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# MEMORANDUM

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Date: October 7, 2019

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to read "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Pima Prospers Progress Report**

I am pleased to provide the Board with the attached September 30, 2019 memorandum from senior management of the County reporting on the progress being made in meeting the implementation actions of the County's Comprehensive Plan – Pima Prospers.

The report highlights the progress made on 513 implementation items. The Pima Prospers Implementation Progress Report: Midterm is also documented in the attached 38-page report.

Pima Prospers Comprehensive Plan is partnered with the 2019-2021 Economic Development Plan. Midway through the Plan life, 327 action items have been completed. This progress represents a significant effort by our staff to put into action the various plans and programs of the County following the policy direction of the Board.

CHH/anc

Attachment

c: Jan Leshner, Chief Deputy County Administrator  
Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Dr. Francisco Garcia, Deputy County Administrator



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# MEMORANDUM

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Date: September 30, 2019

To: C.H. Huckelberry  
County Administrator

From: Jan Leshel   
Chief Deputy County Administrator

Tom Burke   
Deputy County Administrator  
for Administration

Carmine DeBonis, Jr.   
Deputy County Administrator  
for Public Works

Re: Pima Prospers Progress Report

Pima Prospers is midway through its 10-year plan lifecycle. The plan contained 513 implementation items and touched nearly every department of Pima County. Staff from multiple departments County-wide assisted with this update. The Pima Prospers website contains the full plan and implementation items at this link: [http://webcms.pima.gov/government/pima\\_prospers/](http://webcms.pima.gov/government/pima_prospers/).

Over 200 more implementation items were created in the Economic Development Plan, an action plan that gets updated every two years and contributes to implementing many of the goals established in Pima Prospers. The 2019-2021 Economic Development Plan updated the status of most of those items in Appendix A, so they are not repeated in this report. The items summarized below are specifically from Pima Prospers.

The mid-term evaluation of Pima Prospers implementation items demonstrates that many of the items have been achieved through a series of major successful initiatives and accomplishments; others have been implemented by adoption into regular daily operations of various departments. Each of the implementation items are delineated in the attached status report based on the below categories and determining factors:

- Completed:** Specific action items with assigned personnel and tasks, a begin date and an end date.
- Operational:** Integrated into daily operations through either operating procedures, code, adopted guidelines, or process.
- Deferred:** Held due to funding or resources constraints, or were not slated to begin until the mid or later term of the plan.
- Underway:** Action items currently being worked on by staff that are expected to conclude in the near term.

**Use of Land Chapter (137 Implementation Items):**

- Number Completed: 16
- Number Operational: 66
- Number Deferred: 47
- Number Underway: 13

**Highlights**

- 1,009 acres of natural open space were set aside on private property through rezoning actions and Conservation Land System (CLS) compliance
- County obtained the Section 10 permit from U.S. Fish and Wildlife
- Created Infill Incentive Districts to promote infill development
- Added a second Comprehensive Plan amendment cycle
- Required rehab of old mobile homes improving the housing stock
- Allowed second kitchens in guest houses increasing multi-generational housing
- Reduced lot sizes to increase housing density
- Adopted Tiny Home Guidelines
- Surveyed 2,837 acres of county land for cultural resources
- Adopted Historic District overlay for single lots
- Changed the Comprehensive Plan designation on 2,333 acres, including 2,122 acres of land owned by Pima County for industrial use.
- Rezoned 1,426 acres of land, including 262 acres of County initiated or owned land that were rezoned to industrial/office to protect Davis Monthan Air Force Base (DMAFB) or provide for economic development.
- 51-acre Foothills Mall Specific Plan was rewritten to accommodate mixed use, transit oriented development.

**Physical Infrastructure Chapter (96 Implementation Items):**

- Number Completed: 14
- Number Operational: 52
- Number Deferred: 15
- Number Underway: 15

**Highlights:**

- Updated Major Streets and Routes Map
- Updated street standards
- Established wildlife crossings and connectivity corridors
- Created Low Impact Development Guidance Manual
- Water Management Plan process updated and revised for rezoning cases
- Solar Ready policy adopted
- Sewer extension to serve economic development parcels in the Southeast, Raytheon and Aerospace Corridor
- Sustainability Action Plan updated to align with Paris Accord goals
- Completion of trail development on over 1,700 acres
- Completion of the Chuck Huckelberry Loop
- Published Integrated Infrastructure Plan in support of the Pima County Capital Improvement Plan program

**Human Infrastructure Chapter (107 Implementation Items)**

- Number Completed: 17
- Number Operational: 60
- Number Deferred: 15
- Number Underway: 15

**Highlights:**

- The Health Department became accredited
- Inventory completed of Parks and Recreation areas
- U-MATTER Program developed to pair law enforcement and behavioral health first responders
- Improved Flood Alert System
- Development of Kino Stadium South Complex for tournaments and future commercial uses
- Creation of Entrepreneurship Boot Camps
- Pima Animal Care Center recognized as a national leader in placing 90 percent of the pets that enter the shelter
- Expanded Urban Agriculture and allowed rural grocery stores with a conditional use permit

**Economic Development Chapter (142 Implementation Items)**

- Number Completed: 19
- Number Operational: 71
- Number Deferred: 16
- Number Underway: 36

**Highlights:**

- Protected Raytheon from encroachment and continuing to support efforts for buffering and expansion
- Zoned and entitled sites for shovel ready economic development projects
- Leveraging County downtown properties for economic development projects
- Establishing Visitors Center at Historic Courthouse
- Expanded Kino Stadium South Complex for regional sports and tourism
- Enacted various process improvements to facilitate business and development

**Cost of Service Chapter (26 Implementation Items)**

- Number Completed: 1
- Number Operational: 11
- Number Deferred: 3
- Number Underway: 11

**Highlights:**

- Adopted the first Community Facilities District in Pima County
- Transportation Impact Fee Program update is underway

As noted, within each Chapter of Pima Prospers there are items that have been deferred into the mid or late term of the plan or which lack funding to advance such as the items included under the 2015 bond election.

