

Introduction

Introduction and Overview

1.1 Introduction



This 2015 update of the Pima County Comprehensive Plan, Pima Prospers, is truly comprehensive in nature, incorporating many county services and recognizing the county’s important role in the region. While maintaining a lens farther into the future, we actively look forward the next 20 years, recognizing that in Arizona, county plans are required to be updated every ten years.

Pima Prospers focuses more intimately on our people and our communities, but also takes a broad view of the County’s role in the region and the Sun Corridor, both in partnerships with others and in leadership roles in the services we provide. Pima Prospers is action oriented with a work program that will be administered, monitored and updated annually [*forthcoming in next draft – Appendix B*].

With Pima Prospers, Pima County intends to align, to the maximum extent possible, its annual budget, capital improvement program, and future bonding programs with its comprehensive plan. County actions are taken in full consideration of the plans vision, goals and themes. Over time, implementing policy documents of county agencies such as facilities expansion plans and development review manuals will be reviewed and adjusted as necessary to ensure they are on the same universally shared path. By state law, decisions of land use change must and will be in conformance with the adopted plan. But like all plans, Pima Prospers is understood to be a *Living Document*, one that allows for change as change becomes necessary due to changing circumstances, extraordinary opportunities, or critical needs.

Why this plan and why now?



1.2 Looking Back...Looking Forward...

Pima Prospers recognizes and builds upon the work of the past as it looks into the future. It is the third Comprehensive plan update since our 1992 plan set the modern framework for our planning documents, incorporating many small area plans created over the years into one document. Key policies from those past plans show up in our 2015 plan. The 2001 Comprehensive Plan incorporated the internationally award winning Sonoran Desert Conservation Plan, which remains one of the key pillars of this plan update.

Pima Prospers is to be our plan looking ahead about 20 years into the future. It has been built on the ideas of hundreds of Pima County residents from Ajo to Vail, Catalina to Arivaca Junction, many business and citizen interests in our communities, representatives from the other jurisdictions in the region, and more than one hundred county staff members from many departments. It recognizes our role as a county in our region and in the multi-county region of the Sun Corridor. It recognizes that a significant change in our demographics is upon us and everyone who wants to will play a part in the development of its future. It is not meant to be a wish list of the impossible; rather it seeks efficiency and pragmatic improvement in delivering the county's mission in the 21st century. It is meant to be implementable. It is not meant to break the bank.

[This first review draft is a beginning, not an end. It contains many guiding goals and policies, but is absent key parts that must come later, after public review. For example, key policy sections on cost of development and fiscal viability remain unwritten, and the implementation component – an annually updated work program will come after the policies are set in the next draft. Certain policy areas are very complete. Others are barely touched upon, and need our collective review. Insert examples.....]

1.3 What Has Changed and Will be Changing?

Who We Are and Who We Are Becoming

The 2010 US Census has been completed giving a more up-to-date count and characteristics of the existing population. From the census and other sources, we know our population is changing and certainly becoming more diversified. Our population is getting older with many wishing to age in place, while others want to downsize and move closer to town. Aging baby boomers do not necessarily want the same lifestyles as their parents enjoy. Young people see themselves very differently than their baby boomer parents. A growing population means we are also having more kids. But upon graduation, many of our younger people seek their fortunes elsewhere. As a result fewer of us proportionately will be of prime working age. Some families are getting smaller, one and two person households are not uncommon, but some are growing larger. The demand for multi-generational housing is increasing, some by choice and some by necessity. We expect that as a county, our population will become increasingly Hispanic, and will eventually change to where the majority is made up of ethnic and racial minorities. In most of these trends, we mirror nation-wide expectations. **[Note: this will be discussed in more detail in a later draft of the plan along with expected changes in employment]**

Regional Vision

The Imagine Greater Tucson regional vision was put forward after a lengthy and involved public process, and was accepted by the Board of Supervisors in 2012. While this does not make for a complete vision for the County, especially outside the metropolitan Tucson area, this plan now reflects the vision and the county's role in the region. It also means we make sure we have provided adequate choices in housing and transportation where possible.

Renewed Focus on Economic Development

With the Board of Supervisors adopting the County Administrator's strategic plan, this focus has intensified since the last Comprehensive Plan. The topic is now covered and interlinked with other elements in Pima Prospers.

Growing Smarter Scorecard

In 2009, as part of the implementation of Arizona's Growing Smarter Acts, Pima County like all jurisdictions filled out and submitted the Arizona Smart Growth Scorecard, a self-assessment questionnaire. While we did well overall, scoring 83%, there were areas in which we fell short in our 2001 plan. Examples include a lack of a tie between the Comprehensive Plan and capital improvement programming, not having a stated vision, addressing adaptive reuse of existing buildings to a much greater extent, metrics for tracking certain plan components, and how we addressed affordable housing, social services, air quality and transit oriented development. For the most part these can be addressed in Pima Prospers. The Scorecard can be viewed at www.pimaprospers.com

State of Arizona requirements

State law mandates that the Comprehensive Plan be reviewed and updated every ten years, and for a dynamic area like Pima County, that is a must. The State Legislature gave local governments some extra time and a revised deadline for adoption of July, 2015. The county’s current comprehensive plan was completed in 2001, with some major policy amendments such as on water supply, transfers of development rights and on military airports subsequently adopted. However, the plan does not meet the relatively new state of Arizona requirement to include an energy element, the addressing of sand and gravel resources and specific language required by the Attorney General’s office regarding the vicinity of military airports.

Land Use

Compared to past Pima County plans, proposed land use map changes are likely to be comparatively few, as for the most part, this plan focuses on regional infill and logical suburban expansion of some parts of the unincorporated area being or having been reviewed by municipalities in their planning. There is only modest room to grow in unincorporated Eastern Pima County without massive increases in new public infrastructure and/or the suburbanization of rural or open lands with significant physical constraints. **The land use maps in the first draft of the plan show possible areas where change might occur, but individual land uses for those parcels will not be identified until the second draft. Note that these areas may likely change from the first draft to the second draft, and that identification as under consideration for land use change does not mean that in the end, it actually will be proposed for change.**

Additionally several changes to the legend of land use categories on the land use maps are under consideration as necessary to bring the plan up to date with current trends and perceived need based on staff’s and the public’s observations. **[Note: In the next draft, these will be further delineated and include at least the following: possible realignment of the Low Intensity Urban 3.0 and Medium Intensity Urban categories; a return of “Resource Conservation” for some county owned lands; a uniform plan designation for Specific Plans, a possible name change for “Resource Transition”; and a mechanism to allow for more multi-generational housing, live/work housing, mixed use and other trends caused by a shift in demand by our region’s changing demographics.]**

Updates

Our plan has been updated to eliminate policies that have already been implemented or are no longer relevant. Some of these are general in scope, but many were specific to certain parcels of land, usually as the result of individual comprehensive plan amendments in the past which have subsequently either been developed or abandoned.

[Note: For this Draft 1, the Special Area Policies have been updated. The Rezoning Policies will be updated in Draft 2.]

Overall content, Format and Presentation

Pima Prospers reflects a very different format than past plans, partly because the content has been greatly expanded as discussed above and because we have taken a more comprehensive approach, since so much of what makes up a county and what county staff does are very much interconnected and interrelated. Our background analysis and land use maps are presented on 13 sub-regions, partially based loosely on watersheds, as opposed to the seven sub-regions used in the previous update. The content will look different as well as we have better distinguished between background statements, goals, policies and **[strategic implementation actions –forthcoming in next draft]**.

1.4 What We Mean by “Pima Prospers”?

Why the title Pima Prospers? Moving forward, the county must advance on multiple fronts. Our economy must assuredly prosper and grow. Our environment must be nurtured and prosper. Our people must have the tools to allow them to individually prosper as well. We must create opportunities in which our people can prosper: as individuals and families, together in our communities and in our region. We want to celebrate and capitalize on what we love about our county....our diversity, our culture, our arts and our natural beauty. We must seek to improve our overall quality of life and standard of living, find solutions that raise all boats and build the communities that meet our needs but also for the coming generations whose wants and needs will be in some ways, different than those who live here today.

1.5 The County’s Role in the Region

For most of or the entirety of the county, Pima County Government means health services, our public library system, our flood control district, much of the court system, workforce development and training, our animal care center, the wastewater reclamation system and so much more. For the unincorporated area, outside of cities and towns and tribal nations, the County means transportation, parks and recreation, the sheriff, the conservation lands system, long-range planning, building and zoning permit review, and more.

Regardless, there are critical relationships that must be fostered between cities, towns and the county, school districts and fire districts, water providers, economic development, social service non-profits, our institutions of higher learning, our business community, our community and neighborhood leaders. We believe that we, along with other partners must focus regionally to resolve countywide issues.

We recognize that Pima County is not an island, that we play a potential critical and strategic role within the State of Arizona, as a part of the Sun Corridor, the central spine that links from the international

border into northern Arizona, the central spine where Maricopa, Pinal and Pima Counties, especially their cities and towns, will likely see the lion's share of job and economic growth in the state.

1.6 Our Expected Population

Population growth in the United States is expected to be dramatic. While very recent trends show the slowest growth *rates* since the Great Depression (due primarily to the recession with less population movement and delayed child bearing, an aging population, and a recession based decline in immigration), actual population will continue to climb. It took 52 years to grow from 100 million to 200 million people in 1967 and 39 years to grow from 200 to 300 million. Slowing growth rates since the recent deep recession hit mean current estimates peg the United States to grow to 400 million in 2051, 45 years since 300 million. (US Census Bureau statistics)

Pima County is part of the Sun Corridor, one of 23 “megapolitan areas” expected to collectively share the largest population and economic growth of the country, and stretching south to north through the central core of Arizona from the Mexican border to about the Prescott area. While pre-recession targets showed the Sun Corridor (for purposes of this comparison a three-county area of Maricopa, Pinal and Pima counties), 5.2 million people in the 2010 Census, to grow to 10 million people by 2040, that number, like the country as a whole, has been scaled back to almost 9 million. While the major share is expected to be subsumed by Maricopa and Pinal Counties, Pima County will both grow and be affected in various ways by the growth of the Corridor overall.

By 2035, the time frame of our Comprehensive Plan, current projections suggest Pima County overall will grow to approximately 1.3 million with people within the unincorporated area accounting for approximately 454,000 people, or 34.9% of the county's projected population (assuming current boundaries of cities and towns, which of course will change over those 20 years). The 2010 Census comparatively was of 980,263 people in the county, with the unincorporated county 353,264 or 36% of the population. This is lower than past pre-recession projections. Our declining growth rate reflects (1) the results of the recession, and (2) the expectations that most of the growth of the county will be within incorporated jurisdictions, most notably the City of Tucson and the Towns of Marana and Sahuarita.

1.7 Hearing the Public

From late fall of 2013 through the first quarter of 2015, we held 14 community meetings throughout the county. We gathered public opinion at four targeted events: Tucson Meet Yourself, the TMC Half Marathon, Thanksgiving in the Barrio and the Tucson Festival of Books, as well as holding a targeted event at the Downtown campus of Pima Community College. Multiple community stakeholder meetings were held mostly at the invitation of the group, usually consisting of speaking engagements with comments and questions.

We used a unique on line tool called MindMixer asking two sets of questions, general ones in the fall of 2013 and more specific ones in spring of 2014. We received hundreds of comments through MindMixer. Reports from each of the community conversations and the fall MindMixer comment summary can be found at www.pimaprospers.com. All of the public participation actions and results will be reported in an Appendix of this plan. **[Note: this compilation will be available in a later draft of the plan as Appendix C.]**

While there were differences amongst individual areas, a very quick summary of our public engagement process was that we heard most about the following:

1. Infrastructure (especially transportation – road maintenance, circulation in general and non-automobile forms)
2. Economic development and jobs
3. Social services
4. Parks and Recreation
5. Community Character and Design

We received many, many comments covering much of what the county provides as services, but also comments on services the county does not provide, either directly or indirectly including water service, K-12 education, and power supply for example. This indicates to us that the public is less concerned about who addresses issues than that the issues are being addressed by somebody. **[Each comment will be reported in Appendix C to the plan when written.]**

1.8 Vision

After an intensely public process over approximately two years, the Imagine Greater Tucson regional vision was put forth in 2012 and accepted by the Board of Supervisors later that year. A core premise behind the vision is to create “a region where we want to live, and where our children and our children’s children will want to stay.” 66 individual values were categorized into nine interrelated categories:

- Accessibility
- Environmental Integrity
- Educational Excellence
- Good Governance
- Higher Education
- Quality Neighborhoods
- Healthy Communities
- Prosperity
- Regional Identity

The IGT report saw that to make the vision a reality, to meet the needs of current and future generations, the following interconnected steps would be necessary, regionally:

- Create more residential choices and appealing places, especially for younger and older people throughout the region.
- Diversify and strengthen our economy.
- Continue to make our environment and conservation of key areas of our undeveloped desert a priority in regional and personal decisions.
- Improve access to goods, services, and destinations for all residents.
- Increase regulatory certainty, regional collaboration, and meaningful public participation.
- Make our region more compact by focusing on design, increasing density, and encouraging infill development where appropriate.
- Maximize investments in infrastructure through efficient use of land.

The complete vision document can be accessed at <http://www.imaginegreatertucson.org/about/vision-principles/>

While each of these categories and steps are critical to the region as a whole, Pima Prospers seeks to incorporate, as appropriate, the goals, policies and implementation strategies that move the Regional Vision forward.

In addition, we recognize that we are not one community; we are many communities, many neighborhoods. We are interlinked without doubt, but we are diverse and proud of it. The unincorporated communities of Ajo and Picture Rocks, Green Valley and Arivaca, Corona de Tucson and Vail, Catalina and Casas Adobes as well as the many hamlets in between each share certain needs but each deserve special attention.

For those communities that are separated or less linked to the metropolitan Tucson area, each needs to have and develop its own vision and if there is interest, its own community planning document in addition to the overarching vision. And for those areas, and for fully developed areas inside the unincorporated portion of the metropolitan area, the land use aspects of the regional vision may not be as relevant as the economic, social and environmental aspects of the vision.

As a county, we will need to work in partnership with other local jurisdictions and many in the community and regional business sector, non-profit sector and citizens to help bring the vision about regionally.

1.9 Themes and Principles

Within the vision, this plan is guided by key principles which appear as themes throughout the document.

We seek to create and maintain Healthy Communities – Pima County is a series of communities. The principle of healthy communities means that our communities provide the opportunities necessary for people to thrive. It means economic growth, social vitality, environmental responsibility, access to healthy food needed services, and to the extent possible, transportation and housing choices. There is

assuredly a perfect ideal of a healthy community for which we strive, but there is also the reality of scarce resources which means priorities must be set and money used wisely. We recognize also that here in the west, our community has an expectation of personal responsibility, and that the government cannot solve all problems and all conflicts.

We seek to make changes to our land use regulations in the unincorporated area so we can treat truly rural lands and lifestyles differently from suburban lands and lifestyles. Little of unincorporated Pima County could be considered urban, as urban lands are within and expected to be within cities and towns. The unincorporated part of Pima County consists of rural, suburban and a limited amount of urban scale lands. Much of our suburban area is built or with entitlements to be developed. What are left are largely, though not exclusively, infill or revitalization opportunities. Our suburban landscape, where feasible, needs to offer choices in housing styles and densities, transportation alternatives, employment and shopping, recreation and conserved land. For our rural lands, small unincorporated towns and hamlets of size, we recognize the need to acquire basic goods, provide employment, and provide social and recreational outlets especially for youth and our older populations. Rural lands also account for the majority of resource productive land uses in addition to conservation lands.

Our unincorporated small towns, such as Green Valley and Ajo, must flourish as sub-regional centers to meet all or most all of the daily needs of the residents and businesses. Each community is different as to those specific needs, and must be recognized as such. Whether small town or rural hamlet, if there is a gap between the need for certain services and the fiscal realities of obtaining that service, the community must entertain an honest conversation about what needs to change to attract the service or make it happen.

Pima Prospers is based on the belief that we can continue to conserve our cultural heritage and critical wildlife habitat, proactively work to grow our economy and raise our per capita income, and work to improve our existing physical and social infrastructure. These concepts, often placed in conflict with one another, are not only not mutually exclusive, but interdependent and more or less equally necessary.

As we move forward, we are going to have to find ways, making changes as necessary, to adapt to changing desires of newer generations of people, technological changes on all fronts and all kinds, and to changes in climate. We can fear these changes and hide from them, or embrace them and adapt in a manner that improves our lot in life, individually and as communities.

We must approach how we bring about needed changes recognizing that our communities are a system and that we must work systematically, efficiently, humanely and creatively to do the right thing, especially as we know that there will never be enough money or time to do otherwise. Much of what we do is regional in nature, and the County will continue to play an active role in setting and helping to carry out the regional cooperative agenda. How we implement our plan with all parts of the county working in a united and constructive manner and with partners in the nonprofit, private and governmental sector will be telling.

We approach our work with the mantra that, to be successful at the end of the day, we shall strive to raise all boats. The policies of this plan will help govern the County’s direction over the next ten years. Decisions in implementing the plan, the large and bold, but also the small and seemingly less important, will be paramount in how we as a government perform and grow and conserve. Implementation actions should be multidisciplinary, measureable, and monitored.

1.10 Game Changers

As noted previously, comprehensive plans are a statement of visions, goals and policies for a county. There are potential changes that may or may not happen during the ten year lifespan of this plan that we must recognize as possibilities. If any of these occur, the county may need to significantly revise at least some aspects of the comprehensive plan prior to the next ten year update. Needed change would have to be analyzed and identified based on the facts as they exist at the time and extent of the impact, positive or negative. These potential “game changers” include:

- A significant change in the mission at Davis-Monthan Air Force Base;
- Decisions to move forward with and identification of an alignment of an international trade corridor;
- Delayed Recovery from Great Recession;
- Opportunities for new major employers or major expansion of existing employers, especially in locations unforeseen by this plan;
- Climate issues; and
- New mine development.

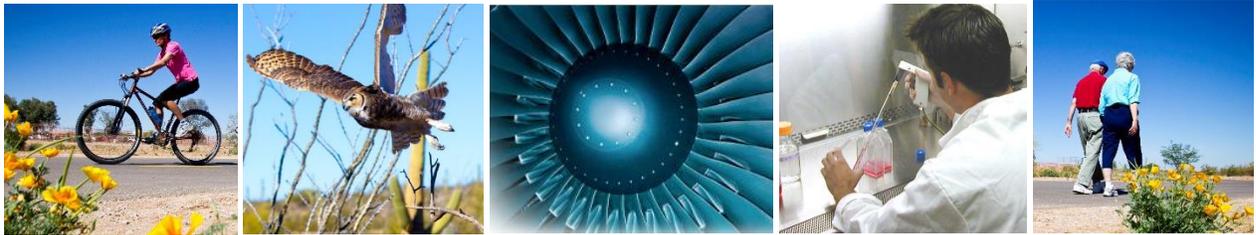
1.11 Thank you to all Participants

Pima Prospers has been a shared community effort and many thanks go to the residents of the county for sharing their thoughts from the beginning of the process and often throughout. The efforts of very diverse communities are reflected in the efforts that will be compiled in the Community Involvement appendix of the plan.

[This section will also list the Guidance Committee, all participating county staff, advisors, consultant team, Commission, Board of Supervisors]

Comprehensive Plan Structure

How to Use This Document



2.1 How to Use this Document

The Pima County Comprehensive Plan includes this Policy Plan, five appendices and an executive summary. Appendix A includes the Background and Current Conditions that will serve as the backbone for the preparation of the policy framework and implementation sections of the County Comprehensive Plan. The Pima County Comprehensive Plan includes:

- (1) The Executive Summary (loose-leaf);
- (2) The Policy Plan (Vision, Goals, Guiding Principles, Maps and Policy Framework);
- (3) The Background and Current Conditions Volume (Appendix A);
- (4) The Implementation, Administrative Procedures, and Plan Monitoring Volume (Appendix B);
- (5) The Public Participation Plan (Appendix C);
- (6) The Fiscal Impact Analysis Study (Appendix D); and
- (7) The Glossary and Sources (Appendix E).

