit property is located directly across the street from Pima Community College and will provide transitional housing for youth and young adults experiencing and at risk of homelessness. The project will focus services on two youth communities particularly impacted by homelessness: Lesbian, Gay, Bisexual, Transgender, Questioning + (LGBTQ+) young people and youth aging out of the foster care system without alternative housing resources. This project will be administered by Old Pueblo Community Services, a local non-profit with proven experience providing high-quality, low-barrier housing services in line with the City of Tucson's Housing First approach.

**Department overseeing project:** Housing and Community Development

**Goals addressed:** Housing, Wellness

### **Amphi Housing First Resource Center**

The Amphi Housing First Resource Center is an adaptive reuse of the City's former Fire Station 8 located in Ward 3. The decommissioned fire station will provide nightly shelter for approximately 100 individuals. Shelter services will be provided within the rehabilitated fire station and in a micro-shelter village comprised of small independent units located on the property. In addition to overnight shelter services, the project will provide a variety of day services for unsheltered individuals, such as case management and linkages to social services such as medical care, behavioral health support, substance abuse recovery services, education programs, and employment training programs.

#### **Department overseeing project:**

Housing and Community Development Department

**Goals addressed:** Housing, Wellness

### **Barrio Nopal Park**

A brand-new park opening in 2025 with a walking path, splash pad, and basketball court. Currently in construction. Funding comes from Proposition 407 and American Rescue Plan Act (ARPA).

#### **Department overseeing project:**

Parks and Recreation Department

**Goal addressed:** Wellness, Ecosystem

### **Robert Price Sr Park**

Brand new park opening in July 2026, the project is currently in design. Funding for the project comes from Proposition 407 as well as impact fees.

#### **Department overseeing project:**

Parks and Recreation Department

**Goals addressed:** Wellness, Ecosystem

### **Bilby Road Complete Street**

A project that will improve safety, pavement condition, pedestrian access, and bicycle infrastructure along the three-mile corridor. Includes full reconstruction of the pavement, new sidewalks, lighting and other safety improvements, and installation of new bike lanes.

#### **Department overseeing project:**

Parks and Recreation Department

**Goals addressed:** Wellness, Ecosystem



### **22nd Street Bridge Over Union Pacific Railroad (UPRR) and Aviation Parkway**

This bridge-replacement project will increase traffic capacity by increasing weight restrictions. The bridge includes one-directional, six-foot-wide pedestrian/bicyclist facilities on each side, providing a connection to the Aviation Bikeway.

#### **Department overseeing project:**

Department of Transportation and Mobility

**Goals addressed:** Transportation

### **Mary Ann Cleveland Way Shared Use Path**

A 1.3-mile shared-use path project including landscaping to provide comfortable walking and biking connections for residents to the Houghton Town Center, Empire High School, W. Anne Gibson-Esmond Station Library, and Esmond Station K-8 School.

#### **Department overseeing project:**

Department of Transportation and Mobility

**Goals addressed:** Transportation, Wellness

### **Grant Road Improvements: Alvernon to Swan**

Design includes additional travel lanes, new and wider sidewalks, more signalized crosswalks, improved bicycle lanes, landscaping, and a new median.

#### **Department overseeing project:**

Department of Transportation and Mobility

**Goals addressed:** Transportation



## Mid-Range Projects (3-7 years out)

### **Completion of Norte-Sur Bus Rapid Transit Line**

The Tucson Norte-Sur Bus Rapid Transit (BRT) project is a significant high-capacity public transportation initiative aimed at improving mobility along a north-south corridor in Tucson. This project plans to connect major activity centers, including downtown Tucson, the Pima Community College downtown campus, and the Tucson Mall, with more efficient and frequent bus service. The BRT system is designed to offer many of the advantages of light rail, such as dedicated lanes, priority signaling, and enhanced stations, but at a lower cost and with greater flexibility. It's expected to reduce travel times, increase ridership, and promote transit-oriented development along the corridor. The project is still in its planning and development stages. The City of Tucson is working on securing funding and finalizing route details. Once completed, the Norte-Sur BRT line is anticipated to play a crucial role in Tucson's evolving public transit network, supporting the City's goals for sustainable urban development and improved connectivity.

#### **Department overseeing project:**

Department of Transportation and Mobility

**Goals addressed:** Transportation, Land Use, and Economy

### **Divert Green Waste in Collection**

In 2024, the Environmental and General Services Department began a program to divert green waste, such as tree trimmings, weeds, and other organic material from landscaping work to be sent to compost sites instead of landfills. The process involves developing a method for trash collectors to filter waste at collection sites to transfer to appropriate locations as well as educational outreach to Tucson residents and landscape workers about the option to compost green waste and how to do so.

#### **Department overseeing project:**

Environmental and General Service Department

**Goals addressed:** Environment, Ecosystems



### **Advanced Water Metering Technology**

One Water 2100 includes a strategy to install smart water meters that monitor water use in real time, provide leak alerts, and inform water use habits. With advanced metering infrastructure (AMI) along with the use of smart meters, water leaks are detected early in real-time, resulting in quicker response time for repair, which equates to less water loss. AMI technology provides customers with knowledge about their day-to-day water use, information that can incentivize customers to keep their water bill within a desired range by identifying ways to conserve water. Another exciting effect of AMI is the reduction of greenhouse gas emissions, as driving around to monitor 250,737 meters every month will no longer be required. Reductions like these will help us reach Tucson's carbon-neutral goal by 2030. The transition to AMI started in 2023 and will be completed over the next 5-7 years.

#### **Department overseeing project: Tucson Water**

**Goals addressed:** Governance, Climate, Water, Environment



# Long-Range Projects (7-10 years out)

## Thrive Zones

The City of Tucson's Thrive Zones are community reinvestment initiatives aimed at improving the quality of life in neighborhoods across the City that have historically experienced disinvestment. These programs engage residents and local businesses in developing community-driven solutions to improve housing, neighborhood infrastructure, safety, services, and the local economy.

### Department overseeing project:

Housing and Community Development, Community Safety, Health and Wellness

**Goals addressed:** Equity, Housing, Economy

## Tucson Delivers: Better Streets | Safe Streets

In 2022, the City of Tucson voters approved extending the existing half-cent sales tax for an additional 10 years via Proposition 411. The funds collected through the half-cent sales tax over the 10-year period will be used solely for neighborhood street improvements and systemwide street safety projects. Of that estimated funding, 80% will be dedicated to improving the condition of every City neighborhood street, and 20% will be dedicated to safe street improvements that benefit all users and modes. Safety improvements can include street lighting, sidewalks, bicycle network enhancements, traffic signal technology upgrades, and traffic-calming features. Improvements started in 2024 and are expected to continue until 2032. Specific projects are identified in the Street Safety Improvement Plan, developed and approved in coordination with the City of Tucson's Complete Streets Coordinating Council. Additional details, including the general timeline, are available at [tucsondelivers.tucsonaz.gov/pages/better-streets-safe-streets](https://tucsondelivers.tucsonaz.gov/pages/better-streets-safe-streets).

### Department overseeing project:

Department of Transportation and Mobility

**Goals addressed:** Transportation, Wellness



# Funding for Implementation

Mayor and Council priorities and Plan Tucson goals and policies are operationalized through the annual budget process in which resources are allocated to specific services, programs, and projects. The [Operating Budget](#) is the City's annual financial plan detailing how project revenues will be expended for operations within departments, divisions, and program and service areas.

The specific costs of project implementation are developed once tangibles are identified. Projects are funded from one or multiple sources of City revenue, outlined in the City of Tucson's Operating Budget:

Revenue Fund	Examples of Sources	How this Fund is Used
<b>Special Revenue Funds</b>	<p>Voter-approved Bonds 407 – Parks and Connections and 411 – Better Streets Safe Streets (see Goal 1 and Goal 4) and other voter-approved sales taxes</p> <p><b>Grants/Funds (federal and non-federal), including</b></p> <ul style="list-style-type: none"> <li>• Transit Funds</li> <li>• Tucson Convention Center Fund</li> <li>• Highway User Revenue Fund</li> <li>• Park Tucson Fund</li> <li>• Civic Contribution Fund</li> <li>• Community Development Block Grant Fund</li> <li>• Housing Funds</li> </ul>	Projects/parameters are identified through grant proposal development or generating a list of projects to inform the ballot proposition. The resulting funding is tied to those specific projects. Plan Tucson is often cited in grant proposals as a documented summary of community-supported priorities.
<b>General Fund</b>	Local taxes, state-shared revenues, licenses, permits, fines and forfeitures, and some service charges	The general fund is the main operating fund for the City.
<b>Capital Projects Fund</b>	Voter approved Bonds 407 (See Goal 1, Goal 4, and Goal 14), Development Impact Fees, Regional Transportation Authority funds	Funds that are used to implement the Capital Improvement Program, a 5-year plan that identifies the capital projects and significant equipment and infrastructure investments that will be made by the City, along with the projected costs and funding sources for each project.
<b>Enterprise Funds</b>	Tucson Water Utility, Environmental Services, Tucson Golf, and Housing funds	Departments and divisions that provide services using revenue generated from service charges.
<b>Others: Debt Service Funds, Internal Service Funds, Fiduciary Funds</b>	Employee health insurance, Tucson supplemental retirement system, general obligation bond, and interest	Assorted sources of funding for administrative operations at large.

Figure 5.1.1 A summary of the types of funding in the City of Tucson operating budget

The City of Tucson develops the operating budget via a participatory process. Residents can get involved via the City of Tucson Mayor and Council study sessions and public hearings annually in late Spring, with adoption in June.



## Considerations for Continuity and Longevity of the General Plan

### **Mayor and Council Priorities**

While Plan Tucson provides the long-range vision for the City, the Mayor and Council will need to set shorter term priorities for the Plan's implementation, taking into consideration the current environment, pressing issues, and resource levels. This direction by the governing body will guide how the implementation of Plan Tucson unfolds.

### **Partnerships & Innovation**

The City's ability to implement Plan Tucson through the mechanisms described in this chapter depends on having the right foundational elements in place. The City cannot implement Plan Tucson on its own. Effective partnerships between the City and other governmental agencies, non-profit organizations, neighborhoods, and businesses are critical to the success of this endeavor and can help leverage the resources and expertise needed to achieve Plan Tucson's goals.

As Plan Tucson is implemented, the City and its partners aim to ensure that resources are used as efficiently as possible and best-known practices and technologies are being employed to produce desired results. A broad, integrated approach to improving the efficiency of city operations, the quality of life for citizens, and growing the local economy will be critical. Greater service demands and infrastructure needs coupled with tightened budgets mean solutions must be smarter and address the city as a whole. Some of the elements include having the tools to analyze data for better decisions, anticipating problems to resolve them proactively, and coordinating resources to operate effectively. When information can be automated, analyzed, and presented more effectively, the result is better decision-making, reporting, and insight. New collaboration tools, technologies, and strategies will provide valuable guidance for Plan Tucson implementation.

### **Public Participation**

Translating Plan Tucson goals and policies into meaningful actions and investments appropriate to meet the distinct needs of various parts of the city will require ongoing public involvement, including residents, businesses, institutions, not-for-profit governmental organizations, and other governmental agencies. There will be many avenues for public participation in Plan Tucson implementation.

## General Plan Adoption

The adoption or readoption of a General Plan or major amendment to an adopted plan is subject to public participation procedures adopted by Mayor and Council as required under A.R.S. Section 9-461.06.C, and shall be approved by an affirmative vote of at least two-thirds of the members of the City of Tucson Mayor and Council as specified in A.R.S. Section 9-461.06.H. Prior to approval by the Mayor and Council, the Planning Commission shall hold at least two public hearings in two different locations before forwarding a recommendation to the Mayor and Council. Additionally, 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. Following Mayor and Council's approval, the adoption, readoption, major update, or major amendment of the General Plan must be ratified by Tucson's registered voters at least once every 10 years as required under A.R.S. Section 9-461.06.K. This provides the opportunity for the City to assess progress that has been made toward meeting goals and policies of the existing General Plan and to respond to a changing community.



## Annual Reporting

The City of Tucson, through multi-departmental coordination, will produce an Annual Report that will monitor how Plan Tucson 2025 reflects core community values and evaluate how new developments have been approved in compliance with the plan. It is a “progress report” on the General Plan’s implementation that highlights progress made by all City departments and partnering agencies, as well as identifying and addressing barriers. The Annual Report should address the following topics:

- Progress of action items from functional plans
- Growth and development trends compared to expected trends
- Ongoing City efforts and partnerships
- Mayor and Council priorities and how they reflect the goals in the General Plan

## Administrative Actions

Changes to the General Plan that are not considered amendments may be made administratively under the direction of the City Manager. Administrative actions include:

- Correction of scrivener’s errors
- Correction of references and page numbers
- Change in formatting
- Addition of reference plans
- Any change mandated by state law

## Major Amendments

A.R.S. Section 9-461.06.H defines a major amendment as a “substantial alteration of the municipality’s land use mixture or balance as established in the municipality’s General Plan land use element.” A major amendment to Plan Tucson is necessary when:

1. The site of a development proposal is not covered by an adopted specific plan;
2. The Future Growth Scenario Map Building Block designation for the site as depicted on the Future Growth Scenario Map must be changed to maintain consistency with the development proposal (see Exhibits LT-7 and LT-8, pgs. 3.144 and 3.145); and
3. The proposed development site consists of 65 or more acres.

The mayor and council consider major amendments on an annual basis and require a two-thirds majority approval. State law prohibits major amendments to the General Plan from being enacted as emergency measures, as they are subject to public referendum.

## Minor Amendments

All amendments to Plan Tucson that are not a new or readopted General Plan or a major amendment are considered minor amendments and shall be processed in accordance with State and City of Tucson regulations concerning timing, notice, public hearing, and action.

The mural is a complex composition of various natural elements. At the top, a large moth with intricate wing patterns is perched on a flower. Below it, a large owl is shown in flight, its wings spread wide, revealing detailed feather patterns. To the left of the owl, there are faint sketches of insects, including what appears to be a dragonfly and a butterfly. At the bottom left, there is a sketch of a plant with small, round fruits. The entire scene is set against a light blue background with subtle vertical lines.

# Appendices

*Mural by Nicola Marshall*

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## Appendix A

# Glossary

<b>100-Year Assured Water Supply</b>	A part of the Groundwater Management Act 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. (Source: PDSD Research)
<b>Abatement Potential</b>	A measurement of the potential to decrease greenhouse gas (GHG) emissions from a particular sector or through an action. The abatement potential is measured in GHG emissions (e.g., tons of carbon dioxide equivalent). Also referred to as Emission Reduction Potential. (Source: Tucson Resilient Together)
<b>Access/Egress</b>	The ability to enter a site from a roadway and exit a site onto a roadway. (Source: PDSD Research)
<b>Acre</b>	A measure of area totaling 43,560 square feet. (Source: PDSD Research)
<b>Action</b>	Typically an activity which the City of Tucson must undertake to implement a supporting policy. (Source: PDSD Research)
<b>Active Recreation</b>	Structured individual or team activity that requires special facilities, courses, fields, or equipment. (Source: Plan Tucson 2013)
<b>Active Transportation or Active Mobility</b>	A mode of transportation that includes walking, running, cycling, scootering, skateboarding, and other human-powered forms of transportation. It can also include low-speed electrical devices such as motorized wheelchairs, e-scooters, and electric-assist bicycles. Also referred to as Active Mobility or Non-Motorized Transport. Sometimes public transit is included in a definition of Active Transportation as users typically use human-powered means to access transit. (Source: Tucson Resilient Together, City of Tucson Department of Transportation and Mobility Staff)
<b>Activity Centers (and Nodes)</b>	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. (Source: PDSD Research)
<b>Adaptation</b>	The potential or ability of a system, region, or community to adapt to the effects or impacts of climate change. (Source: Tucson Resilient Together)
<b>Adaptive Reuse</b>	The process of adapting old structures for new purposes. (Source: Plan Tucson 2013)

**Aeroallergen-Related Respiratory Illness** A mixture of solid particles and liquid droplets found in the air, such as smoke, pollens, and dust. (Source: Plan Tucson 2013, Tucson Resilient Together)

**Affordable Housing** Housing that a household can pay for, while still having money left over for other necessities like food, transportation, and health care. An affordability metric often used is ‘Housing Cost Burden’ or housing in which the occupant(s) is/are paying more than 30% of their income on housing. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Airport Environs Overlay Zone** The purpose of this overlay zone is to protect the health, safety, and welfare of persons and property in the vicinity of Tucson International Airport (TIA) and Davis-Monthan Air Force Base (DMAFB) and protect the long-term viability of DMAFB. This is accomplished by: (1) reducing noise and safety hazards associated with aircraft operations; (2) preserving the operational stability of these airports; and (3) assisting in the implementation of policies and recommendations in the City’s General Plan and Airport Environs Plan, the Air Installation Compatible Zone Report (AICUZ), and the Davis-Monthan Joint Land Study (DMJLUS). (Source: American Legal Publishing 5.6.1)

**Airport Environs Plan** Adopted City plan to ensure compatibility of land uses in the vicinity of the airport; to achieve balance between the needs of the airport and growth trends; and to mitigate significant impacts of aircraft operations on the surrounding community. (Source: Plan Tucson 2013)

**Ambient Temperature Action** Non-specific phrase used to describe the outside temperature. (Source: Plan Tucson 2013)

**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. (Source: PDSD Research)

**Americans with Disabilities Act (ADA)** The Americans with Disabilities Act (ADA) was established in 1990 to ensure inclusive and equal opportunity for persons with disabilities in all aspects of American life. The ADA prohibits discrimination on the basis of disability and provides for equal access to programs, services and activities. (Source: City of Tucson Office of Equal Opportunity; ADA Act)

<b>Annexation</b>	Permanently incorporating real property into a different jurisdictional boundary (i.e., such as a city adding additional land to increase its size). (Source: City of Tucson Real Estate Glossary)
<b>Aquifer</b>	An underground, water-bearing layer of earth, porous rock, sand, or gravel through which water can seep or be held in natural storage. (Source: PDSD Research)
<b>ArcGIS Urban</b>	ArcGIS Urban is a web-based product, created by ESRI, that applies GIS technology to urban planning to streamline plan creation, analyze the impact of plans, visualize current projects, and facilitate public engagement. ArcGIS Urban allows planning staff to visualize citywide plans and compare design scenarios and analyze the impact of plans with custom metrics. (Source: ESRI website)
<b>Archaeological Resources</b>	Material remains of human activity and life, which include artifacts, monuments, and other cultural remains. (Source: PDSD Research)
<b>Area Median Income (AMI)</b>	The midpoint of a region's income distributing, meaning that half of the households in a region earn more than the median and half earn less than the median. (Source: People, Communities, Housing Investment Plan (P-CHIP))
<b>Area Plans</b>	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. (Source: PDSD Research)
<b>Aridification</b>	The gradual change of a region from a wetter to a drier climate. (Source: Merriam-Webster Dictionary)
<b>Arizona Revised Statutes</b>	The Arizona Revised Statutes (ARS) is the name given to the statutory laws in the U.S. state of Arizona. (Source: Arizona State Legislature)
<b>Arterial Street</b>	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. (Source: PDSD Research)
<b>Auto-Related Or Auto-Oriented Uses</b>	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. (Source: PDSD Research)

<b>Baseline, Baseline Forecast</b>	An assessment of current conditions, which can serve as a point of comparison for scenarios that involve policies or measures will be implemented beyond those that are already in progress and/or those that are planned to be adopted. Baseline scenarios are not intended to be predictions of the future, but rather counterfactual constructions that can serve to highlight the level of emissions that would occur without further policy effort. Also referred to as Business-as-Usual Scenario. (Source: Tucson Resilient Together)
<b>Benchmarking</b>	The process of measuring performance of a certain metric and comparing to similar cases in order to identify areas for improvement. (Source: Tucson Resilient Together)
<b>Bicycle Boulevard</b>	Bicycle boulevards are residential streets designed to prioritize bicycling and enhance conditions for walking. Bicycle boulevards vary in character to reflect the unique neighborhoods they travel through. Traffic calming measures aim to slow vehicles, reduce cut-through traffic, and improve crossing safety for pedestrians and cyclists.
<b>Bicycle Routes</b>	A street or path that accommodates for bicycles and may also be used by pedestrians or other vehicles.
<b>Bike/Pedestrian</b>	Complete transportation network where walking and biking are safe, convenient, and comfortable ways of moving around the city for people of all ages and abilities.
<b>Biodiversity</b>	Short for ‘biological diversity’, biodiversity is the variety of all living species and ecosystems. Biodiversity can be observed on macro levels, micro levels, and in-between. Biodiversity is complex, fragile, and increasingly threatened by urbanization and climate change. Rich biodiversity supports many aspects of human life from food and medicine to environmental quality. (Source: Tucson Resilient Together)
<b>Blue Barrel Program</b>	City of Tucson residential and small business program for curbside recycling. (Source: Plan Tucson 2013)
<b>Board of Adjustment</b>	The Board of Adjustment (B/A) is established to hear and decide requests for variances from provisions of the UDC, appeals of Zoning Administrator’s interpretations, appeals by the applicant from administrative design review decisions, appeals from limited notice procedure decisions and other land use issues as provided by the UDC. The B/A serves in the capacity of a “Board of Adjustment” as provided by the Arizona Revised Statutes. (Source: City of Tucson Unified Development Code)
<b>Brownfield</b>	Abandoned or idled, industrial and commercial facilities/sites where expansion or redevelopment is complicated by real or perceived environmental contamination in urban, suburban, or rural areas. (Source: Plan Tucson 2013)

**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. (Source: PDSD Research)

**Building Blocks**

Building Blocks, along with Special Planning Areas, are the general land use categories used in the Plan Tucson Future Growth Scenario Map. (Source: City of Tucson Planning and Development Services Staff)

**Bus Rapid Transit (BRT)**

Bus Rapid Transit (BRT) is a term applied to a variety of bus service designs that provide for faster, more efficient and more reliable service than an ordinary bus line. Often this is achieved by making improvements to existing street and traffic signal infrastructure. (Source: Tucson Notre Sur)

**Business-As-Usual (BAU) Scenario**

See baseline forecast. (Source: Tucson Resilient Together)

**Capital Improvement Plan, or Program (CIP)**

Identifies infrastructure and facility projects including funding amounts and sources, to be undertaken by the City during a five-year planning horizon. (Source: Plan Tucson 2013)

**Carbon Emissions**

Carbon emissions are the release of carbon compounds such as carbon dioxide (CO<sub>2</sub>) and methane (CH<sub>4</sub>) into the atmosphere. Similarly to other greenhouse gases, these carbon compounds trap heat in the atmosphere when released, resulting in global warming. (Source: Eco Life Dictionary)

**Carbon Footprint**

Describes the total amount of greenhouse gases emitted as a result of the actions of an individual, a city, or any other unit. A carbon footprint is a function of all the energy used by an individual, business, event, or community for heating and cooling, appliances, vehicles, and embedded energy in everything purchased and consumed. See the definition of Greenhouse Gas Emissions for further explanation. (Source: Plan Tucson 2013)

**Carbon Neutrality**

Refers to achieving net-zero greenhouse gas emissions by balancing the amount of greenhouse gases released by a community with an equivalent amount that is either sequestered or offset. (Source: Plan Tucson 2013)

**Car Dependency**

Car dependency refers to a situation where people are heavily reliant on private automobiles as their primary or only means of transportation.

