

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

- Policy 1:** Integrate healthy community concepts and principles into land use, social services, and infrastructure planning processes.
- Policy 2:** Increase access to resources and healthy options that support physical health and wellness.
- Policy 3:** Increase access to resources that support behavioral health and wellness.
- Policy 4:** Increase access to interpersonal violence prevention programs and resources.
- Policy 5:** Support a healthier environment and healthier lifestyles by providing green infrastructure and encouraging its use.
- Policy 6:** Enhance employee wellness through programs and initiatives that support healthy lifestyles.
- Policy 7:** Monitor and evaluate the direct and indirect effects of increasing temperatures on the health of Pima County residents.

Goal 1 Implementation measures:

- a. Identify facilities and programs available for physical activity.
- b. Promote physical activity among school-aged youth.
- c. Expand opportunities for urban agriculture.
- d. Solicit input from community stakeholders on physical activity and exercise.
- e. Create awareness of resources, programs, and training opportunities in behavioral health, especially for youth.
- f. Promote programs and resources that enhance interpersonal safety.
- g. Promote policies and programs that reduce public and street harassment.
- h. Incorporate Complete Streets principles into jurisdictional planning to make streets safe for all users.
- i. Integrate green infrastructure into capital improvement projects (providing shade, mitigating heat island affects, and manage storm water issues).
- j. Promote importance of physical activity for enhanced employee wellness among employers.
- k. Work with employers to encourage and support employee engagement in wellness programs and initiatives.
- l. Promote policies and programs to reduce climate vulnerability of underserved communities.

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

- Policy 1:** Increase public awareness of relevant and reliable health information resources.

- Policy 2:** Enhance health literacy practices of health care (including behavioral health) and health information providers.
- Policy 3:** Increase public awareness of and access to climate preparedness resources such as heat related illness, air quality, wildfires, insect-borne diseases, and extreme weather events.
- Policy 4:** Promote neighborhood-level climate risk assessments and planning

Goal 2 Implementation measures:

- a. Identify health and climate literacy awareness and needs of health care providers and community members.
- b. Adopt health literacy guidelines and standards.
- c. Disseminate health and climate preparedness information and education resources to the community.
- d. Identify health literacy education and training materials for health care and health information providers.
- e. Promote health literacy education and training opportunities for health care and health information providers.
- f. Provide education and materials to neighborhoods to support neighborhood administered climate risk assessments.
- g. Support integrated strategies to mitigate climate risks to neighborhoods.

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 3 Implementation measures:

- a. Identify populations that will not be covered by the Affordable Care Act (ACA), may be eligible for coverage under the ACA, but will have barriers to that coverage.
- b. Define barriers to accessing health care services and potential solutions.
- c. Disseminate information regarding the ACA to disparate populations and employers.

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. *(also see Section 5.4)
- Policy 2:** Continue to support the Pathways to Healthcare partnership between Pima Community College, Pima County One-Stop and local health care employers to train economically disadvantaged residents for health care careers.

Goal 4 Implementation measures:

- a. Conduct analysis of current health care workforce status and projected workforce needs due to the ACA, including the root causes of shortages and the barriers to accessing health care services in Pima County.
- b. Work with the Primary Care Areas (PCA) and providers to address health care workforce development in Pima County.
- c. Leverage existing health care resources in Pima County to meet identified workforce demands and fill gaps in access.
- d. Grow and sustain a public health workforce that is prepared and knowledgeable.
- e. Provide education and resources to educate health providers and emergency personnel about health-related aspects of climate variability, including risks for new vector-borne diseases.

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

- Policy 1:** Engage in community initiatives to ensure access to needed services 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.
- Policy 3:** Support investment to expand training of direct care workers through programs such as Caregiver Training Institute.

Goal 5 Implementation measures:

- a. Increase diversion from Pima County Adult Detention Complex and Pima County Juvenile Detention Center for crisis and substance use detoxification.
- b. Increase utilization of the Crisis Response Center by adults and youth that limits emergency department visits.
- c. Coordinate with law enforcement officers resulting in improved return to service times following a behavioral health crisis intervention.

- d. Reduce the use of emergency transportation in response to behavioral health crisis.
- e. Achieve a reduction in civil commitment proceedings.
- f. Encourage coordination of care with the behavioral health network outpatient providers to limit length of stay in restrictive environments.
- g. Disseminate behavioral health resource information to medical providers.
- h. Ensure access to medical treatment by advocating for the coordination of care with primary care providers and medical facilities.
- i. Participate in community initiatives to promote behavioral health services careers.
- j. Leverage existing behavioral health infrastructure by innovative treatment opportunities.

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 data about community assets and health disparities.
- Policy 2:** Facilitate inclusion of community asset and health disparities data in surveillance, priority setting, and action planning.
- Policy 3:** Increase the community's safety awareness about the relationship between extreme heat events and indoor and outdoor health risks.

Goal 6 Implementation measures:

- a. Research and assess available public health data as well as other data systems (census data, behavioral health data, etc.).
- b. Study feasibility of creating an academic public partnership to collect, monitor, use and report data on community assets and health disparities, including climate vulnerabilities that exist within Pima County.
- c. Describe community assets and health disparities as well as social and structural factors within Pima County, including behavioral health.
- d. Engage stakeholders, health coalitions and grassroots groups, and jurisdictional officials in data sharing and interpretation.
- e. Advocate for the use of community assets and health disparities data in priority setting and action planning.

Provision of Services for Disease Prevention

A major component of maintaining a healthy population in Pima County is ensuring that residents are either free of chronic and acute health conditions or have the ability to manage their chronic conditions. The County works to provide residents the opportunities to attain the highest potential of health by preventing disease, providing safe environments, and by promoting healthy choices.



Healthy Affordable Foods at Local Farmers Markets.