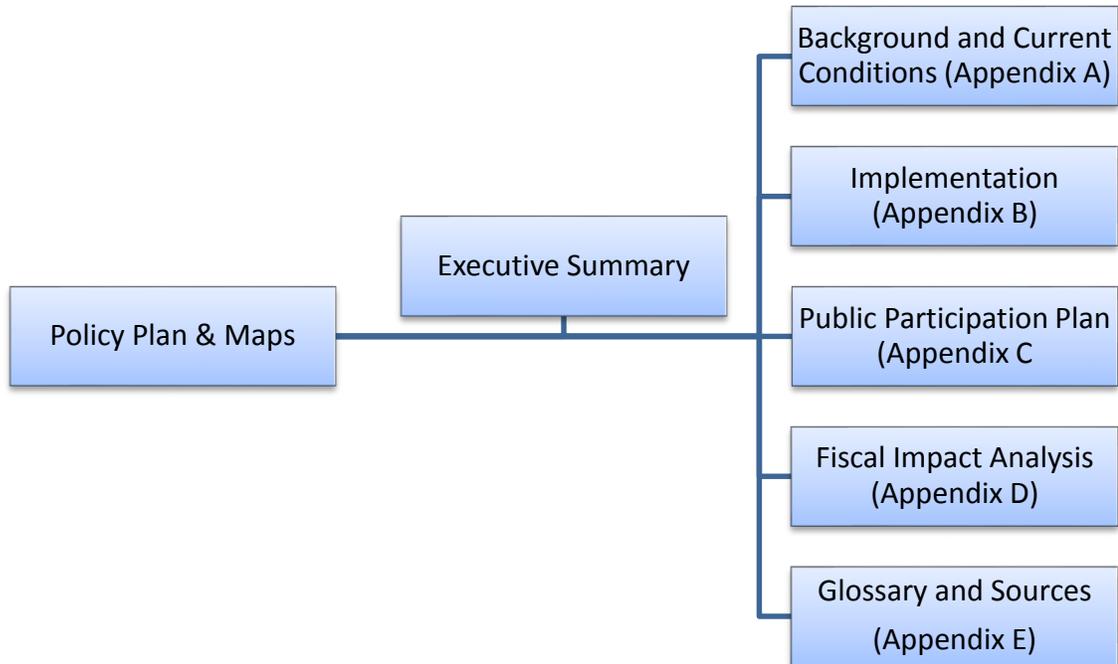


Figure 1: Pima Prospers Comprehensive Plan Documents

2.1.1 Pima Prospers Policy Plan Structure

The Comprehensive Plan includes the County’s vision, guiding principles, goals, policies and implementation strategies necessary to maintain and enhance Pima County’s quality of life over the next decades. Implicit in those goals will be challenges and opportunities associated with:

- **Physical Environment**
- **Demographics and Socioeconomic Conditions**
- **Use of Land**
- **Physical Infrastructure Connectivity**
 - Mobility/Circulation
 - Water Resources
 - Energy
 - Wastewater
 - Environmental Quality (Air, Water)
 - Communications

- Trails
- Flood Control/Drainage
- **Human infrastructure Connectivity**
 - Health Care Service Delivery
 - Public Safety and Emergency Services
 - Parks and Recreation
 - Workforce Training
 - K-12 and Higher Education
 - Arts and Entertainment
 - Library Services
 - Animal Care Facilities
 - Local Food Production Systems
- **Economic Development and Jobs**
 - Quality Employment Retention and Attraction
 - Economic Development Centers and Corridors
 - US/Mexico Border Opportunities
 - Tourism Opportunities
- **Cost of Development and Squaring Economic/Fiscal Impact of Plan with Available Resources**



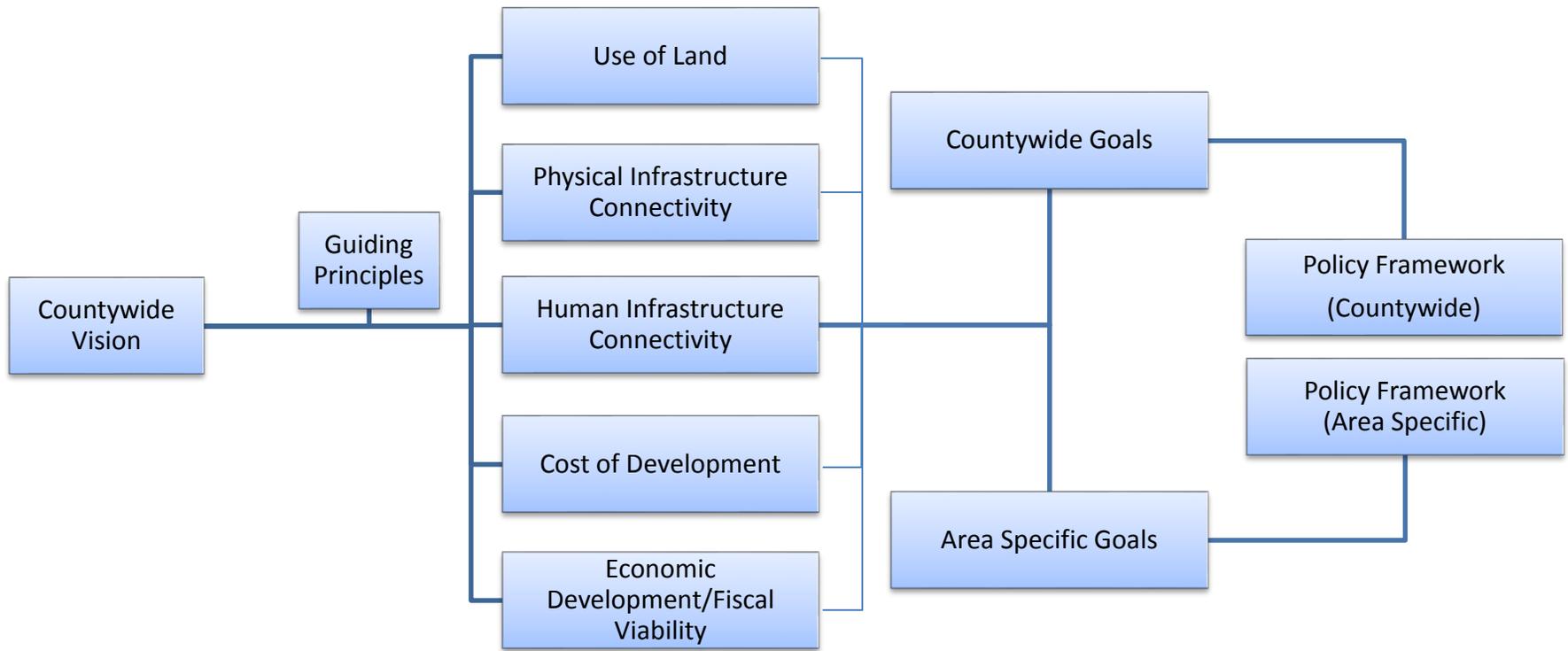


Figure 3: Pima Prosper Policy Plan Structure

2.1.2 Jurisdictions, Planning Areas, and Designated Census Places

Pima County consists of several jurisdictions, of which Tucson is the largest and county-seat. The vast majority of the county population lies in and around the city of Tucson, filling much of the eastern part of the county. Tucson, Arizona's second largest city, is a major commercial and academic center. Other jurisdictions include Oro Valley, Marana, Sahuarita, and South Tucson. A portion of the County's population resides within a large ring of unincorporated urban development, and the growing satellite town of Green Valley. Ajo is the major community in Western Pima County but as is most of the County, it is unincorporated. The Tohono O'odham Nation comprises the largest land mass for Central Pima County and also includes the physically separate San Xavier District in the Tucson Metro Area. The Pascua Yaqui Tribe has a growing land ownership in the southwest part of the Tucson Metro Area. The rest of the county is rural in nature.

Jurisdictions

There are five jurisdictions in Pima County. These are the City of Tucson, the Town of Marana, the Town of Oro Valley, the Town of Sahuarita, and South Tucson. The County also includes two sovereign nations: The Tohono O'odham Nation and the Pascua Yaqui Tribe.

Pima County Planning Areas

Consistent with the Pima County Infrastructure Study completed in 2012, thirteen planning areas have been delineated for the purpose of distinguishing opportunities and challenges for land use, the provision of services and infrastructure, and economic development. **[The Background and Current Conditions Volume will be included as Appendix A in the second draft and further defines this areas.]**

Census Designated Places

A census designated place (CDP) is a concentration of population identified by the United States Census Bureau for statistical purposes. CDPs are delineated for each decennial census as the statistical counterparts of incorporated places, such as cities, towns, and villages. CDPs are populated areas that lack separate municipal government, but which otherwise physically resemble incorporated places.

CDPs are delineated solely to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located. They include small rural communities, colonias located along the U.S. border with Mexico, and unincorporated resort and retirement communities. The boundaries of a CDP have

no legal status. Thus, they may not always correspond with the local understanding of the area or community with the same name.

Criteria established for the 2010 Census requires that a CDP name "be one that is recognized and used in daily communication by the residents of the community" (not "a name developed solely for planning or other purposes") and recommends that a CDP's boundaries be mapped based on the geographic extent associated with residents' use of the place name.

CDPs within Pima County include:

Ajo	Elephant Head	Summerhaven
Arivaca	Flowing Wells	Summit
Arivaca Junction	Green Valley	Tanque Verde
Avra Valley	Littleton	Three Points
Casas Adobes	Nelson	Tucson Estates
Catalina	Picture Rocks	Vail
Catalina Foothills	Pimaco Two	Valencia West
Corona de Tucson	Rillito	Why
Drexel Heights	Rincon Valley	Willow Canyon



Figure 4: Curley School, Ajo, Arizona

Special Area and Rezoning Policies

Special Area General Location, Description and Policies

Special Area Policies (SAPs) are one of the three types of plan policies which are regional, special area, and rezoning policies. SAPs apply to sites typically composed of multiple parcels that share a unique physical feature or location over a relatively large area. They overlay larger areas such as transportation gateways into metro Tucson, significant floodplains, or areas covering a significant portion of a planning area carried forward from a previous (rescinded) area, neighborhood, or community plan. In the past, SAPs have acted only as guidelines for rezoning conditions. As a result of Pima Prospers, however, their role may expand. Special Area Policies are labeled as “S” and are numbered individually on the plan maps.

3.1 Catalina Highway/Snyder Road (S-1)

General Location

At the intersection of E. Catalina Highway and E. Snyder Road, in Section 24 of Township 13 South, Range 15 East, and Section 18 of Township 13 South, Range 16 East.

Description

Due to the importance of this site as a "gateway" to the Catalina Mountains and the Catalina Highway and its unique, rural character, special design standards are suggested to protect the rural and scenic qualities of this area.

Policies

- A. Development shall be limited to one story building height and shall not exceed 24 feet.
- B. Natural landscaping will be promoted and used to buffer commercial development including parking areas from the road and from adjacent neighborhoods.
- C. Architectural design, materials, signage and colors shall be such that they blend with the natural desert landscape and topography of the area. Muted colors are acceptable for use on building exteriors and may include ranges of brown, such as rusts, sepia, sand, tans and buffs and some gray tones. Other tones and colors may be used for trim.
- D. Buildings shall have reduced front setbacks with parking lots located to the rear or side of buildings.
- E. Construction methods that result in minimal site disturbance shall be used.
- F. Architectural design, materials, landscaping, color and signage shall be approved by the Pima County Design Review Committee.

3.2 Catalina Foothills (S-2)

General location

North of E. River Road, west of Sabino Creek, south of Coronado National Forest, and east of N. Oracle Road and N. Northern Avenue.

Policy

No construction of building exceeding 24 feet in height shall be permitted without specific authorization from the Board of Supervisors. The Board of Supervisors reserves the right to limit construction to one story.

3.3 Picture Rocks Rural Activity Center (S-3)

General location

On both sides of N. Sandario Road in the community of Picture Rocks in Sections 3 and 4 of Township 13 South, Range 11 East. Ref: (Area modified with Co7-07-10).

Description

This Special Area provides design guidelines to protect rural character and scenic quality and mitigate negative impacts of strip commercial. Appropriate site design will enhance the economic life and "sense of place" of this rural community. Tourism is anticipated to be a significant component of the local economy. Providing unified and coordinated character for streets and buildings will encourage tourist interest. In addition to tourist services, the Rural Activity Center will provide space for agriculture-related businesses as well as services for local residents.

Policies

The following street character and architectural criteria shall be considered in the review of all rezonings within this Special Area:

- A. In order to create a pedestrian and equestrian scale streetscape, the development of unique street standards for Sandario Road will be encouraged. Such standards, to be developed by the Pima County Department of Transportation, in cooperation with the Picture Rocks Business Association, will result in more attention to the street's relation to parking, sidewalks, and buildings. Examples of street design features include provision for on-street parking, sidewalks, and planters and street trees.
- B. Development shall enhance this pedestrian scale environment, avoid strip auto-oriented commercial, and support through site planning and architectural design the traditional western "main street." The following development guidelines shall be considered:
 1. Buildings shall have reduced front setbacks, with parking lots located to the rear or side of buildings.
 2. Access to parking lots shall be off of side roads rather than directly off Sandario Road.
 3. Hitching areas and access to local businesses shall be provided for equestrians.
- C. Southwestern and western motifs shall be promoted, including, but not limited to, boardwalks, courtyards, and the general scale and appearance of a traditional "main street".
- D. Residential structures shall be limited to one story, unless the unit is above a commercial establishment that fronts on Sandario Road.
- E. Each rezoning application shall be submitted to the Saguaro National Park staff for agency review and comments.

3.4 Tucson Mountains North (S-4)

General location

Within portions of Township 13 South, Range 12 East; Township 13 South, Range 13 East, Township 14 South, Range 12 East and Township 14 South, Range 13 East.

Description

The northern portion of the subregion is located between urbanizing areas in the City of Tucson and the public reserves of Tucson Mountain Park and Saguaro National Park, and is distinguished by rugged terrain, highly diverse vegetation, significant wildlife habitat and many riparian areas. The purpose of the Tucson Mountains North Special Area is to protect this special environment while planning for expected growth. To achieve this purpose, planning strategies include: 1) declining westward land use intensities; and 2) a low-density conservation area and buffer to Tucson Mountain Park and Saguaro National Park.

Policies

- A. Structures. All structures west of Silverbell Road shall be limited to a maximum height of 24 feet, and shall be sited and landscaped to minimize negative visual impacts. All structures shall be of a color which is in context with the surrounding environment.
- B. Open Space Dedication. Natural area designations not dedicated to and accepted by Pima County for restricted use as a perpetual open space at the time of an exchange for an allowed density increase on a given portion shall, for those parcels, provide that the property owners within 660 feet and the Tucson Mountains Association are nominal beneficiaries of the natural open space created.
- C. Notwithstanding the zoning districts permitted under the Comprehensive Plan Land Use Plan Legend, SH (Suburban Homestead Zone) and RH (Rural Homestead Zone) shall not be permitted.
- D. Notwithstanding the zoning districts permitted in accordance with the Major Resort Community provisions, CPI (Campus Park Industrial Zone) or TR (Transitional Zone) shall not be permitted.

3.5 Ajo Corridor/Western Gateway (S-5)

General location

Along W. Ajo Highway west from the intersection with W. Valencia Road and south of Ryan Airfield, in Sections 4, 7, 8, 9, and 18 of Township 15 South, Range 12 East; and Sections 12 and 13 of Township 15 South, Range 11 East.

Policies

- A. The gateway area in the vicinity of Ryan Airfield shall accommodate support businesses for the airport and shall have design standards which will incorporate an airport/aviation/industrial theme.
- B. Site planning and design of industrial and support businesses within this special area shall be designed to promote internal circulation and minimize curb cuts and/or strip commercial.
- C. Landscaping shall promote preservation of natural vegetation and application of xeriscape concepts in landscape design.
- D. Areas to remain natural in this gateway corridor area shall be supplemented with plant materials natural to this area and broadcast with desert wildflower seed mix for an area of 40 feet on both sides of the right-of-way.
- E. The area of Black Wash within this special area shall be preserved and restored as riparian habitat. All development affecting Black Wash, including public works, shall be required to preserve and restore riparian habitat, and provide opportunities for view enhancement and interpretive signage. A scenic pull-off to include an interpretation of the riparian area and a view orientation to the visible mountain ranges shall be encouraged.

3.6 Santa Cruz River Floodplain “Island” (S-6)

General location

West of S. Mission Road and south of W. Valencia Road, in Section 15 of Township 15 South, Range 13 East.

Description

Underlying land uses are Industrial (I), Low Intensity Urban (LIU), Neighborhood Activity Center (NAC); restricts new residential because of flood hazard; policies to promote reclamation of existing industrial uses.

Policies

- A. In an effort to limit future residential development from this flood-prone area in those areas planned Low Intensity Urban, rezonings occurring on property north of Elvira Road may be viewed favorably if the rezoning is limited to a non-residential use and sufficient buffering is provided for remaining residential areas.
- B. Southeast 3 of section 15. Due to location in the 100-year floodplain of the Santa Cruz River and close proximity to industrial uses, this property shall conform with the following minimum requirements:
 - 1. No residential development including hotels, motels, and other permanent quarters.
 - 2. Uses permitted in the CI-1 and CPI Zones are acceptable. All industrial uses shall adhere to the performance standards delineated in Section 18.49.020 of the Pima County Zoning Code.
- C. Rezoning and future development which promote reclamation and redevelopment of the industrially zoned portion of the special area, especially for park or park/motocross/ORV uses, shall be encouraged.

3.7 Santa Cruz River, Madera and Escondido Washes (S-7)

General location

On both sides of the Santa Cruz River and Interstate 19, generally south of Demetrie Wash, west of the Canoa Road alignment, north of Elephant Head Road, and east of the San Ignacio de la Canoa Land Grant Boundary.

Policies

- A. The Santa Cruz River, as well as Madera and Escondido Washes, will remain in their natural states. No encroachment in the 100-year floodplain nor flood control improvements will be allowed except for those flood control improvements necessary to protect historic Canoa Ranch and the historic Canoa irrigation ditch.
- B. The owner/developer shall establish a stakeholder process that will occur during the rezoning phase, to be reviewed by the Planning and Zoning Commission and the Board of Supervisors.
- C. Any proposed golf course shall have no more than nine holes.

3.8 Rincon Valley (S-8)

General location

On both sides of S. Camino Loma Alta in the Rincon Valley, in Sections 21, 22, 23, 24, 25, 26, 27, 28, 34, 35 and 36 of Township 15 South, Range 16 East; and Sections 2, 3 and 11 of Township 16 South, Range 16 East.

Description

Incorporates policies from the Rincon Valley Area Plan, overlays various land use intensities and provides special incentives to protect rural character, discourage strip commercial and protect scenic quality, especially along Camino Loma Alta.

Policies

The policies listed below are based on those found in the Rincon Valley Area Plan (Co13-87-1). The Comprehensive Plan regional policies, priority policies in the Rincon Valley Area Plan, and analysis in the Development Capability Analysis provide the policy frame work for the Rincon Valley Special Area. Following adoption of the Comprehensive Plan, further review of the Rincon Valley Area Plan will be conducted by County staff. Based on this review, final recommendations will be made for amendments to special area policies.

A. General Objectives

1. Maintain dark night skies.
2. Protect steep slopes from degradation.
3. Identify and protect natural landmarks.
4. Encourage the restoration of Rincon Creek areas.

B. Design

1. Activity centers at nodes shall be designed to facilitate interior circulation.
2. Architectural design will be characterized by a rural southwestern ranching style of architecture. Materials shall include masonry, adobe, brick, rock, stucco with wood beams used for support and or trim only.
3. Muted colors are acceptable for use on building exteriors and may include ranges of brown, such as rusts, sepia, sands, tans and buffs; some olive tones and gray tones. Other tones and colors may be used for trim.
4. All architectural elements, including color, are subject to approval by Design Review Committee. [Review may be limited to particular geographical areas and/or project size, i.e., Community Activity Center, portions of Camino Loma Alta and Old Spanish Trail].
5. Construction methods that result in minimal site disturbance shall be required.
6. Development which encroaches upon any riparian areas shall be re-vegetated with plant material salvaged from the site. Riparian habitat shall be recreated through the planting of trees, shrubs, and seed mix native to the site and be equal to the pre-disturbance plant density, diversity and volume on the net site.

C. Visual Impacts

Important viewsheds, especially as seen from the vicinity of Camino Loma Alta and Old Spanish Trail, need to be protected through low profile development, clustering, and height restrictions. [The Rincon Valley Development Capability Analysis will be used as a resource guide for visual resource protection.] Views to the northeast of this intersection are of Saguaro National Park and of the Rincon Mountain peaks. Views to the south and southeast are of the Santa Rita Mountains and are less dominant than those to the north. Policies to be implemented within this category are as follows:

1. Development shall be designed to be visually harmonious in form, line, color and texture with its natural surroundings.

2. Development, including infrastructure, shall apply appropriate mitigation techniques such as desert varnish, innovative grading methods, and boulder and rock replacement, in addition to implementing required re-vegetation policies.
3. Development within the viewshed area along Camino Loma Alta and Old Spanish Trail shall be screened with landscape buffers which utilize native plant materials and earth berms. Land uses and buffers shall be positioned to allow for views of the Saguaro National Park and of the mountains through the intervening developed areas.

D. Trails

The area between Rocking K and Vail Valley is an important linkage area and provides an opportunity to integrate urban and rural land uses. Trails in this area shall accommodate commuter bicyclists, recreational bicyclists, pedestrians, and equestrian linkages. The following policies will provide the backbone for a future trail system which will be integrated with any proposed development within this area as a condition of rezoning.

1. Multi-use path system shall be designed along Camino Loma Alta to create a linkage between Rocking K and Vail Valley and any development in between.
2. A multi-use paved path along Old Spanish Trail will be integrated with any proposed development.
3. Bike path along Camino Loma Alta shall be separated from vehicular traffic.
4. A 30-foot wide easement shall be designated by the developer for land adjacent to Rincon Creek for continuous hiking, biking and equestrian trails.

E. Public Improvements

1. For floodplain management and safety purposes the following standards shall apply to future roadway crossing improvements at Rincon Creek for Old Spanish Trail and Camino Loma Alta:
 - a. The ten year discharge shall be conveyed under the roadway provided that:
 - 1) The depth of flow of the design flood on the roadway shall not exceed one foot for a duration of four hours.
 - 2) Drainage structures and roadway approaches shall be constructed so as to pass the design 100-year flood flow without damage to the roadway.
 - 3) No adverse channel bed response shall occur.

- b. Drainage structures and roadway approaches shall be constructed so as to withstand the design flow without damage to the roadway.

3.9 Tohono O’odham San Xavier District (S-9)

General location

North and east Tohono O’odham San Xavier District boundary adjacent to planned urban uses.

Description

In recognition of Tohono O’odham Nation boundaries, this special area overlays all areas planned for urban land use intensities along the Nation boundaries. At this time urban intensities are designated for portions of the San Xavier District boundary. The general purpose of special area designation is to recognize tribal sovereignty and promote dialogue and coordination between the Nation, especially the San Xavier District and Pima County. A more specific objective is to mitigate against negative impacts of potentially incompatible urban development with setback and landscaping requirements. To address this objective, except as otherwise noted below, buffering and screening shall be provided in accordance with Chapter 18.73 of the Pima County Zoning Code, Landscaping, Buffering and Screening Standards.

Policies

In addition to applicable provisions in the Zoning Code, the following conditions shall apply:

A. Setback Requirements and Bufferyards

1. New residential development on parcels of 80 acres and greater shall require a 100 foot setback from the District boundaries of all structures and improvements, including an undisturbed natural desert buffer of at least 40 feet or a designed bufferyard of not less than 25 feet. Where a road or utility right-of-way exists along District boundaries, setbacks will be decreased by half the existing right-of-way width, but the setback reduction shall not exceed 75 feet or affect the 25 foot minimum bufferyard.
2. New residential development on parcels of less than 80 acres shall adhere to all setback requirements of the applicable zoning district, and, in addition, require a bufferyard option of not less than 10 feet.

3. New non-residential development shall adhere to all setback requirements of the applicable zoning district, and, in addition, require a bufferyard option of not less than 10 feet.