<b>Central Arizona Project (CAP)</b>	Major Bureau of Reclamation project that distributes Colorado River water to urban and agricultural users. (Source: PDSD Research)
<b>Certified Local Government (CLG)</b>	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. (Source: PDSD Research)
<b>Circular Economy</b>	A circular economy is a model of resource production and consumption in any economy that involves sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products for as long as possible. (Source: Circular economy: definition, importance and benefits   Topics   European Parliament (europa.eu))
<b>City</b>	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). (Source: PDSD Research)
<b>City of Gastronomy</b>	A City of Gastronomy is a city that has been recognized by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) for its food culture and efforts to promote sustainable development. (Source: Wikipedia)
<b>City of Tucson Vision</b>	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. (Source: PDSD Research)
<b>City’s Water Service Area</b>	A water service area, sometimes called a water service territory, is simply defined as the geographic area in which a utility provides water. (Source: AMWUA blog)
<b>Climate Action</b>	Any policy, program, project or activity initiated with the intention to provide some contribution to climate mitigation or adaptation. (Source: Tucson Resilient Together)
<b>Climate Action Plan</b>	A strategic document (or series of plans and documents) that demonstrates how a city will deliver on its commitment to address climate change. (Source: Bike Ped SM Working Group Reference Sheet)
<b>Climate Change</b>	A long-term shift in global climate patterns predominantly caused by human activities. Often, climate change refers specifically to the rise in global temperatures from the mid-20th century to present that is attributed to anthropogenic, or human-induced, greenhouse gas emissions. (Source: Tucson Resilient Together)

**Climate Change Mitigation & Adaptation Plan**

A document that details methods to reduce greenhouse gas concentrations in the atmosphere by avoiding further emissions from “sources” or by enhancing “sinks,” such as forests, that absorb and store carbon from CO<sub>2</sub>. (Source: Plan Tucson 2013)

**Climate Resilience**

A concept to describe how well people or ecosystems are prepared to bounce back from certain climate hazard events, including wildfires, flooding, and extreme temperatures. (Source: Tucson Resilient Together)

**Climate Variability Planning**

Climate variability planning involves identifying how climate change may impact assets and ecosystems and developing strategies to reduce risks and increase resilience. (Source: PDSD Research)

**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. (Source: PDSD Research)

**Community Engagement**

Community engagement is involvement and participation in an organization for the welfare of the community. Community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, or implementation. (Source: What is Community Engagement? Department of Agricultural Economics, Sociology, and Education)

**Community Land Trusts**

A nonprofit organization that promotes affordable housing and community development by holding land on behalf of a community and managing it for the long term. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Complete Streets Policy**

An approach to transportation planning and design that guides the development of a safe, connected, and equitable transportation network for everyone, regardless of who they are, where they live, or how they get around. (Source: City of Tucson Department of Transportation and Mobility Complete Streets)

**Composting**

A controlled process to break down organic matter sourced from separated waste or agricultural residues in aerobic conditions to stabilize the biological activity or organic matter to reduce its environmental impact and produce usable by-products like soil amendments, filling material, and biofertilizers. (Source: Tucson Resilient Together)

**Conceptual Land Use Map**

A map depicting potential future land uses. (Source: City of Tucson Planning and Development Services Staff)

<b>Context-Sensitive Redevelopment</b>	A collaborative approach that involves all stakeholders in providing new developments. It is an approach that leads to preserving and enhancing scenic, aesthetic, historic, community, and environmental resources while improving or maintaining safety, mobility, and infrastructure conditions. (Source: Context Sensitive Solutions Overview)
<b>Cooling Center</b>	A community facility that offers relief from extreme heat and keeps people safe from severe temperatures. These spaces also provide other important resources such as potable water, toilets, medical attention, or social services. (Source: Tucson Resilient Together)
<b>Corridor</b>	A belt of land linking two other areas or following a road or river. (Source: Oxford Languages)
<b>County</b>	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. (Source: PDSD Research)
<b>Cultural Heritage</b>	Includes oral traditions, community bonds, language, monuments, town sites, archeological sites, and works of art which carry and transmit the cultural features of a society. (Source: What is Cultural Heritage, Harvard)
<b>Cultural Resources</b>	Archaeological, traditional, and built environment resources, including but not necessarily limited to buildings, structures, objects, districts, and sites. (Source: Plan Tucson 2013)
<b>Dedication</b>	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. (Source: PDSD Research)
<b>Density</b>	The number of dwelling units per acre. (Source: PDSD Research)
<b>Development</b>	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. (Source: PDSD Research)
<b>Development Impact Fees</b>	Fees charged to new development as a means of paying for the facilities and infrastructure needed to serve new development. Impact fees are typically issued for water, roads, parks, police, fire, and other public facilities. (Source: Plan Tucson 2013)

**Development Review**

Development Review is the systematic review of development proposals for compliance with city codes and policies. The City Development Review Committee (CDRC) is the body of reviewers charged with development review. The CDRC is composed of city departments, utility companies, other government agencies and other agencies which regulate land use within the city limits. (Source: PDSD website)

**Disinvestment**

Systematic withdrawal of capital and resources from a particular geographic area, typically neighborhoods or entire sections of a city. (Source: Platt, R. H. (2014). Reclaiming American Cities: The Struggle for People, Place, and Nature since 1900. University of Massachusetts Press. <https://doi.org/10.2307/j.ctt5vk9nc>)

**Displacement**

Displacement occurs when residents and/or business owners – almost exclusively low-income and/or people of color – are unable to remain in or return to their historical communities due to a variety of factors including, but not limited to, gentrification and cycles of investment and disinvestment. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Distributed Energy Resources**

Distributed energy resources (DER) are small, modular, energy generation and storage technologies that provide electric capacity or energy where you need it. Typically producing less than 10 megawatts (MW) of power, DER systems can usually be sized to meet your particular needs and installed on site. (Source: Using distributed energy sources, federal energy management program)

**Diversity**

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs, including underserved communities. (Source: U.S. Department of Housing and Urban Development)

**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. (Source: PDSD Research)

**Ecosystem Services**

Ecological processes or functions that have value to individuals or society. (Source: Intergovernmental Panel on Climate Change (IPCC))

**Energy Efficiency**

The use of less energy to provide the same function or service. A process, building, machine, or other energy-consuming object is more energy efficient if it delivers more functions or services for the same energy input or the same function or service for less energy input, compared to a conventional process. (Source: Tucson Resilient Together)

<b>Entitlements</b>	Land use changes that require discretionary approval, typically either from the Mayor and Council or the Zoning Examiner. (Source: <a href="https://www.tucsonaz.gov/Departments/Planning-Development-Services/Planning-Zoning-Applications/Entitlements">https://www.tucsonaz.gov/Departments/Planning-Development-Services/Planning-Zoning-Applications/Entitlements</a> )
<b>Equitable Transit-Oriented Development (eTOD)</b>	Equitable TOD is the building of vibrant, walkable, mixed-use neighborhoods near transit stations so that all people, regardless of income, race, age, or ability have access to jobs, basic services, and amenities. The eTOD process prioritizes neighborhood voices to ensure new development meets the needs of the community, such as a mix of affordable housing types, environmental sustainability, and public space. See also, Transit-Oriented Development. (Source: Tucson Notre Sur)
<b>Equity</b>	As defined by the Mayor and Council, for and within the City of Tucson, equity means: Our policies, policy-making processes, delivery of services, and distribution of resources account for the different histories, challenges, and needs of the people we serve. (Source: People, Communities, Housing Investment Plan (P-CHIP))
<b>Exposure</b>	The situation of people, infrastructure, housing, production capacities and other tangible human assets located in hazard-prone areas or areas with high levels of pollution or toxic substances. (Source: Tucson Resilient Together)
<b>Express Bus</b>	Sun Express is fast commuter transportation that makes limited stops from outlying areas to major destinations.
<b>Fair Market Rent (FMR)</b>	The rent amount, including utilities, to rent privately owned, decent, safe, and sanitary rental housing of a modest (non-luxury) nature. (Source: City of Tucson Housing and Community Development Department Staff)
<b>Floodplain, FEMA 100-Year</b>	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 one percent chance of occurring in any one year. (Source: PDSD Research)
<b>Food Security</b>	Food security is having reliable access to a sufficient quantity of affordable, nutritious food. (Source: Oxford Languages)
<b>Fossil Fuels</b>	Carbon-based fuels from fossil hydrocarbon deposits, including coal, oil and natural gas, that emit greenhouse gases and other pollutants when combusted and/or leaked into the ocean, groundwater or atmosphere. (Source: Tucson Resilient Together)
<b>Frequent Transit Network</b>	20-minute or less network of public transportation routes that provide reliable, high-frequency service throughout the day. Streetcar and Bus Routes.

**Frontline Communities**

Communities that experience the “first and worst” impacts of climate change. These include, but are not limited to, youth, older adults, women, LGBTQIA+ individuals, Black, Indigenous, People of Color (BIPOC) individuals, documented and undocumented immigrants, people with disabilities and chronic illnesses, people experiencing houselessness, victims of domestic violence and human trafficking, people experiencing linguistic isolation, outdoor workers, and those with limited access to transportation, critical infrastructure, and/or municipal services. (Source: Tucson Resilient Together)

**Functional Plans**

City departments develop functional plans to address particular topics or services to implement the General Plan. (Source: City of Tucson Planning and Development Services Staff)

**Funding Mechanisms**

Funding mechanisms are the methods and processes used to secure financial support for projects, initiatives, or policies. (Source: Health Research Alliance)

**Future Growth Scenario Map (FGSM)**

A conceptual land use map depicting a future land use scenario that would accommodate the City of Tucson’s growing population and current residents’ needs for housing and employment. It is used by City of Tucson planning staff in reviewing entitlement cases and to generally guide future land use planning within the City of Tucson. (Source: City of Tucson Planning and Development Services Staff)

**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. (Source: PDSD Research)

**Gentrification**

A process of neighborhood change in a historically disinvested area. This often includes new investments in physical infrastructure and development, rising housing costs, and changes in the demographics of residents such as race/ethnicity, income, and education levels. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Green Space**

See Open Space

<b>Greenhouse Gas Emissions</b>	Gases that trap heat in the atmosphere by absorbing and emitting solar radiation within the atmosphere, causing a greenhouse effect that warms the atmosphere and leads to global climate change. GHGs include seven gases: carbon dioxide (CO <sub>2</sub> ); methane (CH <sub>4</sub> ); nitrous oxide (N <sub>2</sub> O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); Sulphur hexafluoride (SF <sub>6</sub> ); and nitrogen trifluoride (NF <sub>3</sub> ). Also sometimes simply referred to as Carbon Emissions. (Source: Tucson Resilient Together)
<b>Greenhouse Gas Inventory</b>	A quantified list of a city's GHG emissions and sources. (Source: Tucson Resilient Together)
<b>Greenway</b>	A strip of undeveloped land near an urban area, set aside for recreational use or environmental protection. (Source: Oxford Languages)
<b>Guidelines For Development Review</b>	Give technical specifics on what to look for in a rezoning application, including how the proposed rezoning would integrate into the surrounding areas, transportation concerns, and much more. (Source: Plan Tucson Website)
<b>Habitat Conservation Plan (HCP)</b>	A planning document, required as part of an application to the U.S. Fish and Wildlife Service, that assesses the anticipated effects of proposed impacts on plant or animal species and shows how those impacts will be minimized, or mitigated, and how the HCP is to be funded. (Source: Plan Tucson 2013)
<b>Heat Exchanger</b>	Technology used to transfer heat captured from renewable sources like solar or geothermal, allowing this captured heat to be utilized for heating buildings, water, or industrial process, reducing reliance of fossil fuels. (Source: General Services Department Staff)
<b>Heritage (or Cultural Heritage)</b>	The sum total or mosaic of a community's history, technology, art and literature, archaeological legacy, urban design, architecture, and folkways. (Source: PDSD Research)
<b>High-Capacity Transit</b>	High-Capacity Transit is defined by the following characteristics: dedicated right-of-way (bus only lanes) vs. mixed traffic, central alignment vs. curbside alignment, on-board fare collection vs. off-board fare collection, intersection treatments like prohibited left turns and transit signal priority, platform level boarding vs. sidewalk/curb level boarding, queue jumps (essentially bypass lanes that give transit vehicles a head start at a light), and printed schedule vs. real-time arrival information at station and/or on-board. (Source: Tucson Notre Sur)

**Historic Preservation**

Field of practice or research which focuses on tangible and intangible heritage, or the legacy and culture inherited from past generations. Historic preservation treats historic buildings, districts, sites of important events, objects, other structures, and archaeological sites as heritage resources which may be eligible for formal designation as historic. Historic significance is defined at the local, state, and/or national level. (Source: Plan Tucson 2013)

**Historic Preservation Zone (HPZ)**

City of Tucson zoning overlays created by a 1972 ordinance for certain designated National Register of Historic Places districts that require compliance with specific development standards and design guidelines for exterior alterations to existing historic and non-historic buildings and for new construction, including work that does not require a building permit. (Source: Plan Tucson 2013)

**Historic Resources**

See Cultural Resources and Archaeological Resources. (Source: PDSD Research)

**Historic Streetscape**

A streetscape at least 50 years old which retains the majority of its historic-age, character-defining features, and conveys the period of development. (Source: Plan Tucson 2013)

**Household**

Consists of all people who occupy a housing unit (house, apartment, group of rooms, or single room intended for occupancy) including related family members and all unrelated people. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household. (Source: Plan Tucson 2013)

**Houseless or Homeless**

Lacking or in need of a house or home; sometimes referred to as unhoused or transient. People experiencing homelessness are also described as individuals or families who lack a fixed, regular, and adequate nighttime residence. (Source: Tucson Resilient Together)

**Housing Stock**

The terms housing stock and housing inventory are defined as the total number of dwelling units standing at a given time within a specific area. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Housing Unit**

Or Dwelling Unit: A building or portion of a building that is designed, occupied, or intended for occupancy as living quarters exclusively for a single household, which includes one or more rooms, with sleeping and sanitary facilities and one enclosed kitchen. One accessory cooking facility per dwelling unit is permitted. (Source: City of Tucson Unified Development Code)

<b>Huckleberry Loop</b>	The Chuck Huckelberry Loop is a system of paved, shared-use paths and short segments of buffered bike lanes connecting the Cañada del Oro, Rillito, Santa Cruz, and Pantano River Parks with the Julian Wash and Harrison Road Greenway.
<b>Impact Fee</b>	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. (Source: PDSD Research)
<b>Impacts</b>	The consequences of realized risks on natural and human systems, where risks result from the interactions of climate-related hazards (including extreme weather and climate events), exposure, and vulnerability. Impacts generally refer to effects on lives; livelihoods; health and well-being; ecosystems and species; economic, social, and cultural assets; services (including ecosystem services); and infrastructure. Impacts may be referred to as consequences or outcomes and can be adverse or beneficial. (Source: Tucson Resilient Together)
<b>Impervious Surfaces</b>	Solid surfaces, such as paved roads and car parks, which do not allow water to penetrate the ground below. (Source: Tucson Resilient Together)
<b>Indicator</b>	A means of measuring the state or level of an impacted phenomenon. Indicators are expressed using metrics which define their units of measurement. (Source: Tucson Resilient Together)
<b>Indigenous</b>	Originating and living or occurring naturally in an area or environment. (Source: Plan Tucson 2013)
<b>Infill</b>	Development of vacant land (usually individual lots or leftover property) within areas that are already largely developed. (Source: PDSD Research)
<b>Infrastructure</b>	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. (Source: PDSD Research)
<b>Intensity</b>	A term used to describe the look and feel of an area, resulting from the collected contributions of land use, building height, the placement of the building on the property, and density of buildings. (Source: City of Tucson Planning and Development Services Staff)

**Jurisdiction**

The official power to make legal decisions and judgements.  
(Source: Oxford English Dictionary)

**Land Use**

A description of the existing or proposed occupancy or utilization of land that include the principal use and accessory uses. (Source: City of Tucson Unified Development Code)

**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. (Source: PDSD Research)

**LEED**

Acronym for Leadership in Energy and Environmental Design, developed by the U.S. Green Building Council and used to rate the design, construction and operation of high performance buildings. (Source: Plan Tucson 2013)

**Legacy Businesses**

To be eligible for the designation of legacy business, businesses must be independently owned, for-profit, and in continuous operation in Tucson for at least 25 years, with no more than one year of a break in operations. Legacy businesses must be able to provide a narrative on their impact in the community, and owners must be committed to maintaining the defining services, products, or traditions of the business. (Source: Tucson Metro Chamber)

**Life Skills Training**

Hands-on education designed to facilitate the practice and reinforcement of psychosocial skills in a culturally and developmentally appropriate way. Such skills contribute to the promotion of personal and social development, the prevention of health and social problems, and the protection of human rights. (Source: Plan Tucson 2013)

**Listed Historic Buildings, Districts, and Properties**

An individually designated historic property derives its significance from one or more of the following aspects of American history: (A) Association with historic events or activities, (B) Association with an important person in history, (C) Distinctive design or physical character, or (D) Potential to provide important information about prehistory or history. (Source: Individually Designated Historic Properties COT)

**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. (Source: PDSD Research)

**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. (Source: PDSD Research)

Low-Income	A household whose income does not exceed 80% of the Area Median Income. (Source: People, Communities, Housing Investment Plan (P-CHIP))
Major Streets & Routes Plan (MS&R)	A document that seeks to “identify street classifications, the width of public rights-of-way, to designate special routes, and to guide land use decisions.” (Source: City of Tucson Major Streets and Routes Plan)
Marginalized Populations	A group of individuals who have been excluded or pushed to the fringes of society and lack equal access to resources, opportunities, and power compared to the dominant group. (Source: Equity Budget Analysis)
Market-Rate Housing	Housing that is not restricted by income. (Source: People, Communities, Housing Investment Plan (P-CHIP))
Master-Planned Community	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 new urbanism (a community and architectural design approach that aims to recreate the compact scale, traditional street pattern, and pedestrian-friendly environment found in small towns), 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. (Source: PDS Research)
Mitigation	The process of limiting greenhouse gas emissions for the purposes of lessening the impacts of climate change. (Source: Tucson Resilient Together)
Mixed-Income Housing	Housing that is comprised of a mix of both affordable and market-rate units to serve a mix of incomes. (Source: People, Communities, Housing Investment Plan (P-CHIP))
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 a development project with significant functional interrelationships and a coherent physical design. A “single site” may include contiguous properties. (Source: PDS Research)
Mode (as in Transportation Mode)	Refers to various forms of transportation, such as automobile, transit, bicycle, and walking. Multi-modal or alternate modes refers to a system designed to accommodate several transportation uses and users. Intermodal refers to the connection between modes. (Source: PDS Research)

**Moderate Income**

A household whose income is between 80% and 120% of the Area Median Income. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Modern Streetcar**

A fixed guideway electric rail system which runs on tracks along public urban streets and operates in mixed traffic. Modern streetcars typically use electric power, are lighter and shorter than conventional and rapid transit trains, accommodate bicycles on-board, and have frequent passenger stops. (Source: Plan Tucson 2013)

**Multi-Family**

Any residential development consisting of three or more dwelling units on an integrated site or single lot. (Source: City of Tucson Unified Development Code)

**Multi-Modal Transportation**

Refers to various forms of transportation, such as automobile, transit, bicycle, and walking. Multi-modal or alternate modes refers to a system designed to accommodate several transportation uses and users. Intermodal refers to the connection between modes. (Source: PDSD Research)

**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. (Source: PDSD Research)

**National Trust for Historic Preservation**

Privately-funded, nonprofit organization that works to save historic places throughout the United States. (Source: Plan Tucson 2013)

**Natural Open Space**

Any area of land that is undisturbed, and essentially not occupied by structures, and that is set aside, dedicated, or reserved in perpetuity as a public or private preservation or conservation area. (Source: City of Tucson Unified Development Code)

**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. (Source: PDSD Research)

<b>Natural Undisturbed Open Space</b>	An area of land that is unimproved and not occupied by structures or man-made impervious surfaces and includes environmentally significant features, culturally significant features, or designated floodplains (except where channelized). (Source: City of Tucson Unified Development Code)
<b>Neighborhood Associations</b>	Registered neighborhood associations are those that have applied to the City of Tucson for official neighborhood association status in order to enjoy certain services offered by the City. These privileges include things like notifications of proposed zoning and special legal standing in certain procedures. (Source: City of Tucson Neighborhoods and Associations Website)
<b>Neighborhood Plans</b>	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. (Source: PDSD Research)
<b>Net-Zero</b>	Net-Zero refers to the balance between the amount of greenhouse gas (GHG) that's produced and the amount that's removed from the atmosphere. It can be achieved through a combination of emission reduction and emission removal. (Source: Tucson Resilient Together)
<b>Nonconforming Sign</b>	A sign lawfully erected or altered in conformance with applicable regulations, including a sign lawfully existing in the county at the time of annexation, that no longer complies with this Sign Code due to amendments to this Sign Code adopted subsequent to the approved permit for the sign or the annexation. (Source: PDSD Sign Code)
<b>Non-Elected Boards and Commissions</b>	Serving on a City of Tucson board, committee, or commission is one way that Tucson's residents can participate in local government. Boards and Commissions typically serve in an advisory capacity to the Mayor and Council. Unless otherwise indicated, all City board, committee, and commission members must be residents of Tucson at the time of their appointment and for the full duration of their term. (Source: COT Boards, Commissions and Committees)
<b>Nongovernmental Organizations (NGO)</b>	A professional or voluntary group of individuals or organizations, usually not affiliated with any government, that is formed to provide services or to advocate a public policy. (Source: Nongovernmental organization (NGO)   Britannica)

**Non-Point Source Pollution** A form of pollution that results from land runoff, precipitation, atmospheric deposition, drainage, seepage, or hydrologic modification. (Source: Plan Tucson 2013)

**Nonprofit** A nonprofit organization (NPO), also known as a non-business entity, nonprofit institution, or simply a nonprofit, is a legal entity organized and operated for a collective, public, or social benefit, as opposed to an entity that operates as a business aiming to generate a profit for its owners. (Source: Council of Nonprofits)

**Nonresidential Use** Residentially-scaled office use, office use, commercial use, and industrial use. (Source: PDSD Research)

**Open Space** Land that is not contained within four walls, can include parks, natural areas, and rooftop gardens. (see Natural Undisturbed Open Space, Urban Green Space, Urban Forest) (Source: PDSD Research)

**Ordinance** A law or regulation set forth and adopted by government authority, usually a city or county. (Source: PDSD Research)

**Outdoor Lighting Code** Outdoor lighting standards that preserve the relationship of the residents of the City of Tucson, Arizona and Pima County, Arizona to their unique desert environment through protection of access to the dark night sky. Intended outcomes include continuing support of astronomical activity and minimizing wasted energy, while not compromising the safety, security, and well-being of persons engaged in outdoor night time activities. (Source: Tucson-Pima Outdoor Lighting Code, 2012)

**Outreach** The activity or process of bringing information or services to people. (Source: Britannica)

**Overlay Zone** A zoning district which is applied over one or more previously established zoning districts to establish additional or stricter standards and criteria for covered properties in addition to those of the underlying zoning district. Communities often use overlay zones to protect special features such as historic buildings, wetlands, steep slopes, and waterfronts. (Source: Tucson Notre Sur)

**Participatory Budgeting** Participatory budgeting (PB) is a democratic process in which community members decide how to spend part of a public budget. (Source: Learn About PB)

**Pedestrian Environment** A neighborhood, town, or city with features that encourage and influence walking through design, construction, and maintenance of the built environment. (Source: Plan Tucson 2013)

**Pedestrian-Oriented** A physical structure or place with design qualities and elements that contribute to an active, inviting, and pleasant place for pedestrians. (Source: PDSD Research)

**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. (Source: PDSD Research)

**Pima County Conservation Land System (CLS) Map** The CLS categorizes all lands in unincorporated Pima County based on their values in supporting and representing biological diversity. Each of the categories has an associated conservation guideline policy, which encourages conservation of these resources. (Source: Pima County Gov)

**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. (Source: PDSD Research)

**Plan Amendment** A Plan Amendment is the process to change or update an existing adopted city plan. Amendments to adopted area or neighborhood plans can be initiated by Mayor and Council or by a property owner within the plan area. (Source: PDSD website)

**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. (Source: PDSD Research)

**Planned Community** (see Master-Planned Community) (Source: PDSD Research)

**Policy** A statement of principle or of guiding actions that implies clear commitment but is not mandatory. (Source: PDSD Research)

**Pollutants** Harmful contaminants, including solid or hazardous waste, which cause potentially contaminated sites (brownfields), air quality issues, harmful noise levels, light pollution, and water quality issues. (Source: PDSD Research)

**Potable Water** Water that has been treated, cleaned, or filtered and meets established drinking water standards or is assumed to be reasonably free of harmful bacteria and contaminants and considered safe to drink. (Source: Plan Tucson 2013)

<b>Pre-submittal Meeting</b>	The pre-application conference is designed to assist the applicant by providing as much information as possible regarding City regulations and requirements and how they may affect the proposed project's scope and design, prior to submission of a formal application. (Source: City of Tucson Unified Development Code)
<b>Public Art</b>	Plans and implements a full spectrum of public art, with major funding provided through City and County capital improvement budgets; public art projects have been included as part of roadway projects, parks, libraries, and other public facilities. Also referred to as the "One Percent for Public Art." (Source: PDSD Research)
<b>Public Health</b>	The science of protecting and improving the health of people and their communities. This work is achieved by promoting healthy lifestyles, researching disease and injury prevention, and detecting, preventing and responding to infectious diseases. (Source: CDC Foundation)
<b>Public Housing</b>	Established to provide decent and safe rental housing for eligible low-income families, the elderly and persons with disabilities. (Source: People, Communities, Housing Investment Plan (P-CHIP))
<b>Public Infrastructure</b>	The collection of roads, bridges, rail lines, and similar public works required for an industrial economy, or a portion of it, to function. (Source: Plan Tucson 2013)
<b>Public-Private Partnerships</b>	Public-private partnerships are contractual agreements between a public agency and a private entity that allow for greater private participation in the delivery of projects. (Source: US Department of Transportation)
<b>Recharge (as in Colorado River Water)</b>	The addition of water to an aquifer. In our case, it's the addition of Colorado River water to our recharge sites via the Central Arizona Project. (Source: Tucson Water Status of the Aquifer)
<b>Reclaimed Water</b>	Recycled, treated effluent reused for beneficial uses. Regulations apply to wastewater treatment facilities supplying reclaimed water and to the sites where water is applied or used. (Source: Plan Tucson 2013)
<b>Recycling</b>	The process through which waste materials are converted into new materials, goods, and products. The recycling process starts by collecting and separating the recyclable materials in the waste stream and aggregating them for further processing. (Source: Tucson Resilient Together)
<b>Redevelopment (see also Development)</b>	Expansion or alteration of land uses, site configuration, or structures. (Source: PDSD Research)

<b>Regional</b>	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. (Source: PDSD Research)
<b>Regulation</b>	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. (Source: PDSD Research)
<b>Renewable Energy</b>	Energy that comes from resources which are naturally replenished on a human timescale, such as sunlight, wind, tides, waves, bioenergy, hydropower, and geothermal. Hydrogen is a renewable energy source when produced through electrolysis powered by renewable electricity. (Source: Tucson Resilient Together)
<b>Residentially-Scaled</b>	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. (Source: PDSD Research)
<b>Resilience, Resiliency</b>	<p>The ability of a system and its component parts to anticipate, absorb, accommodate, or recover from the effects of a hazardous event in a timely and efficient manner, including through ensuring the preservation, restoration, or improvement of its essential basic structures and functions.</p> <p>City resilience describes the capacity of cities to function so that the people living and working in cities – particularly low-wealth and vulnerable people – survive and thrive no matter what stresses or shocks they encounter. Climate resilience, for example, is a subset of resilience describing the capacity of cities to respond to climate hazards and risks. (Source: Tucson Resilient Together)</p>
<b>Resource Recovery (Energy)</b>	The process of extracting usable energy from waste materials. An example is leaning the methane produced from a landfill and cleaning it for renewable natural gas. (Source: General Services Department Staff)
<b>Resource Recovery (Waste)</b>	Collecting and separating of certain waste materials for processing into new forms which are ultimately sold as raw materials for new products. (Source: Plan Tucson 2013)
<b>Revitalization</b>	Process of renewing and improving urban areas that have experienced decline, often focusing on economic, social, and physical aspects. (Source: Urban Revitalization - Vocab, Definition, and Must Know Facts   Fiveable)