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 including sexually transmitted and vaccine preventable infection, 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) Complete streets with shade and gathering spaces to encourage walkability;
- e) Safe housing, food service establishments, and swimming pools;
- f) Safe neighborhoods and parks;
- g) Safe transportation systems;

- h) Locally-owned, small scale, humane farming operations; and
- i) Coordinated resources for poor and vulnerable individuals and families.

Goal 7 Implementation Measures:

- a. Promote programs that improve the overall wellness of the community.
- b. Update development standards to include complete streets principles.
- c. Screen clients for insurance status and appropriately refer for enrollment assistance.
- d. Increase efforts to identify and solve community health problems in Pima County.
- e. Increase informational, educational, and empowerment efforts supporting public health issues in Pima County.
- f. Reduce incidence of injuries and zoonotic illness to animals.
- g. Become an accredited public health department.
- h. Deliver clear and consistent public health messages.
- i. Engage organizations that serve Pima County residents to address issues of health, safety, and well-being.
- j. Empower and support residents to take ownership of public health in their communities (e.g. neighborhoods, schools, childcare centers).
- k. Collaborate with stakeholders and partners to identify and increase resources to address health, safety, and well-being of residents.
- l. Continue county-wide efforts to coordinate programming to address poverty and safety net issues.
- m. Integrate climate change models in planning for insect-borne disease and other complex and compound climate related health risks to urban and rural communities.



*Small-scale, Neighborhood and Community Gardens.
Community Food Bank of Southern Arizona and Pima County.*

Goal 8: Assess and address the potential health impacts of policies, programs and projects to ensure that health is included in 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. (See also Land Use Element Section 3.1, Goal 1, Policy 14)

Goal 8 Implementation Measures:

- a. Promote use of Health Impact Assessments.
- b. Educate decision-makers on benefits of Health Impact Assessments.

Aging Healthy



Access to Exercise and Clean Air Promotes Wellness

Pima County is home to more adults age 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, provides wellness education to members on senior nutrition programs in Pima County, provides health coaching to seniors and their caregivers through the Chronic Disease Self-Management program, and provides adult vaccinations.

This section's goals and policies promote the provision of necessary services to the older members of the community.

Goal 9: Support the needs of Pima County's aging population

Policy 1: Continue to support Job Seekers age 50 and older through the Pima County 50 Plus Mature Worker program.

Policy 2: 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 health care, services, healthy foods, work, education and amenities by supporting alternate modes of transportation (transit, van, shuttle, para-transit, walking, biking, etc.);
- c) Services for older adults, families, and caregivers;
- d) Care transition programs (care at home following hospitalization), in-home support, hospice care and coordination, and family caregiver services;
- e) Advocacy programs;
- f) Information and referral helpline services staffed by trained professionals;
- g) Long-term care programs for assisted living and nursing home residents;
- h) Meals and nutrition programs;
- i) Programs to assist with difficult end of life planning;
- j) Personal budgeting assistance programs;
- k) Integration of quality affordable housing options in mixed-use and multifamily developments, in established walkable and safe neighborhoods, and in other types of new development;
- l) Opportunities for aging in-place;
- m) The development and dissemination of community-based initiatives on aging; and
- n) Improve awareness of and access to resources for extreme weather events such heating and cooling stations, acute air quality alerts, and flooding.



Human Infrastructure Connectivity

Goal 9 Implementation Measures:

- a. Review the Zoning Code to eliminate potential barriers to aging in place, and adding flexible zoning provisions to support multigenerational housing and additional residences for long term caregivers especially on rural lands of at least one acre.
- b. Adopt development standards for continuing care facilities that align with established State Standards.
- c. Work with PCOA and others to widely disseminate public information on programs/support for aging populations.
- d. Continue to offer 50 Plus Employability Skills seminars and coaching at Pima County One-Stop Career Centers.
- e. Coordinate with Pima Council on Aging to identify funds to support a designated Planner for Senior Services and Programs position in Pima County.

5.2 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. These goals and policies reflect those efforts.

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.
- Policy 3:** Continue to monitor and mitigate climate change and drought-related socio-economic and public health impacts that decrease air and water quality.
- Policy 4:** Integrate climate preparedness planning into Pima County Emergency Services planning including a response for acute climate events.

Goal 1 Implementation Measures:

- a. Increase Pima County Health Department capacity to respond to public health emergencies.
- b. Integrate flood mitigation and response by expanding the Hazard Mitigation Plan to include specific flood response activities including area specific warning dissemination.
- c. Evaluate the community's level of preparedness for power outages triggered by extreme climate events and assess results for implementation.
- d. Improve awareness of and access to resources for extreme weather events such as heating and cooling stations, acute air quality alerts, and flooding.

Public Safety and Law Enforcement

The Pima County Sheriff's Department is committed to the advanced strategies of community policing and the direct supervision, and 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.

Policy 2: Increase coordination between behavioral health and public safety professionals.

Goal 2 Implementation Measures:

- a. Continue to support educational programs between the Sheriff's Department and the Health Department to ensure best practices.
- b. Continue utilizing social media as a way to disseminate crime prevention tips and share information effectively with the community.
- c. Continue developing partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations.

Fire Service

Fire and ambulance services throughout Pima County are handled by either municipal fire departments, private providers or fire districts in the unincorporated county. The County is not a fire service or ambulance service provider. Service in the population areas vary. The fire service providers in the unincorporated county are either fire districts or voluntary subscription based. These policies encourage continued collaboration with fire districts.

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) Continuing to encourage fire safety in the design of new residential and nonresidential construction.
- Policy 2:** Continue to 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 or responding fire department acknowledging ability to provide adequate fire protection.
- Policy 3:** Encourage Fire Districts to right-size equipment to maneuver in compact areas and alternate street design or make accommodations to facilitate those designs.

5.3 Parks and Recreation Element



Julian Wash Linear Park

Pima County identifies opportunities to provide parks and oversees management and operation of County parks and recreational facilities. The purpose of the County parks, recreation and trail system is to provide recreational, social, educational, and community development services, connect people with nature and improve the quality of life for County residents.