Memo to C.H. Huckelberry, County Administrator

**Re: Pima Prospers Progress Report**

September 30, 2019

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Notwithstanding, the following items remain priorities:

- Identification of funding to deliver projects in the Integrated Infrastructure Plan, including road repair, as proposed with a pay-as-you-go option
- Developing expanded affordable housing strategies
- Completion of Sonoran Corridor planning and eventual construction
- Address impacts of homelessness and mental health on the criminal justice system
- Increased Workforce Development to meet industry demands
- Addressing energy and water impacts from climate conditions

The status of each specific implementation item is contained in the attached report, along with a list of land use changes, many in pursuit of County goals to increase employment and facilitate economic development.

In summary, 327 actions have been successfully completed or operationalized, and the great work will continue in the upcoming years.

Attachment

c: Carla Blackwell, Director, Development Services Department



## Pima Prospers Implementation Progress Report: Midterm

Pima Prospers, Pima County’s Comprehensive Plan Update, was adopted in 2015. By late Fall, the plan will be 5 years old. Below is a summary recap of 508 action items contained in the plan (over 700 items with the Economic Development Plan action items) and the disposition of those items. Many included major initiatives and accomplishments, and others are a part of daily operations. Below are the status categories and determining factors:

- Completed:** These items were specific action items with assigned personnel and tasks, a begin date and an end date.
- Operational:** These items integrated into daily operations through either operating procedures, code, adopted guidelines, or process.
- Deferred:** These items have been delayed due to funding or resources, or were not slated to begin until the mid or later term of the plan
- Underway:** These items are actions that are currently being worked on by staff and should conclude in the near term.

### Summary of Land Use and Policy Changes Since Adoption

An important component to the comprehensive plan is a summary of land use changes since the plan. In total there have been 13 comprehensive plan amendments totaling 2,333 acres. The number of rezoning cases for the five year period total 54 and encompass 867 acres. There was one specific plan for the Foothills Mall approved in 2018. One policy change approved lifting the Retail Enhancement Contribution area in the southwest. Not all of the comprehensive plan amendments have come through as a rezoning case yet. Also, the case total includes a number of rezoning cases that were not approved by the Board of Supervisors.

<u>Specific Plans</u>	<u>Acreage</u>	<u>Specific Plan Request &amp; Rationale</u>
P18SP00001 FMH Partners LLC – N. La Cholla	51	Redevelopment of Foothills Mall

### Comp Plan Policy Changes

**Special Area Policy S-35 - Retail Enhancement Contribution Areas**, a 4-mile ring around the Kinney/Ajo Hwy intersection was **repealed** in July 2018 and deemed unnecessary for road funding. The policy required large retailers to advance funds for roadway and drainage improvements, and the county collected a percentage of retail sales as an enhancement contribution to offset those payments. The policy, enacted in 2006, contributed to creating a “food desert” in the region.

Comprehensive Plan Amendments	Year	Region	Acres	Designation
Magee/Como – N. La Cholla	2015	Tortolita	1	MIU > NAC - Commercial retail / office
Wong Family – N. Thornydale	2016	Tortolita	16	LIU 0.3 > MLIU/NAC - Medium density residential
Wong Family – W. Sumter	2016	Tortolita	77	LIU 0.3 > MLIU - Medium density residential
Star Valley Village – W. Valencia	2016	Southwest	8	MIU > CAC - Commercial retail
Pima Co. – S. Houghton	2017	Southeast	1817	RC > I - Econ. dev. - SE Employment & Logistics Center
Luminex LLC – E. Old Vail	2018	Central	24	MIR > MLIU - Medium density residential
Harbour Trust, et al – N. La Cholla	2018	Tortolita	52	LIU 0.3 > MLIU/LIU 1.2 - Medium density residential
Dynacare – W. Desert Harbor	2018	Catalina Foothills	18	LIU 1.2 > MIU - Assisted living center
Pima Co. – W. River	2018	Catalina Foothills	9	RS > MIU - Economic Development- Commercial office
Pima Co. – N. Trico	2019	Avra Valley	296	RC > I - Economic development - Pinal Airpark
4535 N. CDO LLC – N. Cmo. de Oeste	2019	Tucson Mountains	4	LIU 0.3 > LIU 1.2 - Low density residential
Georgelos Trust – S. San Joaquin	2019	Southwest	1	MIR > RX - Commercial retail
Higino – N. Cmo. de Oeste	2019	Tortolita	10	LIU 3.0 > MIU - Medium density residential

Rezoning Cases	Acreage	Zone
Co9-15-02 PRF3 LLC – W. Briar Rose	10	SR > CR-4 - High density residential
Co9-15-03 Dado – W. Yedra	5	RH > GR-1 - Split parcel for one additional lot / residence
Co9-15-04 Landmark TR 18109 - W. Sunset	78	SR > SR-2
Co9-15-05 JT RP LLC – E. Eagle Feather	4	SR > CR-1 - Split lot into 4 parcels for low density residential
Co9-15-06 Justin’s RV – S. San Joaquin	25	GR-1 > TH - Commercial development (RV park)
P15RZ00001 Leung Inc. – N. Thornydale	18	SR > CR-5 - High density residential
P15RZ00002 Jewell – N. Hidden Valley	4	SR > CR-1 - Lot reconfiguration to set aside riparian open space
P15RZ00003 Hardy-Thornydale Assoc. – W. Hardy	30	SR > CR-5 - High density residential
P15RZ00004 Mandarin Associates – N. Thornydale	18	SR > CR-5 - High density residential
P15RZ00005 Pacific Properties LLP – N. Thornydale	55	SR > CB-1 - 8 ac. commercial and 47 ac. SR NOS
P15RZ00006 Schocket – E. Ina	7	CR-1 > TR - Commercial development (office complex)
P15RZ00007 Stowell Estate – W. Anklam	1	SR > CR-1 - Rezone for single residence on sub-standard lot
P15RZ00008 Landmark TR 18294 – E. Whitehouse Cyn.	37	RH > CR-1 - Medium density residential (cluster)
P15RZ00009 Magee/Como – N. La Cholla	1	TR > CB-2 - Commercial development (restaurant)
P15RZ00010 I-10/Valencia Prop. LLC – E. Valencia	46	CR-3 > CI-2 - Up-zoning to industrial in DMAFB environs (Pima Prospers)
P15RZ000011 Nanbarry – E. Rocket	35	GR-1 > CI-2 - Up-zoning to industrial in DMAFB environs (Pima Prospers)
P15RZ000013 State of AZ – E. Old Vail	36	GR-1 > CI-2 - Up-zoning to industrial in DMAFB environs (Pima Prospers)