<b>Rezoning</b>	To change the zoning classification of land. (Source: City of Tucson Unified Development Code)
<b>Ridership</b>	Sun Tran – the number of passengers who board public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination. Sun Van – equals total passengers actually transported. A one-way trip taken by an ADA paratransit-eligible passenger, a personal care attendant (PCA) or companions from the pick-up point to the destination. (Source: Public Transit Working Group Reference Sheet)
<b>Right-of-Way (ROW)</b>	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. (Source: PDSD Research)
<b>Riparian</b>	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. (Source: PDSD Research)
<b>Risk</b>	Dependent on the likelihood (sometimes referred to as probability) of an event multiplied with the hazard impacts (sometimes referred to as consequences). (Source: Tucson Resilient Together)
<b>Scenarios</b>	Future greenhouse gas emissions and trends that are expected to occur given a defined set of assumptions. Multiple scenarios are often created for comparison and planning purposes. See also Baseline Forecast, Business-as-usual Scenario and Emissions Trajectory. (Source: Tucson Resilient Together)
<b>Scenic Route</b>	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. (Source: PDSD Research)
<b>Screening</b>	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. (Source: PDSD Research)
<b>Sense of Place</b>	Components in a community that add up to a feeling that a community or space is a special place, distinct from anywhere else. (Source: Plan Tucson 2013)

**Shared Parking**

Parking spaces are shared by more than one user, which allows parking facilities to be used more efficiently; for instance an office worker may use the space during the day but it is available to restaurant patrons in the evening. (Source: Tucson Notre Sur)

**Shocks and Stresses**

Shocks are sudden events that threaten or impact a city's immediate well-being such as earthquakes, fires, landslides, public health emergencies, civil unrest, or financial crises. Stresses are longer-term, chronic challenges that weaken natural, built, and economic or human resources such as inequity, crime, and violence or disparities in employment, health, and education. (Source: Tucson Resilient Together)

**Social Capital**

Social capital involves the potential of individuals to secure benefits and invent solutions to problems through membership in social networks. (Source: Social capital | Building Connections & Networks | Britannica)

**Sonoran Corridor**

The Sonoran Corridor is a multilevel, multistep, multiyear economic development initiative for Pima County and Southern Arizona. (Source: Pima.gov)

**Special Exception**

Special Exception Land Uses are uses that are not allowed by right within a zone but are permitted if approved through a particular review process. (Source: City of Tucson Unified Development Code)

**Special Planning Areas**

Special Planning Areas, along with Building Blocks, are the general land use categories used in the Plan Tucson Future Growth Scenario Map. (Source: City of Tucson Planning and Development Services Staff)

**Specific Plans**

Specific plans translate Plan Tucson's goals into actionable policies for particular geographic areas of the City. (Source: City of Tucson Planning and Development Services Staff)

**Stakeholder**

A stakeholder is a person, group or organization with a vested interest, or stake, in the decision making and activities of a business, organization or project. (Source: <https://www.techtarget.com/searchcio/definition/stakeholder>)

**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. (Source: PDSD Research)

**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. (Source: PDSD Research)

**State Trust Land**

State Trust Land is tracts of land granted to Arizona by the U.S. Government before statehood to support Arizona's public K-12 schools, universities, and several other designated public institutional beneficiaries. State Trust Land is not public land. As the name implies, State Trust Land is held in Trust and each acre has a designated beneficiary. The Arizona State Land Department has a statutory obligation to manage its land to maximize financial returns to the Trust beneficiaries through the lease and sale of land. State Trust Land should be thought of as Arizona's reserved land for future economic development and potential growth. Future development of State Trust Land adheres to local zoning processes and codes. (Source: Arizona State Land Department)

**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. (Source: PDSD Research)

**Streetscape**

Visual elements of a street, including the road, adjoining buildings, street furniture, trees, and open spaces that combine to form the street's character. (Source: Plan Tucson 2013)

**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. (Source: PDSD Research)

**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. (Source: PDSD Research)

**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. (Source: PDSD Research)

**Superfund Site**

Superfund is a United States federal environmental remediation program established by the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA).

**Sustainability**

The ability to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. (Source: Tucson Resilient Together)

**Sustainable Transportation**

Sustainable transportation refers to low- and zero-emission (vehicles that produce no tailpipe emissions), energy-efficient, and affordable modes of transport, including electric and alternative-fuel vehicles, as well as domestic fuels. (Source: <https://www.energy.gov/eere/sustainable-transportation-and-fuels#:~:text=Sustainable%20transportation%20refers%20to%20low,as%20well%20as%20domestic%20fuels.>)

**Thrive in the 05**

Thrive in the 05 is a place-based, community-centered collaboration between residents, businesses, community organizations, and institutions with roots in years of planning and engagement that integrates three concurrent initiatives to build community and invest resources in the Oracle Road / Miracle Mile of the 85705 ZIP code: a Choice Neighborhoods Planning and Action Grant, an Innovations in Community-Based Crime Reduction grant, and a focus on Workforce and Economic Development. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Thrive Zone**

Place-based community reinvestment efforts designed to improve quality of life in lower-income areas experiencing economic decline. It goes beyond typical neighborhood planning and look holistically at a place identifying a vision to transform both the built environment and opportunities for residents to thrive through education, services, and jobs. The approach also integrates resident-driven strategies for crime reduction and community safety. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Tiny Homes**

A dwelling that is 400 square feet or less in floor area excluding lofts. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Title V Permits**

A type of operating permit for a facility that is deemed by the federal government under the Clean Air Act to be a source of air pollution. Most Title V permits are issued by state and local permitting authorities. (Source: Plan Tucson 2013)

**Traffic Calming**

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. (Source: PDSD Research)

**Transitional Housing**

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. (Source: PDSD Research)

**Transit-Oriented Development (TOD)**

A project that provides temporary lodging and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period, but typically no longer than 24 months. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Transit, Public**

A system of regularly scheduled buses and/or trains available to the public on a fee-per-ride basis. (Source: PDSD Research)

**Tucson-Pima County Historical Commission (TPCHC)**

A joint commission between the City of Tucson and Pima County advising the two governing bodies on historical activities and sites, while also organizing historical activities for the community. (Source: Pima County)

**Underrepresented**

Groups that have historically faced barriers to full participation in social, economic, and political life, often experiencing disproportionate challenges in accessing resources and opportunities, resulting in a lack of participation in decision-making processes. See also Marginalized Populations and Vulnerability (Source: City of Tucson Office of Equity)

**Underserved Populations**

People and places that have limited access to essential resources, services, or opportunities due to factors such as poverty, location, language barriers, race, ethnicity, or other social determinants. (Source: Equity Budget Analysis)

**Unified Development Code (UDC)**

The City of Tucson uses the Unified Development Code (UDC) as its Zoning Code for development. The UDC applies to all development and uses of land within the City of Tucson. The UDC is detailed in three documents: The Unified Development Code, which is the primary document, the UDC Administrative Manual, which covers application requirements, fees, review procedures, and the UDC Technical Standards Manual, which contains engineering-related site standards, historic preservation guidelines, etc. (Source: City of Tucson Unified Development Code)

**U.S. Green Building Council**

A coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work. (Source: Plan Tucson 2013)

**Urban Agriculture**

Agriculture practices in urban areas in the form of back-garden, rooftop, or balcony gardening, community gardening in vacant lots or parks, roadside agriculture, and livestock grazing in open space. (Source: Tucson Resilient Together)

**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. (Source: PDSD Research)

**Urban Forest**

Urban forestry is the planting, maintenance, care and protection of trees and associated native or desert-adapted vegetation, including shrub and groundstory vegetation in an urban setting. In Plan Tucson, it also refers to native or desert-adapted vegetation throughout the City. (Source: PDSD Research)

**Urban Green Space**

Open spaces that contain managed vegetation that is integrated into the urban landscape. These areas can include parks, greenways, green stormwater infrastructure such as water harvesting basins, and more. (Source: PDSD Research)

**Urban Heat Island Effect (UHI)**

A measurable increase in ambient urban air temperatures resulting primarily from the replacement of vegetation with buildings, roads, and other heat-absorbing infrastructure. The heat island effect can result in significant temperature differences between rural and urban areas. (Source: Tucson Resilient Together)

**Urban Renewal**

The rehabilitation of city areas by renovating or replacing dilapidated buildings with new housing, public buildings, parks, roadways, industrial areas, etc., often in accordance with comprehensive plans. (Source: Plan Tucson 2013)

**Variance**

A Variance is the process of making case-by-case exceptions to zoning code and development standards when a property can not be developed to meet the set standards. (Source: PDSD website)

**Viewshed**

The area within view from a defined observation point. (Source: PDSD Research)

**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). (Source: PDSD Research)

**Vulnerability**

Communities and individuals more at risk of lasting harm from life's challenges and stressors, for example housing insecurity and impacts of climate hazards, due to their identity or economic status. (Source: Tucson Equity Index, Tucson Resilient Together)

**Walkability**

Walkability refers to the ability to safely walk to services and amenities within a reasonable distance, usually defined as a walk of 30 minutes or less. (Source: What Is Walkability? | Planetizen Planopedia)

**Warehouse District**

Area of former warehouses in the greater Downtown area, 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. (Source: PDSD Research)

**Waste Diversion**

The process to prevent certain streams in solid waste from going to disposal to landfills or incineration, often with the intention of producing usable valuable by-products. Diversion includes source reduction, reuse, recycling, and treatments such as composting or anaerobic digestion. (Source: Tucson Resilient Together)

**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. (Source: PDSD Research)

**Wildlife Corridor**

An area of land used by wildlife to move between or within habitat blocks in order to complete activities necessary for survival and reproduction. Also referred to as a wildlife linkage. (Source: Arizona Game and Fish Department (2012) The Pima County Wildlife Connectivity Assessment: Report on Stakeholder Input, pg. iv. Available at: [https://conservationcorridor.org/cpb/Arizona\\_Game\\_and\\_Fish\\_Department\\_2012-Pima.pdf](https://conservationcorridor.org/cpb/Arizona_Game_and_Fish_Department_2012-Pima.pdf))

**Wildlife Crossing**

A designated area to connect wildlife corridors that have been separated by human activities or structures, such as development, roads, or land clearings. (Source: Coalition for Sonoran Desert Protection)

**Workforce Housing**

Housing for households making between 80-120% Area Median Income. (Source: People, Communities, Housing Investment Plan (P-CHIP))

**Zero Waste**

The definition of “zero waste” varies widely across communities, agencies, and industries. In general, it means the “conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health.” However, Tucson, the targeted percent reduction in waste should set a sustainable and beneficial goal for the local community. It should be developed in accordance with the goals of the City’s climate action and adaptation plan, considering the local environment, conditions, and materials, and conducted during the development of a Zero Waste Plan. (Source: City of Tucson Zero Waste Roadmap & zwia.org)

**Zoning**

Or Zone: A specifically designated area within which uniform regulations govern the use, placement, spacing, and size of land and buildings. Examples include R-1 residential zone and overlay zones such as the Historic Preservation Zone. It is also referred to as a zoning district. (Source: City of Tucson Unified Development Code)

**Zoning Examiner**

The position of the Zoning Examiner is established to conduct public hearings on rezoning requests on behalf of the Mayor and Council and to consider other land use applications as provided in the Unified Development Code (UDC). Please see UDC Section 2.2.4 for more information about the Zoning Examiner Powers and Duties. (Source: City of Tucson Unified Development Code)

**Zoning Overlay District**

(see Overlay Zone) (Source: PDSD Research)



**Appendix B**

# **Plan Tucson Conformance with Arizona Revised Statutes Matrix**

**Title 9 Cities and Towns,  
Chapter 4 General Powers,  
Article 6 Municipal Planning**

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<b>A. Coordination with the State Land Department and General Plan Administration:</b>	Y	See policy Land Use 25 in “Chapter 3: Goals and Values” under Goal 12 and Goal 14.	
Coordinate general plan with the creation of the State Land Department conceptual land use plans under title 37, chapter 2, article 5.1.	Y	See Goal 14 in “Chapter 3: Goals and Values.” Planning efforts on State Land since the 2013 General Plan update are described under the heading “Comprehensive Planning for Long-Term Growth Areas.” These plans demonstrate coordination and long-term planning with the Arizona State Land Department.	
Cooperate with the State Land Department to integrate the conceptual state land use plans into the municipality’s general land use plan.	Y	See Goal 14 in “Chapter 3: Goals and Values” and the descriptions of the a Trails Planned Community Development, H2K Planned Area Development, and the amendment to the Rincon Southeast Subregional Plan for the RITA 10 area under the “Comprehensive Planning for Long-Term Growth Areas” section. These plans are all examples of integrating State Land Department conceptual plans into Plan Tucson.	
Include provisions that identify changes or modifications to the plan that constitute amendments and major amendments.	Y	See the “Major and Minor Amendments” sections in “Chapter 5: Implementation.”	
Adopt and readopt in the manner prescribed by section <b>9-461.06.</b>	Y	See the “General Plan Adoption” section in “Chapter 5: Implementation.”	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<b>B. Prepare the General Plan so that the governing body may adopt all or individual elements of the plan and make it applicable to all or part of the municipality's territory.</b>	Y	Plan Tucson is prepared such that the Mayor and Council can adopt or modify all or part of the overall plan and make it applicable to a part of the City or City-wide. See the "General Plan Adoption" section in "Chapter 5: Implementation."	

### C. The general plan shall consist of:

A statement of community goals and development policies.	Y	See "Chapter 3: Goals and Values."	
Include maps, any necessary diagrams, and text setting forth objectives, principles, standards, and plan proposals.	Y	See "Chapter 2: Tucson Today" and "Chapter 3: Goals and Values" for maps, tables, and diagrams describing alignment with local history, current conditions, future trends, and other City of Tucson initiatives and plans.	

### The plan shall include the following elements:

#### 1. A land use element that:

(a) Designates the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space, and other categories of public and private uses of land as appropriate to the municipality.	Y	See "Chapter 4: Future Growth Scenario Map and Development Guidelines" and Figure 4.5.1.	
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## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(b) Includes a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.	Y	See policies Housing 2 and Land Use 3 in Chapter 3, guidelines N.1, N.2, N.3, NCC.1, NCC.2, NCC.3, MUC.1, MUAC.1, MUAC.2, MUAC.3, DT.1, DT.2, BC.1, I.4, and STL.2.b in the “Guidelines for Development Review” section of Chapter 4, and Figures 4.5.2 and 4.5.3 which summarize each Building Block’s recommended land use intensity. Other mechanisms for creating flexible density standards (i.e., Planned Area Developments and Planned Community Developments) are discussed in the “Comprehensive Planning for Long-Term Growth Areas” section under Goal 14 in Chapter 3.	
(c) Identifies specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.	Y	Infill development and the promotion of compact development forms and active spaces are encouraged throughout Plan Tucson as well as other plans and initiatives mentioned in the plan, such as the Infill Incentive District (IID), Accessory Dwelling Unit (ADU) Ordinance, Tucson Norte-Sur, and others. See policy Land Use 4, guidelines A.24, NCC.2, NCC.8, NCC.10, MUC.5, MUC.6, MUAC.2, MUAC.4, MUAC.5, MUAC.6, DT.1, DT.3, BC.2, BC.3, BC.7, and I.3 in the “Guidelines for Development Review,” and Figures, 4.5.1, 4.5.2, and 4.5.3 in Chapter 4 which summarize Building Blocks that promote infill or compact development.	
(d) Includes consideration of air quality and access to incident solar energy for all general categories of land use.	Y	See “Chapter 3: Goals and Values” – “Goal 3: Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts” and “Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment.”	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(e) Includes policies that address maintaining a broad variety of land uses, including the range of uses existing in the municipality when the plan is adopted, readopted, or amended.	Y	<p>See “Chapter 3: Goals and Values” – “Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community” and associated policies in addition to the “Guidelines for Development Review” in Chapter 4.</p> <p>Plan Tucson also details several Functional and Specific Plans that include additional guidance for existing and future land uses (see “Chapter 5: Implementation”).</p>	
(f) For cities and towns with territory in the vicinity of a military airport or ancillary military facility as defined in section 28-8461 include consideration of military airport or ancillary military facility operations.	Y	<p>See “Chapter 2: Tucson Today” for a discussion of aviation’s influence on Tucson, the following policies in “Chapter 3: Goals and Values” – Land Use 21, Land Use 27, and Environment 1, Figure 4.5.1, and the Airport Environs Overlay Zone and Airport Environs Plan definitions in “Appendix A: Glossary.”</p>	
If a City or town includes land in a high noise or accident potential zone as defined in section 28-8461, identify the boundaries of the high noise or accident potential zone in its general plan for purposes of planning land uses in the high noise or accident potential zone that are compatible with the operation of the military airport or ancillary military facility pursuant to section 28-8481, subsection J.	Y	<p>See the “Noise” section in “Chapter 3: Goals and Values” – Goal 8 and Goal 14, Figures 3.8.4 and 3.14.4, and policies Environment 1, Land Use 26, and Land Use 27.</p> <p>See the “Integrating Overlay and Other Plans” section of “Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community.”</p> <p>See “Appendix A: Glossary.”</p>	
(g) Includes sources of aggregates:		<p>See the following policy in “Chapter 3: Goals and Values” – Land Use 21: “Ensure that land use proposals are compatible with identified aggregates (includes lands primarily used for active mining of cinder, crushed rock or stone, decomposed granite, granite, pumice, and sand) using maps provided by the state, in accordance with Arizona Revised Statutes 9-461.05.C.1.g.”</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
From maps that are available from state agencies, information from the Arizona geological survey on how to locate existing mines.	Y	(see above)	
Consideration of existing mining operations and suitable geologic resources.	Y	(see above)	
Policies to preserve currently identified aggregates sufficient for future development and policies to avoid incompatible land uses, except that this subdivision shall not be construed to affect any permitted underground storage facility or limit any person's right to obtain a permit for an underground storage facility pursuant to title 45, chapter 3.1.	Y	(see above)	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<p><b>2. A circulation element</b> consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes, and any other modes of transportation as may be appropriate, all correlated with the land use element of the plan.</p>	Y	<p>See “Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure” and associated policies.</p> <p>Chapter 4 and “Appendix A: Glossary” also refer to the City’s Major Streets and Routes Plan, which identifies functional classifications for collector and arterial roadways.</p> <p>Additionally, “Chapter 1” highlights the influence of the “Move Tucson” plan, and “Chapters 3, 4, and 5” mention “Move Tucson.”</p>	
<b>D. Include:</b>			
<p><b>1. An open space element</b> that includes:</p> <p>(a) A comprehensive inventory of open space areas, recreational resources, and designations of access points to open space areas and resources.</p>	Y	<p>Open space is mentioned throughout Plan Tucson. See specific policies under “Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment” and “Goal 9: Preserve, Protect, and Enhance Natural Ecosystems.”</p>	
<p>(b) An analysis of forecasted needs, policies for managing and protecting open space areas and resources, and implementation strategies to acquire additional open space areas and further establish recreational resources.</p>	Y	<p>The City of Tucson Parks and Recreation System Master Plan includes an analysis of forecasted needs and policies for managing and protecting open space areas and resources, and implementation strategies to acquire additional open space areas and further establish recreational resources.</p> <p>Within Plan Tucson, see policies under Goals 8 and 9 in Chapter 3 and guidelines A.15, A.17, STL.2.c, and STL.10 in “Chapter 4: Future Growth Scenario Map and Development Guidelines.”</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(c) Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.	Y	In addition to the guidance provided by the City Parks and Recreation System Master Plan and various area plans, the Unified Development Code and various City ordinances and overlay zones serve as the general plan implementation tools promoting a regional system of integrated open space and recreational resources. Within Plan Tucson, see policies Ecosystems 8 and Wellness 16 in Chapter 3 and guidelines A.17, STL.2.c, and STL.10 in “Chapter 4: Future Growth Scenario Map and Development Guidelines.”	
<b>2. A growth area element,</b> specifically identifying those areas, if any, that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, tourism, and industrial uses. This element shall include policies and implementation strategies that are designed to:	Y	See “Chapter 4: Future Growth Scenario Map and Development Guidelines.”	
(a) Make automobile, transit and other multimodal circulation more efficient, make infrastructure expansion more economical and provide for a rational pattern of land development.	Y	See “Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure” and associated policies.  See “Chapter 4: Future Growth Scenario Map and Development Guidelines.”	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(b) Conserve significant natural resources and open space areas in the growth area and coordinate their location to similar areas outside the growth area's boundaries.	Y	See the "Future Growth Scenario Map" (Figure 4.5.1) for the locations of existing parks and growth. Natural resources are inventoried in Figure 3.9.2 and parks in Figure 3.4.2. Development guideline A.17, and policy Ecosystems 8 and others in Goal 9 address open-space connectivity.	
(c) Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financing planning that is coordinated with development activity.	Y	See the "Capital Improvement Program" section in "Chapter 5: Implementation."	
<b>3. An environmental planning element</b> that contains analyses, policies, and strategies to address anticipated effects, if any, of plan elements on air quality, water quality, and natural resources associated with proposed development under the general plan. The policies and strategies to be developed under this element shall be designed to have community-wide applicability and shall not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law.	Y	Care for the environment is a central tenet of Plan Tucson and is woven throughout the entire document, with particular emphasis on environmental protection and mitigating impacts on sensitive ecosystems described in the policies listed under "Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment" and "Goal 9: Preserve, Protect, and Enhance Natural Ecosystems."	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<p><b>4. A cost of development element</b> that identifies policies and strategies that the municipality 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. This element identifies:</p>	Y	See "Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community" and, more specifically, policy Land Use 10.	
<p>(a) Various mechanisms that are allowed by law and that can be used to fund and finance additional public services necessary to serve the development, including bonding, special taxing districts, development fees, in lieu fees, facility construction, dedications, and service privatization.</p>	Y	<p>See the Capital Improvement Program and the Funding for Implementation sections in "Chapter 5: Implementation."</p> <p>See "Goal 4: Improve Health, Wellness, and Safety Across the Community," which includes a discussion of various funding mechanisms used to finance public services and facilities.</p>	
<p>(b) Policies to ensure that any mechanisms that are adopted by the municipality under this element result in a beneficial use to the development, bear a reasonable relationship to the burden imposed on the municipality to provide additional necessary public services to the development and otherwise are imposed according to law.</p>	Y	See the policies Land Use 8 and Land Use 10 and the discussion of impact fees in the "Land Use as a Component of Placemaking" section under Goal 14.	
<p><b>5. A water resources element</b> that addresses:</p>			

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(a) The known legally and physically available surface water, groundwater, and effluent supplies.	Y	Plan Tucson and the compendium of plans, codes, strategies, and programs implementing the General Plan effectively and sustainably protect legally and physically available surface water, groundwater, and effluent supplies. Policy development in Plan Tucson is based in part on plans like the City's One Water 2100, which is mentioned in Chapter 1.  See "Goal 7: Promote the Responsible Management and Use of Water" and associated policies.	
(b) The demand for water that will result from future growth projected in the general plan, added to existing uses.	Y	See "Goal 7: Promote the Responsible Management and Use of Water" and associated policies.	
(c) An analysis of how the demand for water that will result from future growth projected in the general plan will be served by the water supplies identified in (a) or a plan to obtain additional necessary water supplies.	Y	See "Goal 7: Promote the Responsible Management and Use of Water" and associated policies.	
<b>E. The general plan shall include for cities with a population of fifty thousand persons or more the following elements:</b>			
<b>1. A conservation element</b> for the conservation, development, and utilization of natural resources, including forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals, and other natural resources. The conservation element may also cover (not mandatory):	Y	Conservation is a central tenet of Plan Tucson mentioned throughout the entire document, with particular emphasis in the "Environment and Natural Resources" section of Chapter 2, the alignment with other City of Tucson plans mentioned in Chapter 1, the "Shared Values" listed in Chapter 3, several policies under Goals 6, 7, 9, and 14, and A.12 in the "Guidelines for Development Review."	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(a) The reclamation of land.	Y	See policy Ecosystems 13 in “Goal 9: Preserve, Protect, and Enhance Natural Ecosystems” of Chapter 3 and guideline A.9 in the “Guidelines for Development Review” (Chapter 4).	X
(b) Flood control.	Y	<p>See the following policies in “Chapter 3: Goals and Values.”</p> <p>“Transportation 9: Develop and enhance transportation infrastructure and other infrastructure to increase our community’s resilience to extreme heat, extreme drought, flooding, fire, and all emergencies.”</p> <p>“Ecosystems 9: Reduce flood and erosion hazards, damage, and associated costs.”</p> <p>See the description of the 2020 Tucson Floodplain Management Plan in “Chapter 5: Implementation.”</p>	X
(c) Prevention and control of the pollution of streams and other waters.	Y	See “Goal 8: Promote a Clean Community and Reduce the Harmful Effects of Pollutants in Our Environment,” particularly the “Water Quality” section and policies Environment 1 and Environment 10.	X
(d) Regulation of the use of land in stream channels and other areas required for the accomplishment of the conservation plan.	Y	See policy Water 9 under Goal 7, the “Water Quality” section under Goal 8, Ecosystems 9 in Goal 9, the “Comprehensive Planning for Long-Term Growth Areas” section under Goal 14, and the “Specific Plans” section of Chapter 5.	X