B. Building Height Limitations

No building shall exceed 24 feet within 100 feet from District boundaries.

C. Expansion of Special Area Designation

In the event future land use plan amendments designate additional urban land use intensities along the boundary, this special area will be extended to include those areas and all provisions of this special area shall apply.

3.10 Floodplain Management (S-10)

General Location

There are several sites within eastern Pima County designated as Floodplain Management Special Areas by the Pima County Flood Control District. They are: Upper Santa Cruz River; Rillito Creek Overbank Storage; Cienega Creek; Wakefield and Anderson Washes and Lee Moore Wash, including eight tributaries: Gunnery Range Wash, Sycamore Canyon Wash, Fagan Wash, Cuprite Wash, Petty Ranch Wash, Franco Wash, Flato Wash, and Summit Wash.

Policies

- A. Upper Santa Cruz River Special Area Policy: Land use planning in the Santa Cruz River floodplain from the Santa Cruz County line downstream to the Tohono O’odham Nation shall be based on a river management study. Channelization, encroachment, development or rezoning shall not be permitted within the Santa Cruz River 100-year floodplain or erosion hazard area, whichever is greater, west of the Southern Pacific Railroad, until completion of the river management study. A landowner proposing to modify the Santa Cruz River floodplain prior to the completion of said study shall be responsible for providing a comparable study addressing impacts of the proposed development, based on a scope of work acceptable to the Flood Control District. The study scope and results shall be submitted to the District for review and approval.
- B. Rillito Creek Overbank Storage Special Area Policy: Proposed improvements in the floodplain designated to be preserved for overbank storage and located on the north side of Rillito Creek between Country Club Boulevard and Columbus Boulevard or between La Cholla Boulevard

and the Southern Pacific Railroad shall not unreasonably diminish existing overbank storage volumes.

- C. Cienega Creek Special Area Policy: No channelization or bank stabilization shall be permitted along Cienega Creek upstream of Colossal Cave Road to the Empire-Cienega Resource Conservation Area. Cienega Creek’s regulatory floodplain and/or erosion hazard area, whichever is greater, shall be dedicated in fee simple to the Pima County Flood Control District upon approval of any tentative plat or development plan.
- D. Wakefield and Anderson Wash Special Area Policy: The Wakefield and Anderson Washes’ 100-year floodplains and/or erosion hazard areas, whichever is greater, shall be dedicated in fee simple to the Pima County Flood Control District upon approval of any tentative plat or development plan.
- E. Lee Moore Wash Basin Special Area Policy: Development shall be regulated per the Lee Moore Wash Basin Management Study. This study provides hydrology and hydraulics to ensure consistency between land uses, identifies permanent natural flow corridors and establishes Development Criteria in addition to those contained within Floodplain and Erosion Hazard Management Ordinances. This policy adopts by reference the entire Study including floodplain maps, flow corridor maps, flood hazard data, and development criteria as described in Development Criteria for the Lee Moore Wash Basin Management Study, as adopted by the Pima County Flood Control District Board of Directors on June 1, 2010 (Resolution 2010-FC6).

3.11 Green Valley Height Policy (S-11)

General location

The west and east sides of Interstate-19 from Duval Mine Road to Duval Mine Waterline Road and on the west side of Interstate-19 south to Elephant Head Road, in Sections 1, 2, 3, 10, 11, 12, 13, 14, 15, 22, 23, 24, 25, 26, 27, 34, 35, and 36 of Township 18 South, Range 13 East; Sections 18 and 19 of Township 18 South, Range 14 East; and Sections 2, 3, 4, 5, 8, 9, 16, 17, 18, 19, 20, 29 and 30 of Township 19 South, Range 13 East.

Description

The policies associated with this Special Area will guide the protection of the community’s character. The policies are derived in part from the Green Valley Community Plan of March 21, 1989. (Area modified by Co7-06-01, Resolution 2007-40.)

Policies

- A. Building height will not exceed 24 feet.
- B. Architectural design shall promote the Southwestern style. Colors will blend with their desert surroundings and the existing built environment.

3.12 Trail Access (S-12)

General location

Regional, refer to map symbols on subregion maps.

Description

This special area highlights selected trail access points, proposed rural equestrian routes and the conceptual route of the Juan Bautista de Anza National Historic Trail. Trail access points have been identified by public lands managers for inclusion in this Special Area. The Juan Bautista de Anza National Historic Trail is located along the Santa Cruz River. The Anza Trail has a Pima County Board of Supervisors-approved Master Plan which is the County's guiding document for the location of the trail and trail standards.

Trail access and recreational trail linkages are priority concerns noted by panel members and the general public throughout the region. The identification of proposed equestrian trails, especially in rural areas experiencing increased urbanization, complements prior planning for multi-use recreational trails, as previously identified in the Pima County Trail System Master Plan. Trail access points mapped on the Comprehensive Plan have potential for serving trail users from throughout the region.

Policies

- A. If the proposed rezoning or Specific Plan area includes an identified trail access point, proposed rural multi-use trail, or the route of the Juan Bautista de Anza National Historic Trail, as shown in this Special Area, the rezoning application shall map and evaluate the impact of the rezoning/Special Plan specific plan on the trail resources identified in the Special Area.
- B. Based on the mapping and analysis requirements in Policy A above, and as further determined by Pima County Natural Resources, Parks & Recreation Department, dedication of trail resources identified in this Special Area shall be required as a condition of rezoning.

3.13 Urban Floodplain Mitigation (S-13)

General location

FEMA 100-year floodplain at Rillito River/La Cholla Blvd., Cañada Del Oro Wash/La Cholla Blvd., Santa Cruz River/Old Nogales Hwy., Silverbell Road and Ina Road, and east of Thornydale Road and south of the North Ranch Subdivision.

Description

These areas are currently mapped as FEMA floodplains. However, it is likely that as these areas are developed into urban uses, precise floodplain boundaries will be determined through the rezoning process based on the submittal of more accurate information or the approval of flood control projects.

Policy

Upper Floodplain Mitigation / South of Cortaro Farms Road.

Prior to approval of any rezoning or specific plan application within this special area, the boundaries of the 100-year floodplain, as it affects the subject property, shall be established by the applicant and approved by the Pima County Flood Control District (PCFCD).

Required floodplain alterations or plans for such floodplain alterations, as approved by the PCFCD, shall be a condition of rezoning. Notwithstanding the land use designation on the Land Use Plan, areas determined to be within the 100-year floodplain and which will not be removed from the 100-year floodplain through implementation of plans approved by the PCFCD, shall revert to Resource Conservation [or “Resource Transition” per Regional Plan Policy 1(A)(4)(d)].

Those areas determined to be outside the 100-year floodplain or which will be outside the 100-year floodplain prior to development through implementation of plans approved by PCFCD shall retain the land use designation shown on the Land Use Plan.

3.14 Pascua Yaqui Fee Lands (S-14)

General location

In the vicinity of the Pascua Yaqui Pueblo in Sections 13 and 24 of Township 15 South, Range 12 East, and Sections 18, 19, and 23 of Township 15 South, Range 13 East.

Description

Pascua Yaqui Fee Lands, various parcels and locations.

Policy

The actual planning of the Pascua Yaqui Nations Fee Lands must be consistent with current Pima County Zoning. The properties shall be developed through a cooperative planning relationship with the Pascua Yaqui Nation.

3.15 Davis-Monthan Air Force Base (DMAFB) (S-15)

General location

DMAFB Approach/Departure Corridor (ADC) and Noise Control District (NCD)

Description

Addresses Davis-Monthan Air Force Base and implements the Davis-Monthan Air Force Base/Tucson/Pima County Joint Land Use Study as accepted by the Board of Supervisors on February 17, 2004.

Davis-Monthan Air Force Base (DMAFB) Approach-Departure Corridor (ADC) and Noise Control District (NCD) Special Area Policies modify underlying Planned Land Use Intensity allowable land uses and provide for specific development standards in critical mapped areas in DMAFB Accident Potential Zones, Approach-Departure Corridors, and High Noise Areas. Policies ensure future land use is compatible with the health and safety of the citizens of Pima County and promote the long-term viability of the mission of DMAFB.

Mapped policy areas may overlap, for any such location the more restrictive policies apply. Mapped policy areas will be identified on the Comprehensive Plan maps with the labels “ADC-1”, “ADC-2” and “ADC-3” for Approach-Departure Corridors, and “NCD-A” and “NCD-B” for Noise Control Districts on the Comprehensive Plan maps.

Policies

Approach-Departure Corridors and Noise Control Districts

- A. Approach-Departure Corridor 1 (ADC-1), consisting of the Accident Potential Zones at the northwestern end of the main Davis-Monthan AFB runway.
- B. Approach-Departure Corridor 2 (ADC-2), consisting of the Accident Potential Zones and the first 30,000 feet of the Approach-Departure Corridor at the southeastern end of the main Davis-Monthan AFB runway.
- C. Approach-Departure Corridor 3 (ADC-3), consisting of the Approach-Departure Corridor from 30,000 to 50,200 feet at the southeastern end of the main Davis-Monthan AFB runway.
- D. Noise Control District B (NCD-B) is the high-noise area inside of the 70 Ldn noise contour, 70 Ldn and greater.
- E. Noise Control District A (NCD-A) is the high-noise area between the 65 Ldn and 70 Ldn noise contours, 65-70 Ldn.

Approach-Departure Corridor 1 (ADC-1)/Accident Potential Zones

- A. In ADC-1, recommended compatible uses are those non-residential uses that have relatively low employment density (number of persons per acre). These are primarily industrial uses, along with other uses that have low concentrations of persons, such as certain types of outdoor recreation. This area has extensive residential uses and properties in the area, as well as existing commercial and industrial areas, and therefore, while these uses are not considered compatible with the safety criteria, the Compatible Land Use Plan recognizes these existing uses and zoned parcels as permitted uses under the Plan. Recommended use standards for this area also reflect the predominantly built-up character of the area, with somewhat smaller lot sizes and greater building coverage than for ADC-2.

Approach-Departure Corridor 2 (ADC-2)/Accident Potential Zones

- A. In ADC-2, recommended compatible uses are also those non-residential uses, as described for ADC-1, that have relatively low employment density (number of persons per acre). Although this area has relatively few residential uses and properties in the area, the JLUS Compatible Land Use Plan recognizes these existing uses and zoned parcels as permitted uses under the Plan. In addition, use standards for this area reflect the predominant character of the area, with larger lot sizes and lower building coverage than for ADC-1.

The JLUS recommends that development in the University of Arizona Science and Technology Park which occupies a large portion of the Approach-Departure Corridor in ADC-2 proceed under the Park's own adopted Development Guidelines, provided that density transfers are used within the Park to shift employee density from the northern part of the park to the southern part; and that development of the Park within ADC-2 be limited to employment-

generating uses, and specifically that a hotel and child care facilities not be developed within this designation and that the existing high school use be relocated outside ADC-2.

Approach-Departure Corridor 3 (ADC-3)

- A. In ADC-3, all non-residential uses (except elementary and secondary schools, day care facilities, hospitals, and uses involving significant quantities of hazardous or flammable materials) would be considered compatible; residential uses (including extended care facilities and nursing homes) would not be considered compatible. Performance standards would apply to the non-residential uses, so that a “checkerboard” pattern of development is created, with buildings separated by areas devoted to parking or open space. This “checkerboard” pattern would provide relatively low overall building coverage, while also accommodating the development opportunities in the area.

Noise Control District A (NCD-A) and Noise Control District B (NCD-B) are addressed in the zoning code.

3.16 Ajo-Gila Bend Highway (Ajo, Arizona) (S-15)

General location

On both sides of N. Ajo-Gila Bend Highway from W. Solana Avenue north to W. Briggs Road in the community of Ajo, in Section 15 of Township 12 South, Range 6 West and Section 10 of Township 12 South, Range 6 West (Ref. Co7-05-04).

Policies

- A. Primary access for non-residential uses shall be from the Ajo-Gila Bend Highway with secondary access points on the side streets.
- B. Additional buffering of residences shall be required where necessary (e.g. particularly where a non-residential use is immediately adjacent to a residential use).

3.17 Southwest Infrastructure Plan (SWIP) Area (S-16)

General location

Generally bounded by Tucson Mountain Park on the north, Mission Road on the east, the Tohono O’odham Nation – San Xavier District on the south, and Sandario Road on the west, in Sections 22, 23, 24, 25, 26, 27, 34, 35, and 36 of Township 14 South, Range 11 East; Sections 1, 2, 3, 10, 11, 12, 13, 14, 15, 22, 23, and 24 of Township 15 South, Range 11 East; Sections 23, 25, 26, 27, 28, 29, 30,

31, 32, 33, 34, 35, and 36 of Township 14 South, Range 12 East; Sections 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, and 24 of Township 15 South, Range 12 East; Sections 30, 31, 32, 33, and 34 of Township 14 South, Range 13 East; and Sections 3, 4, 5, 6, 7, 8, 9, 16, 17, 18, 19, 20, and 21 of Township 15 South, Range 13 East (Ref. Co7-07-31, Resolution 2009-24).

Policies

A. Comprehensive Planning:

1. The Southwest Infrastructure Plan (SWIP) shall be used to guide needs, obligations, funding, and provision of infrastructure and services related transportation, flood control, wastewater, parks and recreation, and other governmental facilities.
2. New residential uses are incompatible within the one-half mile area from the bounds of the Tucson Trap and Skeet Club (Tax Code 210-12-0420). Any conflicts with policies approved under previous plan amendments shall be resolved at the time of the rezoning or specific plan.
3. Proposed development shall be planned, designed, and constructed to implement the sustainability principles as described in the Southwest Infrastructure Plan.

B. Environmental Planning:

At a minimum, applicable Maeveen Marie Behan Conservation Lands System Conservation Guidelines shall be complied with by providing for mitigation onsite, offsite, or in some combination thereof.

C. Regional Flood Control District:

1. No building permits shall be issued until offsite flood control improvements are constructed to remove proposed development out of the FEMA 100-year floodplain.
2. Development shall not occur within the Black Wash Administrative Floodway.

D. Wastewater Management:

No person shall construe any action by Pima County as a commitment to provide sewer service to any new development within the plan amendment area until Pima County executes an agreement with the owner/developer to that effect. Adequate treatment and conveyance capacity to accommodate this plan amendment in the downstream public sewerage system may not be available when new development within the plan amendment area is to occur, unless it is provided by the owner/developer and other affected parties.

- E. At a minimum, the majority of infrastructure and transportation costs shall be self-funded by the developer.

3.18 Highway Drive Area (S-18)

General location

On the east and west sides of N. Highway Drive and the east and west sides of N. Sullinger Avenue and the east and west sides of N. Camino de la Tierra, south of the Rillito River and north of the W. Sweetwater Drive alignment and W. Gardner Lane, in Sections 8, 16, 17, 20, and 21 of Township 13 South, Range 13 East (Ref. Co7-08-01, Resolution 2009-63).

Policies

- A. An Infill Incentive District may be implemented for the entire mapped plan amendment area.
- B. For the entire mapped plan amendment area, existing MU (Multiple Use Zone) zoning conforms to the Urban Industrial and Heavy Industrial Land Use Intensity Categories.

Rezoning Policies

A Rezoning Policy is a guideline that commonly applies to discrete areas composed of one parcel or a limited number of parcels. Rezoning policies frequently reflect either an approved, individual plan amendment or a policy carried forward from a previous (rescinded) area plan (e.g. Catalina Foothills Area Plan).

Policies

[Note: The current Rezoning Policies which are in the 2001 Comprehensive Plan will not change, except for deletions of policies that are no longer applicable due to annexations or development. They will be provided in Draft 2.]

Use of Land

Use of Land Goals and Policies

4.1 Land Use Element

Goal 1: Integrate land use strategies with physical infrastructure, human infrastructure, economic development, and resource conservation to ensure the long-range viability of the region.

Policy 1: Define land use patterns that support healthy people, a healthy environment, and a healthy economy.

Policy 2: Provide an appropriate mix of land uses that:

- a) Supports economic development goals;
- b) Promotes the efficient use of infrastructure and services; and
- c) Conserves, protects and maintains culturally and biologically important lands.

Policy 3: Support land uses, densities, and intensities appropriate for the urban, suburban, and rural character areas of the County.

Policy 4: Encourage subdivisions in the Conservation Land System located in CR-1 (one site-built home per acre) or less intense zones to follow the guidelines under the Conservation Subdivision Ordinance (CSO), meeting all Conservation Land System (CLS) applicable requirements if a land use change is required.

Policy 5: Promote a compact form of development where infrastructure is planned or in place.

Policy 6: Support and incentivize horizontal and vertical mixed use development and redevelopment in character and scale with existing development in:

- a) Urban Intensity land use categories;
- b) Rural Activity Centers;
- c) Suburban Activity Centers; and
- d) Key transportation corridors;
- e) Community Nodes and Gateways;
- f) Industrial and employment centers; and
- g) Infill development in brownfield areas.

Policy 7: Consider walkability and pedestrian infrastructure and amenities, and bikeability and bike infrastructure and amenities in land use decisions.

- Policy 8:** Require all mixed use developments to incorporate design elements that facilitate walkability and bikeability.
- Policy 9:** Identify areas appropriate for Transit Oriented Development (TOD) that satisfy minimum density and intensity development standards to support current or future transit opportunities.
- Policy 10:** Support infill and revitalization efforts in approved Community Development Target Areas (CDTA).
- Policy 11:** Support access to work, school, services, infrastructure, and healthy foods to create healthy communities.
- Policy 12:** Encourage the use of Health Impact Assessments (HIA) as a tool for measuring the health impacts of land uses in public and publically funded policies, programs, and projects.
- Policy 13:** Continue to maintain a voluntary Transfer of Development Rights (TDR) program by:
- a) Identifying additional TDR receiving areas;
 - b) Identify additional TDR sending areas only if adequate receiving areas are established;
 - c) Eliminate barriers and strengthen opportunities to implement the TDR program; and
 - d) Considering applicability to nonresidential development.
- Policy 14:** Identify funds and assist the community of Ajo in the preparation of a community plan.
- Policy 15:** Consider preparation of community plans for other unincorporated communities or hamlets if desired by the residents and businesses.
- Policy 16:** Explore options for addressing retired/abandoned golf courses.

Aggregate Mining Operations

Goal 2: Maintain land suitable for aggregate mining operations in accordance with State Statutes.

- Policy 1:** Ensure that proposed land uses within the unincorporated areas of the County:
- a) Are compatible with sources of currently identified aggregates as mapped by State of Arizona agencies when such maps are made available; and
 - b) That aggregates identified on those maps within the unincorporated areas of the County will be protected from incompatible land uses to the extent practicable and necessary for future development needs.

Military Airports

Territory in the Vicinity of a Military Airport or Ancillary Military Facility and High Noise and Accident Potential Zones

This Comprehensive Plan and all zoning regulations of the County comply with all applicable statutes of the State of Arizona, including those statutes applicable to (1) territory within the vicinity of a military airport or ancillary military facility and (2) land within the high noise and accident potential zones of Davis-Monthan Air Force Base or any ancillary military facility. For example, land uses within high noise or accident potential zones, as defined in A.R.S. §28-8461, are compatible with the operation of Davis-Monthan AFB pursuant to A.R.S. §28-8481 – including, without limitation, the prohibitions against new or expanded residential development within the high noise or accident potential zones except pursuant to: (1) a development plan or building permit issued before the Comprehensive Plan amendment; (2) a written compatibility finding issued by Davis-Monthan AFB; and/or (3) an agreement between the County and Davis-Monthan AFB. Therefore, the language and provisions of this Comprehensive Plan will comply with the A.R.S. §28-8481, and any construction or interpretation contrary to A.R.S. §28-8481 is hereby rejected and renounced.

Goals and policies in this plan take into consideration The Arizona Military Regional Compatibility Project: Davis-Monthan Air Force Base/ Tucson/ Pima County Joint Land Use Study (JLUS), describing a wide range of actions and strategies. The remainder of the policies are based on the February 2004 Board resolution, reiterating the County commitment to work proactively with the base and other entities to implement the DMAFB JLUS and take other actions to protect the interests of the community and future missions of the base, as necessary.

The Military/Community Relations Committee (MCRC) addresses concerns about local military operations, primarily those at Davis-Monthan AFB and of the Air National Guard unit at TIA, and their impacts on surrounding communities. The Committee’s objective is to ensure the highest possible quality of life for residents and visitors while supporting the viability of our military facilities.

Goal 3: Protect the Military functionality of Davis-Monthan Air Force Base and the 162nd Air National Guard Fighter Wing

- Policy 1:** Ensure that Davis-Monthan Air Force Base operations are not adversely impacted by encroaching incompatible development.
- Policy 2:** Proposed development within the Davis-Monthan AFB Environs Zone must comply with all land compatibility and all other applicable requirements provided in the Pima County Zoning Code.
- Policy 3:** Provide timely notification to Davis-Monthan Air Force Base of all discretionary development requests within the “Territory within the Vicinity of Davis-Monthan Air Force Base Military Airport”.

- Policy 4:** Prohibit new and expanded residential development within the high noise or accident potential zones except pursuant to:
- a) A development plan or building permit issued before the Comprehensive Plan amendment;
 - b) A written compatibility finding issued by Davis-Monthan AFB; and/or
 - c) An agreement between the County and Davis-Monthan AFB.
- Policy 5:** Support the recommendations of the Governor’s Military Facilities Task Force.
- Policy 6:** Continue to coordinate between the County and Davis-Monthan AFB.
- Policy 7:** Continue to pursue land acquisition and purchase of development rights strategies within the Approach/Departure Corridors and APZs as follows:
- a) Continue to work collaboratively with the City of Tucson and Davis-Monthan AFB to support the Department of Defense acquisition of conservation easements in appropriate locations;
 - b) Pursue State Land exchanges for acquiring land in critical areas under primary flight paths;
 - c) Continue to support the Arizona Department of Military Affairs Military Installation Fund and pursue grants for land acquisition and/or development rights or other activities to preserve or expand military installations;
 - d) Continue to secure funding for the purchase of development rights at fair market value;
 - e) Continue to identify opportunities and incentivize the Transfer of Development Rights (TDR) program to transfer densities and intensities to appropriate receiving areas; and
 - f) Continue to work with non-governmental organizations to facilitate TDR for land adjacent to military installations or facilities and high hazard and noise zones.
- Policy 8:** Continue to work collaboratively with the University of Arizona to develop the UA Tech Park as the major economic driver for the region, in a manner that is compatible with and supports the mission and operations of Davis-Monthan AFB.
- Policy 9:** Continue to support “best practices” to guide development around Davis-Monthan AFB and other military facilities.