Rezoning Cases	Acreage	Zone
P15RZ000014 State of AZ – S. Houghton	135	GR-1 > CI-2 - Up-zoning to industrial in DMAFB environs (Pima Prospers)
P16RZ00001 Huebner – N. La Cholla	10	SR > CR-5 / TR (small lot option)
P16RZ00002 Tolano – W. Illinois		SR > SH
P16RZ00003 GST LLC – N. Overton	59	SR > CR-3
P16RZ00005 Whisper Cyn. – W. Hardy	20	SR > CR-5
P16RZ00007 Andrada 180 LLC – S. Wilmot	359	RH > CR-5 - High density residential (small lot option)
P16RZ00008 Title Security TR T-203 – N. Sandario	7	GR-1 > CB-1
P16RZ00009 King Cone LLC – N. Oracle	4	SH > CB-2 - Commercial development (RV storage)
P16RZ00010 6500 Westover LLC – S. Westover	1	GR-1 > CB-0
P16RZ00011 Ajo CDO LLC – W. Ajo	34	SR > CB-1 / TR / CR-2
P16RZ00012 Tucson Linda Vista – N. Shannon	79	SR > CR-2 - Medium density residential (cluster)
P17RZ00001 Hayt Tr. – S. La Canada	2	CB-1 > CB-0
P17RZ00002 Fox Living Tr. – N. Lason	2	SR > SR-2 - Split parcel and add residence
P17RZ00003 Moxy LLC – N. Shannon	5	SR > CR-1
P17RZ00004 Arnold Tr. – N. La Cholla	7	SR / CR-1 > CR-3
P17RZ00005 Golden Rule – N. La Cholla	1	CR-1 > TR - Commercial development (office) use
P17RZ00006 Wong Family LP – W. Sumter	78	SR > CR-4 - High density residential
P17RZ00007 Stewart TR 1580 – S. Kinney	65	GR-1 > TR - High density residential in Gateway / BOZ
P17RZ00008 Landmark TR 7792-T – S. Nogales Hwy	2	GR-1 > CB-1 - Commercial development (dollar store) In Amado

Rezoning Cases	Acreage	Zone
P17RZ00009 Vander-Hayden – S. San Joaquin	2	SH > CMH-0
P17RZ00010 Haymore – W. Sunkist	3	SR > SR-2 - Rezone portion of parcel to split and add residence
P17RZ00011 Tucson Mtn. Ranch LLC – W. Valencia	15	CMH-1 > CB-1
P17RZ00012 Fidelity TR 60477 – S. Cmo. de Oeste	20	SR > CR-3
P18RZ00001 Wong Family LP – N. Thornydale	19	SR > CR-5 / CB-1 - High density residential & commercial
P18RZ00002 ACM LLC – E. Snyder	7	SR > SR-0
P18RZ00003 Hildreth Tr. – W. Michigan	7	SR > GR-1 - Low density 7-lot subdivision
P18RZ00004 Larsen – N. Treasure	4	CR-1 > - Historic Landmark Overlay Zone designation
P18RZ00006 Ofenloch – N. Calle de Estevan	1	CR-1 > - Historic Landmark Overlay Zone designation
P18RZ00007 Fimbres – S. Victor	4	RH > GR-1 - Split parcel for 5 lots & parcels
P18RZ00009 Ventana Cyn. Car Wash – N. Sabino Cyn.	1	CB-1 > CB-2 - Increased intensity for outdoor commercial
P18RZ00010 Jacome – E. Old Spanish	2	SR > SR-2 - Split parcel and add residence
P18RZ00012 Boykin – N. Cmo. de Oeste	10	SR > CR-4 - Medium density residential
P19RZ00002 Wick – W. Cmo. Desierto	2	SR > CR-1 - Split parcel for one additional lot / residence
P19RZ00003 Luminex LLC – E. Old Vail	34	GR-1 / RH > CR-4 - Medium density residential
P19RZ00005 75 E. Broadway IID	1	COT process for new construction on county-owned property
P19RZ00006 Pima Co. - W. River	9	SH > TR - Economic development (office) on county-owned parcel
P19RZ00007 MJM LLC – N. Oracle	1	GR-1 > CB-1

## Implementation Item Status and Summary

The implementation items have been labeled by goal (number) for each chapter element and then by item listed (letter). For example: in section 3.1, Goal 1, item a, b, c, is depicted by 1.a, for Goal 2, item a, b, is depicted 2.a. To see the exact reference items, please consult the plan page at [http://webcms.pima.gov/government/pima\\_prospers/](http://webcms.pima.gov/government/pima_prospers/) or click on the hyperlink for each chapter heading.