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(e) Prevention, control, and correction of the erosion of soils, beaches, and shores.	Y	See the description of the Tucson Floodplain Management Plan in Chapter 5 and the following policies under Goal 9.  “Ecosystems 13: Promote erosion control, weed abatement, green stormwater infrastructure, and other reclamation practices on vacant, abandoned, and financially distressed lands to enhance the Sonoran Desert ecosystem.”  “Ecosystems 9: Reduce flood and erosion hazards, damage, and associated costs.”	X
(f) Protection of watersheds.	Y	See the “Natural Resources” definition in “Appendix A: Glossary” and Goal 8 and Goal 9, particularly policy Ecosystems 10.	X
<b>2. A recreation element</b> showing a comprehensive system of areas and public sites for recreation, including the following and, if practicable, their locations and proposed development:	Y	Recreation is mentioned throughout Plan Tucson, with particular emphasis in Chapter 3, “Goal 4: Improve Health, Wellness, and Safety Across the Community” (refer to “Figure 3.4.1: Parks and Recreation Park Needs Assessment” and “Figure 3.4.2: Parks and Recreation Assets”).	
(a) Natural reservations.	Y	Protected areas such as Saguaro National Park are discussed in the “Environment and Natural Resources” section of Chapter 2, “Goal 9: Preserve, Protect, and Enhance Natural Ecosystems,” and in the “Tourism and Tucson’s Environment” section of Goal 12.	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(b) Parks.	Y	Parks and recreation are mentioned throughout Plan Tucson, with particular emphasis in Chapter 3, "Goal 4: Improve Health, Wellness, and Safety Across the Community" (refer to "Figure 3.4.1 Parks and Recreation Park Needs Assessment" and "Figure 3.4.2: Parks and Recreation Assets").	
(c) Parkways and scenic drives.	Y	See street classifications for local streets, collector streets, arterial streets, and scenic routes per the major streets and routes plan in "Appendix A: Glossary," as well as policy Transportation 1: "Invest in well-maintained and attractive gateways and scenic corridors to reflect Tucson's cultural and natural heritage, establishing a positive impression for visitors and generate pride among residents." Scenic routes are also shown in Figure 3.9.2.	
(d) Beaches.	N/A		
(e) Playgrounds and playfields.	Y	See "Figure 3.4.2: Parks and Recreation Assets."	
(f) Open space.	Y	Open space is defined in "Appendix A: Glossary" and is mentioned throughout Plan Tucson, particularly in "Goal 4: Improve Health, Wellness, and Safety Across the Community," "Goal 9: Preserve, Protect, and Enhance Natural Ecosystems," policies Ecosystems 2 and Environment 6, and guidelines A.15, A.17, and STL.2.	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(g) Bicycle routes.	Y	See “Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure,” the description of the Bicycle Boulevard Master Plan (2017) under the section “Transportation Planning – Setting the Stage,” and “Figure 3.13.4: Pedestrian and Bicycle Options.”	
(h) Other recreation areas.	Y	Other recreation areas, including golf courses, rodeo grounds, school parks, etc. are shown in “Figure 3.4.2: Parks and Recreation Assets.”	
<b>3. The circulation element</b> provided for in subsection C, paragraph 2 of this section shall also include for cities with a population of fifty thousand persons or more recommendations concerning parking facilities, building setback requirements, and the delineations of such systems on the land, a system of street naming and house and building numbering and other matters as may be related to the improvement of circulation of traffic. The circulation element may also include (not mandatory):	Y	<p>See policies Transportation 3 and Land Use 5, the second paragraph under the “Land Use as a Component of Placemaking” section of “Goal 14: Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed, Vibrant Community,” the “Land Use Planning 101” section in Chapter 4, and guidelines NCC.5, MUC.9, MUAC.10, DT.13, and BC.7.</p> <p>Tucson’s street naming and addressing system predates the City’s first general plan.</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<b>(a) A transportation element</b> showing a comprehensive transportation system, including locations of rights-of-way, terminals, viaducts, and grade separations. This element of the plan may also include port, harbor, aviation, and related facilities.	Y	<p>The City's Major Streets and Routes Plan mentioned in Chapter 4 and "Appendix A: Glossary" shows the locations of rights-of-way and planned right-of-way widths.</p> <p>Additionally, Chapter 1 highlights the influence of the Move Tucson plan, and Chapters 3, 4, and 5 mention Move Tucson, a City-wide transportation master plan.</p>	X
<b>(b) A transit element</b> showing a proposed system of rail or transit lines or other mode of transportation as may be appropriate.	Y	<p>Transit/bus service is mentioned extensively throughout Plan Tucson; see Figure 3.13.3 for a map of all Sun Tran Transit Options.</p> <p>Also, see the discussion of the Tucson Norte-Sur and Tucson Rapid Transit planning initiatives aimed at developing a Bus Rapid Transit (BRT) system.</p>	X
<b>4. A public services and facilities element</b> showing general plans for police, fire, emergency services, sewage, refuse disposal, drainage, local utilities, rights-of-way, easements and facilities for them.	Y	<p>The provision of public services and facilities is discussed throughout Plan Tucson, with particular emphasis under "Goal 4: Improve Health, Wellness, and Safety Across the Community."</p> <p>Public facilities are also shown in Figure 3.4.5.</p>	
<b>5. A public buildings element</b> showing locations of civic and community centers, public schools, libraries, police and fire stations and other public buildings.	Y	See Figure 3.4.5 and Figure 3.6.1.	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<p><b>6. A housing element</b> consisting of standards and programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety, and affordability, and for the provision of adequate sites for housing. This element shall contain an identification and analysis of existing and forecasted housing needs and is designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed, or economic level.</p>	Y	<p>Housing considerations are woven throughout several parts of Plan Tucson, which also points to other plans, programs, and initiatives such as the Housing First Program, the Housing Affordability Strategy for Tucson (2021), the People, Communities, and Homes Investment Plan (2021), the Thrive in the 05 Transformation Plan (2022), Tucson Norte-Sur, the Community Corridor Tools, the Accessory Dwelling Unit (ADU) Ordinance, and the Commission on Equitable Housing and Development (CEHD).</p> <p>Current housing characteristics are summarized in the “Housing” section of Chapter 2 under the “Economy” section while forecasted housing needs are discussed under the “Population Growth, Land Use Patterns, and Their Importance For Urban Planning” section of Chapter 4. The “Future Growth Scenario Map” in Chapter 4 illustrates a land use pattern that provides for Tucson’s projected housing and employment needs, and the following guidelines help facilitate the development of an adequate supply of quality housing: A.7, DT.4, DT.9, BC.3, and STL.2.</p> <p>See “Goal 5: Expand Affordable and Accessible Housing Options” and associated policies, and the “Encouraging Mixed-Use Development” and “Comprehensive Planning for Long-Term Growth Areas” sections under Goal 14.</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
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### 7. A conservation, rehabilitation, and redevelopment element

consisting of plans and programs for:

(a) The elimination of slums and blighted areas.

Y

See the reference to community-based revitalization efforts under Goal 4, the discussion on “Downtown Revitalization and Infill Development” under the “Shifts in Development Patterns in Tucson (2013-2024)” section in Chapter 2, the “Supporting Tucson’s Workforce and Entrepreneurs” section under Goal 12, and the definition for Revitalization in “Appendix A: Glossary.”

(b) Community redevelopment, including housing sites, business and industrial sites, and public building sites.

Y

Redevelopment opportunities are mentioned extensively throughout Plan Tucson, particularly within “Chapter 3: Goals and Values” and the “Guidelines for Development Review” in Chapter 4. See policies Ecosystems 3, Housing 7, Environment 7, Historic 8, and Land Use 4, and guidelines A.3, A.9, A.24, NCC.6, NCC.7, MUC.7, MUAC.7, DT.6, and BC.4, the descriptions of the Community Corridors Toolkit under the “Encouraging Mixed-Use Development” section of Goal 14 and the “Near-Term Projects (next 3 years)” section of Chapter 5, “Figure 3.12.4: Map of Gateway Redevelopment Area,” and “Figure 3.14.2: Map of Tucson’s Community Reinvestment Zones.”

(c) Other purposes authorized by law.

The City of Tucson utilizes a variety of plans, programs, tools, and initiatives to ensure conservation, rehabilitation, and redevelopment occur properly within the City limits. Policies and guidelines within Plan Tucson are enforceable for new developments requiring land use or zoning entitlements and the City’s other authorized codes and ordinances regulate all other development proposals.

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<p><b>8. A safety element</b> for the protection of the community from natural and artificial hazards, including features necessary for such protection as evacuation routes, peak load water supply requirements, minimum road widths according to function, clearances around structures, and geologic hazard mapping in areas of known geologic hazards.</p>	Y	<p>Safety from natural and artificial hazards is addressed extensively in Plan Tucson. “Goal 4: Improve Health, Wellness, and Safety Across the Community” includes a discussion of extreme heat mitigation with cooling resources at parks, and “Figure 3.4.5: Public Facilities” shows the locations of police stations, fire stations, and hospitals followed by a discussion of emergency management collaborations with the Pima County Office of Emergency Management (OEM) and the Federal Emergency Management Agency (FEMA), which also mentions the City’s participation in the Multi-Jurisdictional Hazard Mitigation Plan.</p> <p>Policies that address protection from natural and artificial hazards include: Wellness 2, Wellness 8, Wellness 10, Wellness 11, Wellness 12, Transportation 5, Climate 16, and Ecosystems 9.</p> <p>Chapter 4 and “Appendix A: Glossary” also refer to the City’s Major Streets and Routes Plan, which identifies functional classifications for collector and arterial roadways.</p> <p>The Tucson Floodplain Management Plan (2020) described in Chapter 5 provides direction for flood and erosion hazard management.</p> <p>See the “Managing Water Supply” section under Goal 7 and the description of the City’s Water Service Area Policy.</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
<p><b>9. A bicycling element</b> consisting of proposed bicycle facilities such as bicycle routes, bicycle parking areas, and designated bicycle street crossing areas.</p>	Y	<p>“Goal 13: Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure” includes details about the Bicycle Boulevard Master Plan (2017), Tucson’s Complete Streets Policy, and the Move Tucson (2021) transportation plan focused on bicycle, pedestrian and transit infrastructure investment.</p> <p>Additionally, “Figure 3.13.4: Pedestrian and Bicycle Options” maps bike boulevards and routes across Tucson, and policies Transportation 3, Transportation 4, Transportation 5, Transportation 6, Transportation 10, and Land Use 5 promote bicycle use and improved bicycle infrastructure.</p>	
<p><b>10. An energy element</b> that includes:</p>			
<p>(a) A component that identifies policies that encourage and provide incentives for efficient use of energy.</p>	Y	<p>“Goal 3: Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts” includes a “Using Less Energy” section and the following policies which encourage efficient and reduced energy use: Climate 6, Climate 13, and Climate 14.</p> <p>Additionally, the Tucson Resilient Together: Climate Action and Adaption Plan (2022) described in Chapters 3 and 5 and mentioned throughout Plan Tucson addresses further strategies for energy efficiency.</p>	None. Exceeds statutory

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(b) An assessment that identifies policies and practices that provide for greater uses of renewable energy sources.	Y	<p>"Goal 3: Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts" includes a "Transitioning to Renewable Energy" section and the following policies which encourage greater use of renewable energy sources: Climate 6, Climate 7, Climate 8, Climate 9, Climate 10, Climate 11, and Transportation 10.</p> <p>Goal 3 also mentions the Tucson Resilient Together: Climate Action and Adaption Plan (2022), which addresses further strategies for expanding renewable energy use in Tucson's future, and the 2022 Electric Vehicle (EV) Readiness Roadmap for the City of Tucson, which is a strategic plan designed to accelerate the adoption of electric vehicles within the community and City operations.</p>	None. Exceeds statutory requirement
<b>11. A neighborhood preservation and revitalization element, identifying:</b>	Y	See "Goal 10: Preserve And Protect The City's Unique Historic And Archaeological Resources" and Figure 3.10.2, which shows the City's Historic Preservation Zones, Neighborhood Preservation Zones, and Historic Landmarks.	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
(a) City programs that promote home ownership, that provide assistance for improving the appearance of neighborhoods and that promote maintenance of both commercial and residential buildings in neighborhoods.	Y	<p>“Goal 5: Expand Affordable and Accessible Housing Options” contains “Housing Subsidy” and “Housing Supply” sections that address City homeownership programs and the following policies: Housing 5, Housing 9, and Equity 6.</p> <p>Additionally, Goal 5 has a “Housing Stability” section that mentions a City-funded home rehabilitation program and the importance of neighborhood and area plans for improving neighborhoods. The following policies promote both commercial and residential building improvements in neighborhoods: Housing 7, Housing 10, Land Use 11 and Wellness 23.</p> <p>Goal 5 also mentions the Housing Affordability Strategy for Tucson (HAST) and the People, Communities, and Homes Investment Plan (P-CHIP), which are other plans that address home ownership and neighborhood improvements.</p>	
(b) City programs that provide for the safety and security of neighborhoods.	Y	<p>“Goal 4: Improve Health, Wellness, and Safety Across the Community” addresses City efforts that promote neighborhood safety and security, including the Community Safety, Health and Wellness Department, 311 Program, Violence Interruption and Vitalization Action (VIVA), the Tucson Delivers Safer City Program, and the Pedestrian Safety Action Plan. Policies that promote the safety and security of neighborhoods include Wellness 2, Wellness 6, Wellness 7, Wellness 8, Wellness 9, Wellness 10, Wellness 11, Wellness 19, Wellness 22, Climate 16, Transportation 5, and Transportation 8.</p>	

## Section 9-461.05. General plans; authority; scope

Section/Subsections	Meets ARS Requirements (Y/N)	Plan Tucson State Statute Compliance	Not Mandatory
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### F. The water resources element of the general plan does not require:

1. New independent hydrogeologic studies.	Y	No hydrogeological studies are included in Plan Tucson as they are not required. However, Tucson Water maintains extensive hydrogeologic modeling and completed the One Water 2100 Plan in 2023 with the water engineering consulting firm, Carollo.	X
2. The City or town to be a water service provider.	Y	Although not required, Tucson Water has provided water for the City of Tucson for decades and is a public utility owned and operated by the City of Tucson.	X

<b>G. The land use element</b> of a general plan of a City with a population of more than one million persons shall include protections from encroaching development for any shooting range that is owned by this state, and that is located within or adjacent to the exterior municipal boundaries on or before January 1, 2004.	N/A	Not applicable. The City's population, as per the April 1, 2020, Census, is 542,629 people. However, the Southeast Regional Park Shooting Range on State Trust Land is within an area currently being master planned by the Arizona State Land Department, and encroachment protections are being evaluated with those efforts.	
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<b>H. The policies and strategies to be developed under these elements</b> shall be designed to have community-wide applicability, and this section does not authorize the imposition of dedications, exactions, fees, or other requirements that are not otherwise authorized by law.	Y	The goals, policies, and strategies in Plan Tucson are intended to have community-wide applicability, are rooted in the community's core values, and are authorized by state and federal law.	
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## Appendix C

# Goal and Policy List

## Plan Tucson 2025 Preliminary Draft Goals and Policies

### **Goal 1:**

Foster Inclusive, Transparent, Efficient, and Equitable City Governance

### **Goal 2:**

Support the Development of an Equitable Community

### **Goal 3:**

Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts

### **Goal 4:**

Improve Health, Wellness, and Safety Across the Community

### **Goal 5:**

Expand Affordable and Accessible Housing Options

### **Goal 6:**

Expand Access to Quality Education for All Ages and Abilities

### **Goal 7:**

Promote the Responsible Management and Use of Water

### **Goal 8:**

Promote a Clean Community and Reduce the Harmful Effects of Pollutants in our Environment

### **Goal 9:**

Preserve, Protect, and Enhance Natural Ecosystems and Open Spaces

### **Goal 10:**

Preserve and Protect the City's Unique Historic and Archaeological Resources

### **Goal 11:**

Foster and Promote Tucson's Arts, Culture, and Heritage

### **Goal 12:**

Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive

### **Goal 13:**

Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure

### **Goal 14:**

A Well-Designed Vibrant Community



## Goal 1:

### Foster Inclusive, Transparent, Efficient, and Equitable City Governance

#### Governance 1

Increase participation by providing support and resources to ensure accessible and inclusive engagement from traditionally underrepresented populations and provide opportunities for all residents to learn about City functions, understand the impact of decisions, and engage meaningfully in policy, program, and project planning and decision-making processes.

#### Governance 2

Create opportunities for community and neighborhood-driven planning processes, such as participatory budgeting, that empower residents to identify, prioritize, and enact projects that best fit their needs.

#### Governance 3

Expand decision-making opportunities to diverse voices, ensuring representative non-elected boards, committees, and commissions, with emphasis on including those with relevant expertise, lived experiences, and from traditionally underrepresented populations.

#### Governance 4

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

#### Governance 5

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

#### Governance 6

Ensure proper consultation with Indigenous communities in planning and development projects while respecting cultural traditions and communications practices.

#### **Governance 7**

Collaborate in multi-jurisdictional, regional approaches to short-term and long-term planning.

#### **Governance 8**

Expand City departmental resources and facilitate regular interdepartmental communication to enhance integration in planning and decision-making.

#### **Governance 9**

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

#### **Governance 10**

Gather demographic data to assess community representation in public participation in accord with City standards, while coordinating with community organizations and utilizing direct outreach methods to increase and diversify engagement.

#### **Governance 11**

Establish and maintain a repository of City planning documents and policies that is accessible by the public.

#### **Governance 12**

Enhance transparency and accountability to the citizens through mechanisms such as audits and oversight committees.

#### **Governance 13**

Update internal City processes for increased clarity and efficient use of resources, and align with City values.

#### **Governance 14**

Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, operations, and service expansion of public infrastructure and facilities.

#### **Governance 15**

Adopt a long-term Capital Improvement Plan (CIP) that extends over a 10-year period with funding commitments to ensure sustained investment in critical infrastructure that advances our community's social, economic and housing objectives.

#### **Governance 16**

Expand the use of new and up-to-date technologies in public infrastructure and facilities.

#### **Governance 17**

Ensure fair, timely, and efficient access to justice and court services.

#### **Equity 4**

Increase access to information and programs that inform residents of their rights and City services, regardless of language, disability, or economic standing.

#### **Equity 5**

Expand public infrastructure to improve access to employment, education, services, and resources, with a focus on removing barriers and strengthening connections for historically disinvested communities. Use infrastructure improvements as a catalyst for infill, redevelopment, and new housing supply, especially near employment centers and transit corridors.



## **Goal 2:**

### **Support the Development of an Equitable Community**

#### **Equity 1**

Promote a community-wide understanding of equity and the barriers to opportunity that exist.

#### **Equity 2**

Use Office of Equity tools such as the Equity Priority Index to prioritize investment while implementing strategies to mitigate displacement.

#### **Equity 3**

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

#### **Equity 4**

Increase access to information and programs that inform residents of their rights and City services, regardless of language, disability, or economic standing.

#### **Equity 5**

Expand public infrastructure to improve access to employment, education, services, and resources, with a focus on removing barriers and strengthening connections for historically disinvested communities. Use infrastructure improvements as a catalyst for infill, redevelopment, and new housing supply, especially near employment centers and transit corridors.

#### **Equity 6**

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

### **Climate 1**

Use a variety of strategies to ensure that all residents benefit from initiatives aimed at resilience and sustainability.

### **Climate 2**

Support resources that protect vulnerable individuals and communities from the impacts of heat.

### **Climate 3**

Develop and promote decision-making tools to support equitable sustainability and energy policies and programs.

### **Economy 1**

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

### **Economy 3**

Promote personal and professional advancement by reducing barriers to educational opportunities and encouraging the hiring of individuals facing employment challenges.

### **Governance 1**

Increase participation by providing support and resources to ensure accessible and inclusive engagement from traditionally underrepresented populations and provide opportunities for all residents to learn about City functions, understand the impact of decisions, and engage meaningfully in policy, program, and project planning and decision-making processes.

### **Governance 2**

Create opportunities for community and neighborhood-driven planning processes, such as participatory budgeting, that empower residents to identify, prioritize, and enact projects that best fit their needs.

### **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

### **Governance 5**

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

### **Governance 10**

Gather demographic data to assess community representation in public participation in accord with City standards, while coordinating with community organizations and utilizing direct outreach methods to increase and diversify engagement.

### **Governance 9**

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

### **Historic 10**

Provide equitable technical assistance to neighborhoods and commercial districts seeking to obtain historic recognition or historic designation.

### **Housing 9**

Provide an efficient and effective system of services based on evidence, data, and best practices to equitably respond to the community's housing needs, reduce the number of foreclosures and evictions, and improve housing outcomes.

### **Land Use 13**

Encourage land developers to engage in dialogue with neighborhood residents early in the development process to understand local community needs.

### **Transportation 12**

Continuously evaluate transit service, identifying opportunities to expand the transit network by increasing frequency, adding weekend and evening service, expanding transit coverage, and investing in infrastructure that supports speed, reliability, and service quality.

**Wellness 5**

Coordinate with healthcare providers, public partners, nongovernmental health and preventive service providers to explore new ways to increase access and reduce barriers to healthcare.

**Wellness 12**

Support community food security by reducing barriers to food production and distribution, facilitating greater access to new markets for small-scale farmers, including home and community gardens.

**Wellness 21**

Address past impacts of development and industries on the public health of affected communities.



## Goal 3:

### Be a Leader in Carbon Reduction and Resiliency to Extreme Heat and Climate Impacts

#### Climate 1

Use a variety of strategies to ensure that all residents benefit from initiatives aimed at resilience and sustainability.

#### Climate 2

Support resources that protect vulnerable individuals and communities from the impacts of heat.

#### Climate 3

Develop and promote decision-making tools to support equitable sustainability and energy policies and programs.

#### Climate 4

Encourage the collection of regional and local data on climate resiliency indicators with partners to inform planning, policy, program implementation, and adaptive management.

#### Climate 5

Develop City-wide procurement and operations policies and processes to reflect the City's climate action and resilience priorities.

#### Climate 6

Develop a regional collaborative approach with public and private partnerships to reduce energy consumption and transition to renewable energy sources.

#### Climate 7

Proactively recruit renewable energy producers and technology firms focused on sustainable infrastructure and circular economy to relocate offices or operations to Tucson through strategic marketing and targeted incentives.

### **Climate 8**

Pursue local sources of renewable energy, including solar, wind, resource recovery, and geothermal, and apply heat exchangers and heat transfer technology to use renewable energy sources fully.

### **Climate 9**

Install and promote distributed energy resources, such as rooftop solar, to provide local renewable energy and enhance energy reliability and resilience.

### **Climate 10**

Increase the use of solar power and other renewable energy sources for City infrastructure, facilities, fleet and other assets, and operations.

### **Climate 11**

Transition agency fleets and maintenance facilities to be the lowest emission options available.

### **Climate 12**

Develop codes, policies, incentives, and support programs to facilitate the transition to greenhouse gas neutrality.

### **Climate 13**

Support increased energy efficiency and resiliency in new and remodeled building construction through voluntary, incentive programs.

### **Climate 14**

Support retrofitting and other programs that help people make their homes and businesses more water and energy efficient as well as preserve housing affordability and increase long-term sustainability.

### **Climate 15**

Promote best practices in the designs of buildings and use of climate-resilient materials that mitigate or reduce the urban heat island effect as well as develop incentives that encourage this type of construction.

### **Climate 16**

Support sustainable measures that increase the resilience of utilities and infrastructure during emergencies.

### **Climate 17**

Assess, prepare, and mitigate the effects of climate change on City infrastructure, facilities, and operations.

### **Ecosystems 3**

Support and expand opportunities for well-maintained, water-efficient urban green spaces and vegetation in new development or redevelopment to mitigate the urban heat island effect.

### **Ecosystems 7**

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

### **Environment 5**

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

### **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

### **Land Use 2**

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

### **Transportation 9**

Develop and enhance transportation and other infrastructure to increase our community's resilience to extreme heat, extreme drought, flooding, fire, and all emergencies.

### **Transportation 10**

Improve low-emission or no-emission transportation options that are safe, reliable, and accessible to all ages and abilities.

### **Water 5**

Conduct ongoing drought, aridification, and climate variability planning.



## **Goal 4:**

### **Improve Health, Wellness, and Safety Across the Community**

#### **Wellness 1**

Collaborate with regional entities to improve outreach and access for increased public health utilization.

#### **Wellness 2**

Direct resources to education and prevention programs while providing ongoing information and access to the community about safety, education, health, and human services.

#### **Wellness 3**

Increase access to public information on partnerships, community resources, and programs that address community needs.

#### **Wellness 4**

Facilitate collaboration with semi-public, private, and nonprofit agencies that provide resources to assist them in better serving the community.

#### **Wellness 5**

Coordinate with healthcare providers, public partners, nongovernmental health, and preventive service providers to explore new ways to increase access and reduce barriers to healthcare.

#### **Wellness 6**

Increase information sharing and encourage the use of community spaces to enhance public safety and wellness.

#### **Wellness 7**

Increase awareness and expansion of the City's non-emergency response systems.

#### **Wellness 8**

Invest in prevention programs that improve the efficiency and effectiveness of public safety agencies and support staff retention.

#### **Wellness 9**

Create and support community and regional partnerships to improve community-wide emergency response and resource-sharing.

#### **Wellness 10**

Invest in, maintain, and implement high-quality, efficient, and effective emergency response and public safety services.

#### **Wellness 11**

Develop and implement comprehensive emergency preparedness plans to provide all residents with access to essential needs, including food, water, sanitation, shelter, shade, cooling, and medical services during various types of emergencies.

#### **Wellness 12**

Support community food security by reducing barriers to food production and distribution, facilitating greater access to new markets for small-scale farmers, including home and community gardens.

#### **Wellness 13**

Increase access to fresh and healthy foods in all parts of the City.

#### **Wellness 14**

Coordinate with employers to encourage workforce wellness programs.

#### **Wellness 15**

Repair, maintain, and upgrade existing Parks and Recreation facilities.

#### **Wellness 16**

Acquire properties to ensure connected services and a 10-minute walk to park space.

### **Wellness 17**

Maintain and implement the National Recreation and Park Association Commission for Accreditation of Park and Recreation Agencies standards.

### **Wellness 18**

Improve physical, mental, and social health outcomes for community members through parks and recreational activities, events, and classes for all ages and abilities.