Public parks and recreation facilities and programs include educational and fitness classes, sports teams and tournaments, entertainment events and fairs, and youth and senior services. These 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 for 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.

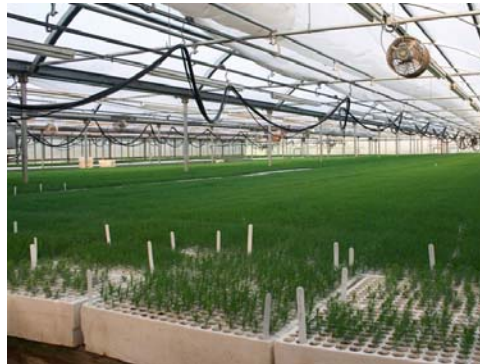
Community centers act as the social and civic hub for recreation, human services, elder care, youth programs, nutrition and a variety of other social service programs. The provision of these services in one place, such as a community center, may provide an integrated solution for service delivery in the unincorporated area of the County, especially serving rural areas.

The County principally acquires parks and recreation facilities through county bonds and in-lieu residential development fees.

This section's goals and policies are directed toward efficiently providing adequate and varied facilities that meet the community's needs and coordinating recreation and parks with economic development.

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, and playgrounds, and a trails system 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:** Continue to provide a diverse range of park types, functions and recreational opportunities to meet the physical and social needs of county residents.
- Policy 4:** 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 5:** Promote park and facility design that discourages vandalism, deters crime, provides natural surveillance and creates a safe and comfortable environment.
- Policy 6:** Continue to develop and maintain a comprehensive network of multi-use trails that enhance bicycle, equestrian and pedestrian connectivity throughout the region.
- Policy 7:** Increase opportunities to incorporate green space as a part of the urban environment and to decrease heat islands effect, improve biological diversity, and enhance property values and quality of life.
- Policy 8:** Promote flexibility in the design and programming of public facilities to accommodate appropriately scaled recreation and open space.
- Policy 9:** Explore opportunities for integrating community gardens, green houses, green roofs and gardening/permaculture education programs in parks and recreation facilities.



Roof Gardens (Top), Community Garden (Middle) and Green Houses (Bottom)

Goal 1 Implementation Measures:

- a. Implement Level of Service Standards for parks and user-based and activity-based recreation.
- b. Expand and tailor recreational programs and services to meet evolving community needs.
- c. Improve access to open space and natural preserves for activities such as hiking, bird watching and interpretive experiences.
- d. Develop intergenerational recreation programs housed in community centers and designed to meet the specific needs of rural communities.
- e. Expand the number of parks served by reclaimed water and allow only limited use of turf in parks for sports fields, multi-use facilities, and other appropriate recreational amenities in conformance with the County's Sustainable Action Plan and all applicable sustainability standards such as water harvesting and the use of recycled water.
- f. Address parks and recreation improvements and deficiencies identified in the Pima County Infrastructure Study.

Goal 2: Strengthen Pima 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 and conservation lands.
- Policy 2:** Explore alternative funding sources to operate and maintain parks and recreation facilities.
- Policy 3:** Prepare and adopt a parks and recreation master plan, and define adequate maintenance needs for parks and recreation facilities.

Goal 2 Implementation Measures:

- a. Prepare a parks and recreation master plan, identifying traditional and non-traditional funding sources for operation and maintenance.

Recreation as a Tool for Economic Development



David Beckham Playing at Kino Sports Complex

Natural Resources, Parks and Recreation (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 on sports leagues in the County.

A countywide inventory of sports facilities was conducted by the 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. 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.

Policy 3: Promote The Loop as a regional attraction.

Goal 3 Implementation Measures:

- a. Proactively market the Stadium District/Kino Sports Complex.
- b. Further develop and implement a master plan for the Kino Stadium complex that would allow for hotel development, commercial, restaurant and entertainment district activities including activity centers for youth.



Kino Sports Complex, Pima County, Arizona

5.4 Workforce Training/Education Element

Workforce Training Role in Improving Services and Economy



Pima Community College – Education and Workforce Training

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 program that connects job seekers (job ready youth, adult, and dislocated workers) with employers, with a special focus on eligible local growth, high-demand industry occupations. The Pima County Workforce Investment Board pursues its vision of “Quality Jobs, Qualified Workers”. 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.

This element provides goals and policies related to the provision of workforce training/education services such as aligning job seekers and job training with where the jobs are, particularly high-paying jobs and working collaboratively to make this happen. 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. *(Also see Goal 4, Policy 1 on page 5.4)

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.

- Policy 5:** Support new partnerships through Joint Technical Education Districts (JTED) and others to expand career technical education programs to high school aged youth to help build a skilled workforce by educating and training qualified workers, and specifically by:
- a) Encouraging industry to offer internship opportunities to complement career technical education;
 - b) Fostering career exploration opportunities in Grades 7 through 9; and
 - c) Facility sharing by JTED with high school students in the daytime and adults in the evening.
- Policy 6:** Continue to strengthen partnerships with the Business Services Team and the Sun Corridor Inc., 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 7:** 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 including the following strategic sectors:
- a) Emerging technology/renewable resources;
 - b) Aerospace/defense/manufacturing;
 - c) Transportation/logistics;
 - d) Healthcare/health science/bioscience;
 - e) Border security and protective services; and
 - f) Infrastructure.

Goal 1 Implementation Measures:

- a. Maintain local support and pursue available grant funding for adult and youth training programs including:
 - 1) One-Stop Center;
 - 2) Sullivan Jackson Employment Center (SJEC);
 - 3) Kino Veterans' Workforce Center;
 - 4) Workforce GED Education programs;
 - 5) Youth and juvenile preparation for future workforce programs;
 - 6) Summer Youth Program;
 - 7) Las Artes Arts and Education Program; and
 - 8) Pledge-A-Job Program.