4.2 Focused Development Investment Areas Element

Goal 1: Balance growth management strategies, economic development, resource conservation, community integrity and efficient use of services and infrastructure

- Policy 1:** Promote efficient growth in urban, suburban and rural areas compatible with each area’s specific scale, character and identity in areas where infrastructure is planned or in place.
- Policy 2:** Maximize public and private investments in infrastructure and services through efficient use of land and through public/private partnerships.
- Policy 3:** Recognize the link between urban form and economic development as appropriate to the specific investment area to create a healthy region that:
- a) Promotes compact, energy efficient development;
 - b) Links housing to jobs, services and amenities;
 - c) Establishes lifestyle, entertainment and art districts that are revenue generators;
 - d) Supports multigenerational opportunities;
 - e) Incorporates habitat integration and water harvesting by providing complete streets;
 - f) Incentivizes job creation and wealth expansion;
 - g) Supports healthy lifestyles (healthcare, healthy foods, walkability and bikeability);
 - h) Promotes emerging clean industries and technology; and
 - i) Supports the unique regional identity, Sonoran Desert setting and the diverse arts, cultural, ethnic, geographic and historic characteristics that make Pima County a world destination.
- Policy 4:** Development and redevelopment within identified investment areas, as appropriate, create a mix of uses and encourage multimodal transportation.
- Policy 5:** Support urban development within an evolving mixed use area and provide a variety of housing tenures, types, and price ranges.
- Policy 6:** Coordinate with the Arizona State Land Department in the preparation of conceptual plans and or land acquisition for development.

Revitalization and Redevelopment Areas

Revitalization and redevelopment are key to meet the changing needs of the region. Opportunities exist for infill, repurposing existing structures, and if appropriate demolition and redevelopment.

The Community Development Block Grant Program (CDBG) has been serving Pima County since 1978. The CDBG program benefits low- and moderate-income communities. Since then, block grants from the U.S. Department of Housing and Urban Development (HUD) have returned over \$55 million taxpayers' funds to the county. HUD allocates funds to Pima County based on characteristics of population, income and conditions of housing.

Goal 2: Improve the quality of life of County residents through revitalization and redevelopment efforts

- Policy 1:** Invest in local service facilities to support revitalization.
- Policy 2:** Promote the use of community facilities as neighborhood centers.
- Policy 3:** Integrate parks, plazas, and other gathering places into neighborhood centers to provide places for community activity and social interaction.
- Policy 4:** Utilize infill development to strengthen existing neighborhoods, create the higher density necessary to support desirable services, increase the tax base, and make our communities more efficient without being disruptive to existing neighborhoods.
- Policy 5:** Encourage the reuse of historic or otherwise unique or significant buildings.
- Policy 6:** Support redevelopment efforts in areas that include for example storage yards within densifying neighborhoods, vacant or non-performing shopping centers, or blighted or unsafe housing.
- Policy 7:** Support efforts to identify and secure funding for Pima County Community Development Target Areas.

Land Use Corridors

Our region must be competitive in the global economy in ways that offer great opportunity for southern Arizona. Increases in transportation and labor costs are shifting economic advantage from Asia to Mexico and the United States. Pima County is in an ideal position to capitalize on our strategic location relative to goods movement and add value to multiple supply chains.

The County is located in proximity to the U.S./Mexico border, favoring a binational economy. It is also located along the Canada, Arizona, Mexico (CANAMEX) and the Sunshine corridors. Employment centers for biosciences, medical services, science and technology along the Tucson Tech Corridor provide an opportunity for emerging industries. Land use patterns that maximize these synergies will strengthen the fiscal viability of the region.

Connecting Interstate 19 (I-19) with Interstate 10 (I-10) has been a major regional and statewide objective for over 25 years. Pima County has location, land availability, low cost and a solid work force all of which can contribute to the development of a sound logistics based industry along the Aerospace Parkway.

Policy in this element compliments policy included in the Economic Development Element.

Goal 3: Strategically plan economic development corridors to build new opportunities for job growth, housing, commerce and services.

Policy 1: Provide a mix of compatible land uses along designated economic development corridors that;

- a) Support emerging employment centers for biosciences, medical services science and technology;
- b) Promote and leverage the region’s economic strengths and emerging industry clusters;
- c) Incorporate opportunities for support services, job training, and commerce;
- d) Support small and local businesses;
- e) Integrate opportunities for recreation (courtyards, plazas, river walks, etc.) and healthy lifestyles (walkability, bikeability, healthy foods);
- f) Incorporate intergenerational amenities to attract support and retain a healthy workforce;
- g) Incorporate mixed use and a diversity of housing types including workforce housing;
- h) Include a hierarchy of urban activity centers appropriate in scale;
- i) Enhance the Sonoran Desert setting in which they are located; and
- j) Support a regional transportation network that includes multimodal opportunities.

Goal 4: Foster sound logistics based industry and the Aerospace Parkway, contributing to the long-term viability of the region

Policy 1: Collaborate with the private sector; local, state, and federal governments; the University of Arizona; U.S. Department of Defense; and Tucson Airport Authority in master planning the Aerospace Parkway.

Policy 2: Protect, connect, and grow the regional employment base by providing a mix of land uses along the Aerospace Parkway that:

- a) Achieve multiple economic development objectives, job protection and creation;
- b) Protect the mission and future expansion needs of Raytheon;
- c) Position Tucson International Airport as a logistics center;

- d) Implement an aerospace/defense business park on property owned by the County, the TAA, and the Arizona State Land Department (ASLD);
- e) Implement the Tucson International Airport Master Plan;
- f) Take advantage of the intermodal logistics capacity of Port of Tucson and TIA; and
- g) Provide continuous support to the UA Tech Park, including the Tech Corridor and Tech Launch Arizona initiatives.

4.3 Open Space Element

Arizona Statutes requires the County to plan for open space acquisition and preservation. The Comprehensive Plan’s Land Use Map will only show open space on County-owned property.

Pima County has been using bond funds to purchase important natural areas since 1974. In 2004 voters approved \$164.3 million to be spent on Sonoran Desert Open Space and Habitat Protection.

The 2004 Sonoran Desert Open Space and Habitat Protection bond program is substantially complete. Pima County purchased 52 properties, conserving 46,716 acres of land in fee. A total of 127,000 acres of State grazing rights are being leased, at a cost of \$159.2 million. Remaining funds totaling \$5 million are to be used specifically for purchase of properties identified by the City of Tucson and the Town of Sahuarita.

Goal 1: Continue to promote the regional system of integrated open space

Policy 1: Implement a Pima County Conservation Land Management program to:

- a) Maintain a regional system of integrated open space and recreational resources;
- b) Retain acreage of lands in fee simple, where possible;
- c) Maintain existing leases and permits associated with County-owned open space; and
- d) Provide connectivity for flora and fauna throughout the region.

Policy 2: Provide opportunities for mitigating the impacts of projects in Pima County where necessary and applicable.

4.4 Environmental Element

The Environmental Planning Element calls for analysis, policies and strategies to address anticipated effects of implementation of plan elements on natural resources. Policies and strategies under this plan element are designed to have countywide applicability. Conservation actions are to be encouraged, and protection of biological resources is considered an essential component of land-use planning.

The Maeveen Marie Behan Conservation Lands System (CLS) is designed to protect biodiversity and provide land use guidelines consistent with the conservation goal of the Sonoran Desert Conservation Plan (SDCP).

The CLS identifies areas important to the conservation of our natural resources heritage and embodies the biological goal of the SDCP which is to ensure the long-term survival of the full spectrum of plants and animals that are indigenous to Pima County through maintaining or improving the habitat conditions and ecosystem functions necessary for their survival.

Goal 1: Conserve and protect natural resources

Policy 1: CLS category designations and Conservation Guidelines policies apply to land uses and activities undertaken by or under the jurisdiction of Pima County or Pima County Regional Flood Control District (Flood Control District) as follows:

- a) Pima County and the Flood District will seek consistency with the CLS through federal and state land-use decision plans and processes;
- b) Application of CLS designations or guidelines shall not alter, modify, decrease or limit existing and legal land uses, zoning, permitted activities, or management of lands.
- c) When applied to development of land subject to county or Flood Control District authority, CLS designations and guidelines will be applied to:
 1. New rezoning and specific plan requests;
 2. Time extension requests for rezonings;
 3. Requests for modifications or waivers of rezoning or specific plan conditions, including substantial changes;
 4. Requests for Comprehensive Plan amendments;
 5. Type II and Type III conditional use permit requests; and
 6. Requests for waivers of the subdivision plat requirement of a zoning plan.
- d) Implementation of these policies shall achieve the level of conservation necessary to protect a site's conservation values, preserve landscape integrity, and provide for the movement of native fauna and pollination of native flora across and through the landscape.
- e) Projects subject to these designations and guidelines will be evaluated against the conservation guidelines for the CLS categories provided in conservation guideline policies, where applicable, to determine their appropriateness.

Conservation Guidelines

Policy 2: The following conservation guidelines apply to Important Riparian Areas:

- a) Across the entirety of the CLS landscape, at least 95 percent of the total acreage of lands within this designation shall be conserved in a natural or undisturbed condition;
- b) Every effort should be made to protect, restore and enhance the structure and functions of Important Riparian Areas, including their hydrological, geomorphological and biological functions;
- c) Areas within an Important Riparian Area that have been previously degraded or otherwise compromised may be restored and/or enhanced; and
- d) Restored and/or enhanced areas may contribute to achieving the 95 percent conservation guideline for Important Riparian Areas.

Policy 3: The following conservation guidelines apply to Biological Core Management Areas:

- a) Across the entirety of the CLS landscape, at least 80 percent of the total acreage of lands within this designation shall be conserved as undisturbed natural open space;
- b) Land use and management focus on the preservation, restoration, and enhancement of native biological communities including but not limited to preserving the movement of native fauna and flora across and through the landscape and promoting landscape integrity;
- c) Projects subject to this policy and within this designation will yield four conserved acres (mitigation) for each acre to be developed.
 1. Mitigation acres may be provided on-site, off-site, or in combination.
 2. The preference is for the mitigation acres to be within Biological Core Management Area or Habitat Protection Priority Areas.
 3. For purposes of this policy, Habitat Protection Priority Areas are those areas referenced and mapped as part of the 2004 Conservation Bond Program or subsequent conservation bond programs.
 4. The 4:1 mitigation ratio will be calculated according to the extent of impacts to the total surface area of that portion of any parcel designated as Biological Core Management Areas.
 5. Development shall be configured in the least sensitive portion(s) of the property.
 6. On-site mitigation area(s) of undisturbed natural open space will be configured to maximize conservation values and preserve the movement of native fauna and pollination of native flora across and through the landscape.
 7. A Transfer of Development Rights (TDR) may be used in order to secure mitigation lands.

- Policy 4:** The following conservation guidelines apply to Scientific Research Areas:
- a) Scientific Research Areas should continue to be managed for the purpose of scientific research on the environment and natural resources;
 - b) Scientific research activities should minimize any long-lasting impacts that may affect adjacent or nearby CLS lands; and
 - c) Any land-use changes subject to Pima County jurisdiction should achieve the conservation goals of the underlying CLS category.

- Policy 5:** The following conservation guidelines apply to Multiple Use Management Areas:
- a) Across the entirety of the CLS landscape at least 66 ⅔ percent of the total acreage of lands within this designation shall be conserved as undisturbed natural open space;
 - b) Land use and management goals within these areas focus on balancing land uses with conservation, restoration, and enhancement of native biological communities and must:
 1. Facilitate the movement of native fauna and pollination of native flora across and through the landscape;
 2. Maximize retention of on-site conservation values; and
 3. Promote landscape integrity.
 - c) Projects subject to this policy within this designation will yield two conserved (mitigation) acres for each acre developed.
 1. Mitigation acres may be provided on-site, off-site, or in combination;
 2. The preference is for mitigation acres to be within Multiple Use Management Areas, any more protective category of the CLS, or Habitat Protection Priority Areas;
 3. For purposes of this policy, Habitat Protection Priority Areas are those areas referenced and mapped as part of the 2004 Conservation Bond Program or any subsequent conservation bond program;
 4. The 2:1 mitigation ratio will be calculated according to the extent of impacts to the total surface area of that portion of any parcel designated as Multiple Use Management Areas;
 5. Development shall be configured in the least sensitive portion(s) of the property;
 6. On-site mitigation area(s) of undisturbed natural open space will maximize conservation values and facilitate the movement of native fauna and pollination of native flora across and through the landscape;
 7. Additional conservation exceeding 66⅔ percent will be encouraged through the use of development-related incentives; and
 8. A Transfer of Development Rights (TDR) may be used in order to secure lands utilized for mitigation, restoration, and/or enhancement purposes.

- Policy 6:** The following conservation guidelines apply to Agriculture in-Holdings within the Conservation Lands Systems:
- a) Intensifying land uses of these areas will emphasize the use of native flora, facilitate the movement of native fauna and pollination of native flora across and through the landscape, and conserve on-site conservation values when they are present; and
 - b) Development within these areas will be configured in a manner that does not compromise the conservation values of adjacent and nearby CLS lands.

- Policy 7:** The following conservation guidelines apply to Special Species Management Areas:
- a) Across the entirety of the CLS landscape, at least 80 percent of the total acreage of lands within this designation shall be conserved as undisturbed natural open space and will provide for the conservation, restoration, or enhancement of habitat for the affected Special Species;
 - b) Projects subject to this policy and within this designation will yield 4 conserved (mitigation) acres for each acre to be developed;
 - 1. Mitigation acres may be provided on-site, off-site, or in combination;
 - 2. The preference is for the mitigation acres to be within a designated Special Species Management Area;
 - 3. The 4:1 mitigation ratio will be calculated according to the extent of impacts to the total surface area of that portion of any parcel designated as Special Species Management Area;
 - 4. Development shall be configured in the least sensitive portion(s) of the property;
 - 5. On-site area(s) of undisturbed natural open space will be configured to facilitate the movement of the relevant Special Species through the landscape and will include conservation values essential to survival of the relevant Special Species; and
 - 6. A Transfer of Development Rights (TDR) may be used in order to secure mitigation lands.
 - c) Special Species and associated Conservation Guidelines may be added or deleted in the future based on the best available regional scientific information as developed by the Science Technical Advisory Team and added to or deleted from the Special Species Management Areas as shown on the CLS map; and
 - d) Additions and/or deletions will be processed as a comprehensive plan amendment.

- Policy 8:** The following conservation guidelines apply to Critical Landscape Connections:
- a) Land-use changes in these broadly defined areas should protect existing biological linkages;
 - b) Where they occur, barriers to the movement of native fauna and pollination of native flora across and through the landscape should be removed and fragmented corridors of native biological communities should be restored;

- c) Opportunities to remove barriers and restore corridor connectivity may arise as part of other, non-land use related activities (e.g., new construction for or upgrade of infrastructure services). Such opportunities should be pursued;
- d) High priority shall be given to identifying, preserving, and re-establishing the connection between native biological communities especially where natural connectivity is most constrained.

Conservation Land System Off-site Mitigation Guidelines:

Policy 9: The following Conservation Land System Off-site Mitigation Guidelines apply:

- a) The location of off-site mitigation properties should be within the same general geographic region of the original project site;
- b) Off-site mitigation property should provide the same or better resource values as the original project site including, but not limited to:
 - 1. Conservation Lands System (CLS) designations inclusive of 2004 Conservation Bond Habitat Protection Priority designations;
 - 2. Vegetation community type (s);
 - 3. Habitat values for applicable CLS Special Species (e.g., breeding, dispersal);
 - 4. Surface water or unique landforms such as rock outcrops; and
 - 5. Contribution to landscape connectivity.
- c) Demonstration that the resource and conservation values of the off-site mitigation property will be protected in perpetuity.

Amendments to the Conservation Lands System map and policies

Policy 10: Applications to Comprehensive Plan Amendments will, at a minimum, be reviewed for the following:

- a) The site’s landscape context as it relates to the biological and built environments;
- b) The proposed amendment is consistent with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services;
- c) Requests to Comprehensive Plan amendments that seek to increase the intensity of allowable land uses within the CLS may be approved provided there is adequate demonstration that intensifying the land use designation will:
 - 1. Preserve the integrity of the CLS;

2. Promote development that is consistent with the existing infrastructure service area or land use planning and infrastructure studies that address the logical expansion of infrastructure services.
- d) Special area policies may be applied to govern or otherwise direct subsequent rezoning to specifically address conservation of certain landscape attributes; and
- e) Amendments to the CLS map and policies are appropriate only at such time as new, comprehensive, region-wide information is available.

Climate and Emerging Environmental Issues

Pima County has taken a number of steps to plan for and mitigate the negative effects of climate change and increase the resilience of the human and natural dimensions of the environment to climate-induced changes. These efforts include:

- Sonoran Desert Conservation Plan (2001)
- Pima County Sustainability Resolution (2007)
- Regional Optimization Master Plan (2007)
- Travel Reduction Ordinance
- LEED Silver Building Standards for County Facilities
- 2011-2015 Action Plan for Water Sustainability (2010)
- Community Wildfire Protection Plan (2013)
- EPA Southwest Impacts & Adaptation (2013)
- Pima County Sustainability Action Plan (2008, 2014)

Drought in Tucson causes high fire danger risks. Fire can change the natural composition of the desert from the diversified, green, Sonoran Desert to grasslands. Wildfires are a major threat to the Sonoran Desert and especially the native saguaros. The Sonoran Desert is the only place in the world where native saguaros are found in their natural environment. The environment is key to the tourism industry that attracts visitors from all over the world and a resilient economy. Emerging environmental themes related to droughts that threaten the Sonoran Desert are invasive species like buffelgrass and increase of wildfires.

Goal 2: Increase the resiliency of the human, economic, and natural dimensions of the environment

Policy 1: Support climate adaptation strategies to benefit the public health, economy, and the environment by:

- a) Promoting and reducing barriers to the production of renewable energy;
- b) Preparing and adopting plans and strategies to improve water quality and insure the availability of an adequate water supply;
- c) Developing drought response preparedness plans;

- d) Reducing vehicle travel and increasing the use of alternative modes of transportation;
- e) Continuing to increase energy efficiency standards in both County owned and privately owned buildings;
- f) Improving stormwater management strategies to minimize runoff and flooding in urban areas;
- g) Adopting strategies to reduce loss of life and property from flooding and erosion;
- h) Retaining natural open space;
- i) Maintaining a balance between preserving natural, grassland and riparian areas that can absorb excess carbon from the atmosphere and developed areas by implementing the Maeveen Marie Behan Conservation Land System;
- j) Mitigating urban heat island effects;
- k) Preserving watershed and ecological function;
- l) Retaining ecosystem connectivity;
- m) Identifying and protecting areas that have served as ecological refuge for species during time of past climatic variability (riparian areas, talus, limestone);
- n) Encouraging Natural Resource Conservation Service drought assistance to achieve temporary reductions in stocking rates on ranches not owned or managed by Pima County; and
- o) Utilizing best management practices to establish and maintain viable wildlife water.

Policy 2: Support and strengthen Pima County based programs to eradicate buffelgrass to reduce the threat of wildfire and loss of native species.

Policy 3: Support and strengthen County programs to eradicate other invasive species such as fountain grass, and giant reed.

4.5 Housing and Community Design Element

The County has a variety of communities including urban, suburban, rural, age-limited and family-oriented. In a regional sense, creating quality places means ensuring that a full range of live-work-play options are provided. This includes having a mix of vibrant activity centers and walkable neighborhoods.

Housing and transportation costs consume a significant portion of most household budgets, leaving households with less disposable income for other necessities. The housing cost burden is felt not just by low-income households and seniors and students on fixed-incomes, but also by moderate and middle-income households.

Housing affordability also depends on access to essential services such as health care, healthy foods, libraries, community centers, recreation, and lower-cost transportation options (walking, biking and transit). In order to introduce a diversity of housing options for different income ranges, including mixed use developments, it is important to ensure compatibility with existing neighborhoods through the use of community design tools.

Housing

Goal 1: Create livable, viable, multi-generational communities

Policy 1: Ensure a safe, diverse, and quality housing supply for all income ranges for current and future populations.

Policy 2: Ensure that multi-generational housing is accessible to jobs, multi-modal transportation, education, healthy foods and health-related services.

Substandard Housing

Goal 2: Maintain a safe and healthy housing stock

Policy 1: Maintain a housing needs assessments inventory that:

- a) Identifies substandard housing units (crowded, lacking kitchens, heating, cooling, or plumbing, or with structural problems);
- b) Identifies units in need of demolition; and
- c) Satisfies the requirement for the Department of Housing and Urban Development (HUD) grants and programs.

Policy 2: Consider prohibiting importation and installation of pre-1976 mobile homes within the unincorporated area of the County.

Housing Affordability and Foreclosures

Affordable housing through homeownership and safe decent affordable rental units continues to be a priority in the County. The Housing Program of the Community Development and Neighborhood Conservation department offers a comprehensive one-stop housing center where Pima County residents can find resources, information, and direct services for housing. The Pima County Housing Center offers the public classes on financial education that include credit repair and debt management through a small grant received from Freddie Mac to help residents recover from foreclosure.

Goal 3: Ensure the provision of quality affordable housing

Policy 1: Incentivize the integration of affordable housing in new developments.

Policy 2: Encourage a range of housing types and affordable housing units in walking distance to schools and other community facilities such as libraries, transit centers, community centers, health clinics, and parks and recreation.

Goal 4: Educate the public on available resources, information and services to prevent future foreclosures

Policy 1: Develop an outreach strategy to inform the public about the financial education, debt management, and credit repair services provided by the County’s one-stop housing center to reduce the risk of foreclosure.

Policy 2: Map and identify areas with a high index of foreclosure to inform outreach strategy.