### **Wellness 19**

Encourage community and neighborhood events and ensure their safety through City permitting and coordination.

### **Wellness 20**

Promote strong social support networks and neighbor-to-neighbor relationships through community-hosted events, shared intergenerational activities, and celebration of community achievements.

### **Wellness 21**

Address past impacts of development and industries on the public health of affected communities.

### **Wellness 22**

Utilize public-private funded community development and community engagement to create and maintain safe and welcoming public spaces.

### **Wellness 23**

Promote resources to support property maintenance to prevent and remedy code violations, especially for vacant and neglected structures.

### **Climate 16**

Support sustainable measures that increase the resilience of utilities and infrastructure during emergencies.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

#### **Education 4**

Proactively support accessible educational programs that promote culturally relevant and diverse life skills for safe and healthy living.

#### **Economy 6**

Enhance digital inclusion and expand economic opportunities by leveraging partnerships to improve and expand digital access.

#### **Economy 20**

Promote Tucson as a premier healthy lifestyle, outdoor recreation, and wellness destination.

#### **Ecosystems 2**

Enhance the quantity and quality of natural undisturbed open space and urban green space, prioritizing areas of disinvestment.

#### **Environment 2**

Address and reduce the cumulative impacts of past and present pollution on the health of communities.

#### **Governance 17**

Ensure fair, timely, and efficient access to justice and court services.

#### **Housing 8**

Provide a comprehensive range of services, public facilities, and economic development programs to enable people experiencing or who are on the verge of homelessness to access and remain in stable housing with pathways to self-sufficiency.

#### **Land Use 1**

Support developments that provide all residents with access to critical, general, recreation, and entertainment services, including childcare and healthcare, and other community facilities, such as libraries, community centers, and green space.

#### **Land Use 20**

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

#### **Land Use 27**

Coordinate a comprehensive revision of the Airport Environs Plan including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.

#### **Transportation 4**

Develop safe, convenient, accessible, and connected transportation networks for walking, biking, and rolling that are in alignment with the Complete Streets Policy.

#### **Transportation 5**

Support policies and initiatives to develop a coordinated, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods in and outside of the region.

#### **Transportation 7**

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility options and supports human and environmental health benefits.

#### **Transportation 8**

Improve road conditions and implement design features to reduce traffic crashes and enhance public safety.



## Goal 5:

### Expand Affordable and Accessible Housing Options

#### Housing 1

Increase public and private investment to develop and maintain affordable housing types that meet the needs of all ages, incomes, and abilities.

#### Housing 2

Enable and encourage mixed-income residential and mixed-use development to promote abundant housing at varying levels of density with access to multiple transit options.

#### Housing 3

Encourage changes to the development code to allow for more diversity of neighborhood scale housing across the city such as but not limited to casitas, tiny homes, quadplexes or townhomes.

#### Housing 4

Support investment in subsidized housing to increase housing affordability and attainability.

#### Housing 5

Support a pathway to homeownership with programs and resources that remove financial and logistic obstacles.

#### Housing 6

Support stable, accessible housing or shelter throughout the city, with no or few barriers to entry for those experiencing homelessness, and prioritize funding to place housing in close proximity to transit, a grocery store, health facilities, recreation, employment centers, and quality schools.

#### Housing 7

Encourage partnerships between city, county, and affordable housing programs supporting the redevelopment of historic properties, especially in historic and aging neighborhoods.

### **Housing 8**

Provide a comprehensive range of services, public facilities, and economic development programs to enable people experiencing or who are on the verge of homelessness to access and remain in stable housing with pathways to self-sufficiency.

### **Housing 9**

Provide an efficient and effective system of services based on evidence, data, and best practices to equitably respond to the community's housing needs, reduce the number of foreclosures and evictions, and improve housing outcomes.

### **Housing 10**

Increase awareness of and access to home repair programs, especially for populations vulnerable to displacement such as seniors and residents with disabilities.

### **Equity 3**

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

### **Equity 6**

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

### **Land Use 9**

Evaluate and update permitting and development processes to ensure efficient, transparent, and timely review periods that promote the best community outcomes.



## **Goal 6:**

### **Expand Access to Quality Education for All Ages and Abilities**

#### **Education 1**

Support inclusive, lifelong learning by increasing access to affordable, quality, accessible education across all life stages.

#### **Education 2**

Increase access to affordable high-quality early childcare and education.

#### **Education 3**

Prioritize educational initiatives in underserved communities to bridge educational gaps, provide accommodations for the inclusion of disabled individuals, and empower lifelong learning.

#### **Education 4**

Proactively support accessible educational programs that promote culturally relevant and diverse life skills for safe and healthy living.

#### **Education 5**

Build and maintain partnerships among neighborhood, community, business, regional, national, and international institutions and programs to increase the availability and diversity of educational opportunities.

#### **Education 6**

Collaborate proactively with local school districts and institutions of higher learning by engaging in joint planning and resource sharing to address community challenges.

#### **Education 7**

Improve and provide well-maintained public facilities and infrastructure that serve educational activities.

### **Culture 3**

Continue to provide and increase awareness of the educational programs and events that highlight the region's cultural and historical resources.

### **Economy 1**

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

### **Ecosystems 10**

Expand partnerships with organizations and other jurisdictions to provide natural resources management, environmentally sensitive recreation access, environmental education, and natural and cultural resources stewardship programs and practices.

### **Water 8**

Expand community outreach, education, and training efforts about water conservation and best practices.



## Goal 7:

### Promote the Responsible Management and Use of Water

#### Water 1

Continue partnerships with regional organizations to enhance a multi-jurisdictional approach to water planning, treatment, management, and conservation for the region.

#### Water 2

Coordinate with governmental and non-governmental entities to equitably distribute public resources for Green Stormwater Infrastructure, low-income assistance programs, and water conservation programs across all Tucson communities.

#### Water 3

Encourage appropriate use of reclaimed water and other potable water alternatives.

#### Water 4

Continue to plan and manage the City's Water Service Area, considering service area expansion only when it does not impede long-term reliability and quality of water infrastructure.

#### Water 5

Conduct ongoing drought, aridification, and climate variability planning.

#### Water 6

Expand and maintain stormwater management in public and private new development and redevelopment.

#### Water 7

Encourage increased water efficiency in both existing and new private and public developments, promoting user-level conservation practices across all water use contexts by expanding effective water efficiency and conservation programs across all sectors.

## **Water 8**

Expand community outreach, education, and training efforts about water conservation and best practices.

## **Water 9**

Establish and promote historic sites to preserve and showcase Tucson's heritage and culturally significant washes and rivers.

## **Climate 14**

Support retrofitting and other programs that help people make their homes and businesses more water and energy efficient, and to preserve housing affordability and increase long-term sustainability.

## **Ecosystems 7**

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

## **Environment 10**

Improve water quality while protecting it from future contamination through policy, treatment, and education.

## **Land Use 24**

Integrate land use and water resources planning.



## **Goal 8:**

### **Promote a Clean Community and Reduce the Harmful Effects of Pollutants in our Environment**

#### **Environment 1**

Reduce and mitigate air, water, light, and noise pollution citywide.

#### **Environment 2**

Address and reduce the cumulative impacts of past and present pollution on the health of communities.

#### **Environment 3**

Partner with residents and businesses to prevent waste, promote responsible consumption, and increase reused materials in the economy in support of citywide zero waste goals.

#### **Environment 4**

Utilize best available practices, new technologies, education, and partnerships to implement a community-wide waste reduction plan to divert environmentally damaging waste from landfills.

#### **Environment 5**

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

#### **Environment 6**

Expand outreach and partnerships to facilitate neighborhood cleanups and the care of neighborhood parks and open space.

#### **Environment 7**

Collaborate with relevant government agencies to implement a comprehensive strategy for Brownfield and Superfund site assessment, mitigation, and redevelopment.

### **Environment 8**

Promote the designs of buildings and use of materials that mitigate or reduce noise pollution.

### **Environment 9**

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

### **Environment 10**

Improve water quality while protecting it from future contamination through policy, treatment, and education.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### **Land Use 20**

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

### **Land Use 26**

Ensure that proposed land uses comply with all applicable Arizona Revised Statutes with respect to military and airport operations by coordinating with all stakeholders in planning for operational changes so that they will not harm existing residential uses in affected areas and amending the Airport Environs Overlay Zone regulations in the event of future changes in mission and/or flight operations.

### **Land Use 27**

Coordinate a comprehensive revision of the Airport Environs Plan, including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.

### **Ecosystems 4**

Identify, manage, and prevent the spread of invasive species through collaborative programs that include partnerships with other agencies, jurisdictions, and organizations.

**Water 6**

Expand and maintain stormwater management in public and private new development and redevelopment.

**Wellness 21**

Address past impacts of development and industries on the public health of affected communities.



## **Goal 9:**

### **Preserve, Protect, and Enhance Natural Ecosystems and Open Spaces**

#### **Ecosystems 1**

Preserve and celebrate the beauty and quality of Tucson's natural landscape and recognize Tucson's role in the broader Sonoran Desert ecosystem.

#### **Ecosystems 2**

Enhance the quantity and quality of natural undisturbed open space and urban green space, prioritizing areas of disinvestment.

#### **Ecosystems 3**

Support and expand opportunities for well-maintained, water-efficient urban green spaces and vegetation in new development or redevelopment to mitigate the urban heat island effect.

#### **Ecosystems 4**

Identify, manage, and prevent the spread of invasive species through collaborative programs that include partnerships with other agencies, jurisdictions, and organizations.

#### **Ecosystems 5**

Preserve existing mature trees and promote the planting of desert-adapted trees when replacement is necessary.

#### **Ecosystems 6**

Expand and maintain a healthy, drought-tolerant, low-water-use tree canopy and urban forest that utilizes harvested water to provide Sonoran Desert ecosystem services, mitigate the urban heat island effect, and improve the microclimates of neighborhoods and the city as a whole.

#### **Ecosystems 7**

Preserve, restore, and enhance riparian areas, shallow groundwater-dependent ecosystems, arroyos, creeks, and river ecosystems for multiple benefits, including wildlife habitat, climate adaptation, heat mitigation, and stormwater management.

### **Ecosystems 8**

Enhance, protect, and restore natural undisturbed open spaces and urban green spaces that connect or contribute to regional wildlife corridors within the city limits and the surrounding environments.

### **Ecosystems 9**

Reduce flood and erosion hazards, damage, and associated costs.

### **Ecosystems 10**

Expand partnerships with organizations and other jurisdictions to provide natural resources management, environmentally sensitive recreation access, environmental education, and natural and cultural resources stewardship programs and practices.

### **Ecosystems 11**

Respectfully integrate traditional ecological knowledge and indigenous practices into environmental stewardship programs as appropriate, with the willing support of local Native Peoples.

### **Ecosystems 12**

Preserve natural undisturbed open space by prioritizing infrastructure investments in existing urban areas.

### **Ecosystems 13**

Promote erosion control, weed abatement, green stormwater infrastructure, and other reclamation practices on vacant, abandoned, and financially distressed lands to enhance the Sonoran Desert ecosystem.

### **Land Use 22**

Apply Pima County Conservation Lands System map and associated guidelines to future annexations.

### **Land Use 23**

Encourage the application of the Conservation Lands System designation and requirements in entitlement reviews.

### **Transportation 7**

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility options and supports human and environmental health benefits.

### **Wellness 16**

Acquire properties to ensure connected services and a 10-minute walk to park space.



## Goal 10:

### Preserve and Protect the City's Unique Historic and Archaeological Resources

#### Historic 1

Use survey data to identify and track historic and cultural properties and streetscapes.

#### Historic 2

Follow national and local historic preservation standards and guidelines when rehabilitating or adding facilities and/or landscaping in historic urban parks and other City-owned properties.

#### Historic 3

Document, preserve, and promote Tucson's cultural heritage, traditions, and historic resources, including archaeology, architecture, performance, art, music, landscapes, and events.

#### Historic 4

Identify historic streetscapes and preserve their significant character-defining features that create a sense of place.

#### Historic 5

Integrate historic, archaeological, and cultural resources into project planning and design when development occurs in eligible or listed historic districts and individually listed historic properties or adjacent areas.

#### Historic 6

Consider the benefits of preserving character-defining eligible historic and cultural resources in new development.

#### Historic 7

Minimize impacts on historic, cultural, and archaeological resources caused by construction or excavation on City-owned properties and rights-of-way, using proper consultation when impacts are unavoidable.

### **Historic 8**

Preserve historic buildings, structures, objects, sites, and significant landscapes through maintenance, rehabilitation, context-sensitive redevelopment/infill, and adaptive reuse while employing measures to prevent displacement.

### **Historic 9**

Include input from diverse communities to ensure that all voices contribute to the narrative of our shared history.

### **Historic 10**

Provide equitable technical assistance to neighborhoods and commercial districts seeking to obtain historic recognition or historic designation.

### **Historic 11**

Explore economic incentives and funding mechanisms for preservation.

### **Historic 12**

Develop strategies for heritage conservation in Tucson.

### **Culture 5**

Capitalize on the City of Gastronomy designation and promote and sustain the diversity of locally owned restaurants, locally sourced foods, local heritage foods, authentic culturally diverse food, local wineries and breweries, farmers markets, and culinary expertise and events.

### **Environment 5**

Promote preservation and deconstruction rather than demolition of buildings for materials to be salvaged for reuse or recycling when feasible.

### **Housing 7**

Encourage partnerships between City, county, and affordable housing programs supporting the redevelopment of historic properties, especially in historic and aging neighborhoods.

### **Water 9**

Establish and promote historic sites to preserve and showcase Tucson's heritage and culturally significant washes and rivers.



## Goal 11:

### Preserve, Protect, and Enhance Natural Ecosystems and Open Spaces

#### Culture 1

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 of all ages.

#### Culture 2

Promote and support multi-cultural understanding through public programs and events and the arts that celebrate Tucson's culturally diverse heritage and evolving character.

#### Culture 3

Continue to provide and increase awareness of the educational programs and events that highlight the region's cultural and historical resources.

#### Culture 4

Coordinate with public and private entities to invest in heritage, arts, cultural activities, special events, and placemaking initiatives.

#### Culture 5

Capitalize on the City of Gastronomy designation and promote and sustain the diversity of locally owned restaurants, locally sourced foods, local heritage foods, authentic culturally diverse food, local wineries and breweries, farmers markets, and culinary expertise and events.

#### Culture 6

Develop a framework to facilitate partnerships among diverse organizations, including semi-public, private, and nonprofit agencies, to promote cultural assets.

#### Culture 7

Draw visitors to the area and serve the local community with year-round indoor and outdoor arts, culture, and sports programming.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### **Culture 9**

Invest in the installation and maintenance of public art throughout the community, incorporating cultural heritage at the neighborhood scale, while increasing access and participation in diverse arts and cultural activities for all residents.

### **Historic 3**

Document, preserve, and promote Tucson's cultural heritage, traditions, and historic resources, including archaeology, architecture, performance, art, music, landmarks, and events.



## Goal 12:

### Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive

#### Economy 1

Facilitate comprehensive workforce development for underserved populations through evidence-based case management practices and leveraging public-private partnerships to ensure opportunities for education, accessible training opportunities, apprenticeships, on-the-job training, and supportive services.

#### Economy 2

Collaborate with public and private training and technical organizations to support workforce development initiatives and programs for all ages.

#### Economy 3

Promote personal and professional advancement by reducing barriers to educational opportunities and encouraging the hiring of individuals facing employment challenges.

#### Economy 4

Facilitate connections between youth and older adults to enhance job skills and opportunities.

#### Economy 5

Support small and local businesses and entrepreneurs through training and technical assistance programs.

#### Economy 6

Enhance digital inclusion and expand economic opportunities by leveraging partnerships to improve and expand digital access.

#### Economy 7

Support programs and investment that increase workforce access to transportation, affordable high-quality early childcare, family care, nutrition, and healthcare.

### **Economy 8**

Continue and enhance our formal business retention and expansion programs to support local and/or legacy businesses.

### **Economy 9**

Promote economic growth by investing in local workers, entrepreneurs, and legacy businesses.

### **Economy 10**

Support the creation of quality jobs in high-growth industries where Tucson has a competitive advantage.

### **Economy 11**

Continue and enhance Tucson's economic development incentive programs to attract capital investment and diversify the economy.

### **Economy 12**

Strategically invest in public infrastructure that enhances community well-being and attracts businesses for long-term economic growth.

### **Economy 13**

Create a business supportive climate through investment in public infrastructure and services, through its regulations and policies, and in building public-private partnerships.

### **Economy 14**

Brand and market Tucson's business climate by promoting local assets.

### **Economy 15**

Promote our City's dark skies to foster astronomical research, education, and astro-tourism as a sustainable economic driver.

### **Economy 16**

Support and promote tourism in Southern Arizona, with a particular focus on the environment and heritage of Tucson and the Sonoran Desert region.

### **Economy 17**

Attract investment to diversify and expand Tucson's economy by leveraging regional and international partnerships.

### **Economy 18**

Expand Tucson's role in domestic and international trade and commerce by capitalizing on its strategic location as an international logistics and distribution center.

### **Economy 19**

Promote and expand opportunities for regionally produced goods and services to meet local demands.

### **Economy 20**

Promote Tucson as a premier healthy lifestyle, outdoor recreation, and wellness destination.

### **Economy 21**

Periodically evaluate the implementation of economic policies and programs and update the City's economic development strategic plan.

### **Climate 7**

Proactively recruit renewable energy producers and technology firms focused on sustainable infrastructure and circular economy to relocate offices or operations to Tucson through strategic marketing and targeted incentives.

### **Culture 8**

Invest in the maintenance, enhancement, and expansion of sports and recreational facilities, venues, civic and convention facilities, and outdoor gathering spaces, making them destination-worthy and reflective of Tucson's cultural heritage and desert environment.

### **Ecosystems 1**

Preserve and celebrate the beauty and quality of Tucson's natural landscape and recognize Tucson's role in the broader Sonoran Desert ecosystem.

### **Environment 9**

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

## **Governance 15**

Adopt a long-term Capital Improvement Plan (CIP) that extends over a 10-year period with funding commitments to ensure sustained investment in critical infrastructure.

## **Housing 2**

Enable and encourage mixed-income residential and mixed-use development to promote abundant housing at varying levels of density with access to multiple transit options.

## **Land Use 8**

Adopt zoning and land use regulations and review them on a regular basis to ensure they promote the establishment and growth of businesses.

## **Land Use 6**

Pursue annexation of vacant, underdeveloped, and developed land, taking into consideration the potential for future development, projected revenue generation, projected costs to serve the area, and the efficient and effective delivery of municipal services.

## **Land Use 25**

Work collaboratively with Arizona State Land Department, Pima County, and nearby major land users to identify strategic and appropriate land uses within the Southlands and Houghton Corridor area.

## **Transportation 2**

Encourage businesses located near transit hubs and corridors to incentivize employees to utilize transit options that reduce car dependency.

## **Transportation 11**

Support and participate in regional efforts to develop high-speed and commuter rail through coordinated planning efforts with state, federal, and regional partners to improve transportation options between major metropolitan areas.

## **Wellness 14**

Coordinate with employers to encourage workforce wellness programs.



## Goal 13:

**Expand and Improve Access to High-Quality Transportation Choices, Enhance Safety, and Improve the Condition of City Streets and Other Infrastructure**

### Transportation 1

Invest in well-maintained and attractive gateways and scenic corridors to reflect Tucson's cultural and natural heritage, establishing a positive impression for visitors, and generate pride among residents.

### Transportation 2

Encourage businesses located near transit hubs and corridors to incentivize employees to utilize transit options that reduce car dependency.

### Transportation 3

Support parking management and pricing strategies that encourage the use of transit, bicycling, and walking.

### Transportation 4

Develop safe, convenient, accessible, and connected transportation networks for walking, biking, and rolling that are in alignment with the Complete Streets Policy.

### Transportation 5

Support policies and initiatives to develop a coordinated, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods in and outside of the region.

### Transportation 6

Design future streets and rights-of-way, as well as retrofits, that are sized in a way and include amenities that will make multi-modal transportation choices convenient, attractive, safe, and heat resilient.

### Transportation 7

Continue to develop and maintain a connected urban greenway system that provides low-stress mobility options and supports human and environmental health benefits.

### Transportation 8

Improve road conditions and implement design features to reduce traffic crashes and enhance public safety.

### **Transportation 9**

Develop and enhance transportation and other infrastructure to increase our community's resilience to extreme heat, extreme drought, flooding, fire, and all emergencies.

### **Transportation 10**

Improve low-emission or no-emission transportation options that are safe, reliable, and accessible to all ages and abilities.

### **Transportation 11**

Support and participate in regional efforts to develop high-speed and commuter rail through coordinated planning efforts with state, federal, and regional partners to improve transportation options between major metropolitan areas.

### **Transportation 12**

Continuously evaluate transit service, identifying opportunities to expand the transit network by increasing frequency, adding weekend and evening service, expanding transit coverage, and investing in infrastructure that supports speed, reliability, and service quality.

### **Transportation 13**

Identify and mitigate transportation project impacts on historic and cultural resources, especially relating to marginalized or underrepresented communities.

### **Land Use 2**

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

### **Land Use 5**

Reduce required motor-vehicle parking areas based on demonstrated need, with increased pedestrian, bike, and public transit facilities and encourage enclosed parking and other strategies where feasible to mitigate conflict between businesses and neighboring residents.

### **Land Use 7**

Undertake a comprehensive review of urban and transportation planning design standards, codes, practices, and policies to align with citywide goals.



## **Goal 14:**

### **Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed Vibrant Community**

#### **Land Use 1**

Support developments that provide all residents with access to critical, general, recreation, and entertainment services, including childcare and healthcare, and other community facilities, such as libraries, community centers, and green space.

#### **Land Use 2**

Locate housing, employment, retail, green spaces, and services within close proximity of each other to allow safe and easy access between uses and reduce car dependency.

#### **Land Use 3**

Encourage moderate to higher density mixed-use development in proximity to transit centers and along high-capacity transit routes and corridors.

#### **Land Use 4**

Prioritize investment in vacant and underutilized land as opportunities for redevelopment that provides attainable housing, mixed-use and transit-oriented infill, and a diversity of housing types.

#### **Land Use 5**

Reduce required motor-vehicle parking areas based on demonstrated need, with increased pedestrian, bike, and public transit facilities and encourage enclosed parking and other strategies where feasible to mitigate conflict between businesses and neighboring residents.

#### **Land Use 6**

Pursue annexation of vacant, underdeveloped, and developed land, taking into consideration the potential for future development, projected revenue generation, projected costs to serve the area, and the efficient and effective delivery of municipal services.

#### **Land Use 7**

Undertake a comprehensive review of urban and transportation planning design standards, codes, practices, and policies to align with citywide goals.

### **Land Use 8**

Adopt zoning and land use regulations and review them on a regular basis to ensure they promote the establishment and growth of businesses as well as to facilitate housing production.

### **Land Use 9**

Evaluate and update permitting and development processes to ensure efficient, transparent, and timely review periods that promote the best community outcomes.

### **Land Use 10**

Pursue all feasible and allowable funding mechanisms, impact fee adjustments, and public-private partnerships to support infrastructure and ensure new development pay a proportionate share of costs incurred.

### **Land Use 11**

Prioritize improvements to existing infrastructure, with public investments focused on developed areas and neighborhoods with a strong emphasis on investments designated for growth in the Future Growth Scenario Map.

### **Land Use 12**

Apply the Guidelines for Development Review to the appropriate Building Blocks in the Future Growth Scenario Map, included in chapter four, 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.

### **Land Use 13**

Encourage land developers to engage in dialogue with neighborhood residents early in the development process to understand local community needs.

### **Land Use 14**

Promote urban design that is compatible with the surrounding scale and character of existing development.

### **Land Use 15**

Encourage an urban form that provides access to prominent viewsheds.

### **Land Use 16**

Protect and enhance the aesthetic attractiveness of Tucson's streetscapes along the arterials, collectors, and within our neighborhoods.

### **Land Use 17**

Coordinate with utility companies and other public service providers for the planning of infrastructure, facilities, and services, making sure the design and location of infrastructure and facility construction are sensitive to community health, environment, and historic resources.

### **Land Use 18**

Encourage developments and land use planning that allows for greater equine or open space recreation in appropriate areas.

### **Land Use 19**

Apply specific plan and functional plan policies 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.

### **Land Use 20**

Promote a safe, clean, and attractive community by supporting the code enforcement and building inspection divisions and ensure compliance with City codes.

### **Land Use 21**

Ensure that land use proposals are compatible with identified aggregates (includes lands primarily used for active mining of cinder, crushed rock or stone, decomposed granite, granite, pumice, and sand) using maps provided by the state, in accordance with Arizona Revised Statutes 9-461.05.C.1.g.

### **Land Use 22**

Apply Pima County Conservation Lands System map and associated guidelines to future annexations.

### **Land Use 23**

Encourage the application of the Conservation Lands System designation and requirements in entitlement reviews.

#### **Land Use 24**

Integrate land use and water resources planning.

#### **Land Use 25**

Work collaboratively with Arizona State Land Department, Pima County, and nearby major land users to identify strategic and appropriate land uses within the Southlands and Houghton Corridor area.

#### **Land Use 26**

Ensure that proposed land uses comply with all applicable Arizona Revised Statutes with respect to military and airport operations by coordinating with all stakeholders in planning for operational changes so that they will not harm existing residential uses in affected areas and amending the Airport Environs Overlay Zone regulations in the event of future changes in mission and/or flight operations.

#### **Land Use 27**

Coordinate a comprehensive revision of the Airport Environs Plan including areas beyond the current Airport Environs Overlay Zone, taking into account noise and the public health, safety, and welfare of Tucson residents.

#### **Climate 4**

Encourage the collection of regional and local data on climate resiliency indicators with partners to inform planning, policy, program implementation, and adaptive management.

#### **Climate 12**

Develop codes, policies, incentives, and support programs to facilitate the transition to greenhouse gas neutrality.