Goal 1 Implementation Measures (Continued):

- b. Support investment for training of direct care workers through state approved training programs, such as the Caregiver Training Institute and other programs.
- c. Support training for high demand industry occupations.
- d. Engage industry partners in sector strategies to address workforce needs.



Pima County One Stop Career Center.

Pima County Career Expo.

Kino Veterans Workforce Center.

Machine Shop Abrams Tour

5.5 Arts and Entertainment Element

County Role in Funding Arts and Entertainment



Arts in the Streets Programs

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 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, 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 an ongoing 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.

The incorporation of public art and entertainment venues enhances the public realm, instills a sense of community pride, increases safety and revitalizes. Public facilities and public buildings can serve communities as canvases for portraying the local history and celebrating our local identity, character, heritage and sense of place. Public gathering places with art and features such as murals, fountains, plazas and promenades articulate the unique meaning, value, and character of the physical and social form of our community. They create space for social intimacy, enhance the community's character or sense of place, and promote health and 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.

Art districts can also be successful tools for revitalization, redevelopment, economic development, and the establishment of healthy communities. Please also see chapter 6, Section 6.5 Art Districts as Tools for Economic Development.

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 prohibit or limit art installations.

Goal 2: 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: Support the ongoing maintenance of existing public art and the existing arts programs.

Policy 5: Remove unnecessary barriers from codes and standards to allowing community-enriching entertainment events.

Goals 1-2 Implementation Measures:

- a. Work collaboratively with the Pima County Public Art Program and the Tucson Pima Arts Council to secure funding to 1) support the ongoing maintenance of existing public art; and, 2) support the existing arts programs.
- b. Examine Zoning Code to reduce or eliminate barriers for public art.
- c. Evaluate the zoning code for unnecessary barriers to community-enriching entertainment events.

5.6 Library Services Element



Pima County Public Library

The Pima County Public 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 be 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 of ideas.

Pima County currently has 27 library branches that serve the County. The County Library District 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.

The goals and policies of the Library Services Element reflect the critical role libraries play in the community, support the Library's efforts, and encourage further collaboration with other service agencies.

Goal 1: Support the Library District 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.
- Policy 2:** Explore the possibility of integrating the library with other community services and functions to create vital activity centers.
- Policy 3:** Provide flexibility in programming to embrace the library's emerging role as educational centers for new technologies and 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.

Goal 1 Implementation Measures:

- a. Continue to build and maintain welcoming library or County facilities.
- b. Continue to provide workforce development programming.
- c. Create entrepreneurship and career development opportunities through library programs, services and partner agencies.
- d. Provide youth development opportunities to promote 21st century skills and alternative career pathways.
- e. Expand partnerships with other county departments to maximize services following the successful Library Nurse collaboration model with the Pima County Health Department.
- f. Research facility sharing models in future building projects with County departments and organizations.
- g. Leverage community partnerships to provide programs and services that address the Library's mission and support the focus areas of the Community Impact Plan..
- h. Foster organizational partnerships to provide mentoring expertise to knowledge seekers.
- i. Provide technology infrastructure, support and training at a level that meets community needs demands.
- j. Seek grant opportunities to explore innovation.
- k. Design facilities with flexible spaces and technological infrastructure.
- l. Expand partnerships with key community early literacy providers.

- m. Maintain an adequate budget to provide for the needs of changing collections including the addition of electronic resources.



Pima County Public Library Education Programs (left) Bookmobile (right)



Pima County Public Library Books on Wheels

5.7 Animal Care Element

Pima County operates an animal care facility, Pima Animal Care Center (PACC). 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.

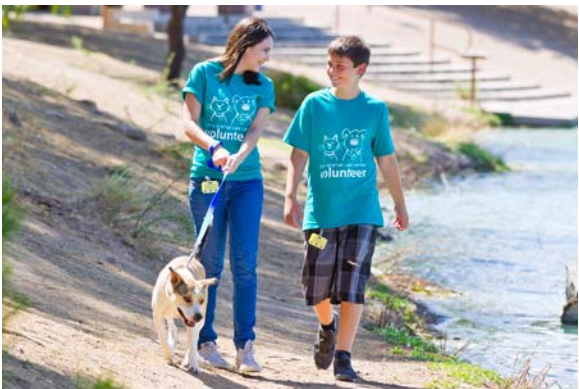
The goals and policies of this element focus on supporting the direction in which the County's animal care facility is moving including their collaborative efforts with community rescue groups and volunteers, increasing the live release rate through a multitude of means, maximizing the efficient use of resources towards improving the animal welfare system in the community and fostering activities and events that recognize responsible animal ownership.

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

- Policy 1:** Support and promote PACC and community efforts to increase:
- a) Low-cost spay and neuter programs;
 - b) Responsible owner-retention of pets;
 - c) The rehoming of pets into permanent, quality homes; and
 - d) Live release rate.
- Policy 2:** Support and promote efforts to educate the community regarding responsible pet ownership.
- Policy 3:** Support the efforts of the Pima Alliance for Animal Welfare (PAAW) and local rescue groups and encourage collaborative efforts.
- Policy 4:** Encourage a regional, cross-jurisdictional approach to addressing animal welfare problems.
- Policy 5:** 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.
- Policy 6:** Support community events and activities that foster respect for animals, promote learning about animals, and recognize animal ownership responsibilities.

Goal 1 Implementation Measures:

- a. Provide resources to implement, monitor and evaluate PAAW's programs including the Trap, Neuter, Return (TNR) program, the Elevating the Human/Animal Bond program, and the Community Adoption Event program.
- b. Work collaboratively with other local animal rescue groups and service providers on all facets to improve the community's animal welfare system.
- c. Educate the community on responsible pet ownership including spaying and neutering through presentations to school kids, working with social service agencies, inmate pet care programs and other methods.
- d. Minimize unnecessary development review obstacles and costs for rescue groups to locate and operate related services.
- e. Communicate the financial and other benefits of preventing unwanted pets through spay/neuter programs compared to providing euthanasia services needed to address overpopulation.
- f. Educate other County field workers on how to recognize animal abuse and neglect activities and report them to PACC.
- g. Increase the number of pet owners who report they have an established primary veterinarian for each of their pets.
- h. Increase the availability of animal spay/neuter services.
- i. Increase licensing compliance by expanding awareness efforts.