### Chapter 3: Use of Land

#### 3.1 Land Use Element

There are three goals to ensure the long range viability of the region, protect aggregate mining from incompatible uses, and protect the functionality of DMAFB and the 162<sup>nd</sup> Air National Guard.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
18	1	13	4	
	1.b	1.a, 1.c, 1.d, 1.e, 1.f, 1.h, 1.i, 1.j, 1.k, 3.a, 3.b, 3.c, 3.d	1.g, 2.a, 2.b, 3.e	

#### Major Accomplishments

- Second Comp Plan amendment cycle (2015);
- Planning staff outreach / field trip to Mt. Hopkins / Whipple Observatories (April 2018);
- Participate in DMAFB Readiness & Environmental Protection Initiative (REPI) with DM staff;
- Regular discussions and meetings with the State Lands Department.

#### Key Items Left to Implement

- 3.1(1)(g): Community Plan for Ajo, AZ;
- 3.1(2)(a): Integrate AZ State aggregate mining data into county mapping system;
- 3.1(3)(e): DMAFB planning of future transportation, utilities, recreation, open space, social services, sustainability indicators.

#### Priorities for the Near Term

- Develop policies regarding the protection of aggregates from incompatible land uses per newly adopted state statute.

Chapter 3: Use of Land (continued)

**3.2 Focused Development Investment Areas Element**

There are six goals to balance growth management strategies, revitalize existing neighborhoods, encourage infill, plan economic development corridors, and develop the Aerospace parkway corridor.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
30	5	6	12	7
	2.a, 2.b, 3.c, 4.e, 5.c	3.b, 3.d, 3.p, 3.q, 4.a, 4.b	3.a, 3.f, 3.g, 3.h, 3.i, 3.j, 3.m, 3.o, 3.r, 3.s, 3.t, 5.a	3.e, 3.k, 3.l, 3.n, 4.c, 4.d, 5.b

**Major Accomplishments**

- Amended Zoning Code to increase permitted structure height in Multiple Use and Industrial zones (2019);
- Amended Zoning Code to for process to designate Infill Overlay Zoning Districts, established Kleindale/Dodge Infill Overlay Zone (2018);
- Brownfield project along Benson Highway;
- Master plan for the Aerospace Research Campus.

**Key Items Left to Implement**

- Land Use plans for State owned lands;
- GPLET for county use;
- Redevelopment opportunities and incentives;
- Incentives for low water use and energy efficiency.

**Priorities for the Near Term**

- Redevelopment incentives and opportunities.

Chapter 3: Use of Land (continued)

**3.3 Open Space Element**

There are three goals to support open space acquisition, honor traditional cultural land uses, maintain biodiversity, and consider open space for geo-tourism where appropriate.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
9	1	5	2	1
	1.b	1.c, 1.d, 1.e, 2.a, 2.b	1.f, 1.g	1.a

**Major Accomplishments**

- Section 10 permit issued by the U S Fish and Wildlife;
- Between January 2017 and July 2019, 189 private development projects obtained a Certificate of Coverage;
- Between July 2016 and December 2018, 146 County Capital Improvement projects were covered under the Section 10 Permit;
- The County and District have provided nearly 1,200 acres of mitigation for covered impacts;
- With approval of the Section 10 Permit, all covered projects can streamline compliance with certain federal Clean Water Act Section 404 permit requirements. As of 2018, private development projects with a Certificate of Coverage can avoid the requirement to provide new Pima pineapple cactus plants as mitigation under the County’s Native Plant Preservation Ordinance;
- Since 2015, the County and District have added nearly 6,200 acres to the conservation land portfolio, bringing the total amount of conservation lands to 249,031 acres (102,041ac in fee; 143,306ac under grazing leases; 3,684ac in conservation easements).

**Key Items Left to Implement**

- Open Space Use Policy.

**Priorities for the Near Term**

- Additional opportunities to streamline compliance with other County and federal requirements are under evaluation.

Chapter 3: Use of Land (continued)

**3.4 Environmental Element**

There are two goals to conserve and protect natural resources and minimize the negative impacts of climate change.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
26	3	13	8	2
	2.a, 2.b, 2.k	1.a-g, 1.i, 1.j, 2.c, 2.d, 2.g, 2.l	1.h, 1.k, 2.e, 2.f, 2.h, 2.i, 2.j, 2.o	2.m, 2.n

**Major Accomplishments**

- The Board of Supervisors approved 17 rezonings located within the CLS; those approvals resulted in the permanent set aside of approximately 1,009 acres of natural open space within the CLS, 698 of which were donated to Pima County and 57 of which were donated to the Regional Flood Control District.
  - In 2017, Gila topminnow were found to have re-colonized the Santa Cruz River effluent stream.
  - In 2017, Cactus ferruginous pygmy-owls were detected on County conservation land in Avra and Altar Valleys.

**Key Items Left to Implement**

- Buffelgrass initiatives;
- Update the Community Wildfire Protection Plan.

**Priorities for the Near Term**

- Assess environmentally related codes for further alignment, incentives, and support of the CLS.

Chapter 3: Use of Land (continued)

**3.5 Housing and Community Design Element**

There are fourteen goals in this section. They consist of creating livable communities, maintaining safe and healthy housing, ensuring affordable housing, sheltering the homeless, promoting fair housing, increasing home ownership, development density capability, quality development, developing a sense of place, urge efficient land use, promote active design, adopt healthy community principles and encourage green building.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
51	6	22	20	3
	1.c, 2.c, 2.e, 10.b, 14.a, 14.b	1.d, 3.c, 3.d, 3.h, 3.i, 3.j, 3.k, 3.l, 3.m, 5.d, 6.a, 6.b, 6.c, 6.d, 6.e, 7.a, 7.b, 7.c, 7.d, 7.e, 9.a, 14.c	1.a, 1.b, 2.a, 2.b, 2.d, 2.f, 2.g, 2.h, 3.a, 3.b, 3.e, 3.f, 3.g, 4.a, 8.a, 9.b, 10.a, 12.a, 13.a, 14.d	5.a, 5.b, 5.c

**Major Accomplishments**

- Amended Zoning Code to reduce residential lot sizes in CR-4, CR-5, TR, CB-1 and CB-2 zones;
- Amended Zoning Code to require State of AZ safety inspections for pre-1976 mobile homes imported or relocated in Pima County (Aug. 2018);
- Amended Zoning Code to allow second kitchens in guest houses;
- Developed Tiny House Guidelines for Pima County;
- Adoption of 2018 building codes, with only minimum portions of the maintenance code but included many aspects of green building;
- Established funding for a project to house homeless, treat mental illness and prevent recidivism.