#### **Climate 15**

Promote best practices in the designs of buildings and use of climate-resilient materials that mitigate or reduce the urban heat island effect.

#### **Ecosystems 12**

Preserve natural undisturbed open space by prioritizing infrastructure investments in existing urban areas.

### **Ecosystems 13**

Promote erosion control, weed abatement, green stormwater infrastructure, and other reclamation practices on vacant, abandoned, and financially distressed lands to enhance the Sonoran Desert ecosystem.

### **Environment 1**

Reduce and mitigate air, water, light, and noise pollution citywide.

### **Environment 8**

Promote the designs of buildings and use of materials that mitigate or reduce noise pollution.

### **Environment 9**

Protect dark skies from light pollution by educating the community about and ensuring compliance with the City of Tucson/Pima County Outdoor Lighting Code.

### **Equity 3**

Track rates of neighborhood change to inform policy decisions that address gentrification and forced displacement.

### **Equity 6**

Support shared equity models, such as community land trusts and community equity investments, for residential and commercial land users.

### **Governance 4**

Provide diverse, well-resourced opportunities for productive public engagement throughout the planning and decision-making process of City initiatives that respect and accommodate disabilities and diverse cultural needs by implementing a variety of interactive methods and communication tools to maximize inclusive participation.

### **Governance 5**

Develop and maintain strong partnerships with regional and local nongovernmental organizations, including educational institutions, non-profit organizations, business organizations, and neighborhood and citizen groups.

### **Governance 6**

Ensure proper consultation with indigenous communities in planning and development projects while respecting cultural traditions and communications practices.

### **Governance 7**

Collaborate in multi-jurisdictional, regional approaches to short-term and long-term planning.

### **Governance 8**

Expand City departmental resources and facilitate regular interdepartmental communication to enhance integration in planning and decision-making.

### **Governance 9**

Facilitate collaborative and equitable planning and implementation of integrated policies, programs, and projects across City departments, with active community participation and consideration of diverse needs.

### **Historic 5**

Integrate historic, archaeological, and cultural resources into project planning and design when development occurs in eligible or listed historic districts and individually listed historic properties or adjacent areas.

### **Housing 3**

Encourage changes to the development code to allow for more diversity of neighborhood scale housing across the City such as but not limited to casitas, tiny homes, quadplexes or townhomes.

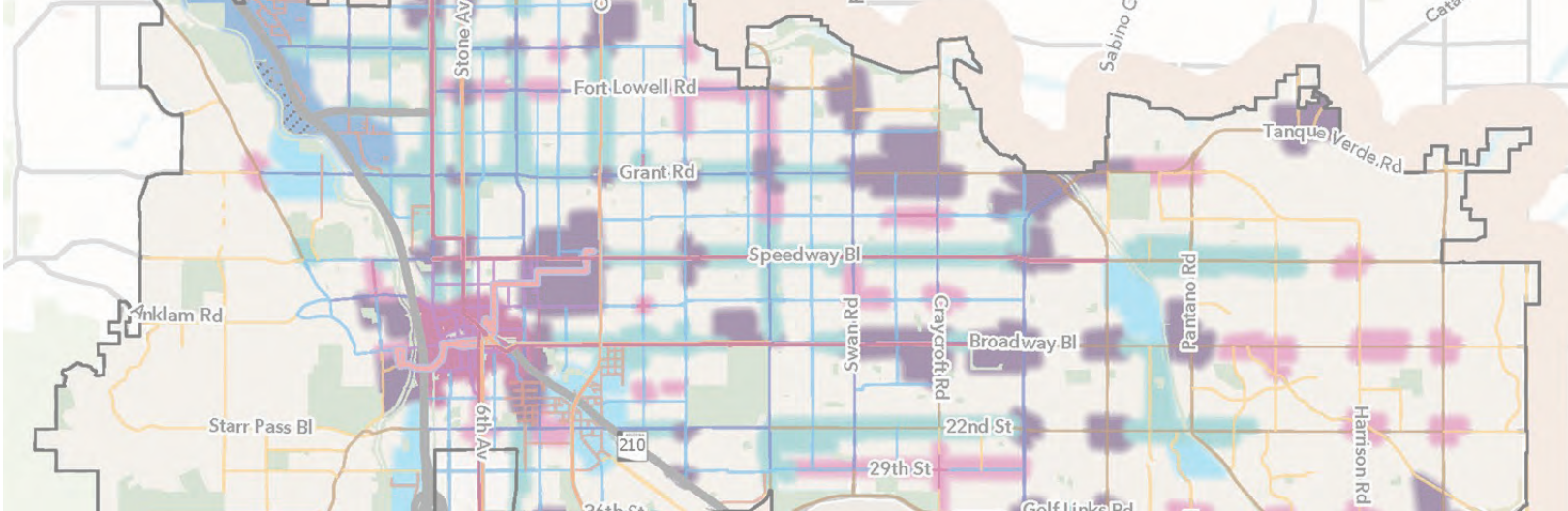
### **Wellness 23**

Promote resources to support property maintenance to prevent and remedy code violations, especially for vacant and neglected structures.



Appendix D

# Future Growth Scenario Map Technical Details Memo



# Future Growth Scenario Map

## Technical Details Memo

Plan Tucson Update

Planning and Development Services Department

February 2025

### Contents

Purpose of this Document

Step 1: Updating Building Block Categories and Guidelines for Development

Step 2: Using ArcGIS PRO to map the building blocks

Step 3: Using ESRI ArcGIS Urban Software to evaluate scenarios (Underway)

- Establishing Performance Evaluation Targets

- Configuring the ArcGIS Urban Growth Model for Plan Tucson

- Further Defining the Building Blocks

- “Space Use” Performance Metrics

Exhibit A: Maps of data used in Part 2

Exhibit B: Population, Residential projections, and Non-residential land use projections

Exhibit C: ArcGIS Urban Future Land Use Parameters

Exhibit D: Space Use Performance Metrics

# Purpose of this Document

This technical memo describes the Plan Tucson Future Growth Scenario Map and its purpose. It will help readers better understand why the map is being updated and how it will be used in the future. It will also help readers understand the significance of the changes being made to the building block categories and development guidelines.

A key question for our community is how best to plan for our city's future growth and evolution. According to the US Census, Tucson's population was 542,629 in 2020. The [Arizona Office of Economic Opportunity \(External link\)](#), using data and analysis from the Pima Association of Governments (PAG), estimates the population in 2024, the time of drafting Plan Tucson 2025, is approximately 558,906. The AOEO expects Tucson's population will be 583,352 by 2035, an increase of approximately 24,500 residents between 2020 and 2035. The anticipated population increase and the people currently living here need houses, jobs, and infrastructure to support their needs.

Through careful planning, we can guide future growth and development and move our city in a positive direction that aligns with community values. Land use patterns are the general distribution of land uses across a city, such as residential, commercial, industrial, and mixed-uses. For example, a pattern could locate commercial and mixed-uses along major streets and residential within neighborhood cores.

[A well-planned city](#) is crucial because land use patterns significantly influence the [availability, diversity, and location of housing](#) and the types of [potential employers](#). These factors, in turn, affect [traffic flow and safety](#), resident convenience, and overall affordability. Additionally, thoughtful urban planning is key in promoting sustainability and climate resilience by influencing [water](#) and [energy](#) consumption, reducing [greenhouse gas emissions](#), and mitigating [urban heat](#).

The Future Growth Scenario Map, developed using data on infrastructural capacity, development trends, and community preferences, depicts a citywide development pattern that can accommodate our anticipated population growth through 2035. How our city is designed and built, in turn, has implications for climate resilience, transportation, infrastructure, open space, and more.

This technical memo describes the data and decision-making in updating the Plan Tucson Future Growth Scenario Map (FGSM).

## Step 1: Updating Building Block Categories and Guidelines for Development

The Plan Tucson team had the following objectives for the Future Growth Scenario Map update:

1. Use the 2013 Future Growth Scenario Map and existing development patterns as the baseline for the update
2. Meet the housing and job needs of current and future Tucsonans
3. Align with desired development patterns
4. Simplify the land use categories
5. Increase public input overall

Using the 2013 building block categories as a base, the Plan Tucson team took the following steps to review and revise the building block categories:

1. Reviewed future growth maps from major cities in AZ and the Western US and found a range in the number of categories and extent of details in the category descriptions
2. Reviewed how the 2013 Guidelines for Development Review organized the information.
3. Review development patterns and trends to show how the building blocks have been used since Plan Tucson was last adopted.
  - a. Since 2013, 43% of new permits have occurred within a building block. Most permit applications occurred within the Business Center and Houghton Corridor Areas. 57% of new permits were within the "existing neighborhoods" building block.
  - b. Since 2013, 54% of rezonings intersect one of the building blocks. Overall, 5% of parcels within a building block "experienced" a rezoning application. A subset of those applications was approved.
  - c. New non-residential development has tended to occur along major N/S corridors on the far west and far east sides and along I-10. New residential development has tended to occur at I-10 and Wilmot and in the northern portion of the Houghton Corridor Area. Maps are included in Exhibit A.
4. Visualization exercises with the Planning Center and updating the descriptions and Guidelines for Development Review help parse the differences between the building blocks.

The Plan Tucson team used this information to make the following revisions to building block categories:

- a. Applied "Mixed Use Activity Center" instead of "Campus Areas," eliminating the "campus areas" category because they had similar levels of intensity and mix of uses.
- b. Merged "Existing Neighborhoods" and "Neighborhood with Greater Infill Potential" into a "Neighborhoods" category because they share the same guidance.
- c. The "Neighborhood Center & Corridor" Building Block was defined to encourage small-scale neighborhood-serving amenities.
- d. Housing is encouraged in all building blocks as appropriate
- e. Used "Special Planning Areas" to illustrate the areas that will develop but will follow unique planning processes. These Special Planning Areas include State Trust Land, Planned Area Developments, and Potential Annexation Areas:
  - i. State Trust Land (STL) is not public land. STL was granted to Arizona by the US Government prior to statehood to support Arizona's public K-12 schools, universities, and several other designated public institutional beneficiaries. As the name implies, STL is held in Trust, and each acre has a designated beneficiary. STL is managed by the Arizona State Land Department (ASLD), which has a statutory obligation to manage STL to maximize returns to the Trust beneficiaries through the lease and sale of STL. STL should be considered Arizona's reserved land for future economic development and potential growth. Future development of STL adheres to local zoning processes and codes.
  - ii. Planned Area Developments is a zoning option that property owners and developers may choose to allow greater flexibility in uses and development than standard zones. A PAD undergoes a more thorough review process,

including a pre-application PAD review with PDSD staff before a rezoning submittal. A PAD may have different land use regulations from the zoning regulations in the Unified Development Code (UDC) or other zoning districts.

- iii. Potential annexation areas are areas outside the city limits that might be annexed into the City. These areas may already have zoning and some development on that property. Readers can find additional information on annexation on the City of Tucson website.

Finally, the Plan Tucson team added a matrix format to present the information more clearly. Plan Tucson (2013) describes the building blocks in short paragraphs. In practice, the limited information makes it difficult to distinguish between categories clearly. In the 2025 update, a matrix format describes the typical uses within each, their associated transportation infrastructure, and additional details, including the typical heights of each building block. The Guidelines for Development Review continue to give additional technical information for use in reviewing rezoning applications. The Plan Tucson team restructured the Guidelines for Development Review to match the new categories and added guidelines meant to reduce inequities in the City of Tucson and clarify transportation access.

The building blocks and special planning areas are described in Plan Tucson chapter 4.

## Step 2: Using ArcGIS PRO to map the building blocks

The next step was determining the logical placement of the updated building blocks throughout the Tucson planning area. Most of the data used in this analysis is publicly available within [Map Tucson \(www.maps.tucsonaz.gov\)](https://www.maps.tucsonaz.gov), and other links and maps are provided where necessary. The data used in the placement of the building blocks included:

- Community-preferred development trends, which were to prioritize infill and development along major corridors, collected October 2023 – February 2024 (Exhibit A)
- Community feedback on the preliminary draft were collected between April and June 2024, which varies with location but generally wanted to see additional intensity than what was proposed in the first draft (Exhibit A)
- Transportation Infrastructure and proposed projects:
  - City of Tucson complete street typologies
  - Proximity to bike lanes
  - Proximity to high-capacity transit lines (existing and proposed in Move Tucson)
  - Capacity (Move Tucson)
- Water
  - Within the Obligated Service Area
- Socioeconomic
  - Tucson's [Equity Priority Index](#)
- Environmental Constraints
  - Major floodways
  - Sheet flooding
  - Flood Hazards
  - Archeological Areas
  - Hillslope Development Zone
  - Environmental Resource Zones
- Community Reinvestment Areas
  - Tucson Norte Sur
  - Urban Overlay Zones
  - Rio Nuevo Area
  - Central Business District
  - Downtown Urban Infill Incentive District
- Aligns with Neighborhood and Area Plans
- Existing Zoning
- Supported by Market Trends (Exhibit A)

The Plan Tucson team used these datasets to inform and validate the placement of building blocks in the preliminary draft. The Preliminary Draft was made available for public review and comment online at [www.plantucson.org/future-growth](http://www.plantucson.org/future-growth) and at various in-person events between April and June 2024. Starting in June 2024, the Plan Tucson team incorporated the public feedback into a second draft. The second draft of the FGSM was included in the first draft of Plan Tucson 2025, which was reviewed by the public between December 2024 and January 2025. Feedback helped refine the map into a third draft, which was included in the second draft of Plan Tucson, released in March 2025. The Future Growth Scenario Map is included in Plan Tucson 2025 chapter 4.

## Step 3: Using ESRI ArcGIS Urban Software to evaluate scenarios (Underway)

ESRI's ArcGIS Urban software is a powerful 3-D modeling tool that uses data to create illustrative land use development patterns and compare them through metrics. Readers can find additional information about ArcGIS Urban on ESRI's blog here: [Create Smart Cities and Communities with ArcGIS Urban](#). The Plan Tucson team will use ArcGIS Urban to evaluate how the Future Growth Scenario performs and make adjustments to ensure it meets our City's goals.

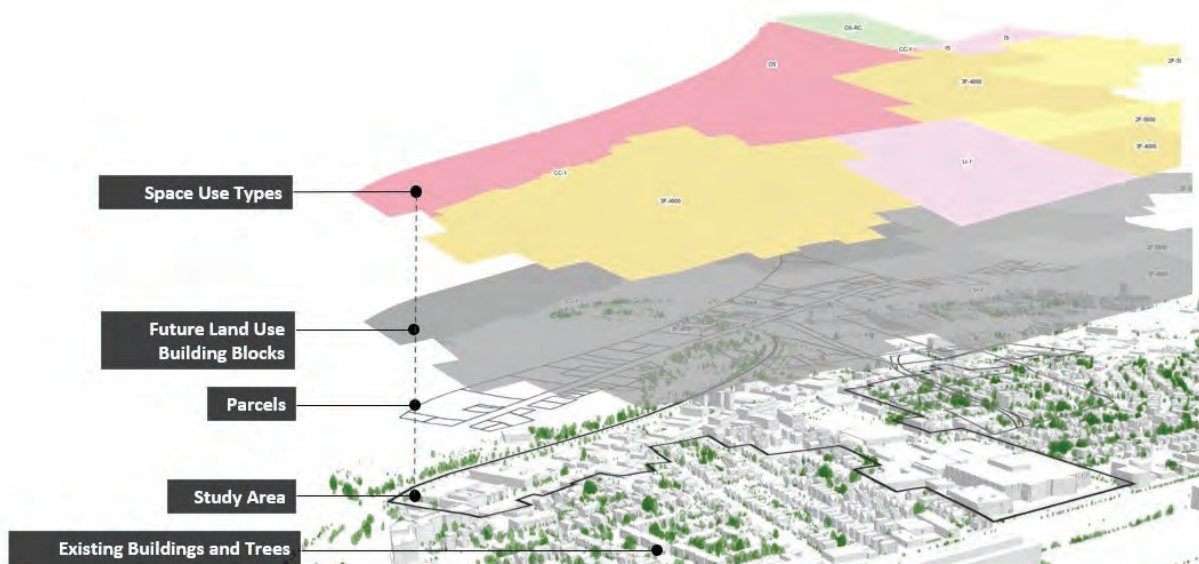
### Establishing Performance Evaluation Targets

The first step in any evaluation process is to understand the standards or targets that need to be attained to be considered successful. To do so, the Plan Tucson team established three primary targets: the projected population, housing units for current and future Tucsonans, and job opportunities for current and future Tucsonans. The various considered studies are summarized and linked within Exhibit B.

### Configuring the ArcGIS Urban Growth Model for Plan Tucson

The Plan Tucson team is researching trends to help configure an ArcGIS Urban model for Tucson. ArcGIS Urban organizes data to describe land uses at increasing levels of detail. This multi-level approach is illustrated in Figure 1.

Future Growth Scenarios are created in ArcGIS Urban by uploading the placement of the generalized land use patterns, called “building blocks” in Plan Tucson, referred to as "Future Uses" by ESRI. Each building block/"future land use" is made up of more specific land uses, such as hotels, parks, low-density neighborhoods, high-density neighborhoods, and more. ESRI's ArcGIS Urban calls these more refined land uses "space uses.”



*Figure 1 Each future growth scenario will have a different composition of building blocks, each defined by a percentage of space uses and each future defined by a series of metrics.*

This multi-level approach, which is explained more in the following sections, allows planners to approximate the performance of a scenario, make comparisons, and adjust the scenario to meet community goals. For example, planners can explore and compare how well a low-density scenario and a high-density scenario support the values of our community.

## Further Defining the Building Blocks

The Plan Tucson team started to configure the ArcGIS Urban model by describing each building block in terms of floor area ratio, residential density, and the percentage of “space uses” within each. Table 1 explains each term and gives an example:

Table 1: Future Land Uses/Building Block information in the ArcGIS Urban Model

Term	Approach	Example: “Neighborhoods”
Floor Area Ratio (approximate size and scale of buildings within a lot)	Current conditions, trends, and planning precedents from City of Tucson planning documents and partners	FAR is typically 1: townhomes and other newer residential developments tend to use the majority of a lot
Residential Housing Density	Current conditions, trends, and planning precedents from City of Tucson planning documents and partners	Typically 8; the higher end of residential since rezonings will be initiated to increase density
Approximate percentage of “space uses” within each building block.	Using County Assessor data to approximate the current composition of each building block category in the year 2023), then adjusting those percentages to meet current and future mixes of uses.	Approximately 40% low-density residential, 40% medium-density residential, 10% retail, 5% education and 5% open space

## Space Use Performance Metrics

The second step is to translate the amount of land for each use into meaningful performance metrics. This requires describing each “space use” with a series of performance metrics, which allows the planners to approximate how each future growth scenario may perform for our community. Metrics include housing availability and the number of jobs. Figure 2 shows a hypothetical simplified step-by-step breakdown of how the model calculates the performance metrics.

ArcGIS Urban provided performance metrics for a national level, which is not always applicable to Tucson. To best conceptualize future growth in Tucson, the Plan Tucson team researched and updated the data sources used in the ArcGIS Urban model wherever possible. ArcUrban takes the amount of each land use category and uses these performance metrics to estimate the total amount of new homes and jobs supported in the scenario. Exhibit C of this document contains the complete list of Future Uses parameters and details.

#### A hypothetical and simplified example of how performance metrics are applied

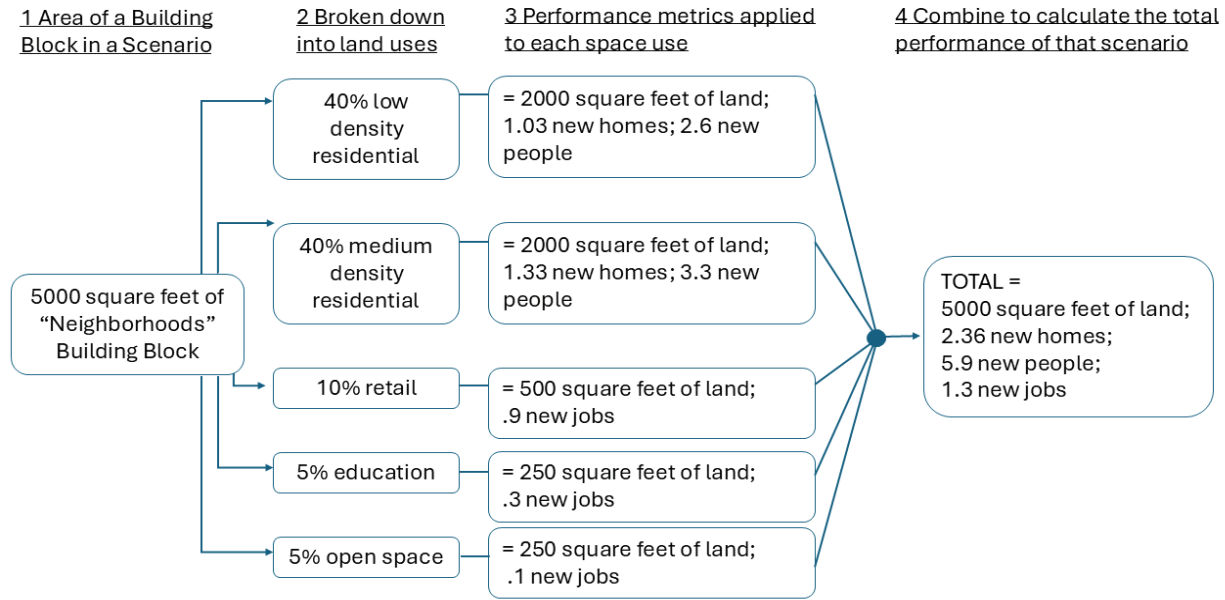


Figure 2 An example of how a subset of performance metrics is applied to a simple hypothetical scenario of only 5,000 sqft of a single building block type.

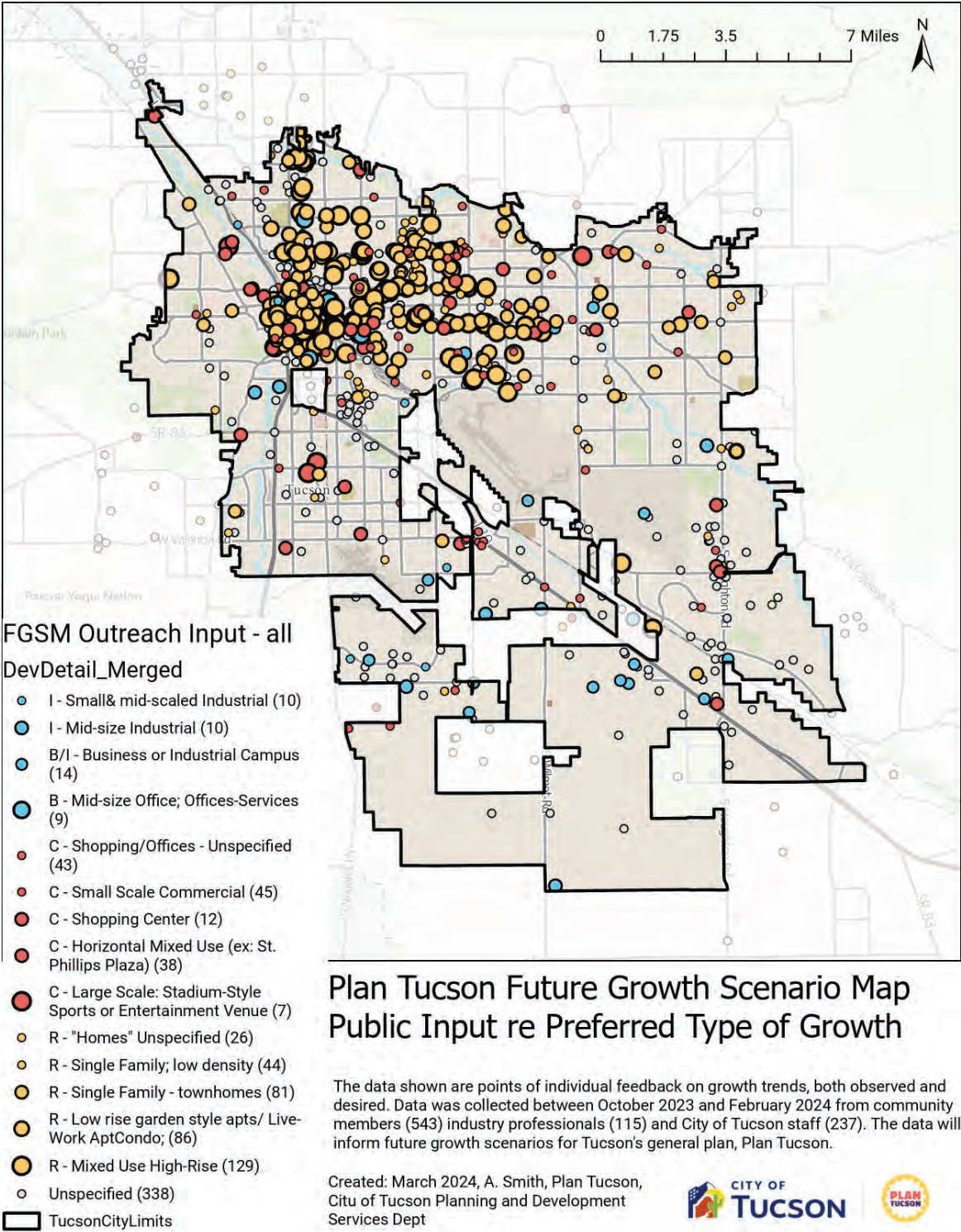
## Step 4: What does this mean for the City of Tucson and Housing?