Pima Animal Care Center (PACC) Volunteers (left) and Pet Adoptions (Right)

5.8 Food Access Element

The availability of safe, fresh, nutritious, and affordable food that is safely grown, processed and distributed 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 include 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 as well as the WIC (Women, Infant and Children) voucher program funded through the U.S. Department of Agriculture.

The goals and policies of this element address removing obstacles for local markets to prosper, encouraging collaboration among participants, and using tools such as Health Impact Assessments to evaluate efforts.



Farmers Markets Provide Access to Locally-grown Healthy, Nutritious and Affordable Foods

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

Policy 1: Work collaboratively among County departments, the University of Arizona, UA/Pima County Cooperative Extension Service, community organizations such as food banks, 4-H and Future Farmers of America and others 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, including modernizing code definitions of livestock and equities in species types and sizes;
- d) Traditional farming, agriculture and livestock;
- e) Greater capacity in the County zoning code for plant processing and local, humane meat processing operations;
- f) Partnerships to develop regional food hubs, as may be needed, and to advance foodmobiles, farmers markets, farm stands and kitchen incubator facilities in under-served areas;
- g) Access to healthy foods at a neighborhood level accessible via walking or biking;
- h) Contained farming, hydroponics, permaculture and greenhouses;
- i) Mobile healthy food options for rural areas with little or no access to healthy foods;
- j) Vegetable roof gardens appropriate for desert climates;
- k) Cultivation and distribution of organic produce;
- l) Continue to provide a free source of local seeds and education through Pima County Public Library's Seed Library and gardening/sustainability programming;
- m) Reasonable accommodation in the zoning code for youth oriented life skills programs in agriculture, such as 4-H.

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

Goals 1 and 2 Implementation Measures:

- a. Identify and reduce regulatory barriers to all manner of the processing and distribution of healthy foods.
- b. Prepare a Health Impact Assessment (HIA).

Economic Development Element

Chapter 6: Economic Development Goals and Policies



This chapter includes the economic development goals and policies needed to support a healthy region. It includes overarching regional goals and policies that:

- Aid the protection of our existing employers;
- Create a welcoming climate to new business development, outside investment, and relocation of companies and employers;
- Bolster opportunities for job growth;
- Leverage the Sun Corridor and other regional collaboration efforts;
- Strengthen the commitment to tourism as an economic engine;
- Reaffirm construction of infrastructure, commercial, residential, and public and community facilities as a stimulus of our economy;
- Create and maintain a positive climate for business;
- Capitalize on our people as an economic driver;
- Establish art districts as an economic development tool for redevelopment and revitalization; and
- Repair and restore our streets and highways.

6.1 Business Retention, Expansion, and Attraction

Pima County's efforts to promote economic development, job growth, and rising income within the region are focused on specific strategy areas to protect our existing employer base, create new opportunities for job growth, revitalize tourism, create a positive environment for business investment, and position our region as the international gateway from Mexico into Arizona. These efforts stem from a plan that Pima County put into place in 2012, after the Great Recession, that was geared to identify the County's role in economic development and focus on those areas where the County could have a measurable impact.

This element encompasses the set of programs and strategies that spur and strengthen economic development. Expanding on our geographic advantage in the Sun Corridor megaregion is critical, and Pima County is strategically positioned to capitalize on the increasing commerce between the U.S., Mexico, and Canada. South Korea has also emerged as a potential partner in economic trade. Pima County has partners in that effort including the Arizona Commerce Authority (ACA) and Sun Corridor Inc. (formerly Tucson Regional Economic Opportunities, Inc. (TREO)). The ACA emphasizes the state's economic development competitiveness, while Sun Corridor Inc. pursues high-wage job and investment growth on behalf of the region. These areas include taxation, transportation, energy planning, and support for the military.



Source: Arizona Department of Transportation

Other partners in economic development include the City of Tucson and other jurisdictions, the Arizona Board of Regents, the University of Arizona, Pima Community College, Chambers of Commerce and related business advocacy groups, the region's educational system, and the private sector including health care providers, supply chain businesses, and utilities. All are vital for the long-term viability of the region.

In order to help facilitate the creation of new jobs and to provide business growth and expansion in Southern Arizona, the Tucson Metro Chamber conducted a survey (Business Expansion and Retention (BEAR) Project) of local companies to identify the advantages and disadvantages of doing business in our region. Understanding these preferences will help prioritize investments and expenditures and mobilize the resources necessary to enhance economic vitality and job growth.

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

Policy 1: Continue to work collaboratively and regionally with the Office of the Governor, the Arizona Commerce Authority, Sun Corridor Inc., all local jurisdictions, the Arizona Board of Regents, the University of Arizona, Pima Community College, Chambers of Commerce and related business advocacy groups, school districts serving the region and the private sector to coordinate economic development strategies.

Goal 1 Implementation Measure:

- a. Engage businesses, Chambers of Commerce, and trade groups in ongoing analysis of needs and opportunities.

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

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

Policy 2: Work with water providers to effectively promulgate sound water management and stewardship that enhances system reliability and resiliency and encourages new business and industry recruitment and investment.