**Key Items Left to Implement**

- Adopt an aging in place guidance program;
- Develop Underutilized Vacant Land inventory for housing development;
- Consider options for property maintenance, rental inspections, and substandard housing;
- Develop Design standards to mix existing housing with new high density housing and other mixes of uses;
- Adopt Active Design Guidelines;
- Develop a Health Impact Assessment for the community.

**Priorities for the Near Term**

- Complete the pilot project to house 150 individuals and measure the impact on criminal justice, homelessness and mental illness up to three years pre-enrollment to at least a year post-enrollment. There are anticipated cost offsets/savings to the City, County and health stakeholders. The evaluation should be received in the fall of 2021.

Chapter 3: Use of Land (continued)

**3.6 Cultural Resources Element**

There is one goal to conserve and protect cultural resources.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3		2	1	
		1.a, 1.b	1.c	

**Major Accomplishments**

- A total of nearly 2,837 acres were surveyed for cultural resources on four (4) County conservation properties – the Marley Ranch, Sopori Ranch, Madera Highlands, and Los Morteros Ridgeline. Results documented 30 new archaeological sites and updated 8 previously known sites;
- A comprehensive cultural resource inventory, including historic structures, was conducted on the Bingham Cienega Natural Preserve. Results confirmed the presence of 11 archaeological sites, 6 of which were not previously known, and 11 historic structures;
- In partnership with the National Park Service, the County nominated all of Saguaro National Park and portions of Tucson Mountain Park as a historic district that focuses on Civilian Conservation Corps cultural resources. In July 2019, the State Historic Preservation Office for Listing on the National Register of Historic Places accepted the draft nomination; final submittal is pending.

**Key Items Left to Implement**

- Adopt a Culture Resource Protection Ordinance.

**Priorities for the Near Term**

- Continuing surveys on public lands.

## Chapter 4: Physical Infrastructure Connectivity

### 4.1 Transportation Element

There are four goals to provide a cost-effective multi-modal transportation system, maintain the roads, improve traffic safety, and promote economic development through transportation investments.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
24	3	7	6	8
	1.a, 1.e, 1.i, 4.b	1.c, 3.d, 3.e, 3.f, 4.e, 4.f, 4.g	1.d, 1.f, 1.g, 3.a, 3.b, 3.c	1.b, 1.h, 2.a, 2.b, 4.a, 4.c, 4.d

### Major Accomplishments

- The Major Streets and Scenic Routes were updated and eliminated the 30 foot setback;
- Updated the Subdivision Street Standards Design Manual (now combining with the Road Design manual update);
- Facilities has put solar on available parking structures;
- Rail enhancements at the Port of Tucson;
- The AZ passenger rail study Tier 1 EIS is complete but no funds available for Tier 2 EIS;
- Wildlife Crossings under Oracle Road: The County collaborated with the Regional Transportation Authority and other partners to facilitate construction of 2 Highway 77 wildlife crossing structures (overpass and underpass) which were completed in March 2016. Monitoring data (as of Jan. 2019) shows that 24 different native species are using the crossing structures and that nearly 6000 crossings have occurred since construction was completed.

### Key Items Left to Implement

- Regional access management plan.

### Priorities for the Near Term

- Securing a temporary funding source for transportation roadway maintenance backlog;
- Completion of Ryan Field and TIA Master Plans.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.2 Water Resources Element**

There are four goals to achieve water sustainability, seek new water supplies, support efficient water use, and ensure supplies for economic development.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
23	4	17	1	1
	1.g, 1.h, 3.d, 3.e	1.b, 1.c, 1.e, 1.f, 2.a, 2.b, 2.c, 2.d, 3.a, 3.b, 3.c, 3.f, 3.g, 3.h, 3.i, 4.a, 4.b	1.a	1.d

**Major Accomplishments**

- Created a Low Impact Development and Green Infrastructure Guidance Manual;
- The Water Management Plan process was updated for rezonings.

**Key Items Left to Implement**

- An update to the City County Action Plan for Water Sustainability.

**Priorities for the Near Term**

- Regional Flood Control District is updating the floodplain management study;
- Monitor the drought status of the southwest.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.3 Energy Element**

There are four goals including increased use of cost effective clean energy, ensuring facility planning sensitivity to historic and environmental resources, balancing energy production with other factors, and encouraging the new supplies of energy.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
11	1	5	5	1
	1.g	1.c, 1.d, 1.e, 1.f, 1.h	1.a, 1.b, 2.a, 3.a, 3.b	

**Major Accomplishments**

- Solar Ready policy adopted with the Building Code update to 2018.

**Key Items Left to Implement**

- Coordination with utility providers to minimize environmental and visual impacts.

**Priorities for the Near Term**

- Pima County joined the 2030 District to work on regional energy efficiency;
- Adoption and monitoring of the County Drought Management Plan.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.4 Wastewater Treatment Element**

There is one goal to efficiently manage and operate the wastewater system.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
4		3		1
		1.a, 1.b, 1.c		1.d

**Major Accomplishments**

- Completion of Aerospace Corridor sewer extension east along Old Vail Road to near Wilmot Road, providing sewer service to Verano and other potential developments;
- Completion of Southeast Interceptor augmentation, providing additional sewer capacity for the southeastern metropolitan area.

**Key Items Left to Implement**

- Fairgrounds gravity sewer connection to metropolitan system (almost complete);
- Twin Peaks extension to Tangerine Road;
- Old Nogales Highway Augmentation to serve new growth in Aerospace Corridor;
- West University sewer augmentation at Mabel;
- Raytheon sewer augmentation;
- Complete update of Sanitary Sewer Construction, Connections and Fees ordinance 13.20.