This information was used to help calibrate the Future Growth Scenario Map (FGSM) to best support Tucson's goals. The Plan Tucson team studied recent trends in rezonings to estimate how many parcels had rezoned in the past 10 years. This study showed that 5% of parcels in building blocks were part of a rezoning throughout most of the City, and the percent of parcels in the Houghton Corridor Area and Southlands was closer to 13%. These rates were assumed to continue, and used to extrapolate what percent of parcels were likely to rezone under the Future Growth Scenario Map in Plan Tucson 2025. A random set of parcels were selected across the city using these percentages. The Urban model was run only with these parcels. This step helps the Plan Tucson team set realistic expectations for the amount of new homes that could be supplied in the rezoning process with the FGSM.

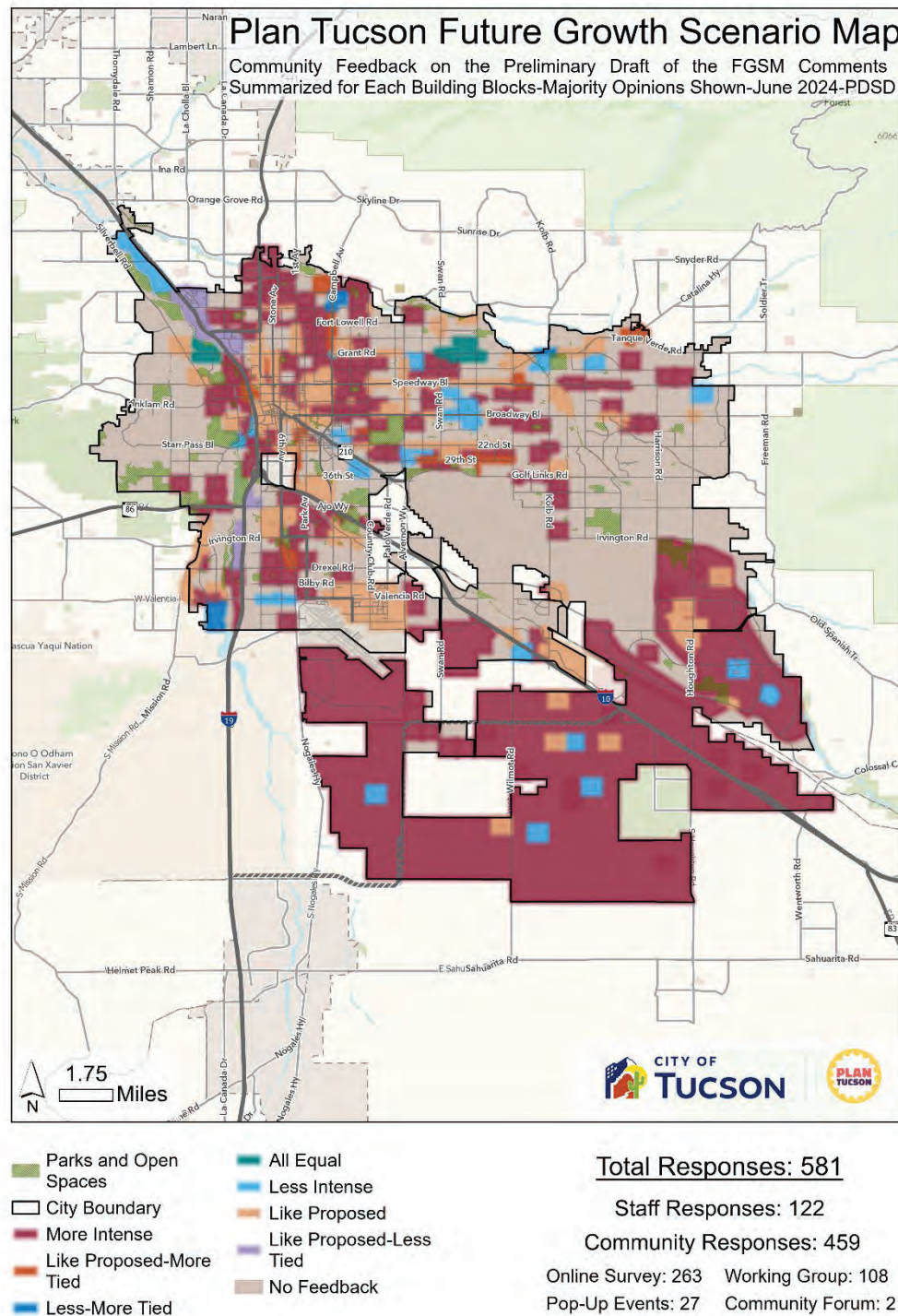
The results of these analyses are included in the "Closing the gap between housing supply and demand" section of Chapter 4 in Plan Tucson 2025.

# Exhibit A: Maps of data used in the formation of the FGSM

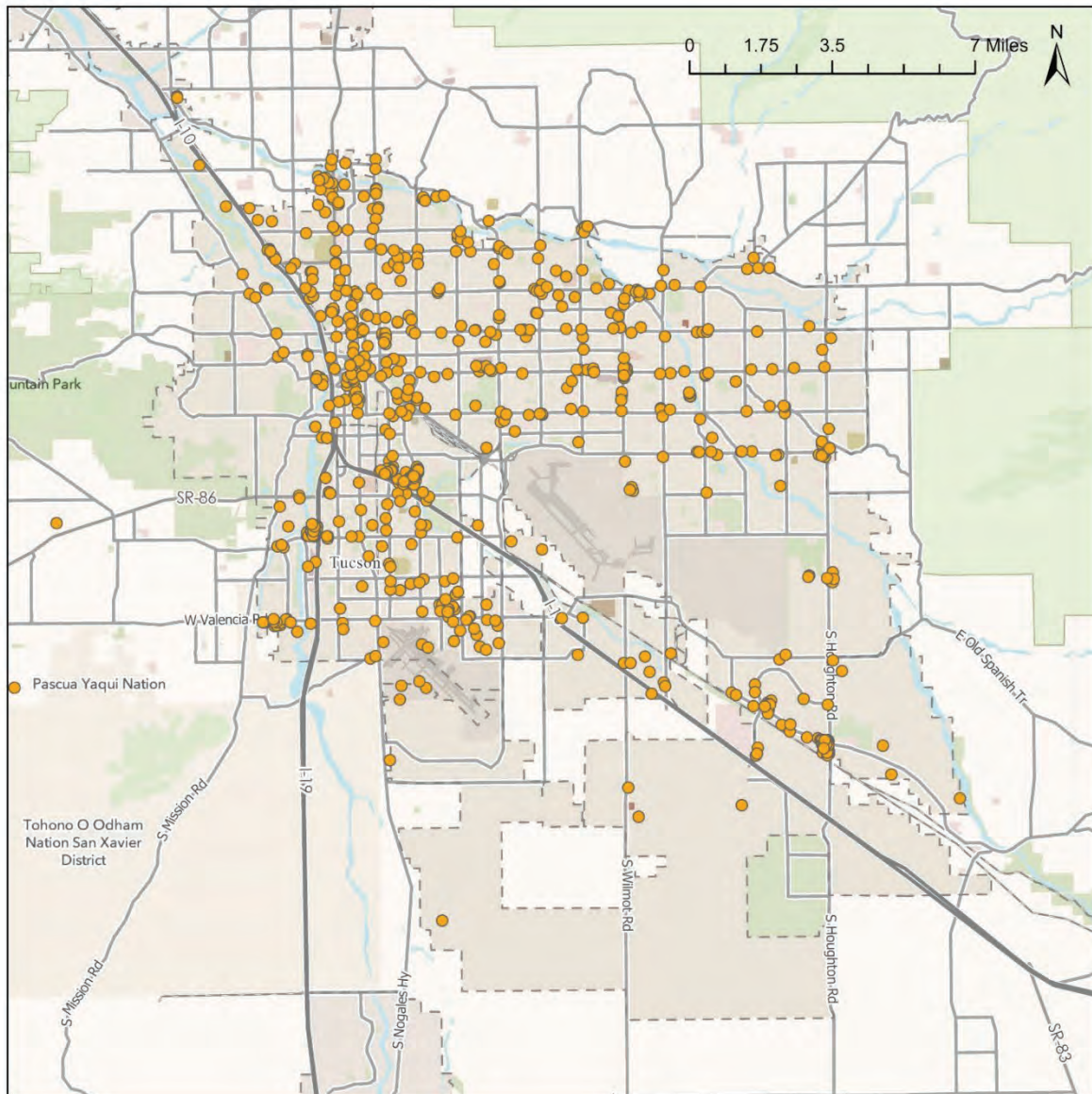
1. Results from outreach about desired development patterns show a desire for infill development and transit-oriented development. These community preferences were collected between October 2023 and February 2024. The results informed the Preliminary Draft of the FGSM, which was released in late Spring 2024 for additional feedback.



- This map summarizes the public feedback on the Preliminary Draft, which was collected in April – May 2024. The general feedback varied throughout the City, but most comments requested an increase in intensity from what was initially proposed in the preliminary draft. These results were used to create the second draft of the FGSM.



- Development trends for new commercial development since Plan Tucson 2013 was ratified, show a concentration along the west side and at major intersections.



New Commercial 2013 - Present

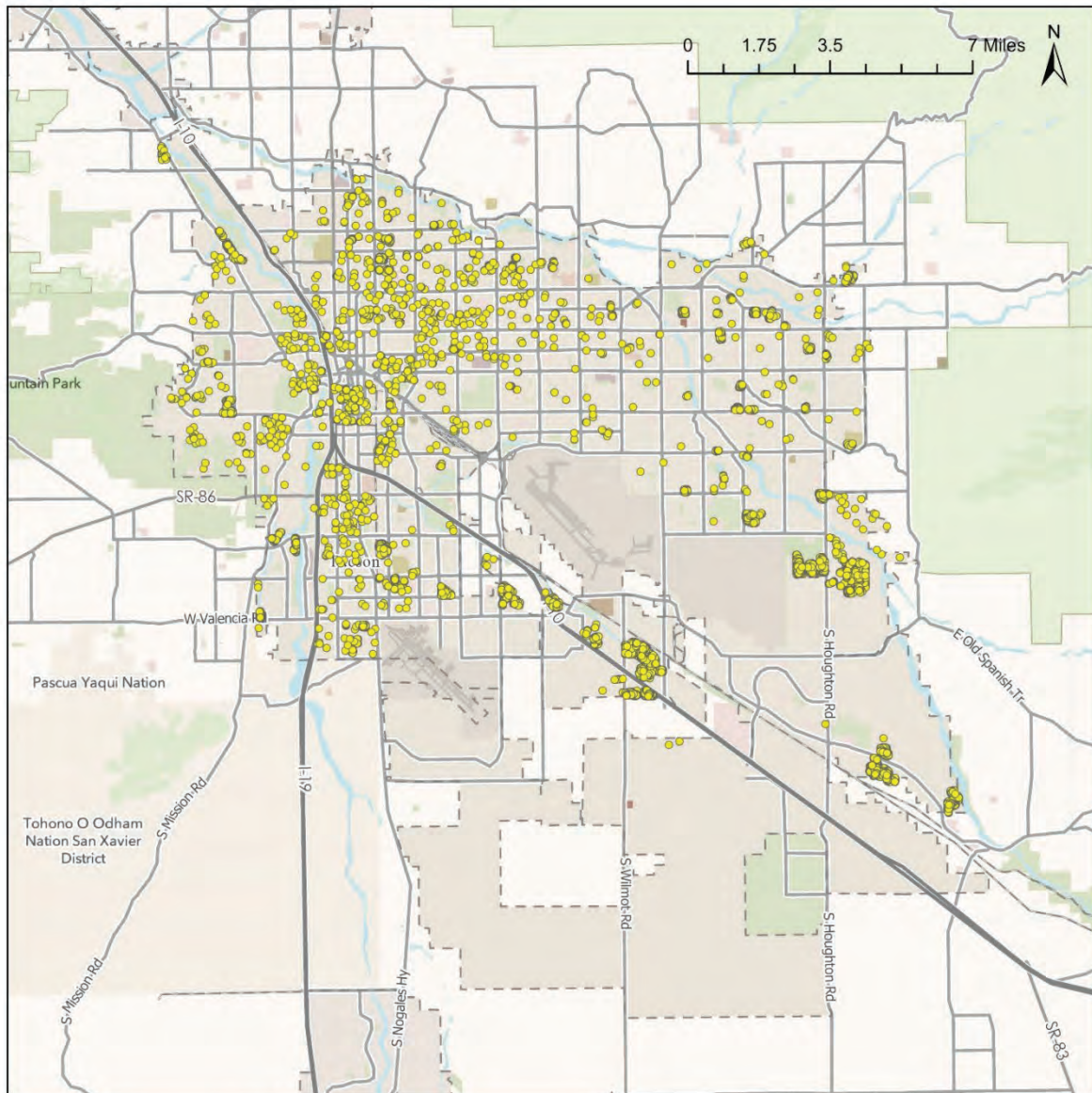
● New Commercial Permits

New Commercial Development  
From 2013 to Present

Created: April 2024, D. Bursuck, Plan Tucson,  
City of Tucson Planning and Development  
Services Dept



4. Development trends for new residential development show a concentration on the west and southeast sides of the City of Tucson.



**New Residential 2013 - Present**

- New Residential Permits (1 and 2 family)

**New One and Two Family Residential From 2013 to Present**

Created: April 2024, D. Bursuck, Plan Tucson,  
City of Tucson Planning and Development  
Services Dept



## Exhibit B: Population, Residential projections, and Non-residential land use projections

Projections, or estimates of future needs, give context to gauge if the results fit our community's needs. Many data sets were considered to account for different methods and assumptions.

The Arizona Office of Economic Opportunity (AOEO) provides the official population projections for each County and some major Cities. <https://oeo.az.gov/population/projections>

Pima Association of Governments has a Population Technical Committee that models population and land use for PAG's transportation planning projects. The committee is comprised of representatives from the local jurisdictions. Their population modeling results inform the AOEO's official projections. <https://pagregion.com/committee/population-technical-subcommittee-poptech/>

Pima Association of Governments (PAG) provided population and employment projections for 2035 and used the average household size to determine the housing demand. Notably, the housing projection from the Pima Association of Governments is focused on new residents, including individuals born in Tucson as well as relocating to Tucson. However, it does not adequately account for housing shortages experienced by Tucsonans in 2024. Additional projections and analyses could be considered as they become available, including analyzing housing demand that accounts for housing shortfall.

Plan Tucson consultant ESI Corporation provided additional housing and employment projection estimates. They used consumer spending to estimate the land needed for businesses by 2035 and housing permit data to estimate the housing that would be built by 2035, which became the basis for the population it would support. This Market Analysis by ESI Corporation, 2024, analyzes economic market trends and projects the demand for residential and non-residential land uses.

<https://www.plantucson.org/22680/widgets/88629/documents/59364>

To better account for current need, which can be broken down into housing for the homeless population and underproduction, another housing need analysis was created by ECONorthwest. This third study accounted for current as well as future need, and used more detailed methodology.

The results of these analyses are in Chapter 4, section "Population Growth, Land Use Patterns, and Urban Planning." The full report is linked in Appendix 6.

## Exhibit C: ArcGIS Urban Future Land Use Parameters

	Residential Density (Dwelling Units per Acre)	Floor Area Ratio
Neighborhoods	8	0.75
Neighborhoods Centers and Corridors	16	1
Mixed Use Corridors	45	1
Mixed-Use Activity Centers	45	1
Downtown	45	1
Business Centers	0	0.75
Industrial Areas	0	0.55
Houghton Corridor Area	8	1
Southlands	8	0.55
Potential Annexation Area	0	0

# ArcGIS Urban Space Use Allocations

		Residential			Commercial			Industrial		
Future Land Uses		Low Density	Medium Density	High Density	Hotel	Retail	Office	Warehouse	Light Manufacturing	Heavy Manufacturing
Building Blocks	Neighborhoods	40%	40%			10%		5%	5%	20%
	Neighborhood Centers & Corridors	10%	30%	30%		25%				
	Mixed Use Activity Centers		10%	35%	5%	30%	10%			
	Mixed Use Corridors		10%	45%	5%	15%	10%			
	Downtown		5%	15%	10%	20%	10%			
	Business Centers			10%	5%	15%	40%			
	Industrial		5%	5%	0%	10%	10%			
Special Planning Areas	Southlands	10%				10%	10%	n/a	n/a	n/a
	Houghton Area	40%	40%			10%				
	Annexation Areas	n/a	n/a	n/a	n/a	n/a	n/a			
	PAD/PCD	n/a	n/a	n/a	n/a	n/a	n/a			

## ArcGIS Urban Space Use Allocations, Continued

Future Land Uses		Institutional			Other		Total
		Education	Government	Medical	Open Space	Vacant Land	
Building Blocks	Neighborhoods	5%			5%	n/a	100%
	Neighborhood Centers & Corridors				5%	n/a	100%
	Mixed Use Activity Centers			5%	5%	n/a	100%
	Mixed Use Corridors	5%	5%		5%	n/a	100%
	Downtown	5%	25%		5%	n/a	100%
	Business Centers			10%	5%	n/a	100%
	Industrial				5%	n/a	100%
Future Planning Areas	Southlands				20%	n/a	100%
	Houghton Area	5%			5%		
	Annexation Areas	n/a	n/a	n/a	n/a	n/a	n/a
	PAD/PCD	n/a	n/a	n/a	n/a	n/a	n/a

## Exhibit D: Space Use Performance Metrics

In Urban, each land use type is comprised of space uses (see Exhibit C), and each space use is assigned a series of metrics outlined in the tables in this Exhibit. Metrics were sourced from local studies or engineering standards. Population, Housing Unit Counts, and Employment metrics were ground-truthed in central Tucson to properly calibrate the model. The following tables show the assumptions and data sources used in the Model.

ArcGIS Urban Space Use Configurations (Residential)		Population	Housing Unit Statistics	
Space Use Type Name		<i>Population per Housing Unit</i>	<i>Average household SF</i>	<i>SF per person</i>
1	Low Density Residential	2.5	2000	800
2	Medium Density Residential	2.5	1500	600
3	High Density Residential	2.5	800	415
Data Provider		US Census	PDSD	
Source/methods			Research on trends in central Tucson for the last 5 years	

ArcGIS Urban Space Use Configurations (Commercial)		Job Statistics		
Space Use Type Name		<i>Area per job (sqft)</i>		
4	Hotel	956		
5	Retail	561		
6	Office	445		
7	Industrial - Light	495		
8	Industrial - Warehouse	959		
9	Industrial - Heavy	495		
10	Education - K-12		1060	
11	Government		880	
12	Medical		459	
13	Open Space			10890
Data Provider		Maricopa Association of Governments	EIA	City of Tucson Parks and Recreation Department Research
Source		<a href="#">Socioeconomic Projections 2023</a>	<a href="#">Commercial Buildings Energy Survey</a>	

Appendix E

# Planning History Spotlight: La Calle and the Tucson Convention Center

# Downtown Tucson's Past

Prior to the building of the Tucson Convention Center (TCC), the land on which it resides looked much different. There was no TCC. Instead, there was an 80-acre, densely populated barrio known to the community as “La Calle.” Unlike the rest of Tucson, this area was not segregated. Within these neighborhoods lived primarily Mexicans, African Americans, and Chinese. Homes served as businesses, streets were gathering places, and everyone knew each other. The mixing of immigrant cultures and ethnicities led to a diverse, resilient, and resourceful neighborhood.



From *Tucson Daily Citizen*, Thursday, December 10, 1964. Page 10.

## Creation of an Urban Renewal Plan

In 1961, the City of Tucson's Citizens' Advisory Public Information Committee (CAPIC) published *Urban Renewal: A teamwork of private enterprise and government for SLUM CLEARANCE and REDEVELOPMENT, of the Old Pueblo District*. This document contained the City's 392-acre plan to demolish the existing structures from Congress St. to 22nd St. to be replaced with privatized ownership. It estimated 850 families faced relocation out of the 1,500 structures targeted for demolition. This project was eventually reduced to 80 acres after pressure from Tucson citizens regarding where the displaced people would go.



Locations of street intersections, from the Arizona Historical Society (AHS) Archives.

## The Barrio, Targeted

The City of Tucson had been discussing the removal of the downtown barrios and their residents since the 1940s. In 1942, Ladislav Seoge, a planner from Cincinnati, was hired to create a master plan for the City. Out of this, the “Tucson Regional Plan” was created. This plan identified “blighted,” meaning diseased, areas that needed to be eliminated. Areas of blight were determined based on housing conditions, “financial difficulties,” and “intermixture of racial and ethnic groups.” This report was only the start of a 20-year project to demolish the barrios in the name of “progress.”



Aerial of downtown Tucson prior to 1968. Marked in red is the Sosa-Carrillo House. From the Mexican American Heritage and History Museum.

## A Vote for Removal & Demolition

In 1965, a new urban renewal project was outlined. This project was similar to what CAPIC recommended in 1961, concentrating on the same 80 acres of La Calle. It utilized funds from the Department of Housing and Urban Development (HUD). The proposed project would cost \$15 million, with \$7 million being paid for by the federal government through grants.

On March 1, 1966, the City held a bond election to borrow up to \$14 million in short-term, low-interest loans from the federal government to acquire the 80 acres of property and demolish existing structures. No funding had yet been secured for the actual building of the convention center.

Due to Arizona statutes, only real property owners could vote in the bond election. As a result, only 55,000 people were eligible to vote in the election. Only 17,322 voted, which equated to less than 4% of the City's total population. The bond vote, and the removal of the barrio, passed with a total vote of 10,193 in favor.

Poster Created by: Rikki Riojas as part of Plan Tucson

# From 1968 to Today

By 1968, the most densely populated 80 acres in Arizona had been demolished. Funds had not yet been acquired to build the TCC. The *Tucson Daily Citizen* reported the removal of 735 residents and 142 commercial and industrial businesses. Of the residents, 63% were Mexican American, 27% African American, 9% White, and 1% Chinese. These are regarded as the official numbers, though it is likely much higher. A true count of the barrio was never taken, so it was unknown how many people lived in each house. Additionally, many residents moved before being evicted, due to fears of legal repercussions.



Aerial of downtown Tucson post 1968. Marked in red is the Sosa-Carrillo House. From the Mexican American Heritage and History Museum.

## Funding the TCC

The TCC would be funded by the Community Center Authority. The five-member nonprofit issued \$15.5 million in revenue bonds between 1969 and 1970. This covered the construction of the Arena, Music Hall, and new Police and Fire headquarters. The bonds were set to be paid back by the City of Tucson through a lease-purchase agreement and rental payments between the City and Community Center Authority.



La Plaza de la Mesilla prior to destruction. El Charro is the second door from the right. The Mariano Samaniego House can be seen in the background. From *Tucson Citizen* c. 1968.

## What Was Saved?

Three buildings were saved during Urban Renewal: the Sosa-Carrillo House, the Mariano Samaniego House, and El Charro's third location. All three buildings still stand today.

The Sosa-Carrillo House is between the Linda Ronstadt Music Hall and the TCC Arena. It houses the Mexican American Museum. The El Charro building is in La Placita, between The Flin apartments. It houses Savaya coffee. The Samaniego house is closed to the public, but viewable from the street and sidewalk next to the Leo Rich Theater.

Designers hoped to attract noon-time lunchers to the carefully landscaped grounds, complete with a "desert creek" with boulders providing the constant background sound and sights of rushing water.

"It was designed as a community organization facility. Nobody expected it would ever make a profit," Friedman said.

Quote from TCC Architect Bernard J. Friedman. *Tucson Citizen*, July 21, 1976.

## Continuing "Revitalization"

The removal of the population and its businesses in favor of building the TCC and La Placita Village had created a lack of both commercial and residential activity. The creation of the TCC did not attract the expected national conventions. As a result, the TCC was expanded for \$24.2 million and rebranded to the "Tucson Convention Center."

In 1999, the City of Tucson proposed Rio Nuevo, "a public-private partnership to revitalize downtown" and "boost culture." In the last 20 years, the changes downtown reflect the work, and money, of Rio Nuevo. Increased apartment complexes, new parking structures, and new hotels reflect a realization that people, and their culture, are needed for the success of businesses and the City itself.

Poster Created by: Rikki Riojas as part of Plan Tucson

# Planning for the Future

## A Focus on Inclusivity

Future planning efforts must be inclusive of the entire community, with priority to those most impacted by the project itself. Members of the community should be able to participate in every step of the process, from conceptual to final planning. This not only ensures ample time to participate, but allows members to give feedback before it is too late to change major project parts.

Increasing inclusivity and public participation strengthens connections between government and the general public while also allowing the community to have a stake in the development of their own neighborhood.



2019 View of downtown Tucson. By Carol M Highsmith from the Library of Congress.

## Methods for Outreach

Outreach efforts should comprise multiple methods to reach the most amount of people including: social media, email, mailers, posters in the neighborhood, and verbal announcements at community meetings. Gatherings and meetings should be announced with ample notice, at least two weeks in advance. It is important that meeting materials be offered in English and other languages commonly spoken in the area. Translation services for meetings should be available and easily accessible for those needing them.

The scheduling of each community outreach session needs to consider transportation, mobility, and disability access along with members who work and have children. Holding multiple meetings at different times, locations, and on different days of the week allows for participation of groups who would otherwise be unable to attend.



The now demolished La Placita Village. La Placita Village was created to replace La Plaza de la Mesilla during Urban Renewal. From *The Arizona Daily Star* in 2015.

## Incorporation of Community Comments

Comments collected at outreach meetings and via online forums need to be compiled and integrated into a project where applicable and according to best practices. These integrations should be presented or sent out to the community, to show continued work and commitment towards inclusive projects.

In the past, projects have reached out to the community, but within the timeline where the plans are mostly completed. It is not enough to only tell the community something is happening; their comments and concerns need to be taken into account before anything is created. Doing so will help us to create stronger projects while protecting historical resources and the community, while preventing further displacement.



Double Tree on the TCC campus at the corner of Church and Cushing, built as part of reinvestment. From *The Arizona Daily Star*, June 23, 2021.