Goal 2 Implementation Measures:

- a. Collaborate at the federal, state, and regional level with government agencies and regulators, municipalities, utility providers, private property owners, and other relevant stakeholders to develop a competitive set of incentives targeted at winning new business to the area, thereby expanding the tax base available to pay for community priorities.
- b. Work with Sun Corridor Inc. to continue to improve the existing process for customer service oriented, rapid, coordinated response to site selectors.
- c. Lead effort to plan and implement the Sonoran Corridor connecting 1-10 to 1-19.
- d. Complete development of the Aerospace and Defense Business Park to provide 2,400 acres for manufacturing and logistics business operations.
- e. Develop an inventory of Pima County concept-ready sites available for sale or lease for the location of new primary employment centers or for the expansion of existing employers in the vicinity of the following locations:
 - 1) Aerospace and Defense Business and Research Park;
 - 2) Sunset and Interstate 10/River Road;
 - 3) Tech Parks Arizona; and
 - 4) Bioscience Incubator.
- f. Support infrastructure expansion and mixed-income residential, education, community service, and passive and active recreational amenities for land use in proximity to designated concept-ready sites where appropriate in support of future live, work, learn, play balanced land uses.
- g. Develop and secure road and infrastructure maintenance programs and investments.

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

- Policy 1:** Support and assist our existing employers from every industry, with special attention to new technology entrepreneurs to foster their success and expansion needs.
- Policy 2:** Meet frequently with existing private employers to solicit their views on assistance that can be provided to sustain and expand their existence including continuing to improve permit processes, development issues, utility access, and elimination of code barriers.
- Policy 3:** Develop a robust menu of incentives to encourage additional capital investment and hiring by existing employers.
- Policy 4:** Deal proactively and quickly with government and community issues articulated by private employers.

- Policy 5:** Identify ways to help private employers to expand their business into new markets.
- Policy 6:** Assist private employers in reducing or mitigating barriers to business expansion. Pay particular attention to solving workforce and capital barriers.
- Policy 7:** Encourage international trade into and from Mexico, Canada, and Asia.

Goal 3 (Policies 1-7) Implementation Measures:

- a. Identify barriers for businesses and work collaboratively to reduce such barriers.
- b. Establish a business roundtable to explore ways Pima County can assist business expansion and develop an action plan including working to establish a business one stop center.
- c. Work with Chambers of Commerce, the Arizona Mexico Border Commission, the Canada Arizona Business Council, the Arizona Commerce Authority-Mexico Office and other on trade opportunity with Mexico.
- d. Work with Tucson Metro Chamber and related business advocacy groups to implement the recommendations resulting from the Business Expansion and Retention (BEAR) survey.

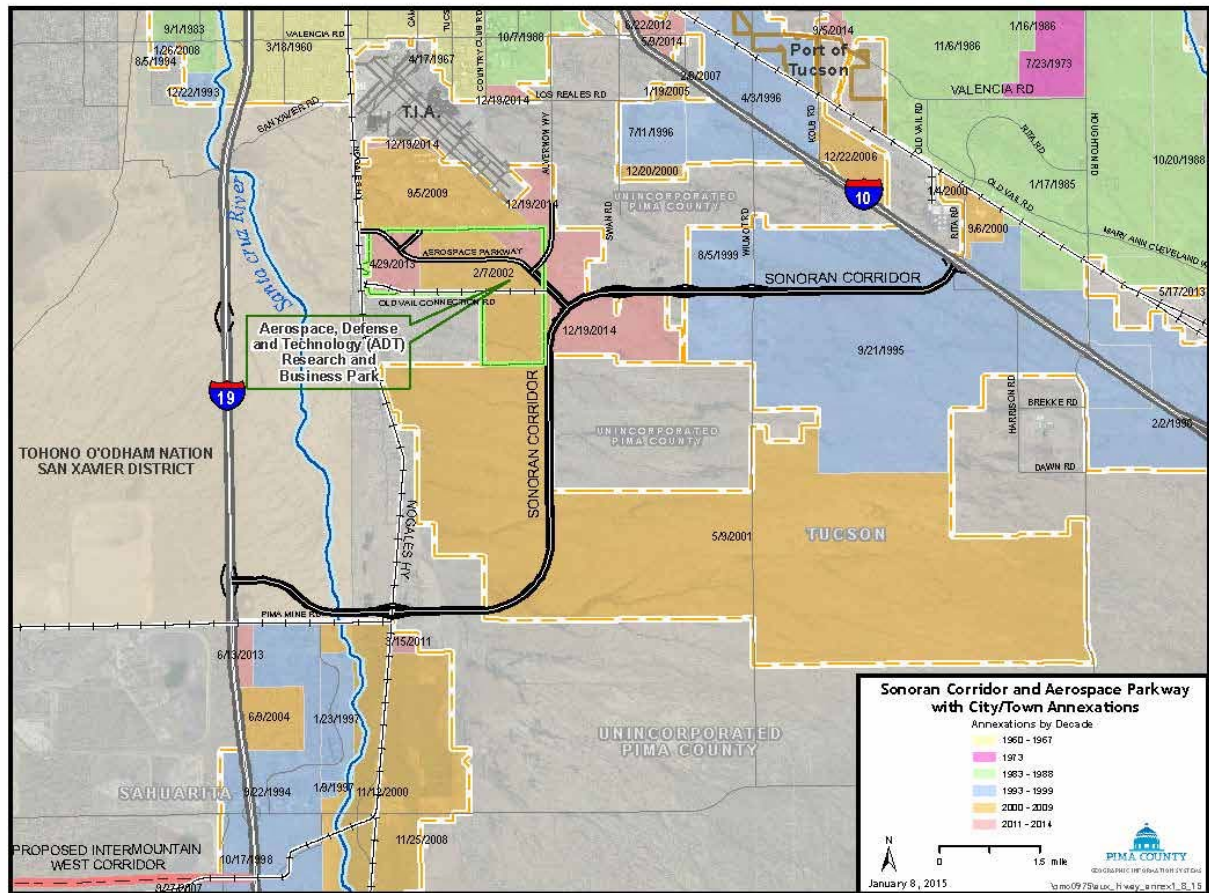
Raytheon

- Policy 8:** Support Raytheon's efforts to protect its employment base, expansion needs, and operations.