Redevelopment, Revitalization, and Renovation

Goal 5: Continue to pursue Community Development Block Grants for target areas

Policy 1: Continue to conduct income surveys, define community profiles, and delineate low- and moderate-income target areas as required by the U.S. Housing and Urban Development (HUD) Community Development Block Grants (CDBG) program.

Goal 6: Continue to support the Pima County Brownfields program

Policy 1: Continue to analyze the distribution, quantity, and conditions of brownfield sites in Pima County to encourage the reuse of abandoned, deteriorated, and underutilized properties into productive and viable land uses facilitating community and economic revitalization in target areas.

Policy 2: Engage, educate, and foster active and interested communities in Pima County to partner and pursue available brownfields’ resources.

Policy 3: Continue to work closely with other brownfields programs within southern Arizona to develop a more regional approach to brownfields redevelopment.

Policy 4: Focus redevelopment efforts and encourage redevelopment plans for Flowing Wells, a recipient of brownfields assessment grant in 2008.

Community Design

Goal 7: Ensure that all development and redevelopment is generally compatible and scale-appropriate

Policy 1: Incorporate higher density housing types within mixed-use developments at scales generally compatible to adjacent established neighborhoods.

Policy 2: Use appropriate transition tools for dissimilar types of development including transitional uses and provide connectivity to trails, pedestrian walkways, and bicycle routes.

Policy 3: All new development in historic areas is compatible in scale, mass, architectural design and character and respects the privacy needs of historic adjacent neighborhoods.

Goal 8: Support quality development at appropriate scales in urban and suburban areas

Policy 1: Support urban development patterns that exhibit the physical design characteristics of pedestrian-oriented, store front-style retail and encourage physical activity, alternative transportation, social interaction and activation of the public realm by:

- a) Including human-scale neighborhood-serving retail, services and other similar use on the ground floor and residential uses above non-residential space (vertical mixed-use); or
- b) Include human-scale neighborhood-serving retail, services, and other similar uses within walking distance to residential areas (horizontal mixed-use).

Goal 9: Ensure that all new development and redevelopment reflects the character and sense of place of the area.

Policy 1: Utilize landscape features, architectural styles, site orientation and design and connectivity to the environment in a manner that reflects the character, cultural heritage, and the Sonoran Desert setting to define an authentic identity and sense of place at appropriate scales in urban and suburban areas.

Policy 2: Encourage development in suburban areas to be integrated with its Sonoran Desert setting by:

- a) Encouraging a Sonoran Desert color palette that is not limited to earth tones;
- b) Incorporating the site’s prominent existing natural features (rock formations, etc.) as part of the design, where appropriate;
- c) Supporting contemporary and energy efficient versions of vernacular architectural styles;
- d) Utilizing a native drought-tolerant plant palette; and
- e) Establishing trail linkages to surrounding natural areas.

Goal 10: Maximize the efficient use of land outside the Maeveen Marie Behan Conservation Land System

Policy 1: Consider reducing regulatory barriers to maximize the efficient use of land outside of the Maeveen Marie Behan Conservation Land System.

Healthy Communities and Health Impact Assessment

Goal 11: Develop a Health Impact Assessment program for public and publically funded projects based on healthy communities principles

Policy 1: Support a Health Impact Assessment that identifies community design options based on healthy communities principles to:

- a) Increase physical activity through walkability and bicycle ridership;
- b) Increase access to healthy foods via community gardens, roof gardens, urban agriculture, and contained farming;
- c) Improve air and water quality;
- d) Minimize the effects of climate change;
- e) Incorporate urban wildlife habitats;
- f) Incorporates alternative energy sources;
- g) Includes water harvesting and mitigates heat island effect;
- h) Incorporates complete streets where appropriate;
- i) Strengthens the community social fabric;
- j) Supports economic viability;
- k) Provides access to livelihood, education, workforce training, health care and other resources; and
- l) Encourages healthy, safe, and energy efficient housing (both owner and renter occupied).

Green Building Materials

The principles of affordability and green building are not mutually exclusive. Green building strategies seek to reduce energy use, water use, material use and create a healthier indoor environment. The subsequent reduction in operating cost makes a building more affordable. Green building promotes efficiencies in six areas: location and linkages, site development, water use, energy use, material resources and indoor air quality.

The policies included in this element compliment policies included in **5.3 Energy Element** located in the Infrastructure Connectivity section of this volume.

Goal 12: Encourage green building methods, materials and techniques

Policy 1: Reduce automobile dependence by encouraging compact development and locating housing in proximity to jobs and a diversity of other services and uses.

Policy 2: Decrease heat island effect and reduce water run-off through site development strategies.

Policy 3: Reduce irrigation water use by encouraging native drought-tolerant landscapes and drip irrigation.

- Policy 4: Reduce indoor water use by encouraging ultra-low flow water fixtures, grey water reuse and water harvesting to supplement indoor water needs.
- Policy 5: Increase energy efficiency by:
 - a) Orienting site to take advantage of passive solar;
 - b) Installing energy efficient appliances; and
 - c) Installing solar roof panels.
- Policy 6: Utilize local materials for buildings and historically efficient building styles.
- Policy 7: Reduce the amount of lumber used in frame construction or use recycled materials.
- Policy 8: Reduce indoor air pollution by using materials that have reduced volatile organic compound (VOC) emissions.

4.6 Cultural Resources Element

Effective land use planning requires the identification of significant cultural resources and the development of incentives to encourage the conservation, preservation and protection of the non-renewable and irreplaceable resources that are significant to our communities, our collective identity and our sense of place.

In 2012, Pima County was designated a Certified Local Government in Historic Preservation. The designation gives official Federal and State recognition to Pima County's Historic Preservation program and enables Pima County to apply for Federal matching grants that would further the goal of preserving and protecting cultural resources.

Goal 1: Conserve and protect cultural resources

- Policy 1: Encourage the conservation, preservation and protection of the non-renewable and irreplaceable cultural resources that are significant to our region, our collective identity and our sense of place.
- Policy 2: Continue to inventory and maintain a list of priority cultural resources.
- Policy 3: As defined by the Sonoran Desert Conservation Plan, which includes Archeological Sites, Archeological Site Complexes and Historic Sites, apply the following:
 - a) The list of Priority Cultural Resources shall provide a basis for the Pima County Register of Historic Places (PCRHP); and
 - b) All properties within Pima County listed on the National Register of Historic Places and/or the Arizona Register of Historic Places shall be places on the PCRHP.
- Policy 4: Monitor and evaluate priority cultural resources through time.
- Policy 5: Maintain the Pima County Register of Historic Places including those subject to Zoning Code Chapter 18.63: Historic Zone Overlay.
- Policy 6: Identify and manage significant cultural resources within Pima County preserves and designated open space.

- Policy 7:** Adopt a comprehensive Cultural Resources Protection ordinance that consolidates the County’s land use and development policies and regulations pertaining to cultural resources protection to ensure that cultural resources goals are effectively achieved.
- Policy 8:** Avoid impacts to cultural resources. If avoidance is not possible, the negative effects on cultural resources must be mitigated by legally prescribed strategies requiring recovery or archeological and historical information contained within the resource before it is adversely impacted by private or public development actions.
- Policy 9:** Require that all rezonings, specific plans, historic overlay, development plan requests, SDRC, Type II Grading Permit applications and Site Construction permits include review for cultural resources.
- Policy 10:** Encourage in-place protection of cultural resources as a part of land use planning.
- Policy 11:** Report unrecorded archeological material unearthed during construction activities by the builder, contractors, or individuals to the Primary Developer and Pima County Cultural Resources Office. Reasonable cost-effective measures shall be taken to document these archeological features and materials by a professional archeologist.
- Policy 12:** Except as necessary for the avoidance and protection of the cultural resources, the Primary Developer shall restrict information on the location and nature of the cultural resources within the proposed development, and require a statement of confidentiality on appropriate documents.
- Policy 13:** In the event that human remains, including human skeletal remains, cremations, and/or ceremonial objects and funerary objects are found during discovery, scientific excavation or construction and ground disturbing activities shall cease in the immediate vicinity of the discovery.
- Policy 14:** Require that all aspects of the cultural resource inventory, evaluation, and mitigation:
- a) Are conducted by a professional State permitted archaeologist or preservation architect; and
 - b) Use accepted professional standards and practices consistent with all applicable guidelines.
- Policy 15:** Promote cultural resources heritage education and outreach.
- Policy 16:** Continue to strengthen outreach partnerships with public agencies and volunteer organizations whose goals and objectives promote preservation of cultural resources.
- Policy 17:** Encourage nominations to the National, State, and Pima County Registers of Historic Places.
- Policy 18:** Whenever possible support adaptive use, or re-use, of historic resources, buildings, and structures over demolition or significant alteration of the resource.
- Policy 19:** Continue to support the public’s interest in cultural resources and historic preservation projects through the County Bond program and State Historic Preservation Tax Incentive Program.

Physical Infrastructure Connectivity

Physical Infrastructure Connectivity Goals and Policies

The Physical Infrastructure Connectivity element addresses every aspect of physical infrastructure including: transportation; airports and aviation; rail and freight; water resources, conservation, supply, demand and quality; wastewater; energy, including alternative energy sources; waste removal and recycling; brownfield clean up and redevelopment potential; communications; public facilities and grounds; arts and culture; trails; flood control/drainage; and county-wide infrastructure concurrency. This element provides goals and policies related to the efficient use of existing and planned infrastructure needed to support current and future populations. It does not include Economic Development goals and policies. These are included in the Economic Development element.

The Background and Current Conditions Volume (Appendix A) summarizes all of the background data and analysis supporting these goals and policies. Fiscal impact and viability are addressed in the Cost of Development element, Fiscal Impact Analysis Study (Appendix D) and in the Implementation volume (Appendix B). These documents are not provided at this stage. It is anticipated that the policies contained in this element will change as a result of the fiscal impact analysis.

This Comprehensive Plan introduces the concept of an Integrated Facilities Planning System (IFPS) that includes an Integrated Monitoring System based on Level of Service standards. The intent of the IFPS is to provide a more efficient and measurable planning process that allows for a comprehensive evaluation of infrastructure needs tied to the Capital Improvements Program (CIP).

5.1 Transportation Element

Goal 1: Provide a comprehensive and multi-modal transportation system that provides safe access and mobility for all users and goods, and all modes of travel including automobile, rail, air, transit, bicycle and pedestrians

- Policy 1: Manage traffic congestion and demand through capacity improvements, land use decisions, transit service, and other comprehensive strategies.
- Policy 2: Support transit service and programs, especially for those who are transit dependent, and where ridership meets minimum thresholds.
- Policy 3: Support land use policies that support multi-modal transportation and transit-oriented development to improve mobility and reduce traffic congestion.
- Policy 4: Manage roadway access points to improve safety and accessibility for all users.
- Policy 5: Incorporate “complete streets” designs to improve access for all roadway users, including bicyclists and pedestrians.
- Policy 6: Encourage bicycling and pedestrian safety through education, engineering, enforcement and evaluation.

Goal 2: Maintain and repair the condition of the county roadway system

- Policy 1: Develop a sustainable program for roadway maintenance, resurfacing and improvements to improve major and local roadway conditions.
- Policy 2: Support and seek alternative funding sources for roadway maintenance efforts.

Goal 3: Improve traffic safety and reduce accidents on County roadways

- Policy 1: Prioritize roadway safety projects based on ongoing evaluation of crash statistics through the County’s Safety Management System.
- Policy 2: Support efforts to educate drivers on traffic safety.
- Policy 3: Support legislative efforts to improve and fund traffic safety programs.
- Policy 4: Support additional efforts to enforce traffic laws to improve traffic safety and reduce accidents.

Major Streets and Scenic Routes Recommended Updates

The Major Streets and Scenic Routes Plan designates “major” and “scenic” roadways and associated right-of-way widths. The Major Streets and Scenic Routes Plan is used to determine setbacks for new development along scenic roadways. Scenic roadways limit building heights close to road sides, road width and other design standards.

Goal 4: Provide a safe, convenient, functional and efficient transportation network hierarchy

Policy 1: Update and keep current Pima County’s Major Streets and Scenic Routes Plan to establish a logical hierarchy of roads appropriately scaled to meet the mobility needs of the areas they are serving.

Goal 5: Integrate the Major Streets and Scenic Routes, the Loop and economic development strategies when making land use decisions

Policy 1: Reinstate a roadway classification system.

Policy 2: Update the Major Streets and Scenic Routes Plan to ensure that future street widths and setbacks support a cohesive pedestrian and bicycle friendly environment.

Policy 3: Explore opportunities for incorporating transit, shuttle, and other transportation modes that provide solutions for regional mobility.

Regionally Significant Corridors

The Regionally Significant Corridor study completed by the Pima Association of Governments (PAG) includes recommendations for a transportation network to serve the 300-square mile Pima Association of Governments Region when it doubles from its current population of one million to two million. Overall goals of the study are to identify potential new state routes as well as potential candidate projects for inclusion in the next Pima County Regional Transportation Authority Plan.

A major focus of the study is on multi-modal corridors as solutions to regional mobility, including transit and bicycle mobility, and freight and goods movement (via trucks, rails, and air). The project involves developing design criteria for existing and proposed Regionally Significant Corridors.

Goal 6: Regionally Significant Corridors are the backbone of the regional transportation system

Policy 1: Focus infrastructure, economic development, and land use efforts along Regionally Significant Corridors.

Policy 2: Identify transportation corridors directly feeding into Regionally Significant Corridors as additional opportunities for economic development and community revitalization.

- Policy 3: Identify areas along Regionally Significant Corridors that support the establishment of Regional Activity Centers.
- Policy 4: Identify areas along transportation routes feeding into Regionally Significant Corridors that support the establishment of Community Activity Centers.
- Policy 5: Identify areas for urban mixed-use along Regionally Significant Corridors.
- Policy 6: Ensure that Regionally Significant Corridors include access to different transportation modes (bicycle, pedestrian, transit, other) where appropriate.
- Policy 7: Ensure that Regionally Significant Corridors support existing and future employment centers.
- Policy 8: Ensure that regionally significant corridors provide biologic connectivity.
- Policy 9: Recognize the primary role of Interstate Highways 10 and 19 to provide for travel between cities.
- Policy 10: Work with ADOT to identify and consider the addition of major roadways that already function like State Highways to the State Highway System.

Airports and Aviation

The Joint Planning Advisory Committee of the Pima Association of Governments, Maricopa Association of Governments, and Central Arizona Association of Governments, conducted a freight transportation study to identify freight commodities transported by truck, rail, and air; developed an inland port market assessment; and identified freight infrastructure improvements. This study was undertaken to develop strategies to diversify the economic base of the Sun Corridor.

The study examined 16 regional freight focus areas throughout the state and identify those that had the greatest opportunity for expansion and development. Of these 16 focus areas, four were selected for further analysis. One of those selected was the Tucson International Airport (TIA).

The TIA focus area identified important assets and opportunities for the freight industry and considered the proximity of the airport to the international border with Mexico and major infrastructure such as I-10 and I-19, as well as rail facilities.

The study described TIA as an import distribution center, favoring this location in the Sun Corridor for development that serves a vital purpose in global supply-chain logistics. TIA is uniquely positioned in Arizona to focus on accepting imports and redirecting them to precise markets. These logistical advantages of TIA favor continued expansion of basic employment around the airport.

Ryan Airfield is a general aviation airport located approximately 10 miles southwest of Tucson at the intersection of West Valencia Road and Ajo Way (State Route 86). Ryan occupies over 1,804 acres, and serves as a general aviation reliever airport for Tucson International Airport.

More than 300 aircraft are based at the field and 30 tenants ranging from aircraft maintenance shops to charters and flight instruction facilities, provide a variety of services. Ryan Airfield presents

an opportunity to become a job creator. In order to become a job center needed infrastructure must be in place.

Goal 7: Align transportation, land use, infrastructure, and economic development goals to support Tucson International Airport as a logistics center and Ryan Airfield as a job creator

Policy 1: Plan the Sonoran Corridor as a high-speed transportation facility connecting Interstate 19 (I-19) with Interstate 10 (I-10) in an integrated manner following land use directives.

Policy 2: Create the Sonoran Corridor as a fully-controlled access parkway that meets the criteria for a full access freeway by:

- a) Requiring that access to the corridor is only allowed through interchange points;
- b) The operating speed of the corridor is similar to existing freeway speeds in the urban area;
- c) Maximize public infrastructure investments along the corridor;
- d) Ensure that highway investments made to relocate Hughes Access Road are compatible with the Sonoran Corridor;
- e) Propose that the Sonoran Corridor be designated as a state highway under the operational management and control of ADOT; and
- f) Secure significant local funding for development and approval to be provided by local government agencies including Pima County.

Policy 3: Support Tucson International Airport Master Plan and the development of a second main runway.

Policy 4: Support the current and future missions of the 162nd Fighter Wing and the Arizona Air National Guard.

Policy 5: Work with the Tucson Airport Authority, ADOT, and others to provide in the infrastructure needed to best position Ryan Airfield as a sub-regional employer.

Rail, Freight and Shipping

The Port of Tucson’s Container Export Rail Facility is one of only six rail projects selected to receive TIGER V grant funding from the US Department of Transportation. Implementation of the Container Export Rail Facility will make the Port of Tucson the only true inland port in the southwestern United States.

This new facility is a key component of the County’s economic development strategy. It will enable our region’s businesses to access Asian pacific seaports through the Ports of Los Angeles and Long Beach, as well as private facilities such as American President Line’s Global Gateway South (GGS). As the region that includes the Tucson/Phoenix megapolitan area (Sun Corridor) and Sonora, Mexico continue to expand in population and jobs, this facility will provide global market access for

manufacturers and commodity exporters through highly efficient direct rail connection to the piers at the Ports of Los Angeles and Long Beach and GGS.

Goal 8: Support Port of Tucson as a key transportation and logistics center in southern Arizona

- Policy 1: Support any rail enhancements, construction and extension needed for the successful operation of the Port.
- Policy 2: Continue to participate in ADOTs process seeking intercity rail connectivity between Tucson, Phoenix and beyond.
- Policy 3: Support efforts to extend rail access throughout the region.

5.2 Water Resources Element

Pima County 2011-2015 Action Plan for Water Sustainability

The City of Tucson and Pima County completed Phase 2 of a water/wastewater infrastructure study. Phase 2 establishes a framework for sustainable water resources planning through the implementation of 19 goals and 56 recommendations. Phase 1 was completed in February 2009 and consisted of an infrastructure inventory. With respect to drought, the Phase 2 report, completed in November 2009, recommends the City and County pursue adaptive, flexible, multi-pronged preparedness strategies, including diversification of water supplies and improved demand management, such as increased reliance on water harvesting.

Goal 1: Achieve water sustainability through comprehensive integrated planning that coordinates water supply, demand management and respect for the environment

- Policy 1: Comply with all applicable goals and recommendations in the 2011-2015 Action Plan for Water Sustainability, approved by the Board of Supervisors.

Rezoning Proposals

Goal 2: Ensure all rezoning proposals meet all applicable water requirements

- Policy 1: Require a Preliminary Integrated Water Management plan (PIWMP) for all rezoning requests requiring a site analysis.

Water Conservation and Protection

Goal 3: Promote the efficient use of all water supplies

- Policy 1: Create a multiple choice water mitigation matrix to comprehensively address water conservation for proposed development.
- Policy 2: Offset or mitigate the findings of the PWIMP in a site appropriate manner.

Water Quality

Goal 4: Effectively protect groundwater quality

- Policy 1: New development proposals, including County projects, shall enhance water quality or provide appropriate mitigation to maintain existing water quality.
- Policy 2: Continue to assess soil and groundwater quality in the vicinity of all County-owned sites of concern, including landfills, and promptly implement clean-up activities where soil or groundwater has been affected.
- Policy 3: Continue to operate existing remediation systems and monitoring programs until all contamination has been fully cleaned up.
- Policy 4: Implement new programs to protect groundwater quality for County facilities that have the potential to impact groundwater.
- Policy 5: Encourage coordination among County departments that use or generate hazardous materials and waste to institute pollution prevention policies and practices.
- Policy 6: Support practices that reduce the generation of waste that could impact groundwater quality and implement spill management plans.
- Policy 7: Encourage land use decisions that maintain the function and quality of watercourses and areas designated in the Sonoran Desert Conservation Plan as riparian and aquatic habitat.
- Policy 8: Further protect surface water from degradation through land use planning to limit the potential for unforeseen discharges and review emergency response plans for existing transportation corridors.
- Policy 9: Continue to implement the Floodplain and Erosion Hazard Management Ordinance to manage and purchase lands in the regulatory floodplain areas to enhance overall watershed management.
- Policy 10: Continue to implement the Watercourse and Riparian Habitat Protection and Mitigation Requirements Ordinance to protect endangered natural riparian areas.

Tradeoffs for Human Populations, Energy Production, Habitat and Economic Development

The development and implementation of renewable energy opportunities, efforts, and projects can present significant challenges in ecosystem and water management and ecosystem tradeoffs, such as the large amount of energy required to pump CAP water to our region.

Alternative clean energy sources may be utilized to operate pumps and supply water to agriculture and livestock. There is a direct correlation between the consumption of water and energy. Power plants, and in many instances, solar fields, require fresh water for cooling, some of which is lost in the process, and energy is required to pump, move and treat water.

Conserving energy through the use of water efficient solar energy systems conserve water that would have been lost during power generation, and conserving water helps reduce energy demands from pumping, moving and treating water. It is important to note that some solar energy technologies require large amounts of water for cooling and are therefore not recommended for a desert environment where water conservation is a priority.

Goal 5: Minimize tradeoffs for human populations, energy production, habitat and economic development

- Policy 1:** Balance energy, including alternative energy sources, production and economic development with available water and environmental resources.
- Policy 2:** Establish partnerships with the University of Arizona to study the impacts of clean energy production on human populations, habitat, water, and economic development and develop criteria for the development of environmentally-friendly alternative energy generation and deployment that minimize tradeoffs.
- Policy 3:** Align energy and utility corridors with existing infrastructure, where feasible and appropriate, while minimizing natural environment disturbance.

Goal 6: Ensure an adequate water supply for economic development

- Policy 1:** Work with water providers to allocate appropriate amounts of the regional water supply for economic development.
- Policy 2:** Emphasize water conservation and water efficiency when recruiting new businesses or expanding existing businesses.