Poster Created by: Rikki Riojas as part of Plan Tucson

Appendix F

# Plan Tucson Website Reference

Plan Tucson 2025 is a comprehensive, community-driven general plan that provides a strategic roadmap for the City's sustainable development, growth, and quality of life.

For additional resources, please visit the official Plan Tucson website.

**<https://plan-tucson-2025-cotgis.hub.arcgis.com/>**

Appendix G

# Community Engagement Program

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The Outreach Phases

Methods of Engagement

Ongoing Engagement and Plan Implementation

## Purpose of the General Plan and the Community Engagement Program

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*The General Plan is a policy document that brings together members of our community with diverse experiences and expertise to co-create a vision for the future. This important document establishes the goals and policies to support this shared vision. Resulting from engagement and rounds of feedback, the General Plan presents background information, goals, and policies that intentionally knit together the broad array of interrelated aspirations, experiences, and realities that define and refine the city's character now and into the future.*

The General Plan is used by City representatives in a variety of ways. Mayor and Council utilize the General Plan to guide the City's investments, programs, and policies. Staff reference the General Plan's goals and policies when making recommendations to elected officials and rely on these policies when applying for grants and seeking other external funding sources. The City of Tucson's Planning and Development Services Department, Planning Commission, and others involved in the land use process use the General Plan, and other plans like Area and Neighborhood plans, to inform land use decisions such as rezonings. Community members can use the General Plan goals and policies to seek funding for community-based projects and to advocate for City investments and priorities.

In Tucson, the current general plan is called *Plan Tucson: The General and Sustainability Plan*. It was ratified by the voters in 2013. Plan Tucson is divided into four focus areas: the Social Environment, Economic Environment, Natural Environment, and

Built Environment. Within these, there are 20 elements, or topics, addressed in the plan – such as Housing, Jobs & Workforce Development, Water Resources, and Redevelopment & Revitalization. This exceeds the 13 elements required under Arizona Revised Statutes 9-461.05.

The Plan outlines 25 community goals and includes 187 policies to achieve these. A key component of the plan is the Future Growth Scenario Map, which identifies where and how the city intends to grow. More information on Plan Tucson can be found [here](#).

Arizona Revised Statutes 9-461.06 requires that a municipality's plan be readopted, or a new general plan be adopted, every ten years. The City of Tucson's timeline was extended due to the COVID-19 pandemic. In 2022, the City of Tucson initiated the process of updating its General Plan. For the purposes of this community engagement program, the working title of the updated document is General Plan Update.

While many of the policies in the 2013 General Plan are still relevant, this update allows the City to address new priorities and emerging issues. A general plan update process provides an opportunity to assess current conditions and needs, examine the community's vision and goals, add new policies, and incorporate recent and ongoing planning initiatives in the current citywide and regional context. Through the plan update process, the elements and policies that are still relevant will be maintained or adjusted and new policy areas may be added to reflect changing local priorities.

For a city of Tucson's size, Arizona Revised Statutes require that the updated general plan be ratified by the voters. The goal is to have an updated general plan, adopted by Mayor and Council, placed on the ballot for the 2025 General Election.

This document presents the recommended Community Engagement Program for the General Plan update. The program has been developed to promote broad reach and participation while ensuring efficient and effective use of staff time and City resources.

### ***State Requirements for General Plan Public Participation***

ARS 9-461.06 requires that municipalities' "governing bodies shall adopt written procedures to provide effective, early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic and economic areas of the municipality." The law continues, "the procedures shall provide for:

- (a) The broad dissemination of proposals and alternatives.
- (b) The opportunity for written comments.
- (c) Public hearings after effective notice.
- (d) Open discussions, communications programs, and information service.
- (e) Consideration of public comments."

Additionally, the law requires that the governing body "consult with, advise and provide an opportunity for official comment by public officials and agencies, the county, school districts, associations of governments, public land management agencies, the military airport if the municipality has territory in the vicinity of a military airport or ancillary military facilities as designated in section 28-8461, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens generally to secure maximum coordination of plans and to indicate properly located sites for all public purposes in the general plan."

Consistent with the City of Tucson's long-standing practice of public involvement in planning for the City's future, the City of Tucson will meet and exceed the state public participation requirements for the General Plan update.

## The Importance of Community Engagement

General plan updates are a unique opportunity for City staff, community members, and stakeholders to come together to develop shared goals and express ideas that address community priorities. The Community Engagement Program is critical to determining that shared vision(s) and the goals and policies needed to achieve that vision(s).

The content of the general plan impacts everyday life in the city. By participating in the General Plan Update process, community members and stakeholder groups can influence the content of the plan to make it more relevant to them. For example, urban agriculture policies were added to the 2013 General Plan because participants felt it was a priority. After voter ratification, City staff implemented programs to achieve the goals and policies in the plan. The Plan Tucson Progress Reports summarize key accomplishments in the implementation of the 2013 General Plan.

### *Community Engagement Approach*

The purpose of this Community Engagement Program is to 1

While the primary focus of the General Plan Update will be to guide decisions within the boundaries of Tucson, it will also consider a regional context with the understanding that decisions made by the City impact the metropolitan area. Public outreach will be sensitive to this regional perspective.

### *Building on Other Planning Initiatives*

At the time of drafting this Community Engagement Program, the City of Tucson has recently completed or is actively completing several plans related to critical components of City services and programming. These plans include Move Tucson, Housing Affordability Strategy for Tucson, One Water 2100 Master Plan, the Climate Action and Adaptation Plan, the Comprehensive Economic Development Strategy, the Parks and Recreation System Master Plan and several park plans, corridor plans like Tucson Norte-Sur, neighborhood and area plans, and others. These planning efforts each include significant community participation processes consisting of meetings, surveys, and focus groups concentrated on the topic at hand.

The planning process is an opportunity to integrate these plans in concert with the broad scope of City programs. The outcomes of these specific plans will inform the relevant sections of the General Plan Update.

## Guiding Principles

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The following guiding principles will inform the public engagement approach:

### *Everyone is Welcome*

The City of Tucson is a diverse community with a history of active participation, and the planning process is an opportunity to celebrate the rich fabric of our city. Every view, voice, and experience of our community is integral to the conversation and will be welcomed with respect. The Planning Team will provide meaningful opportunities for people of diverse backgrounds, incomes, geographic locations, family structures, familiarity with long-range planning, and racial and cultural identities to learn about the General Plan and contribute to the planning process.

### *Center Equity*

The General Plan sets the policy, land use, and growth course for the city. Planning and other governmental processes over the decades have, intentionally and unintentionally, led to the underrepresentation of certain communities. Thus, some communities have not had an adequate influence on the policy decisions that impact them directly and as a result, they carry a disproportionate burden of those decisions. The Planning Team's role is to purposefully and respectfully seek, value, and uplift these voices. Examples of this include reducing barriers to participation by providing resources for childcare and transportation. By centering equity, the vision and policies set in the General Plan can honestly reflect the fullness of the Tucson community.

### *Build Up and Collaborate*

This planning process has a head start. Recent planning efforts and many parts of the 2013 General Plan will be anchoring points for the update because they reflect current community values. The General Plan Update process will affirm, integrate, and synthesize this information to provide continuity, incorporate new priorities, and reduce duplication of efforts.

### *Foster Authentic Participation*

Planning for our city's future takes time and energy. The multi-year plan update process will respect community members' prior, current, and new investments in this effort. Community members will have ample opportunities to be involved through various methods, tools, and resources that aid short or long-term meaningful participation. The Planning Team will maintain transparency in how feedback is used in the planning process by providing regular updates, including prior feedback at public events, and sharing edits on the project website.

### *Prioritize Safety and Accessibility for Participants*

The City will monitor public health guidance and offer virtual and outdoor meetings when appropriate. Meetings will be scheduled in accessible locations in different parts of the city and at a variety of times. Bilingual materials, translation services, and additional accessibility services will be provided for all major events.

# Program Development

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Before launching the Community Engagement Program, the City of Tucson took the following actions to ensure that the outreach activities would meet our goals:

- Conducted best practices research, including surveying City staff on recent outreach efforts and reviewing public engagement plans from noteworthy general plans, including the 2013 General Plan and in other jurisdictions across the state and the country
- Set guiding principles and program evaluation metrics
- Coordinated with other departments and their planning initiatives
- Drafted the Community Engagement Program with input from the City Manager's Office, department leads, and professional public relations groups, and
- Sought official approval from the City of Tucson Mayor and Council.

Throughout this document, the program references the widely-used International Association for Public Participation's Spectrum of Public Participation, which organizes engagement methods into five categories based on the role of the public in each method and how much influence particular methods have on outcomes. The five categories and how they relate to this planning effort are:

- Inform: to provide information to assist in understanding the process and plan content.
- Consult: to obtain input from community members on their vision, goals, and priorities.
- Involve: to work directly with participants to consider and prioritize the input received.
- Collaborate: to partner with participants in developing the final plan by weighing tradeoffs, selecting a future growth scenario, and choosing which goals and policies will be included.
- Empower: to place the final decision-making power to adopt the plan in the hands of participants.

The outreach phases and methods of engagement use all five categories on the spectrum of public participation. The use of this terminology helps establish participant expectations for the process.

## Participants: The People Shaping the Plan

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### *Planning Team*

The Planning Team is composed of City of Tucson Planning and Development staff, leads from additional city departments, and their consultants. This team will lead the plan update process and the associated community engagement events.

### *Community Members*

The term "community" can be ambiguous in a large city like Tucson. To add clarity, the table on page eight explains the different types of community groups, their roles in the planning process, and some ways they'll be reached through the Community Engagement Program. The Outreach Phases and Methods of Engagement sections elaborate on the engagement methods.

<i>Community Member Type</i>	<i>Role</i>	<i>Methods of Engagement</i>
<p><b>General Public</b></p> <p>A broad spectrum of individuals or families interested in and affected by the General Plan</p>	<p>Individuals whose participation represents themselves and their personal interests, though they may identify with particular demographics and may be affiliated with a stakeholder group.</p>	<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Community Workshops</li> <li>• Open Houses</li> <li>• Pop-ups at community events</li> <li>• Ambassadors</li> <li>• Website, online surveys/tools, social and print media, emails</li> </ul>
<p><b>Associations and Organizations</b></p> <p>Entities that organize groups of people representing a common interest or identity, such as neighborhood associations, churches, schools, cultural groups, business associations, major employers, youth organizations, and community service providers</p>	<p>Community-based associations and organizations support the General Plan Update process by coordinating staff presentations, hosting activities, and sharing information with their members. These groups may act as conveners for the general public to facilitate engagement with the planning process or they may engage as one stakeholder entity. These organizations may engage across all topics in the General Plan Update or may choose to focus on one or a few subjects.</p>	<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Community Workshops</li> <li>• Open Houses</li> <li>• Pop-ups at community events</li> <li>• Website, online surveys/tools, social media, emails</li> <li>• Ambassador presentations</li> </ul>
<p><b>Stakeholders and Subject Matter Experts</b></p> <p>A variety of individuals or organizational representatives with expertise, both lived and academic, in subjects that are important to the plan update</p>	<p>Stakeholders and subject matter experts could be industry professionals or academics, advocates for a particular interest, or individuals with experiences to share. They may participate in working groups or be sought out for consultation on specific content.</p>	<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Technical interviews</li> <li>• Community Workshops</li> <li>• Open Houses</li> <li>• Website, online surveys/tools, social media, emails</li> </ul>
<p><b>City and Regional Partners</b></p> <p>City department leaders and operational staff, Pima County, City of South Tucson, Tohono O'odham Nation, Pascua Yaqui Tribe, Davis Monthan Air Force Base, and Pima Association of Governments</p>	<p>These partners will be invited to provide technical input on their departmental needs and help successfully integrate the outcomes of recent plans into the General Plan update. Additionally, employees with experience in City operations will provide input on operational implications of existing and draft goals and policies.</p>	<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Technical interviews</li> <li>• Community workshops</li> <li>• Website, online surveys/tools, social media, emails</li> </ul>
<p><b>City of Tucson Leadership</b></p> <p>Mayor and Council, Boards and Commissions</p>	<p>Elected leaders and their appointed representatives will contribute perspectives from their constituencies and experiences, provide feedback on the progress and direction of the General Plan Update.</p>	<ul style="list-style-type: none"> <li>• Regular updates and feedback at key milestones and decision points</li> <li>• Public Hearings</li> <li>• Formal recommendations and adoption</li> </ul>

## The Outreach Phases

The community engagement program timeline is broken into four phases, each with corresponding outreach goals, activities, and outcomes. Plan development will occur in phases 1, 2, and 3 leading toward the adoption of the updated general plan by Mayor and Council. These phases include many opportunities for community involvement and collaboration. Phase 4 starts after Mayor and Council adopt the updated plan and culminates with the November 2025 election.



## ***Phase 1: Listen, Discover, Reflect***

### ***January – June 2023***

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The Planning Team will provide background information about the 2013 General Plan, recent plans, key trends, explain the General Plan Update process to community members, and collect ideas on community values, challenges, and priorities. Working groups will support the Planning Team in synthesizing the information gathered into a vision, or visions, and a list of community priorities. The Planning Team will use outcomes from this phase to hone in on plan elements and begin identifying policies to retain, modify, or add to the General Plan Update.

**Goal:** Learn community members' top priorities for Tucson and begin to create a shared vision(s) for the future.

#### ***What participants can expect:***

- Opportunities to share their vision for the future of Tucson
- Information about how the 2013 General Plan is currently used and the update process
- Information about existing plans, and how they'll be incorporated into the updated general plan
- Consultation on existing plans' goals and policies during open houses, public events, surveys, and other methods listed below
- Collaboration in identifying the plan elements and key focus areas
- Collaboration in identifying the common themes and priorities

#### ***Key questions:***

- What do we love about our city? What are our values?
- What are some of our biggest challenges -- now? In the next ten years? 40 years?
- What is your vision for Tucson in ten years? 40 years?
- Over the last ten years, what has changed? What are the benefits and challenges of these changes?
- What questions do you have about the plan and planning process?
- How are recent plans' vision, goals, and policies resonating?
- Whose voices are missing?

#### ***Outcomes:***

- Vision(s) organized into common themes
- Community priorities
- Clarity on plan elements to be included in the General Plan Update

## *Phase 2: Define and Plan our Future*

### *July 2023 – June 2024*

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Starting from the shared vision(s) and community-identified priorities developed through Phase One outreach, community members suggest and refine goals and policy language and develop potential growth scenarios. Through community dialogue in a variety of formats, participants will have a chance to consider options for our future and weigh tradeoffs. Working groups will support the Planning Team in drafting policies, using the information collected from phases one and two.

**Goal:** Develop policies to support our community vision(s), explore different growth scenarios, and consider tradeoffs.

#### *What participants can expect:*

- Information about the general plan and how the policies, including the future growth scenario, are used, the plan update process, and how existing plans and previously collected input are informing this update
- Consultation on the outcomes of the previous phase
- Involvement in goal development and policy solutions, including the Future Growth Scenario Map, at public events and online
- Collaboration through dialogue in working groups and community workshops about trade-offs, policy solutions, and goal development

#### *Key questions:*

- What are the key goals for Tucson? Are there missing or misrepresented priorities or goals?
- What policies will support the community's vision and goals for the future?
- Where and how is our city developing today? What is driving that growth? What major issues may be affecting community goals and equity? Where are the opportunities?
- How and where should the city grow and develop in the future to meet our community goals, i.e. which is your preferred Future Growth Scenario? What barriers, current or anticipated, are preventing us from achieving your preferred scenario?

#### *Outcomes:*

- Goals and policies for each plan element
- A preferred growth scenario
- A preliminary draft of the General Plan Update

### *Phase 3: Review and Refine*

#### *July 2024 – February 2025*

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The Planning Team will compile a preliminary draft of the General Plan Update that will be presented to community members and transmitted to specified public agencies as required by state law. The public will be able to share feedback on the document as a whole. Working groups will support the Planning Team in incorporating comments into a revised final draft of the General Plan Update. The Planning Team will present the final draft of the General Plan Update to the Planning Commission and hold multiple public hearings in different parts of the City. The Planning Commission will make a recommendation to Mayor and Council. Next Mayor and Council will also hold a public hearing and consider adoption. After plan adoption, the General Plan Update will be noticed for election and phase four begins.

**Goal:** Share the preliminary draft General Plan Update, provide opportunities for comment, and refine it based on community feedback into a final draft for adoption.

#### *What participants can expect:*

- Information about the planning process and content of the General Plan Update
- Consultation on the outcomes of the previous phase(s)
- Involvement through the opportunity to share comments on the draft plan at community events and online
- Collaboration through working groups in fine-tuning the plan content
- Consultation through the opportunity to comment during public hearings with City Leadership

#### *Key questions:*

- Does the draft General Plan Update adequately reflect the input collected throughout this process and our community's vision(s) for the future?
- Do the goals and policies align with other recent plans, investments, and city initiatives?

#### *Outcome:*

- Final draft of the General Plan Update reviewed by community members and approved by Planning Commission and Mayor and Council, ready for voter consideration

## Phase 4: Inform and Educate

### March 2025 – November 2025

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While elected officials and non-governmental entities can endorse or advocate for the General Plan Update, per Arizona Revised Statutes, City staff may only share information related to the content of the plan and the plan update process. Once Mayor and Council adopt the updated General Plan, it will be placed on the ballot for City of Tucson to vote on whether to ratify it.

Key provisions of this process include:

- A general description of the adopted General Plan Update and its elements will be included in the municipal election pamphlet.
- Copies of the adopted updated plan will be provided in at least two physical locations and posted online.
- The majority of qualified voters voting to approve the Plan to become effective.

The goal is to submit the General Plan Update to the voters for consideration at the November 2025 general election. To be listed on the ballot, an initiative must meet the submission requirements of the Arizona Secretary of State. This deadline is typically six months before election day.

**Goal:** Educate voters and general public about the ballot proposition to ratify General Plan Update ahead of the election.

**What participants can expect:**

- Information about the planning process, the General Plan Update content and how the General Plan is used
- Empowerment of voters through the ability to decide on the ratification of the General Plan Update

**Key question:**

- What questions do you have about the plan, the process, and how the General Plan is used?

**Outcomes:**

- Broad awareness of General Plan purpose and goals
- Voter ratification of the General Plan Update

## Methods of Engagement

The City of Tucson will use a variety of tools to reach community members across the city and across demographics for a representative set of input and engagement. Each method is explained further in the table below. Though most methods will be used throughout the planning process, the specifics of each activity will be tailored according to the needs of each phase. As the process progresses, some methods may be added or updated based on the program evaluation metrics.

<i>Method and Level of Engagement</i>	<i>Description</i>
<b>Project Website</b> <ul style="list-style-type: none"> <li>• Inform</li> </ul>	Serves as a centralized, ongoing resource for information on the planning process, including status updates, FAQs, presentations, event calendars, links to online surveys, ambassador training materials, a contact form, results of outreach, and newsletter sign up.
<b>Email and Print Materials</b> <ul style="list-style-type: none"> <li>• Inform</li> </ul>	This includes postcards mailed to city residents, emails to stakeholder groups, digital newsletters to subscribers, and printed materials, such as flyers, fact sheets, handouts, et cetera. These materials raise awareness of the planning process, announce upcoming events and opportunities to give input online like surveys and the interactive online tools, celebrate milestones, and refer readers to the website for more information.
<b>Media</b> <ul style="list-style-type: none"> <li>• Inform</li> </ul>	Press releases will be sent to various media platforms of various audiences to share updates and promote opportunities to get involved.
<b>Social Media</b> <ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> </ul>	Various social media platforms will be used to promote the project overall, announce upcoming events, celebrate milestones, provide opportunities to give input through online tools, encourage engagement through polls and comments, and share outcomes of input throughout the process.
<b>Video Shorts</b> <ul style="list-style-type: none"> <li>• Inform</li> </ul>	Short videos to summarize what has been accomplished, what input is needed, and the next steps of the planning process. Videos will complement many other methods.
<b>Interactive Online Tools</b> <ul style="list-style-type: none"> <li>• Inform</li> <li>• Consult</li> <li>• Involve</li> </ul>	Using interactive online maps or games, users can share feedback on particular locations and areas in the city, share their priorities for the future, and see how different policy scenarios impact their goals.



Community input from previous planning efforts will complement the new ideas gained through the General Plan Update outreach process.

Clockwise from the upper left are from: a neighborhood planning meeting, Climate Action and Adaptation Plan Town Hall, a neighborhood meeting, and Tucson Norte-Sur Pop-Up.

*Photos: City of Tucson*

Continued

**Method and**

**Level of Engagement**

**Description**

**Online Survey and  
Comment Cards**

- Inform
- Consult
- Involve

Surveys will be tailored to each phase, seeking input and feedback on the city's big-picture values, challenges, priorities and potential policy or program solutions. Comment cards will be used to gather general comments about the General Plan Update and the planning process. All surveys will be published in English and Spanish and other languages available as requested.

**Open House**

- Inform
- Consult
- Involve

Large events, both in-person and virtual, that are designed to mark milestone achievements and transition into new phases of outreach. These events could include presentations, Q&A, break out groups, activities, and panels. These events are geared towards all audiences and have city-wide reach.

**Pop-ups and Public Events**

- Inform
- Consult
- Involve

The Planning Team, other city staff, ambassadors, and volunteers will staff a booth or table at community events, such as the Festival of Books, 4th Ave Street Fair, and others, as well as city-sponsored events. These will be opportunities to get input on surveys, conduct quick activities to involve members of the public in the planning process, and raise awareness of the General Plan Update.

**Ambassadors/Street team**

- Inform
- Consult
- Involve
- Collaborate

Individuals from the community, both volunteer and short-term employees, will represent the City of Tucson and answer questions about the General Plan Update and lead interactive activities that are tailored to the planning phases.

**Meeting Toolkit**

- Inform
- Consult
- Involve
- Collaborate

A "Meeting in a Box" will be provided for organizations wishing to independently lead workshops. The "Meeting in a Box" will include (1) a small menu of activities tailored to the objectives of each phase, such as identifying shared values and associated policy suggestions, (2) information on the General Plan and the planning process, and (3) instructions on how to send the outcomes of their meetings to the Planning Team.

**Community Workshops**

- Inform
- Consult
- Involve
- Collaborate

Workshops, meetings, and events with community members, varying in length, location, and scope according to the needs of each phase and audience. Events may be convened by the Planning Team or community groups, associations, and stakeholders. City staff may present material or lead discussions on topics related to the objectives of each phase of the planning process.



A variety of outreach methods are the foundation of inclusive and productive community engagement.

Clockwise from the upper left are from: 9<sup>th</sup> St Bicycle Blvd Pop-up, Tucson Norte-Sur Pop-Up, a neighborhood planning meeting, Climate Action and Adaptation Plan Town Hall, and One Water 2100 Master Plan Town Hall

*Photos: City of Tucson*

Continued

**Method and**

**Level of Engagement**

**Description**

**Working Group Meetings**

- Inform
- Consult
- Involve
- Collaborate

Facilitated discussions at key points of the planning process to complement input from the general public to understand our challenges and identify potential policy solutions. Working groups will be organized around a particular topic area of the plan. They will meet regularly to help synthesize information from other engagement methods and inform key outcomes of each phase. The groups will be composed of subject matter experts, including members from city boards and commissions, community stakeholders, and interested individuals. Working group membership is flexible, and members can attend according to their schedules and interests. Participation by members of Boards and Commissions will help maintain consistent communication, information-sharing, and implementation.

**Interdepartmental and Intergovernmental Coordination Meetings**

- Inform
- Consult
- Involve
- Collaborate

Meetings, polls, and conversations with City of Tucson staff, regional governments, and quasi-governmental entities to inform, coordinate, and seek input on the planning process and the content of the General Plan Update.

**Updates to Mayor and Council and City Boards and Commissions**

- Inform
- Consult
- Involve

The Planning Team will share outcomes of each phase, including the community priorities, and proposed plan elements, and receive additional direction with Mayor and Council and City Boards and Commissions.

**Public Hearings**

- Inform
- Consult
- Involve

Planning Commission and Mayor and Council will hold formal public hearings to collect public comments on the draft plan. Planning Commission is required to have at least two public hearings in different locations. Mayor and Council must adopt a draft plan prior to voter ratification.

**General Election**

- Empower

The General Plan Update will be placed on the 2025 ballot for registered voters to have an opportunity to ratify the plan and adopt it as Tucson's General Plan for the next 10 years.

## Ongoing Engagement and Plan Implementation

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The updating the General Plan is a rare opportunity for the broad City of Tucson community to participate in setting the goals and vision for the community. This process will illuminate emerging needs, but more importantly, it will celebrate our community's diversity, accomplishments, and vision for the future.

Once ratified, the General Plan becomes a roadmap for the future, and the implementation phase begins. The City of Tucson will collect information on how the plan is implemented and communicate the key milestones achieved through the regular release of General Plan Progress Reports.

Through the General Plan Update, community members will have invested in their city and the community's future. All community members are encouraged to stay involved and help the City manifest the shared community vision established in the General Plan by participating in future planning projects and giving feedback to City representatives.

### **Program Evaluation**

The Planning Team will collect information to help track the level of participation across the city and across demographics, inform adjustments to engagement strategies, measure consistency with the Guiding Principles, and evaluate the overall success of the Community Engagement Program. Data related to the following will be collected throughout the program's implementation.

#### *Leading Indicators*

- Total number of participants engaged in public meetings, online surveys and websites, social media, and online surveys
- Demographic and geographic data of participants, including a range of cultural and other identities if participants self-identify
- Number and substance of comments received through each method of engagement
- Level of satisfaction surveys and feedback related to the location, promotion, and structure of the engagement methods

#### *Lagging Indicators*

- Media coverage.
- Planning Team debriefs and check-ins with the steering advisory committee at key intervals.
- Feedback received from Mayor and Council and Boards and Commissions.
- Range of meeting locations, the timing of events, and communication methods used to promote opportunities.
- Diversity of associations and advocacy groups that share information and promote participation opportunities, and "How you heard about us" responses.