Goal 3 (Policy 8) Implementation Measures:

- a. Purchase land to minimize urban encroachment and to provide the space necessary to assure the safety and security required for national defense manufacturing.
- b. Prioritize 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 and to facilitate expansion opportunities.
- c. Increase 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 concept-ready industrial land available;
 - 3) Standardize planning and development requirements for industrial area;
 - 4) Provide efficient and immediate access to truck, rail, and air transport; and
 - 5) Provide for residential housing and mixed-use development where appropriate for convenient work access by current and future employees.
- e. Align long-range development plans for the Aerospace and Defense Corridor plans to maximize investments.
 - f. Invest in Pima County's future by expanding regional roadway, water, sewer, and utility infrastructure to encourage expansion and relocation in the Aerospace and Defense Business and Research Park.
 - g. Facilitate the preparation of the Aerospace and Defense Business and Research Park master plan to attract supply chain partners.
 - h. Require 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.
 - i. Maximize investments by supporting the long-term development plans of the Aerospace Parkway.
 - j. Anchor Raytheon's location as a vital component of the Aerospace Parkway.



Sonoran Corridor and Aerospace Parkway

Military Resources

Policy 9: Protect the military functionality of Davis-Monthan Air Force Base (DMAFB) and the Arizona National Guard (ANG) 162nd Fighter Wing.

Goal 3 (Policy 9) Implementation Measures:

- Promote regional support for DMAFB mission and expansion needs through multi-jurisdictional lobbying and through lobbying and communicating with State and Federal Officials and military command structure.
- Support current and future flight operations at DMAFB and ANG 162nd Fighter Wing as an important utilization of existing investment in military facilities, infrastructure, and runways which provide efficient access to the Barry M. Goldwater Range.

- c. Support the activities and expansion needs of the ANG 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.
- d. Buffer DMAFB from residential encroachment by requiring that new development complies with all applicable sound mitigation, density, and land use requirements within the APZs, the DMAFB Approach/Departure corridor, and noise contours.
- e. Build support for DMAFB through veteran and retiree support, assistance, and participation programs such as Kino Veterans Welfare Center and collaboration with the Veterans Administration Hospital and related facilities.

University of Arizona

Policy 10: Leverage the intellectual capacity of the University of Arizona to help solve community problems and service delivery.

Goal 3 (Policy 10) Implementation Measures:

- a. Work collaboratively with the University of Arizona to fund and construct Science Park Drive and complete the I-10/I-19 Sonoran Corridor interlink highway.
- b. Create a secure defense and industrial research and testing facility on County-owned land.
- c. Support efforts that encourage technology and innovation, business incubators and shared resources, and research to expand entrepreneurial opportunities and retain graduates.
- d. Utilize the existing international academic and research linkages of University departments and individual professors to develop business contacts and potential business investments and opportunities.
- e. Support Tech Launch Arizona and other efforts to encourage innovation and the spin off new technologies to commercial ventures.
- f. Continue to expand health service and bio-sciences collaboration at University South.
- g. Collaborate and support the University in cross border, Mexico, Canada, Asia and International trade, education, technical consultation, and health service efforts.
- h. Collaborate 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.
- i. Explore adaptive use and reuse of County facilities for emerging technologies such as aquaculture/fisheries at wastewater treatment facilities to encourage investment in water technologies.
- j. Utilize 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.
- k. Support efforts to graduate more community college students and non-traditional students who are enrolled in school and working.
- l. Increase efforts to create degree pathways for incumbent technology workers and high-tech employers.

- m. Collaborate on regional water clusters that involve infrastructure, policy planning, education, and innovative technologies.
- n. Support research and industry growth related to the region's existing optics cluster, astronomy, planetary, and space sciences.

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 and international economy through maximizing international trade with Mexico, Canada, and Asia maximizing business opportunities between the Pima County region of southern Arizona and the world.

Policy 2: Increase and maximize employment opportunities and growth of area median income to provide for personal discretionary income as a component of quality of life.

Goal 4 (Policies 1 and 2) Implementation Measures:

- a. Foster cross-border meetings and communication and encourage business ventures and mutual co-investment in Sonoran and southern Arizona's economic development opportunities.
- b. Support safe and efficient routes that increase the international mobility of people and goods.
- c. Support the CANAMEX Corridor, the Sun Corridor, and the Intermountain West Corridor to enhance international trade throughout the western United States and work with the Canada Arizona Business Council to facilitate commerce and trade with Canada for the Southern Arizona region.
- d. Develop the interstate connector, connecting I-10 and I-19, to create a master planned industrial corridor focused on supply chain development, logistics, and cross-border opportunities.
- e. Support the expansion of SR 189A as a priority project for Arizona Department of Transportation (ADOT).
- f. Support the work of the Tucson Hispanic Chamber of Commerce and other community organizations with a mission to support international trade and business expansion between our community and Mexico.
- g. Build cross-border relations with Mexico to address infrastructure issues while encouraging cross-border trade and investment.
- h. Support the work of the Canada Arizona Business Council and use the Council to identify and pursue investment opportunities from large Canadian businesses.

- i. Work collaboratively with other border counties and communities to develop a cohesive strategy to promote and market the region's assets.
- j. Provide opportunities and facilities that encourage Mexican businesses to locate operations in Pima County.
- k. Enhance our relationship with Mexico by developing appropriate infrastructure and marketing programs to position Arizona/Sonora regions as the next major gateway to Asian markets.
- l. Educate Southern Arizona businesses and citizens about cross-border opportunities making it easier for Mexican businesses to do business in Pima County.
- m. Become a lead agency with the Canada Arizona Business Council to spur trade opportunities, investments and economic expansion for Southern Arizona to achieve the following:
 - 1) Integrating Canadian investment into our Pima County/Mexico strategy by leveraging Canadian interest in Mexico and developing supply chain opportunities for Canadian companies in Southern Arizona;
 - 2) Increasing Canadian (conventional and medical) tourism in Pima County;
 - 3) Working with existing Canadian companies in Pima County to ensure quality business operations, involvement in regional corporate citizenship, and retention and encouragement of appropriate investment and expansion; and
 - 4) Identifying specific industry sectors in Canada that promise the most return for our region's economic development strategy and proactively targeting specific Canadian companies within those sectors.