**Priorities for the Near Term**

- Monitor planning and development in Eastern Metropolitan area as it impacts capacity along Mary Ann Cleveland Way and the Houghton corridor;
- Monitor growth within and around the University of Arizona.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.5 Environmental: Air Quality and Solid Waste Element**

There are two goals to monitor and reduce air pollutants and safely manage waste removal to protect the environment.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
5		5		
		1.a, 2.a, 2.b, 2.c, 2.d		

Additional action items under consideration for adoption.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.6 Communication Element**

There are three goals to improve response time for first responders via PCWIN, work to ensure universal access to fast, reliable wireless and broadband networks, and explore the use of emerging communication networks.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
5		5		
		1.a, 1.b, 3.a, 3.b, 3.c		

Additional action items under consideration for adoption.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.7 Public Buildings and Facilities Element**

There are three goals to create an Integrated Facility planning system, reduce carbon footprint, and align facilities with health community principles.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
4	1	1	1	1
	1.b	1.c	3.a	1.a

**Major Accomplishments**

- Sustainability Action Plan for County Operations (SAPCO) was updated in 2018, for noteworthy accomplishments the last 4 years, please see the [report](#).

**Key Items Left to Implement**

- Design guidelines for Health Community principles.

**Priorities for the Near Term**

- An integrated infrastructure planning system is being worked on by the PW Departments.
- Implementation of the new [SAPCO](#) with a focus on carbon, water, landscapes, materials, and workforce toward sustainable operations and the Paris Agreement goals.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.8 Trails Element**

There are two goals supporting development of a trail system and integrating trails with land use.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
5	2	3		
	1.b, 2.b	1.a, 1.c, 2.a		

**Major Accomplishments**

- Completion of the Chuck Huckelberry Loop;
- Completion of the McKenzie Ranch Trails Park (1,700 acres) open space property, home of the competitive mountain bike course.

**Key Items Left to Implement**

- Periodically update the Pima Regional Trails System Master Plan.

**Priorities for the Near Term**

- Completion of trail development in the Painted Hills Open Space (248 acres) and the Enchanted Hills Trails Park (365 acres) both parks are adjacent to the Tucson Mountain Park.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.9 Flood Control and Drainage Element**

There are three goals to minimize flood and erosion damage, manage storm water, and integrate watercourse with land use and recreation.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
12	2	6	2	2
	3.a, 3.b	1.a, 1.b, 1.c, 2.b, 3.c, 3.d	1.d, 2.a	2.c, 2.d

**Major Accomplishments**

- Created a Low Impact Development and Green Infrastructure Guidance Manual.

**Key Items Left to Implement**

- Update to Floodplain Management Ordinance;
- Update to Riparian Habitat Plan.

**Priorities for the Near Term**

- Floodplain Management study update underway;
- Grading and building code updates underway.

Chapter 4: Physical Infrastructure Connectivity (continued)

**4.10 Countywide Infrastructure Concurrency Element**

There is one goal to update and expand the existing system that guides development to areas with planned or existing infrastructure.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3	1			2
	1.c			1.a, 1.b

**Major Accomplishments**

- Water Policy and Site Analysis Checklist was updated.

**Key Items Left to Implement**

- Develop and Update to the concurrency policy to reflect current development policies.

**Priorities for the Near Term**

- Update to the Concurrency Policy is underway to reflect transportation planning changes and resources.

## Chapter 5: Human Infrastructure Connectivity

### 5.1 Health Services Element

There are nine goals including items for healthy lifestyles, health literacy, healthcare access, healthcare workforce, behavioral healthcare, community assets, disease prevention, health impact studies, and aging.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
61	7	33	9	12
	1.a, 1.c, 1.h,1.i, 7.b, 7.g, 9.e	1.b, 1.d, 1.f, 1.g, 1.j, 1.k, 1.l, 2.e, 3.a, 3.c, 4.e, 5.f, 5.g, 5.h, 5.i, 6.a, 6.c, 6.d, 6.e, 7.a, 7.c,7.d, 7.e, 7.h, 7.i, 7.j, 7.k, 7.l, 7.m, 9.a, 9.b, 9.c, 9.d	2.b, 4.a, 5.d,5.e, 5.j, 6.b, 7.f, 8.a, 8.b	1.e, 2.a,2.c, 2.f, 2.g, 3.b, 4.b, 4.c, 4.d, 5.a, 5.b, 5.c

#### Major Accomplishments

- Inventory of Parks and Recreational areas completed by NRPR;
- Complete Streets principles included in update to the Subdivision Street Standards;
- The Health Department received accreditation;
- U-MATTER Program created to deploy a law enforcement/behavioral health co-responder strategy.

#### Key Items Left to Implement

- Workforce analysis to meet gap in shortage of health care workers;
- Health Impact Analysis use.

#### Priorities for the Near Term

- Continue the Healthy Pima Partnership;
- Work with CDNC, PCOA and DSD to assist the Tucson Housing Foundation in addressing the lack of affordable senior housing;
- Working with the U of A to assess extreme heat vulnerabilities in Pima County;
- Continue to support workforce programs to train healthcare workers (Jobpath),

Chapter 5: Human Infrastructure Connectivity (continued)

**5.2 Public Safety and Emergency Services Element**

There are three goals regarding hazard preparedness, public safety, and fire service.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
7	1	3	2	1
	1.b,	1.a, 2.a, 2.b	1.c, 1.d	2.c

**Major Accomplishments**

- Flood Alert System improvements;
- Completed a review of the Mitigation Plan through a workshop with partners that became a model for the state.

**Key Items Left to Implement**

- Evaluate the level of preparedness for power outages and extreme weather events.