Goal 7: Ensure the utilization of water-efficient solar energy systems

- Policy 1:** Coordinate alternative energy strategies with water conservation strategies.
- Policy 2:** Reduce energy demands for pumping, moving and treating water that utilize water-efficient solar energy systems to conserve water.
- Policy 3:** Require that all solar energy generating fields utilize solar technologies that minimize consumption of water.

5.3 Energy Element

Along with an excellent climate featuring year-round sunshine, an aggressive new pro-business package has made Arizona especially advantageous. The Renewable Energy Tax Incentive Program authorizes allocations of up to \$70 million per year through 2019.

With more than 100 significant solar energy businesses already established in Arizona, building a robust industry that ranges from rooftop panel makers to major power generators, the state has become a preeminent location for the renewable energy industry.

In 2012 the Solar Energy Industries Association (SEIA) ranked Arizona #1 nationwide in solar employment per capita, with an estimated 316 solar companies and 9,800 jobs. Arizona accounts for approximately 8.2% of the nation's total employment in the solar industry and consistently ranks as a top state for photovoltaic energy generation.

Goal 1: Support the increased utilization of clean alternative energy systems

- Policy 1:** Promote the generation, transmission and use of a range of renewable energy sources such as solar, biofuels and wind power to meet current and future energy demands and decrease reliance on fossil fuels.
- Policy 2:** Encourage new development and redevelopment projects to generate their energy needs through on-site renewable sources to support the energy efficient methods and practices provided in the County Net Zero Energy Program Standard.
- Policy 3:** Continue to implement the Renewable Energy Incentive District (REID).
- Policy 4:** Promote and increase utilization of clean alternative/solar energy systems County-wide by:
- a) Creating educational programs to promote clean alternative/solar energy systems;
 - b) Providing information on all existing incentives for establishing solar energy systems;
 - c) Providing design information on maximizing the use of solar energy systems and methods in new construction, remodels, and retrofits; and
 - d) Coordinating with local power utilities to increase alternative/solar energy use.
- Policy 5:** Encourage residential and nonresidential development to maximize the use of solar energy systems on individual sites and throughout the development.
- Policy 6:** Encourage the use of passive solar to reduce overall energy demand.
- Policy 7:** Mitigate urban heat island effect by reducing paved areas and increasing shade.
- Policy 8:** Encourage the replacement of traditional fossil fuel-fired equipment such as emergency generators and peak power-sharing generators with energy efficient systems.

Wind and Solar Power as Clean Energy Sources for Agriculture and Livestock

There are several different models for developing wind and solar energy on farms. Farmers can invest in a small wind turbine and solar panel tracking units for their own electricity needs, join with neighboring landowners for a cooperative wind and solar farm, or use land for a larger-scale wind & solar energy development.

Goal 2: Explore clean and efficient energy sources for agriculture and livestock

Policy 1: Conduct a County-wide study identifying suitability (appropriate technology for the appropriate location) and feasibility or cost benefit analysis for alternative energy sources to operate pumps and supply water to agriculture and livestock, and the appropriateness of such technologies for the different planning areas.

Energy to Support Economic Development

Receiving an annual average of 296 sunny days, the region was identified by the National Renewable Energy Laboratory (NREL) as one of the highest direct normal solar energy resources in the United States. Combined with the location of a major university, the establishment of the Arizona Research Institute for Solar Energy, the identification of the region as one of the best areas in the nation for solar energy production, and the draw for corporations to relocate here as a way to attract quality employees, Pima County is well positioned to offer opportunities to the emerging solar energy industry.

In 2010, the UA Solar Zone at The University of Arizona Tech Park (UA Tech Park) began construction of its first solar field. Today, the 200-acre parcel has become the centerpiece that could make the region the leading solar energy producers and innovators. The UA Solar Zone is currently the largest multi-technology solar generating facility in the world where different types of the latest solar technologies are being tested for energy, storage capacity and water efficiency. Energy production, distribution and storage in Solar Zone facilities is managed by Tucson Electric Power (TEP).

Goal 3: Encourage the utilization of energy and renewable energy systems as tools for economic development

Policy 1: Strengthen partnerships with utility companies, The University of Arizona and other jurisdictions to lead efforts in establishing energy and renewable energy system production and innovation in the region to meet the energy needs of new and emerging industry.

Other Forms of Clean Energy

In addition to solar and wind, the Arizona Corporation Commission’s Renewable Energy Standards also encourage utility companies to use biomass, biogas, geothermal and other similar technologies to generate “clean” energy to power Arizona’s future.

Pima County’s Regional Wastewater Reclamation Department (RWRD) is embarking on using Biogas byproduct of wastewater treatment at Ina Road Wastewater Reclamation Facility (Ina Road WRF).

RWRD operates nine wastewater treatment plants throughout Pima County. To meet the wastewater solids disposal challenge, the County commissioned the development of a System-Wide Biosolids and Biogas Utilization Master Plan (Master Plan). The Master Plan, published in August 2012, considers current conditions of the County’s wastewater treatment and solids handling facilities, and recommends the implementation of a number of projects. The Biogas Sale and Utilization Project is one of the capital improvements recommended in the Master Plan.

Goal 4: Encourage, promote and support biogas utilization

Policy 1: Implement the Biogas Utilization Master Plan recommendations.

Goal 5: Explore other new forms of energy as they emerge

Policy 1: Continue to work collaboratively with all potential partners to explore new clean, renewable and cost efficient forms of energy as they emerge.

5.4 Wastewater Treatment Element

The Pima County Regional Wastewater Reclamation Department (RWRD) provides design, management and maintenance of the sanitary sewer system including conveyance and treatment systems, for example the extension of sewer lines is the most significant public works infrastructure tool the County has to guide growth and development into suitable areas.

The Pima County Board of Supervisors and the City of Tucson Mayor and Council initiated a multi-year Water and Wastewater Infrastructure, Supply and Planning Study (WISP). The ultimate goal of this effort is to assure a sustainable community water source given continuing pressure on water supplies caused by population growth and the environment.

The WISP resulted in the 2011-2015 Action Plan for Water Sustainability. To achieve water sustainability goals, changes to the existing infrastructure must begin by improving the efficiency and flexibility of the existing built environment, including roads, parks, public services water, wastewater and stormwater systems. In addition to considering the location and form of development, the Action Plan integrates cross-departmental planning needs to consider the efficient allocation, distribution and use of all available water resources including stormwater, effluent, reclaimed and potable water.

In addition to the WISP, the Pima County Infrastructure Study identifies future wastewater improvements and deficiencies by Planning Area. The Background and Current Conditions Appendix of this Comprehensive Plan summarizes these improvements and deficiencies.

Goal 1: Efficiently manage and operate the County’s wastewater system

- Policy 1: Plan, manage, and operate the County’s wastewater system for long term sustainability, reliability, and efficiency.
- Policy 2: Explore innovative methodologies for reclaiming renewable resources.
- Policy 3: Manage the County’s wastewater service area, considering service area expansion when it furthers long-term social, economic, and environmental interests of the rate payers.
- Policy 4: Collaborate on multi-jurisdictional and regional planning efforts.

5.5 Environmental: Air Quality, Solid Waste and Brownfields Element

Air Quality

Pima County Department of Environmental Quality (PDEQ) monitors ambient (outdoor) air pollutants throughout eastern Pima County. There are six criteria pollutants that are monitored in accordance with the National Ambient Air Quality Standards (NAAQS) set by the Environmental Protection Agency (EPA) to comply with the Federal Clean Air Act.

The EPA has initiated an evaluation of the current ozone standard to determine if it sufficiently protects public health and the environment. If the standard is changed in the future, Pima County may be in nonattainment. Were that to happen, the County would need to develop an air quality control plan to reduce emissions to return the area to compliance.

PDEQ issues air quality operating permits to facilities known as Stationary Sources which may be any building, structure or installation subject to regulation which emits or may emit air pollution. These facilities must comply with the conditions in their operating permits to limit air pollution. Other sources of air pollution include Fugitive Dust, Asbestos and Open Burning, which are also regulated by PDEQ.

Goal 1: Continue to monitor and reduce ambient (outdoor) air pollutants throughout eastern Pima County

- Policy 1: Update and amend as needed County ordinances related to monitoring and reducing air pollutants.
- Policy 2: Continue to enforce and monitor all applicable permits and standards to reduce air pollutants in Pima County including fugitive dust, asbestos and open burning.

- Policy 3: Work collaboratively with the Pima County Health Department to identify strategies to reduce adverse health impacts related to air quality such as recent increases in Valley Fever and other respiratory diseases.
- Policy 4: Encourage land use patterns and transportation alternatives (walk, bike, and ride) that support the reduction of automobile emissions.

Waste Removal, Recycling and Solid Waste

The City of Tucson maintains a curbside garbage and recycling collection program within city limits. The rest of the County is either served by private waste haulers or residents self-haul waste and recycling to approved disposal locations. There are several landfills, transfer stations, recycling centers, and waste haulers throughout the county allowing for environmentally appropriate disposal options.

As of June 1, 2013 Pima County entered into a contract with Tucson Recycling and Waste Services to operate the County's landfills and transfer stations. The county will continue to own the facilities.

Goal 2: Waste removal, recycling and solid waste are efficiently and safely managed to protect public and environmental health

- Policy 1: Continue to identify safe and efficient strategies and promote educational programs for waste removal, reduction and recycling.
- Policy 2: Ensure that hazardous and non-hazardous wastes are managed in an environmentally sound manner.
- Policy 3: Encourage the recycling and recovery of waste materials through suitable incentives and efforts.
- Policy 4: Provide remedial responses and/or provide oversight to the uncontrolled releases of hazardous and petroleum substances into the environment.
- Policy 5: Continue to enforce the Waste Hauler Program which requires inspection of septic tank cleaners, liquid waste haulers and pumper trucks on an annual basis.
- Policy 6: Continue to safely and efficiently implement the Waste Tire Program.
- Policy 7: Continue to work collaboratively with all service providers in the provision of solid waste and recycling services.
- Policy 8: Consider revenue and/or amenity generating opportunities for the utilization of closed landfills for other appropriate land uses such as parks and open space.
- Policy 9: Secure financial resources to comply with regulatory requirements in landfill closure activities.
- Policy 10: Work with all jurisdictions in the region to establish and financially support a Regional Household Hazardous Waste program.

Brownfield Cleanup and Redevelopment Potential

The purpose of the Pima County Brownfields Program is to take advantage of available federal, state, and local resources to promote brownfields redevelopment activities. This is accomplished by analyzing the distribution, quantity, and conditions of brownfields sites in Pima County. This program encourages the reuse of abandoned, deteriorated, and underutilized properties into productive and viable land uses facilitating community and economic revitalization in targeted areas. The program fosters a broad economic and community development strategy for Pima County and is designed to complement existing and proposed redevelopment initiatives.

Goal 3: Take full economic advantage of the Pima County Brownfields Program to successfully redevelop brownfield target areas

- Policy 1:** Utilize and pursue available brownfields resources to facilitate and expand economic development opportunities specifically focusing on Pima County Community Development Target Areas and established Infill Incentive Districts.
- Policy 2:** Engage, educate and foster active and interested communities within Pima County to partner and pursue available brownfields resources.
- Policy 3:** Continue to work closely with other brownfields programs within Southern Arizona to develop a more regional approach to brownfields redevelopment.

5.6 Communications Element

Communication Networks

The Pima County Wireless Integrated Network Plan (PCWIN) is intended to provide guidance to all Project Stakeholders. The new Pima County Wireless Integrated Network (PCWIN) system will enable 30 fire and law enforcement agencies from Tucson to Ajo, from Sahuarita to Mount Lemmon, and from the Rincon Valley to Avra Valley, to talk to each other by radio in real time on a single system, regardless of their jurisdiction boundaries. This program includes the following Pima County departments:

- Sheriff's Department;
- Office of Emergency Management and Homeland Security;
- Facilities Management Department;
- Information Technology Department;
- Finance and Risk Management Department;
- Procurement Department;
- Department of Transportation;
- Regional Flood Control District;
- Regional Wastewater Reclamation Department;
- Capital Improvement Project Office; and

- Real Property.

Goal 1: Improve countywide response time for fire services, law enforcement, agencies, critical facilities and County departments through the Wireless Integrated Network and other emerging communication technologies

Policy 1: Continue to implement the Pima County Wireless Integrated Network Plan.

Policy 2: Explore opportunities to improve the Pima County Wireless Integrated Network.

Policy 3: Co-locate fiber optic lines with other utilities such as sewer conveyance lines.

New or Updated Facilities Corridors

Access to fast, efficient, affordable and reliable wireless communication is a primary need. It improves quality of life and increases access to health care and other vital services while reducing reliance on automobile use, particularly for seniors and for populations living in more remote areas of the County.

Goal 2: Provide fast, efficient, affordable and reliable access to countywide wireless communication and explore emerging communication technologies

Policy 1: Support the development of utility corridors and facilities that provide fast, efficient, affordable and reliable access to programs and services via wireless communication.

Policy 2: Explore opportunities to extend wireless communication services into rural and more remote areas of the County.

Policy 3: Explore the use of fiber and other emerging communication technologies.

5.7 Public Buildings and Facilities Element

This Comprehensive Plan introduces the concept of an Integrated Facilities Planning System (IFPS) that includes an Integrated Monitoring System based on Level of Service standards. The intent of the IFPS is to provide a more efficient and measurable planning process that allows for a comprehensive evaluation of infrastructure needs tied to the Capital Improvements Program (CIP).

Performance standards are adopted based on Level of Service (LOS) for roads, sewer, housing, open space, recreation, libraries, and any other services provided by the County. LOS are established by the different County departments based on current usage and projected needs following the policy direction provided in this element. These Level of Service standards will allow the County to determine facility and service expansions in a more predictable and efficient manner.

The use of the Integrated Facilities Planning System in coordination with the Capital Improvements Program (CIP) and other programs, as established by the County Board of Supervisors, will be the

key implementation components of this Comprehensive Plan. The IFPS will rely on multi-department collaboration to ensure efficiencies, minimize cost, and better serve the community.

Goal 1: Explore the possibility of establishing a County-wide Integrated Facilities Planning System

Policy 1: The Integrated Facilities Planning System will:

- a) Integrate land use decisions with transportation systems, flood control, infrastructure, library system, parks and recreation, safety, and other County services and facilities planning;
- b) Prioritize, schedules and identifies funding for ongoing maintenance of County public facilities and infrastructure;
- c) Utilize the inter-departmental effort resulting in the Pima County Infrastructure Study as the framework to periodically assess the needs and deficiencies of each established planning area;
- d) Establish a multi-department County-wide shared database minimizing duplication of efforts;
- e) Minimize costs, maximizes resources and eases the process of grant writing and funding identification by working collaboratively;
- f) Capitalize on the synergies of inter-departmental, inter-agency and inter-jurisdictional coordination to create a viable region;
- g) Rely on private/public partnerships for the provision of services, where applicable;
- h) Allow flexibility to accommodate fluctuations in consumer choices or market changes, providing a dynamic tool for Comprehensive Plan implementation;
- i) Ensure the provision of high quality public facilities and services;
- j) Expedite the development review process as an incentive to quality economic development;
- k) Prioritize the preparation of implementation tools based on timing of land availability;
- l) Monitor Comprehensive Plan progress on a systematic basis; and
- m) Provide user friendly access to available public information.

Goal 2: Continue to support the Sustainable Action Plan for County Operations

- Policy 1:** Continue to take a systematic approach to integrating the goals of sustainability into all facets of the way Pima County government operates by incorporating:
- a) Alternative fuel vehicles;
 - b) Green building;
 - c) Renewable energy and energy efficiency;
 - d) Green purchasing;
 - e) Land conservation and management;
 - f) Waste reduction; and
 - g) Water conservation and management.

Public Facilities and Healthy Communities

A strong sense of community has been associated with improved wellbeing, increased feelings of safety and security, participation in community affairs and civic responsibility. A variety of strategies can incorporate public facilities mission with healthy community principles. These may include incorporation of arts and culture, grouping of public facilities that provide compatible functions, the utilization of mixed use to create new government centers to meet public facility expansion needs, and the provisions of services to rural areas through existing or new multipurpose community centers.

Goal 3: Align County public facilities mission with healthy community principles

- Policy 1:** Encourage new County facilities and the expansion of older facilities to be built to:
- a) Complement the scale, massing, character and identity of adjacent residential areas to create an authentic sense of place;
 - b) Incorporate courtyards, plazas, pocket parks, landscape amenities and public art to increase community interaction and create safety by design;
 - c) Group public facilities that provide complementary public services and have compatible functions to become a one-stop center;
 - d) Incorporate horizontal and vertical mixed-use when designing new or expanding existing facilities to provide support services and retail to meet the needs of the community;
 - e) Be located in areas accessible by multiple forms of transportation (walking, biking, and transit);
 - f) Integrate pedestrian oriented features and bicycle facilities (parking, showers, etc.) to discourage automobile dependence and support healthy lifestyles;
 - g) Provide opportunities for farmers markets, healthy foods and community gardens, multipurpose community events;

- h) Provide flexibility in the design of facilities to accommodate changing needs (meeting spaces, art studio space, temporary work space for small businesses and ventures, job and skill training, health programs, etc.); and
- i) Be consistent with the Maeveen Marie Behan Conservation Land System (CLS) as applicable.

Arts and Culture

The incorporation of public art and well-defined gathering places enhances the public realm, instills a sense of community pride, increases safety and revitalizes. Public facilities and public buildings can serve as canvases for portraying the local history and celebrating the County identity, character, heritage and sense of place. Murals, fountains, gathering plazas, promenades articulate the unique meaning, value, and character of the physical and social form of the community creating space for social intimacy, enhancing the community's character or sense of place, promoting health and enhancing well-being. A community's sense of place is not a static concept. It evolves and develops over time, reflecting the spectrum of social values within and around the community.

Public art serves two primary functions: it provides a tool for economic revitalization, and it creates community identity. Public art helps shape the quality of life for people in Pima County by offering a form of expression that embodies our community's spirit. It represents a sense of community pride and brings people together. Moreover, public art attracts people who bring a broad array of talents and expertise to this community, further enriching it. Over the past 24 years since the Board of Supervisors adopted the One Percent for Art Policy, the Board has rarely exempted a qualifying capital project from this requirement, further reflecting its commitment to public art in the community. A community is defined by those elements it holds most dearly. The Board of Supervisors One Percent for Public Art Policy reflects that commitment.

Art districts can be a successful tool for revitalization, redevelopment, economic development, and the establishment of healthy communities. They can be located in urban areas, in proximity to government services or in more remote communities such as the community of Ajo. Art districts help in making a community a destination.

Goal 4: Continue to support the provision and maintenance of County-wide public art

- Policy 1:** Continue to require all capital projects to contribute one percent for public art, including maintenance of public art.
- Policy 2:** Continue to support the Pima County Public Art Program and the Tucson Pima Arts Council (TPAC).
- Policy 3:** Continue to inventory, assess and maintain all County public art.

Policy 4: Ensure adequate funding is secured to a) support the ongoing maintenance of public art and b) support the existing arts programs.

5.8 Trails Element

The proposed regional trail system, as identified in the Pima Regional Trail System Master Plan (PRTSMP) is a blueprint for the development of a high quality, interconnected, multi-modal regional trail system in Eastern Pima County. The network will expand on the existing and planned river park system, and is intended to include natural tributary washes and upland segments, and road and utility rights-of-way that together will form an interconnected system linking urbanized areas with surrounding public preserves. Successful implementation of the Pima Regional Trail System Master Plan will require a collaborative effort between Pima County, local jurisdictions and land managing agencies.

Pima County is developing The Loop around metro Tucson with links to Marana, Oro Valley, Sahuarita, Green Valley and South Tucson. Pima County residents and visitors can enjoy the more than 100 miles of shared-use paths that have already been completed.

Pima County is responsible for the acquisition and management of land for parks, recreation and trail system. The Pima County Infrastructure Study identifies opportunities and deficiencies for each County Planning Area. These are summarized in the Background and Current Conditions Appendix of this Comprehensive Plan.

Goal 1: Continue to support the development of a high quality, integrated and multi-use countywide trail system

Policy 1: Continue to prioritize land acquisition to support the development of a high quality, integrated and multi-use countywide trail system.

Policy 2: Support and promote our natural resource-based trail system as a regional attraction promoting healthy lifestyles, economic development, and connectivity to a variety of destinations.

Policy 3: Implement the vision, goals and action plan identified in the Pima Regional Trail System Master Plan by:

- a) Providing a trails network throughout the region;
- b) Siting trails to ensure use does not conflict with natural and cultural resources;
- c) Expanding the system to connect recreation lands;
- d) Extending trails into urbanized areas where they are lacking;
- e) Creating connectivity between homes, schools, jobs and commerce;
- f) Increasing opportunities for interpretive experiences;
- g) Following all applicable standards and design considerations for trails; singletrack trails; paths; river parks; greenways; enhanced bicycle/pedestrian corridors; trails parks; trail heads, entry nodes, boundary access points; crossings; signs; pedestrian districts; and pedestrian activity areas

- h) Accommodating all users;
- i) Co-locating trails with other community facilities; and
- j) Including a Central Arizona Project (CAP) Loop Trail.