**Priorities for the Near Term**

- Continue to improve how to communicate pending or imminent flooding.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.3 Parks and Recreation Element**

There are three goals concerning healthy lifestyles, park management, and economic opportunities.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
9	1	5	2	1
	3.b	1.b, 1.c, 1.d, 1.e, 3.a	1.a, 2.a	1.f

**Major Accomplishments**

- Kino Stadium South is under construction and has been rezoned for hotel and other commercial sport ventures.

**Key Items Left to Implement**

- Develop a Parks and Recreation Master Plan.

**Priorities for the Near Term**

- Continue inventory and develop a Master Plan.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.4 Workforce Training/Education Element**

There is one goal to connect job ready youth and adults to high demand industry jobs.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
4		3	1	
		1.a, 1.c, 1.d	1.b	

**Major Accomplishments**

- Workforce Development Plan Modifications were completed to update the plan with emerging training needs and gaps in December 2018.

**Key items Left to Implement**

- Assess level of Caregiver training needed for an aging population.

**Priorities for the Near Term**

- Continued implementation of the Workforce Development Plan.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.5 Arts and Entertainment Element**

There are two goals to make art a component of the community and support public art.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3	1	2		
	1.c	1.a, 1.b		

**Major Accomplishments**

- Eliminate conditions that would limit outdoor gatherings and entertainment;
- Maintaining 1% public art in all CIP projects;
- Established art initiatives such as Art in the Park, and Art Walk.

**Key Items Left to Implement**

- No new items.

**Priorities for the Near Term**

- Continued Art maintenance funding.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.6 Library Services Element**

There is one goal to support the library system as a vital community asset.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
13	2	11		
	1.c, 1.d	1.a, 1.b, 1.e,1.f, 1.g, 1.h, 1.i, 1.j, 1.k, 1.l, 1.m		

**Major Accomplishments**

- Renovation of Sam Lena Library and the design of two new Libraries in Sahuarita and the Southeast;
- Creation of Entrepreneurship boot-camps;
- Community Foundation Campus Nonprofit Hub.

**Key Items Left to Implement**

- None.

**Priorities for the Near Term**

- Continuous improvement of library system to meet community needs.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.7 Animal Care Element**

There is one goal to improve the animal care system decreasing the number of homeless animals and becoming more pet-friendly.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
8	4	3		1
	1.a, 1.d,1.e, 1.h	1.b,1.c, 1.f		1.g

**Major Accomplishments**

- PACC is now one of the national leaders in lifesaving, animal sheltering, spaying/neutering placing 90% of the pets that enter the shelter;
- Pet Support Call Center to increase access to veterinary services;
- Tucson was recognized as one of the Pet Friendliness Communities in the nation by Mars Petcare.

**Key Items Left to Implement**

- None.

**Priorities for the Near Term**

- Continuous expansion of the animal care system to decrease number of homeless animals;
- Identify and implement additional community Pet Friendly policies.

Chapter 5: Human Infrastructure Connectivity (continued)

**5.8 Food Access Element**

There are two goals to enhance the local production of healthy foods and measure the health impacts of access to healthy foods.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
2	1		1	
	1.a		1.b	

**Major Accomplishments**

- Identified and eliminated a policy that helped create a food desert in the southwest (S-35, Retail Enhancement Contribution Areas);
- Change the zoning to code to allow more chickens in more land use zones;
- Changed the zoning code to allow grocery stores in rural areas to get a conditional use permit rather than full rezoning of the land.

**Key Items Left to Implement**

- To date, no health impact study has been conducted on policy items.

**Priorities for the Near Term**

- Continuing to look for ways to encourage local production of healthy foods.

## Chapter 6: Economic Development

Pima County’s Economic Development Plan 2019-2021 contains the action items to retain our local expertise and attract new job opportunities; increase our competitiveness through expansion of our skilled workforce; and identify infrastructure investment critical to expansion of economic growth. These objectives are reflected in the long term goals of Pima Prospers.

A recent update of the plan was published at this link:

[http://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Government/Economic%20Development/2019%20Economic%20Development%20Plan.pdf](http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Economic%20Development/2019%20Economic%20Development%20Plan.pdf)

It contains more information regarding actions planned and a summary of items completed. Future implementation priorities are also identified in the plan. Below are the original implementation items published in Pima Prospers 5 years ago.

### 6.1 Business Retention, Expansion and Attraction

There are seven goals to create public private partnerships, align strategies with infrastructure, protect existing employers, increase job growth, support Tucson International Airport, support the Port of Tucson, and support the Sun Corridor Inc.’s efforts with associated policies.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
93	17	49	5	22
	2.d, 2.e, 3-8.a, 3-8.b, 3-8.c, 3-8.f, 3-8.g, 3-8.j, 3-9.e, 3-10.b, 3-10.h, 4-5.d, 4.e, 4-3.f, 4-5.i, 4-5.k, 4-5.o	1.a, 2.a, 2.b, 3.c, 2.f, 3.a, 3-8.d, 3-8.e, 3-8.h, 3-9.a, 3-9.b, 3-9.c, 3-9.d, 3-10.b, 3-10.c, 3-10.d, 3-10.e, 3-10.f, 3-10.g, 3-10.i, 3-10.j, 3-10.k, 3-10.m, 4.b, 4.f, 4.g, 4.h, 4.i, 4.j, 4.k, 4.l, 4.m, 4-3.a, 4-3.b, 4-4.b, 4-5.a, 4-5.e, 4-5.g, 4-5.h, 4-5.m, 4-5.n, 4-5.p, 6.a, 6.c, 6.d, 6.e, 7.a, 7.b, 7.c	3.d, 3-10.l, 4-4.a, 4-5.b, 4-5.q	2.c, 2.g, 3.b, 3-8.i, 3-10.a, 3-10.n, 4.a, 4.c, 4.d, 4-3.c, 4-3.d, 4-3.g, 4-5.c, 4-5.j, 4-5.l, 5.a, 5.b, 5.c, 6.b, 6.f, 6.g, 7.d

## Chapter 6: Economic Development (continued)

### 6.1 Business Retention, Expansion and Attraction (continued)

#### Major Accomplishments

- Protected Raytheon from encroachment and continue work on further buffers;
- Developed the Aerospace and Defense Research Park master plan with two tenants;
- Developed an inventory of Pima County concept ready sites including Sunset Road, Southeast Regional Park and Employment Site, and Shannon/River site;
- Buffered and secured our major employers for the region;
- Veterans One Stop.