- Policy 4:** Require dedication of trails identified in the Pima Regional Trail System Master Plan as a condition for rezoning approval.
- Policy 5:** Separate trail corridors from wildlife corridors unless the trail corridor can be sited in a manner that poses no adverse impacts to native and migratory life.
- Policy 6:** Protect trail corridors that link individual public lands, connect public lands to existing or planned river parks, create local trail linkages to parks, schools and activity centers, or provide public access to established public lands trails.
- Policy 7:** Dedicate regulatory flood-prone areas, which are dedicated drainage easements to the Flood Control District and which have been identified as candidate trails to allow additional uses such as recreational and equestrian activities.
- Policy 8:** Promote vehicular access to trail heads at public preserve boundaries based on a determination by the Natural Resources, Parks and Recreation Department.
- Policy 9:** Dedicate public road rights-of-way and associated parking and multi-use trail staging areas as a condition of rezoning or specific plan approval in those cases where road access to public land trailheads is deemed critical by the Natural Resources, Parks and Recreation Department.
- Policy 10:** Ensure that the Residential Recreation Areas comply with the following:
- a) Ensure that these areas are available for the use and enjoyment of subdivision residents;
 - b) Protect and enhance community health and quality of life;
 - c) Require that new recreation areas meet the minimum standards for safety and efficacy; and
 - d) Encourage residential multi-modal opportunities and ensure connectivity among parks, neighborhoods and commercial areas. (Parks and Recreation)

Trail System, Transportation Modes, Healthy Communities and Economic Development

The County recognizes the connection between physical activity and healthy bodies and minds. They contribute to healthy lifestyles, provide access and serve as alternate transportation modes. Trails provide connectivity from neighborhoods to diverse land uses, recreation areas and open space. They provide an opportunity to exercise, breathe clean air, and reduce mental stress. Trails also provide opportunities for residents and visitors to learn about the lush Sonoran desert. When appropriately branded, such trails attract visitors to the area and serve as economic development tools.

Goal 2: Integrate trail system, transportation modes, economic development and land use patterns with healthy community’s principles

Policy 1: Support and promote The Loop as a regional attraction promoting healthy lifestyles, economic development and connectivity to a variety of destinations.

Policy 2: Support and promote our natural resource-based trail system (the trails in Pima Regional Trail System Master Plan, including the Arizona Trail, Anza Trail, and CAP Trail) as a regional attraction promoting healthy lifestyles, economic development, and connectivity to a variety of destinations.

Policy 3: Encourage the utilization of the urban trail system as an alternate transportation mode to decrease reliance on automobiles, reduce air pollution, increase overall health and serve economic development functions.

5.9 Flood Control/Drainage Element

The Pima County Regional Flood Control District strives to use forward-looking floodplain management practices to minimize flood and erosion damages for all county residents, property and infrastructure. Regionally, the District is involved in a variety of flood monitoring, flood control and natural resource management activities. It also performs floodplain management activities within unincorporated portions of Pima County. While the District is a regional authority, undertaking flood mitigation efforts throughout Pima County, it does not regulate floodplains within incorporated areas or on Tribal Nations.

Goal 1: Minimize flood and erosion damages for all County residents, property and infrastructure

Policy 1: Continue to monitor, control and manage natural resources to minimize flood and erosion damages by implementing the Floodplain Management Ordinance and addressing the impact of development on flooding, erosion and riparian habitat.

Policy 2: Enforce the Federal Emergency Management Agency (FEMA) approved Pima County Multi-Hazard Mitigation Plan.

Policy 3: Preserve washes with a base flood peak discharge equal to or greater than 100 cfs as well as existing riparian habitat in their natural condition.

Policy 4: Preserve habitat by using the Modified Development Standards or other strategies for transferring densities to areas of the property outside of habitat areas.

Policy 5: Administer flood control planning and design on an area-wide basis in conformance with the Watershed Management Plan/Critical and Balanced Basin Map.

Policy 6: Require that drainage improvements are consistent with the overall character of the area and do not create nor worsen existing drainage problems.

Policy 7: Design road crossings of washes to cross the floodplain with minor encroachment.

Policy 8: Comply with all applicable flood control, management and mitigation directives included in the Pima County Code.

Policy 9: Require private and public utility projects to conform to all applicable requirements related to the Pima County Regulated Riparian Habitat (PCRRH) and the Riparian Habitat Mitigation Plan (RHMP) requirements.

Storm Water Runoff

Pima County manages storm water to ensure public safety through three regulatory mechanisms:

- The Pima County Regional Flood Control District, through the Floodplain Management Ordinance, addresses the impact of development on flooding, erosion and riparian habitat.
- The Department of Environmental Quality administers programs to address storm water quality.
- The Pima County Building and Zoning codes contain provisions establishing minimum standards for site grading, site drainage and design.

Goal 2: Manage storm water to protect lives and property, to reduce flood risk and to assure no adverse impact to adjacent or downstream properties

Policy 1: Continue to require new development to comply with all applicable requirements of the Floodplain Management Ordinance addressing the impact of development on flooding, erosion and riparian habitat.

Policy 2: Continue to require all new development to comply with all applicable provisions establishing minimum standards for site grading, site drainage and design included in the Pima County Building and Zoning codes.

Drainage Integration

By weaving together watercourses, riparian and upland habitat, and recreation better urban development can be achieved. This includes increases in property value and services availability. New guidelines under development address water harvesting and habitat mitigation and offer further opportunity for integration, particularly for drought response. Both regulation and infrastructure programs offer these opportunities and will continue to be utilized.

Goal 3: Integrate watercourses, riparian and urban habitat, land use, recreation and drainage to achieve healthy development patterns

Policy 1: Work to resolve regulatory conflicts.

Policy 2: Continue to require development to conform to adopted provisions that integrate watercourse, riparian and urban habitat, land use, recreation and drainage.

- Policy 3:** Encourage the incorporation of green streets standards that integrate watercourse, riparian and urban habitat, recreation, alternate modes of transportation, shade and landscape amenities, drought tolerant plants and drainage as a form of water harvesting in new development where applicable.
- Policy 4:** Consider, where appropriate, the use of Low Impact Development (LID) principles in suburban scale development.

5.10 Countywide Infrastructure Concurrency Element

The Pima County Concurrency Management System provides the basis for monitoring infrastructure impacts of land development and helps determine if infrastructure improvements are keeping pace with the prevailing rate of land development.

Goal 1: Establish a formal Concurrency Management System

- Policy 1:** Update the established Concurrency Management System to:
- a) Establish Level of Service Standards (LOS) for infrastructure and services owned and operated by the County;
 - b) Serve as a tool for infrastructure capacity monitoring and upgrades;
 - c) Inform the Integrated Facilities Planning System and the Capital Improvements Program; and
 - d) Guide development to areas with in-place or planned infrastructure.
- Policy 2:** Ensure that the Concurrency Management System review for rezonings (including requests for waiver of the platting requirements of zoning plans), specific plan and requests for time extensions or modification for existing rezoning and specific plans includes:
- a) Wastewater treatment and conveyance/reclamation facility capacity;
 - b) Flood control infrastructure and drainage capacity;
 - c) Water supply infrastructure and capacity;
 - d) Transportation infrastructure and capacity;
 - e) Park and recreation infrastructure service delivery capacity (to include multi-use trail system);
 - f) School capacity impact analysis;
 - g) Cost of development;
- Policy 3:** Require infrastructure improvements to be provided concurrently with development.

Human Infrastructure Connectivity

Human Infrastructure Connectivity Goals and Policies

6.1 Health Services Element

Health Services Delivery and Healthy Communities

The choice and ability of Pima County residents to lead healthy lives emerged as a critical health priority from the community health assessment conducted by Pima County Health Department. This health priority encompasses behavioral, medical and public health concerns, access issues, and environmental factors that need to be addressed in an integrative manner in order to achieve healthy lifestyles.

Goal 1: Promote and support healthy lifestyles for all Pima County residents

Policy 1: Increase access to resources and healthy options that support physical health and wellness.

Policy 2: Increase access to resources that support behavioral health and wellness.

Policy 3: Increase access to interpersonal violence prevention programs and resources.

Policy 4: Support a healthier environment and healthier lifestyles by encouraging the use of green infrastructure.

Policy 5: Enhance employee wellness by increasing physical activity among all employer organizations.

Goal 2: Promote health literacy to Pima County residents with emphasis on populations of need

Policy 1: Increase public awareness of relevant, reliable, and trustworthy health information resources.

Policy 2: Enhance health literacy practices of health care (including behavioral health) and health information providers.

Goal 3: Improve urban and rural community access to medical, behavioral, and specialty health care services in Pima County

Policy 1: Increase community-level communication and information related to accessing medical, behavioral, and specialty health care services.

Goal 4: Improve workforce development in the medical, behavioral, and specialty health care fields in Pima County

Policy 1: Determine professional health care workforce requirements needed to meet current and future healthcare demands.

Goal 5: Improve the availability and access of behavioral health care and crisis services

Policy 1: Engage in community initiatives to ensure there is no wrong door for those experiencing acute psychiatric crisis or other immediate behavioral health need.

Policy 2: Support integrated models of care that are evidence-based and integrate medical and psychiatric treatment of the whole person.

Goal 6: Address health disparities by promoting a better understanding of community assets, health conditions, and health status within Pima County

Policy 1: Increase accessibility to community assets and health disparities data.

Policy 2: Facilitate inclusion of community asset and health disparities data in surveillance, priority setting, and action planning.

Provision of Services for Disease Prevention

Goal 7: Support and provide disease prevention for the community

Policy 1: Promote overall wellness by providing access to:

- a) Chronic and communicable disease prevention education and services;
- b) Nutrition, child/maternal health and family planning education and support;
- c) Alternative modes of transportation (walkways, trails and bike paths) that encourage exercise;
- d) Affordable transit, van, and shuttle services and other multi-modal options (walking and biking) to provide access to health care services; and
- e) Healthy foods.

Policy 2: Promote wellness by supporting safe communities that include:

- a) Clean water and air;
- b) Robust prevention, surveillance and investigation of communicable disease, including zoonotic and vector-borne diseases;
- c) Smoke-free establishments;
- d) Safe housing, food service establishments, and swimming pools;
- e) Safe neighborhoods; and
- f) Safe transportation systems.

Goal 8: Assess and address the potential health impacts of policies, programs and projects to ensure that health is included within the decision-making process

Policy 1: Conduct and utilize health impact assessments (HIA) as a tool for assessing the potential health impacts of public policies and publically-funded programs and projects under development in respective county departments.

Aging Healthy

Pima County is home to more adults 65 and older per capita than the state as a whole. It is important to prioritize the health, quality of life and well-being of older adults by encouraging healthy aging best practices. The Pima Council on Aging (PCOA) is the designated Area Agency on Aging serving older adults and their families living in Pima County.

Pima County Health Department offers services to seniors. Health Department staff responds to nursing home outbreaks and provides wellness education to members on senior nutrition programs in Pima County, health coaching to seniors and their caregivers through the Chronic Disease Self-Management program, and adult vaccinations.

Goal 9: Support the needs of the County’s aging population

Policy 1: Work collaboratively with the Pima Council on Aging (PCOA), other non-profit organizations, and County departments to support programs and strategies that promote dignity, respect and a healthy quality of life for aging adults by continuing to support and encourage:

- a) Livability in all aspects of life;
- b) Access to services for older adults, families, and caregivers;
- c) Care transitions programs (care at home following hospitalization), in-home support and family caregiver services;
- d) Advocacy programs;
- e) Information and referral helpline services staffed by trained professionals;
- f) Long-term care programs for assisted living and nursing home residents;
- g) Meals and nutrition programs;
- h) End of life planning programs to assist with difficult end of life planning;
- i) Personal budgeting assistance programs;
- j) Integration of quality affordable housing options in mixed-use and multifamily developments, established walkable and safe neighborhoods, and other types of new development;
- k) Opportunities for aging in-place;
- l) The development and dissemination of community-based initiatives on aging; and
- m) Access to health care, services, healthy foods, work, education and amenities by supporting alternate modes of transportation (transit, van, shuttle, para-transit, walking, biking, etc.).

6.2 Public Safety and Emergency Services Element

Community Threats, Hazards and Emergency Preparedness

The Office of Emergency Management and Homeland Security and the Public Health Department’s Public Health Emergency Preparedness Program, engages in collaborative, community focused emergency health planning to address biological, chemical, radiological, or natural disaster events that result in public health threats and other emergencies.

Goal 1: Support collaborative, community focused emergency planning

Policy 1: Support existing health initiatives, programs, and the development of effective plans and resources to protect life and property from public health threats and other emergencies.

Policy 2: Continue to implement and periodically update the Pima County Hazard Mitigation Plan.

Public Safety and Law Enforcement

The Pima County Sheriff's Department is committed to the advanced strategies of community policing and the direct supervision management of its detention facilities. Both concepts involve the establishment of dynamic partnerships with citizens, communities, and other civic and criminal justice agencies working together toward common goals. The Pima County Sheriff's Department is a leader and facilitator in attaining the goals to overcome and solve community problems with innovative ideas on crime prevention, proactive inmate management strategies, and public safety resulting in lasting solutions, reduced fear, and a better life for the residents of Pima County.

Goal 2: Create a safe environment through the support of public safety and law enforcement

Policy 1: Support the Pima County Sheriff's Department programs, partnerships and crime prevention, proactive inmate management and public safety strategies to increase public safety and create a safe environment.

Fire Service

Fire service throughout Pima County is handled within departments or districts based on the governing body of the population area. Service in the population areas vary. The fire services in the unincorporated county are subscription based.

Goal 3: Ensure the provision of fire service for the unincorporated areas of the County

Policy 1: Continue to support the various Fire Districts serving the planning areas' unincorporated population by:

- a) Ensuring safe and efficient access to fire trucks and other emergency vehicles;
- b) Complying with all applicable standards required by the respective Fire District;
and
- c) Continuing to encourage fire safety in the design of new residential and nonresidential construction as applicable.

Policy 2: Require all rezoning applications for an urban land use intensity category located within a rural or volunteer fire districts to include a letter from the local fire district acknowledging that district's ability to provide adequate fire protection. (Current Plan)

Public Safety Through Community Design

The Pima County Sheriff’s Department supports, teaches, and educates citizens about Crime Prevention through Environmental Design strategies. Crime Prevention through Environmental Design (CPTED) is based on the principle that proper design and effective use of buildings and public spaces in neighborhoods can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life for citizens.

Goal 4: Ensure crime prevention through environmental design strategies

Policy 1: Encourage the utilization of the following Crime Prevention through Environmental Design strategies:

- a) Design streets to encourage pedestrian and bicycle use;
- b) Encourage 24-hour neighborhoods in appropriate mixed-use areas;
- c) Place **windows** overlooking **sidewalks** and parking lots;
- d) Encourage transparent **landscape designs** that increase visibility;
- e) Encourage transparency at building entrances;
- f) Avoid poorly placed lights that create blind-spots;
- g) Ensure potential problem areas are well lit: pathways, stairs, entrances/exits, parking areas, ATMs, phone kiosks, mailboxes, bus stops, children's play areas, recreation areas, pools, laundry rooms, storage areas, dumpster and recycling areas, etc;
- h) Use shielded or cut-off luminaires to control glare;
- i) Encourage the use of bollards or other pedestrian-oriented dark sky compliant light features; and
- j) Encourage the incorporation of plazas, courtyards and gathering spaces that increase human activity.

6.3 Parks and Recreation Element

Pima County identifies land acquisition opportunities for parks and open space and oversees management and operation of County parks and recreational facilities. The purpose of the County parks, recreation and trail system is to connect people with nature through regional parks, trails and programs, inspire an appreciation for the Sonoran desert beauty and natural open spaces, and improve the quality of life for County residents. Through responsible stewardship the department provides quality parks, trails, programs, services and experiences that attract visitors the world-over and create life-long users and advocates.

As part of the Pima County Infrastructure Study, the Department identified land acquisition for open space and recreation deficiencies for each Planning Area. These are summarized in the Background and Current Conditions Appendix of this Comprehensive Plan.

Public park and recreation programs promote healthy communities and play a fundamental role in increasing physical activity. Through facilities, outdoor settings, and services provided, they support good health. These programs:

- Help reduce obesity and incidence of chronic disease by providing opportunities to increase rigorous physical activity in a variety of forms;
- Provide a connection to nature which studies demonstrate relieves stress levels, tightens interpersonal relationships, and improves mental health; and
- Foster overall wellness and healthful habits.

For some of the County’s communities, community centers are the providers of recreation, human services, elder care, daycare, youth programs, nutrition and a variety of other social service programs. The provision of these services in one place, such as a community center, may provide an integrated solution for service delivery in the unincorporated area of the County.

Goal 1: Support healthy lifestyles through the provision of parks and recreation

Policy 1: Promote the establishment of a comprehensive and integrated system of parks, plazas, playgrounds, trails and open space that provides connectivity to residential areas, employment, services, schools, libraries, activity centers and other community amenities.

Policy 2: Promote joint-use facilities that permit access to non-jurisdictionally operated parks and recreational facilities.

Policy 3: Implement Level of Service Standards for parks and user-based and activity-based recreation;

Policy 4: Continue to provide a diverse range of park types, functions and recreational opportunities to meet the physical and social needs of county residents.

Policy 5: Expand and tailor recreational programs and services to meet evolving community needs.

Policy 6: Provide a range of quality recreation facilities that are well maintained, have adequate lighting, signage, hours of operation and represent the multi-ethnic and multicultural needs of the region.

Policy 7: Promote park and facility design that discourages vandalism, deters crime, provides natural surveillance and creates a safe and comfortable environment.

Policy 8: Improve access to open space and natural preserves for activities such as hiking, bird watching and interpretive experiences.

Policy 9: Continue to develop and maintain a comprehensive network of multi-use trails that enhance bicycle, equestrian and pedestrian connectivity throughout the region.

Policy 10: Develop intergenerational recreation programs housed in community centers and designed to meet the specific needs of rural communities.

Policy 11: Increase opportunities to incorporate green space as a part of the urban environment.

Policy 12: Promote flexibility in the design and programming of public facilities to accommodate appropriately scaled recreation and open space.

Policy 13: Allow the limited use of turf in parks for sports fields, multi-use facilities, and other appropriate recreational amenities in conformance with all applicable sustainable standards such as water harvesting, use of recycled water, etc.

Policy 14: Address parks and recreation improvements and deficiencies identified in the Pima County Infrastructure Study.

Funding

The County principally acquires its land through the Capital Improvement Program (CIP) for recreational purposes (urban parks) and open space. This is accomplished through bond programs, the subdivision development process, and through donations to parks, open space and trails.

Goal 2: Strengthen the County’s ability to efficiently and cost-effectively manage parks, recreation and open space

Policy 1: Explore opportunities to efficiently and cost-effectively manage parks, recreation and open space.

Policy 2: Explore alternative funding sources to operate and maintain parks and recreation facilities.

Policy 3: Prepare and adopt a parks, recreation and open space master plan, and define adequate maintenance needs for parks and recreation facilities and open space.

Recreation as a Tool for Economic Development

NRPR and Kino Sports Complex have sport fields for rent to public, youth and adult groups. These fields are rented out at a nominal rate to lessen the financial burden to the sports leagues in the County.

A countywide inventory of sports facilities was conducted by Pima County Sports and Tourism authority in 2013. The Pima County Sports Facilities Assessment lays the foundation for a comprehensive plan for the development of sport and recreation facilities including the ability to host sports and other events. It assesses the existing sport and recreation infrastructure for a wide range of activities using two measures: (1) Providing recreational value to the citizens of Pima County; and (2) Enhancing regional, national, and international tourism. And it aggregates the findings into a long range development scenario.

Goal 3: Strategically align parks and recreation with economic development

Policy 1: Implement the recommendations of the Pima County Sports Facilities Assessment to:

- a) Provide recreational value to the citizens of Pima County; and
- b) Enhance regional, national, and international tourism.

Policy 2: Explore opportunities to better position the Stadium District/Kino Sports Complex as a tool for economic development.

6.4 Workforce Training/Education Element

Workforce Training Role in Improving Services and Economy

The Pima County Workforce Investment Board is authorized by the Department of Labor and appointed by the Pima County Board of Supervisors to provide recommendations on local workforce policy and oversight of the local One-Stop system that connects eligible job ready youth, adult, and dislocated workers in local growth, high-demand industry occupations. The Pima County One-Stop Career Center administers funding and programs under the Workforce Investment Act and is part of the Arizona Workforce Connection, a statewide network of career centers. The Pima County Workforce Investment Board pursues its vision of "Quality Jobs, Qualified Workers".

This element provides goals and policies related to the provision of workforce training/education services. The Economic Development element includes goals and policies related to the utilization of a skilled workforce as a tool for industry attraction and economic development.

Goal 1: Connect eligible job ready youth, adults and dislocated workers to local growth, high-demand industry occupations

Policy 1: Assist people in obtaining jobs in strategic industry sectors.

Policy 2: Support employers in finding and hiring qualified employees.

Policy 3: Engage underrepresented labor pools by removing barriers to employment.

Policy 4: Continue to support the County's adult and youth workforce training programs and their key role in improving services and the economy including:

- a) One-Stop Center;
- b) Sullivan Jackson Employment Center (SJEC);
- c) Kino Veterans' Workforce Center;
- d) Workforce GED Education programs;
- e) Youth and juvenile preparation for future workforce programs;
- f) Summer Youth Program;
- g) Las Artes Arts and Education Program; and
- h) Pledge-A-Job Program.

Policy 5: Continue to strengthen partnerships with the Business Services Team and the Tucson Regional Economic Opportunities (TREO), local Chambers of Commerce and other major trade groups to:

- a) Conduct outreach to local companies; and
- b) Conduct ongoing and ad-hoc industrial workforce needs service.

- Policy 6:** Focus workforce investment needs on industry sectors that provide the preponderance of the regions high-paying jobs and/or that offer our region the greatest competitive advantage in the global economy and include the following strategic sectors:
- a) Emerging technology/renewable resources;
 - b) Aerospace/defense/manufacturing;
 - c) Transportation/logistics;
 - d) Health science/bioscience;
 - e) Border security and protective services; and
 - f) Infrastructure.

6.5 Arts and Entertainment Element

County Role in Funding Arts and Entertainment

The Tucson Pima Arts Council is the designated non-profit agency that ensures a return on the investment of public dollars in the arts. The arts are one of the most important and visible components of what makes Tucson and Pima County great, and have a significant impact on the regions' economy, sense of place, quality of life and attractiveness to 21st century industry and talent. Yet the issues are mounting in sustaining the arts in the region. The region is well below the national average in funding the arts, 50% of Arizona schools have no funds for arts education to create art interest and education, and most arts organizations have either scaled back or disappeared. Preserving the rich diverse art community offerings while exploring new sources of funding will be the challenge.

Pima County should capitalize on the market potential of the region's Creative Economy to grow jobs and wealth. Particular opportunities include: live music/entertainment; film; culinary arts; interior design and artisan practices rooted in Hispanic and Indigenous traditions, such as tile, furniture, wrought-iron, adobe etc.

Goal 1: Make art a fundamental component of our communities

- Policy 1:** Let art happen.
- Policy 2:** Involve artists early and often in the community design process so that every piece of sidewalk and every infrastructure component can be a piece of art.
- Policy 3:** Remove barriers from codes and standards that potentially disallow art.

Goal 2: Capitalize on the market potential of the region's Creative Economy to grow jobs and wealth

- Policy 1:** Continue to fund and support the arts as an indirect economic driver in the County and as a key component of healthy communities.

6.6 Library Services Element

The Pima County Library enriches lives and builds community through opportunities to learn, know, interact, and grow. The Library’s resources, community involvement, and leadership help people of all ages, from all walks of life, on their journey to reach their full potential. Embracing the principles that excellence must be defined locally, be attainable for library branches of any size, and is dynamic by nature, the Library provides free programs and services that make learning fun, transcends barriers, and improves lives.

The Library’s mission statement and the focus areas of its Community Impact Plan—Learn, Create and Connect—support its objectives:

- Encourage every citizen’s potential to be a learner, educator and collaborator;
- Partner to create programs and spaces that reinforce creativity, increase productivity, and allow residents to support their community; and
- Partner to create programs and spaces that foster opportunity, make connections and support the exchange ideas.

Pima County currently has 27 library branches that serve the County. The County library system is the first regional system of its kind in the state and provides significant, beneficial services to the public, including, employment and job training, and 21st century skill development for teens and adults.

Goal 1: Support the library system as a vital community asset for the provision of a variety of services

Policy 1: Support the library’s vital functions as a destination, place of discovery and an active partner in community building, employment and job training, technological breakthroughs and economic development:

- a) Continue to build and maintain welcoming facilities;
- b) Continue to provide workforce development programming;
- c) Create entrepreneurship and career development opportunities through library programs, services and partner agencies; and
- d) Provide youth development opportunities to promote 21st century skills and alternative career pathways.

Policy 2: Explore the possibility of integrating the library with other community services and functions to create a vital activity centers:

- a) Expand partnerships with other county departments to maximize services following the successful Library Nurse collaboration model with the Pima County Health Department;
- b) Research facility sharing models in future building projects with County departments and organizations; and

- c) Leverage community partnerships to provide programs and services that address our mission and support the Learn, Create, Connect focus areas.

Policy 3: Provide flexibility in programming to embrace the library’s emerging role as educational centers for new technologies and innovation:

- a) Foster organizational partnerships to provide mentoring expertise to knowledge seekers;
- b) Provide technology infrastructure, support and training at a level that meets community needs demands; and
- c) Seek grant opportunities to explore innovation.

Policy 4: Support existing library initiatives, programs and collaborative resources; increasing access and educational opportunity, giving children a strong start in learning and providing places where all citizens, young and old can pursue learning in a collaborative, creative environment:

- a) Design facilities with flexible spaces and technological infrastructure;
- b) Expand partnerships with key community early literacy providers; and
- c) Maintain an adequate budget to provide for the needs of changing collections including the addition of electronic resources.

6.7 Animal Care Facilities Element

Pima Animal Care is committed to providing timely service to residents and compassionate care to animals while working to support public safety, control disease, find homes for homeless animals and educate the community about responsible pet ownership.

A key characteristic of healthy communities is their support of responsible pet ownership. The National Institutes of Health and the Center for Disease Control’s (CDC) Healthy Pets Healthy People Program have established the health benefits of animal companionship. For example, pets have been found to decrease a person’s blood pressure, cholesterol levels, triglyceride levels and feelings of loneliness. Pet ownership is also linked to increased opportunities for exercise, outdoor activities and socialization.

Goal 1: Improve Pima County’s animal welfare system including decreasing the number of homeless animals and becoming a more pet-friendly community.

Policy 1: Support Pima Animal Care Center (PACC) functions in enforcement, licensing, disease prevention, education and increasing their live-release rate.

Policy 2: Support and promote PACC and community efforts to increase funding for low-cost spay and neuter programs.

Policy 3: Support and promote PACC and community efforts to increase responsible owner-retention of pets.

- Policy 4: Support and promote PACC and community efforts to increase the rehoming of pets into permanent, quality homes.
- Policy 5: Support and promote efforts to educate the community regarding responsible and loving pet care.
- Policy 6: Support the efforts of the Pima Alliance for Animal Welfare (PAAW) and local rescue groups and encourage collaborative efforts among groups.
- Policy 7: Foster cross-departmental and cross-jurisdictional collaborative actions that support PACC.
- Policy 8: Support PACC’s staff, volunteers, and the Animal Care Advisory Committee in their efforts to:
 - a) Create effective and efficient programs;
 - b) Improve animal care; and
 - c) Advance the image of the PACC shelter as a preeminent animal adoption and welfare center.
- Policy 9: Where appropriate, target resources and programs to improve the animal welfare system to neighborhoods or areas that have a greater demand and/or need for PACC services.

6.8 Food Production Element

The availability of fresh, nutritious, and affordable food is a key determinant of health, particularly among low-income or underserved populations. The Centers for Disease Control and Prevention (CDC) and United States Department of Agriculture (USDA) have identified the food environment and “food deserts” – areas with limited access to affordable fresh food – as critical issues to consider for public health. Improving the availability of fresh food and eliminating food deserts is accomplished by increasing the local production of healthy food and encouraging affordable distribution in previously underserved areas.

The Pima County Health Department (PCHD) has partnered with numerous public and not-for-profit agencies to enhance local production of healthy food and affordable distribution. Several of these efforts, including establishment of home, school and community gardens and enhancement of gardening cooperatives, support of urban agriculture and livestock, and partnerships to advance farmers markets and farm stands in underserved areas are detailed below.

Goal 1: Enhance the local production and affordable distribution of healthy foods

- Policy 1: Work collaboratively among County departments to secure the availability of healthy affordable food and eliminate food deserts by encouraging, supporting and removing barriers to:
 - a) The establishment of home and community gardens;

- b) The enhancement of gardening cooperatives;
- c) Urban agriculture and livestock and small-scale community agriculture;
- d) Traditional farming, agriculture and livestock;
- e) Partnerships to advance farmers markets and farm stands in under-served areas;
- f) Walkability standards for access to healthy foods;
- g) Contained farming, hydroponics, permaculture and greenhouses;
- h) Mobile healthy food options for rural areas with little or no access to healthy foods;
- i) Vegetable roof gardens appropriate for desert climates;
- j) Cultivation and distribution of organic produce; and
- k) Continue to provide a free source of local seeds and education through Pima County Public Library's Seed Library and gardening/sustainability programming.

Policy 2: Explore the provision of incentives for retailers providing access to healthy foods.

Goal 2: Measure the health impacts of policies, programs and projects to ensure affordable access to healthy foods

Policy 1: Conduct health impact assessments (HIA) as a tool for measuring the health impacts of public and publically funded policies, programs and projects.

Economic Development

Economic Development Goals and Policies

7.1 Economic Development Element

Every community has a goal to build wealth for its citizens. Wealth is not just about jobs. There are different forms of wealth that contribute to a community's success. Economic Development encompasses the set of programs and strategies that spur and strengthen wealth development.

The State of Arizona Governor's Office emphasizes five major areas of economic development competitiveness. These areas include taxation, transportation, energy planning, and support for the military.

The Arizona Commerce Authority (ACA) is the leading economic development organization with a streamlined mission to grow and strengthen Arizona's economy. The ACA uses a three-pronged approach to advance the overall economy: recruit, grow, create – recruit out-of-state companies to expand their operations in Arizona; work with existing companies to grow their business in Arizona and beyond; and partner with entrepreneurs and companies large and small to create new jobs and businesses in targeted industries.

Pima County, Tucson Regional Economic Opportunities Inc. (TREO) and the State play a key role in economic development. The differing types of a community's capital include intellectual, financial, social, individual, natural and political.

TREO recently released their 2014 Economic Blueprint update that sets priorities to advance prosperity in Southern Arizona. The "We Win as One" Economic Blueprint is designed to increase jobs and prosperity by focusing on the following:

- Healthy Region
- Infrastructure
- Talent Attraction and Retention
- Strong Business Environment

The City of Tucson Major Five T's economic development strategy includes technology, trade, transportation, tourism, and teaching.

Working in partnership with the Office of the Governor, the Arizona Commerce Authority, TREO, the City of Tucson, the Arizona Board of Regents, the University of Arizona, Pima Community College, the Regional Library System, school districts serving the region and the private sector is vital for the long-term viability of the region.

Goal 1: Strengthen public and private partnerships to ensure the long-term viability of the region

Policy 1: Continue to work collaboratively and regionally with the Office of the Governor, the Arizona Commerce Authority, TREO, all local jurisdictions, the Arizona Board of Regents, the University of Arizona, Pima Community College, the Regional Library System, school districts serving the region and the private sector to coordinate economic development strategies.

Goal 2: Align economic development strategies, programs and initiatives with land use, infrastructure, services and natural resource conservation decisions to support the long-term viability of the region

Policy 1: Ensure that all land use, infrastructure, services and natural resource conservation decisions take into consideration the long-range viability of the region.

Goal 3: Protect the region’s existing employers, especially our major employers

Policy 1: Support and assist our existing employers to foster their success and expansion needs.

Policy 2: Meet frequently with and listen to existing private employers.

Policy 3: Deal proactively with government and community issues articulated by private employers.

Policy 4: Encourage private employers to work collaborative to expand their business sectors.

Policy 5: Assist private employers in reducing or mitigating barriers to business expansion.

Raytheon

Policy 6: Support Raytheon’s efforts to protect its employment base, expansion needs and operations by:

- a) Purchasing land to minimize urban encroachment and to provide the space necessary to assure the safety and security required for national defense manufacturing;
- b) Prioritizing the realignment of Hughes Access Road as a new access and bypass road sufficiently south of the current road to provide the space necessary to assure the safety and security required for national defense manufacturing;

- c) Increasing the area’s compatibility with the Raytheon mission by improving access to Tucson Airport Authority (TAA) and Pima County-owned properties south of Hughes Access Road. This access makes these properties more attractive for potential development that is compatible with the area;
- d) Promote collaborative planning among land owners surrounding Raytheon (County, City, TAA, State, private) to:
 - 1. Assure that land use and development decisions on adjacent land accommodate all Raytheon manufacturing, space and security requirements;
 - 2. Maximize amount of shovel ready industrial land available;
 - 3. Standardize planning and development requirements for industrial area; and
 - 4. Provide efficient and immediate access to truck, rail and air transport.
- e) Align with the long-range development plans for the Aerospace/Defense Corridor plans to maximize investments;
- f) Facilitating the preparation of the Aerospace/Defense Research Park master plan to attract supply change partners.
- g) Requiring new development in the vicinity to be compatible with Raytheon’s mission and the long-range plans and viability of the Aerospace and Defense corridor;
- h) Maximizing investments by supporting the long-term development plans of the Aerospace Parkway; and
- i) Anchoring Raytheon’s location as a vital component of the Aerospace Parkway.

Military Resources

Policy 7: Protect the military functionality of Davis-Monthan Air Force Base and the Arizona National Guard 162nd Fighter Wing by:

- a) Promote regional support for the Base mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure;
- b) Supporting the activities and expansion needs of the Arizona Air National Guard 162nd Fighter Wing and its need to develop facilities in the vicinity of the southeastern area of the Raytheon/Air Force Plant 44 facility to enhance operations and functionality;
- c) Buffering Davis-Monthan from residential encroachment by requiring that new development complies with all applicable sound mitigation, density and land use requirements within the APZs, the Davis-Monthan Approach/Departure corridor and noise contours;
- d) Building support to Davis-Monthan AFB through veteran and retiree support, assistance and participation programs such as Veterans One-Stop and collaboration with the Veterans Administration Hospital and related facilities.

University of Arizona

- Policy 8:** Leverage the intellectual capacity of the University of Arizona to help solve community problems and service delivery by:
- a) Supporting efforts that encourage technology and innovation, business incubators and shared resources and research to expand entrepreneurial opportunities and retain graduates;
 - b) Supporting Tech Launch and other efforts to encourage innovation and the spin off new technologies to commercial ventures;
 - c) Continuing and expanding health service and bio-sciences collaboration at University South;
 - d) Collaborating and supporting the University in cross border, Mexico and International trade, education, technical consultation and health service efforts;
 - e) Collaborating with the University of Arizona, Visit Tucson, Arizona-Sonoran Desert Museum and local incorporated jurisdictions to develop a County and Southern Arizona geo-tourism program;
 - f) Exploring adaptive use and reuse of County facilities for emerging technologies such as aquaculture/fisheries at wastewater treatment facilities to encourage investment in Water technologies;
 - g) Utilizing the data collection and analysis services of the various colleges such as Eller School of Management, College of Architecture, Planning and Landscape Architecture and University of Arizona Medical Center in a collaborative approach to improve our community and Southern Arizona;
 - h) Supporting efforts to graduate more community college transfer students and non-traditional students who are enrolled in school and work; and
 - i) Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.

Opportunities for Job Growth

Goal 4: Create new opportunities for job growth

- Policy 1:** Take competitive advantage of the synergies generated by a bi-national economy through maximizing international trade with Mexico by:
- a) Fostering cross-border meetings, communication and economic development opportunities;
 - b) Supporting safe and efficient routes that increase the international mobility of people and goods;
 - c) Supporting the CANAMEX Corridor, the Sun Corridor, the Intermountain Highway to enhance international trade throughout the western United States;

- d) Develop the interstate connector, connecting I-19 and I-10, to create a master planned industrial corridor focused on supply chain development, logistics, and cross border opportunities;
- e) Building cross-border relations with Mexico to address infrastructure issues while encouraging cross border trade and investment;
- f) Working collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region’s assets;
- g) Encouraging TREO to actively engage in promoting Pima County to Mexican businesses;
- h) Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.

Policy 2: Prioritize the establishment of an Aerospace/Defense oriented business park associated with the Tucson International Airport (TIA) as a regional economic engine that:

- a) Capitalizes on the attractiveness of air service to businesses for passenger, freight and operational needs;
- b) Supports the recommendations of the Tucson International Airport Master Plan;
- c) Attracts new employers from the aerospace, defense and transportation industries;
- d) Attracts suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County;
- e) Provides shovel-ready sites and aggressively market these to the supply chain of existing companies;
- f) Considers demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico;
- g) Strengthens partnerships with the Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, the Tucson Regional Economic Opportunities (TREO) and other tenants, agencies and stakeholders.

Policy 3: Create new incentives to attract safe, clean, and high-wage jobs and industries by:

- a) Maintaining an inventory of the region’s zoned industrial land (private and publically owned);
- b) Identifying and aggressively marketing the region’s shovel ready sites;
- c) Encouraging and assisting private land holders in developing their industrial lands and consolidating multiple land holdings to attract companies;
- d) Identifying mechanisms to incentivize the utilization of privately-owned undeveloped industrial land such as:
 - 1. Development agreements with property owners;
 - 2. Transfer of Development Rights (TDRs); and
 - 3. Other mechanisms.
- e) Offering alternatives on public lands only if competitive private sector options are not available;

- f) Funding, scheduling and constructing the public infrastructure (water and sewer) and major utilities, including critical interceptor and transmission improvements, to meet the industry requirements at economically critical sites, to make industrially zoned lands shovel-ready for development;
- g) Developing a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment in Pima County;
- h) Establishing New Aerospace/Defense Research and Business Park and other business parks to be able to negotiate and attract major new industry to the region;
- i) Providing training to upgrade the skills of the region’s current workers; and
- j) Creating an industry attraction incentive matrix that provides a list of available support, fees, incentives and waivers from all sources available to attract business.

Sun Corridor

Policy 4: Leverage the Sun Corridor to attract subsidiary and secondary industries by collaborating with communities to promote the entire region by:

- a) Collaborating with county partners to promote the region;
- b) Strengthening partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County;
- c) Spreading new employment throughout the region’s Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson; and
- d) Supporting and facilitating the development of critical infrastructure to enable rapid development of employment center opportunities.

Tucson Regional Economic Opportunities (TREO)

Policy 5: Continue to support TREO’s efforts in the identification of key industry sectors and industry attraction by:

- a) Providing financial support with specific objectives and deliverables;
- b) Providing TREO with GIS, land and incentive packages; and
- c) Encourage cross border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.

7.2 Tourism as an Economic Engine

Goal 1: Revitalize the tourism industry

Policy 1: Create a good first impression by:

- a) Supporting beautification and clean-up projects;
- b) Creating more parks, lakes and attractions that serve as destinations; and
- c) Identifying key corridors and major gateways in and out of the region such as Tres Rios Del Norte, Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, transit and redevelopment and prioritizing these efforts.

Policy 2: Increase tourism opportunities by:

- a) Encouraging all regional jurisdictions to financially support Visit Tucson in order to increase funding available to support marketing and tourism;
- b) Providing incentives for tourism by discounting facility rental fees;
- c) Diversifying sports attractions by encouraging soccer and other field sports as emerging sports;
- d) Supporting the international cycling tourism industry;
- e) Taking advantage of our geography, topography and natural environment to develop Geo-Tourism opportunities;
- f) Promoting the Loop and other connecting multi-use pathways as regional attractions;
- g) Creating new and expanding existing tourism venues and expand the existing Pima County attractions through Public investment;
- h) Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico; and
- i) Maintaining a visitor- friendly stance that does not discriminate through policy and law.

Policy 3: Balance environment, climate and natural attractions with economic development efforts by:

- a) Protect and promote the Sonoran Desert as a world destination;
- b) Promoting regional cycling events that attract an international community by showcasing the Sonoran Desert;
- c) Protecting our dark skies through light pollution abatement efforts/investments;
- d) Protecting and preserving the rich natural heritage of native species and habitats in the County's Sky Islands regions;
- e) Supporting, maintaining and expanding the Pima County regional trail system;
- f) Investing in regional attractions;
- g) Promoting destination resorts in the region that attract the out of state and international community;
- h) Repurposing defunct golf courses and resorts as needed; and

- i) Working with regional medical centers and Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community.

7.3 Positive Climate for Business

Goal 1: Create a positive climate for business and improving business

Policy 1: Create a positive climate for business that:

- a) Takes a regional collaborative approach by working with other jurisdictions;
- b) Strengthens public/private partnerships and networks;
- c) Encourages public-private partnerships for infrastructure and other creative projects that improve the region;
- d) Supports shopping and buying locally as a region through procurement practices;
- e) Prioritizes projects, programs and efforts that support local businesses and enhance the entire region;
- f) Promotes utilization of new communication technologies such as new wireless and Google Fiber Network in urban and rural Pima County that invigorate business and encourage investment;
- g) Builds bridges between libraries and workforce development;
- h) Provides programs for business start-up success;
- i) Recognizes the importance of urban form in economic development;
- j) Continue to provide accelerated permitting time-frames; and
- k) Continue to improve automated permitting and regulatory system as new technologies emerge.

Policy 2: Continue to advocate for good public policy that benefits businesses by:

- a) Providing business-friendly governance that promotes healthy people, healthy economy and healthy environment;
- b) Simplifying and maintaining a favorable tax structure;
- c) Supporting reduced utility fees;
- d) Centralizing business centers to serve new and emerging young entrepreneurs; and
- e) Considering strategies to support the unique needs of County Planning Areas, Community Development Target Areas (including Colonias) and rural communities.

7.4 Human Capital as an Economic Driver

Goal 1: Develop human capital to meet the business needs of our economy

Policy 1: Develop human capital to meet the business needs of the region by:

- a) Encourage employment centers that integrate housing, jobs and retail services in a walkable and bikeable setting with access to transit;
- b) Assure that affordable, subsidized child care is accessible to all employment centers;
- c) Reviewing Tech Parks Arizona and offshore International (Mexico) best practices to promote business park development;
- d) Encouraging the development of mixed-use activity centers as tools for economic development, where appropriate;
- e) Examining Livable Wages and setting a standard for business incentives to meet that bar;
- f) Acknowledging the poverty in the region, identifying its causal roots, and eliminating barriers to growing a healthy community with a productive workforce; and
- g) Investing in early childhood education, daycare and other educational opportunities to give our workforce a head-start.

Policy 2: Invest in workforce development to ensure a highly qualified talent pool for new and existing jobs at sustainable wage levels by:

- a) Providing job training that recruits and builds a workforce from high school forward leveraging the program capacity of Pima Community College and other providers;
- b) Working with Pima Community College, the University of Arizona, JTED, and the high schools to improve relevant/quality of occupational education and build community/industry support for targeted campus programs, renovation of high-tech equipment and bond projects;
- c) Building underrepresented workforce;
- d) Diversifying the region’s economic portfolio to avoid reliance on growth to spur the economy and to minimize labor fluctuations;
- e) Leveraging the presence of well over 100,000 former military personnel in Pima County to take advantage of their inherent skills, discipline, and desire to live in the region to enhance the available workforce for expanding employment centers;
- f) Designing and providing contextualized basic education and basic computer skills for adults and late teens to overcome educational deficiencies and prepare them for skilled labor positions; and
- g) Promote vocational education over a broad region (Southern Arizona and New Mexico) utilizing and requiring collaboration between multiple public colleges and universities where capital intensive and expensive educational curricula

(advanced manufacturing, robotics, advanced machining, nanotechnology, etc.) are not competitively duplicated or replicated unnecessarily, but are developed collaboratively to minimize cost and maximize investment on expensive equipment.

7.5 Art Districts as tools for Economic Development

Goal 1: Support art districts as a tool for redevelopment and revitalization

Policy 1: Identify opportunities for the support of existing art districts and art communities and the establishment of new ones as a part of the County’s redevelopment and revitalization strategy that:

- a) Promote areas with a large artist population as regional civic and cultural districts;
- b) Identifies areas with potential for the formation of art districts;
- c) Incorporates art programs in libraries and other public facilities;
- d) Assesses vacant or other under-utilized buildings that may serve creative uses and spur economic development;
- e) Identifies the boundaries and activities appropriate for art districts including:
 1. Live/work opportunities for artists;
 2. Communal gallery space;
 3. Restaurants and outdoor cafes;
 4. Outdoor gathering spaces including courtyards, plazas, and amphitheaters to host a variety of community events such as art festivals, performances, farmers markets, healthy foods, and music venues; and
 5. Specialty shops and bed and breakfast hospitality.