#### Key Items Left to Implement

- Develop and secure road and infrastructure maintenance programs.

#### Priorities for the Near Term

- Engage Businesses in ongoing analysis of needs and opportunities;
- Continue development of incentive packages to attract new industries;
- Sonoran Corridor planning and EIS completion;
- Infrastructure maintenance funding;
- Expand Canadian and Mexican trade and business opportunities;
- Expand the inventory of shovel ready lands for economic development throughout the region;
- Work with the Tucson Airport Authority to expand passenger and freight air service.

Chapter 6: Economic Development (continued)

**6.2 Tourism as an Economic Engine**

There is one goal to revitalize the tourism industry with 3 policies attached.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
31	1	15	5	10
	1-1.b	1-1.a, 1-1.d, 1-2.a, 1-2.c, 1-2.d, 1-2.e, 1-3.a,1-3.b, 1-3.c,1-3.d, 1-3.e, 1-3.f, 1-3.g, 1-3.h, 1-3.m	1-1.e, 1-2.b, 1-2.k, 1-2.l, 1-3.j	1-1.c, 1-2.f, 1-2.g, 1-2.h, 1-2.i, 1-2.j, 1-2.m, 1-3.i, 1-3.k, 1-3.l

**Major Accomplishments**

- Expansion of the Kino Complex for sporting events;
- Establishment of a Visitors Center in the Old Historic Courthouse.

**Key Items Left to Implement**

- Recruitment of sporting events to fill the Kino Complex.

**Priorities for the Near Term**

- Exploring the possibility of Tourism Improvement District;
- Supporting the relaunch of El Tour Bike Race.

Chapter 6: Economic Development (continued)

**6.3 Positive Climate for Business**

There is one goal to create a positive climate for business with two policies.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3		1	1	1
		1.a	1.b	1.c

**Major Accomplishments**

- Improvements to the permitting system include: 5-day permit turnarounds, electronic reviews, remote inspections of development;
- Removed code barriers to mixed use to facilitate greater heights, mix of retail and residential;
- Created infill incentive areas.

**Key Items Left to Implement**

- Development of a Business One stop.

**Priorities for the Near Term**

- Identifying funding sources for community development and rural areas.

Chapter 6: Economic Development (continued)

**6.4 Our People as an Economic Driver**

There is one goal to develop our workforce to meet business needs.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3		3		
		1.a, 1.b,1.c		

**Major Accomplishments**

- Although most operation items are complete Pima County has instituted programs for the following:
  - End Poverty Now;
  - Employment Preparation for Inmates and Ex-offenders;
  - Adult Basic Education;
  - Financial Literacy.

**Key Items Left to Implement**

None.

**Priorities for the Near Term**

- Continued support of One Stop for workforce development.

Chapter 6: Economic Development (continued)

**6.5 Repair and Restore our Streets and Highways**

There is one goal to repair and restore our streets.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3		1	1	1
		1.b	1.c	1.a

**Major Accomplishments**

- Increased funding for road maintenance.

**Key Items Left to Implement**

- Implementation of the Pay as you Go program for street repair.

**Priorities for the Near Term**

- Finding long-term road maintenance source of funds.

Chapter 6: Economic Development (continued)

**6.6 Art Districts as Tools for Economic Development**

There are three goals to capitalize on the market potential of the region’s Creative Economy, support entertainment events and art destinations, create art districts.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
3			1	2
			1-3.a	1-3.b, 1-3.c

**Major Accomplishments**

- January 8<sup>th</sup> Memorial planned for a plaza behind the Historic Courthouse along with other Courthouse uses;
- Kleindale Infill Incentive district will be arts centered.

**Key Items Left to Implement**

- Ajo Community Plan.

**Priorities for the Near Term**

- Develop a plan for Ajo.

Chapter 6: Economic Development (continued)

**6.7 Construction as a Stimulus of our Economy**

There is one goal to support the construction industry.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
6	1	2	3	
	1.d	1.a, 1.b	1.c, 1.e, 1.f	

**Major Accomplishments**

- Adoption of the 2018 Building Codes included Building Trades that included new elements in the energy code and solar;
- Adopted several innovations to building plan review and inspections to shorten the timeframes.

**Key Items Left to Implement**

- Work with the industry to encourage energy conservation and unique affordable housing options.

**Priorities for the Near Term**

- Monitor the job training needs in the construction sector.

## Chapter 7: Cost of Development

### 7.2 Cost of Development Goals and Policies

There are six goals to identify investment areas, fund new facilities, recover costs, assure fairness in costs, assess impact of development and look for additional revenue sources.

Total Action Items	Total Completed	Total Operational	Deferred	Underway
26	1	11	3	11
	1.a	1.b, 1.c, 3.c, 3.e, 3.f, 3.g, 4.e, 4.f, 5.a, 5.b, 5.c	4.d, 6.d, 6.e	1.d, 1.e, 3.a, 3.b, 3.d, 4.a, 4.b, 4.c, 6.a, 6.b, 6.c

#### Major Accomplishments

- Adopted the first Pima County Community Facilities District to explore best methods to finance public facilities and services;
- Adopted a Development Agreement for public/private financing of Valencia Road.

#### Key Items Left to Implement

- Develop a model to fully identify all costs and benefits from housing and development growth.

#### Priorities for the Near Term

- Transportation Impact Fee Program revision and study is underway;
- Implement the Infrastructure Planning/Management System to tie to the budget and CIP funding.