Policy 3: Prioritize the establishment of an Aerospace and Defense-oriented business park associated with the Tucson International Airport (TIA) as a regional economic engine.

Goal 4 (Policy 3) Implementation Measures:

- a. Capitalize on the attractiveness of air service to businesses for passenger, freight, and operational needs.
- b. Use the nationally acclaimed aviation technology program offered by Pima Community College as a driver to attract industry to the region.
- c. Support the recommendations of the Tucson International Airport Master Plan.
- d. Attract new employers from the aerospace, defense, and transportation industries.

- e. Attract suppliers and support businesses to the nearly 200 aerospace and defense-related companies in Pima County.
- f. Provide concept-ready sites and aggressively market these to the supply chain of existing companies.
- g. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in the deep-water port being developed in northern Mexico.
- h. Strengthen partnerships with Tucson Airport Authority (TAA), Raytheon, the Arizona Air National Guard, Sun Corridor Inc., and other tenants, agencies, and stakeholders.

Policy 4: Partner with emerging technology sectors to address climate challenges and attract clean high tech industries to the region.

Goal 4 (Policy 4) Implementation Measures:

- a. Add incentives to attract industry that creates or utilizes alternative energy sources.
- b. Support the University of Arizona and other innovative partners in addressing and protecting climate focused technologies as part of the new economy. “The economy is about increasing quality of life, improving health, and restoring the environment”.

Policy 5: Create new incentives based on national best practices to attract jobs and industries.

Goal 4 (Policy 5) Implementation Measures:

- a. Maintain an inventory of the region’s zoned industrial land (private and publicly-owned).
- b. Encourage the Pima Association of Governments Economic Development Committee to proactively engage in projects which provide both immediate and short-term benefit to the region as well as long-range planning.
- c. Identify and aggressively market the region’s industrial and other appropriately-zoned, concept-ready sites.
- d. Solicit input from site selectors about barriers to entry in Pima County and work aggressively to remove them.

- e. Work to gain regional support for creating a resource base and funding specifically used to attract desirable employers, grow our long-range tax base, and increase contributions and funding for community priorities.
- f. Encourage and assist private industrial landholders in developing their industrial lands and consolidating multiple landholdings to attract companies.
- g. Encourage appropriate residential and commercial construction to serve employment center areas for the convenience of employees. Consider promoting specialized employment centers that promote synergistic development of like industries such as is occurring in Innovation Park and Port of Tucson.
- h. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial lands such as:
 - 1) Development agreements with property owners;
 - 2) Joint ventures and public private partnerships;
 - 3) Transfer of Development Rights (TDRs); and
 - 4) Other mechanisms.
- i. Identify, develop, and offer public land alternatives for special size, location, and other requirements that are not available from private sector. Also use public infrastructure and development to promote better development and larger size of private parcels.
- j. Fund and schedule the public infrastructure (water and sewer) and other major utilities, including critical interceptor and transmission improvements, to meet the industry requirements at economically critical sites to make industrially zoned lands concept-ready for development.
- k. Develop a Board of Supervisors policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment, and the increase of the median wage in Pima County.
- l. Work with local school districts and support pre-K through 12th grade public education and the importance of secondary property taxes and bonding capacity of school districts toward attracting economic development.
- m. Maintain the current County policy of requiring that incentive agreements assure full commercial property tax revenue to each of the education districts.
- n. Utilize County land, lease, training, and tax incentives wisely with a long-range goal of increasing County median income levels.
- o. Establish new Aerospace and Defense Business and Research Park and other business parks to be able to negotiate and attract major new industry to the region.

- p. Work with Pima Community College and other providers to offer training to upgrade the skills of the region's current workers.
- q. Create an industry attraction incentive matrix that provides a list of available support, fees, incentives, and waivers from all sources available to attract business.

Airports and Aviation

Aviation, rail, and freight transportation are linked. 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, develop an inland port market assessment, and identify 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 identified 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 TIA. More than 300 aircraft are based at the field and 30 tenants ranging from aircraft maintenance shops to charter 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 5: 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 10 (I-10) with Interstate 19 (I-19) 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) Setting operating speed of the corridor similar to existing freeway speeds in the urban area;
 - c) Maximizing public infrastructure investments along the corridor;
 - d) Ensuring that highway investments made to relocate Hughes Access Road are compatible with the Sonoran Corridor;
 - e) Proposing that the Sonoran Corridor be designated as a state highway under the operational management and control of ADOT; and
 - f) Securing 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 ANG 162nd Fighter Wing.
- Policy 5:** Work with the TIA, ADOT, and others to provide the infrastructure needed to best position Ryan Airfield as a sub-regional employer.
- Policy 6:** Recognize the importance and value of the entire length of Valencia Road as an Economic Development Corridor from Ryan Airfield to Saguaro National Park East.

Goal 5 Implementation Measures:

- a. Work collaboratively with TIA in the development of a second runway and the implementation of its master plan.
- b. Work to bring the Sonoran Corridor to fruition.
- c. Promote efforts to position Ryan Airfield as a logistics hub.



Proposed Sonoran Corridor

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 U.S. 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 Asia 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 continues 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, as well as the capacity to develop direct rail access to the east coast markets, including produce markets. The expansion of passenger rail can connect people and jobs within the Sun Corridor. ADOT is studying a passenger rail route between the Tucson and Phoenix regions. This enhancement could further tie the two economies into one and produce greater opportunity for Southern Arizona.

Goal 6: Support Port of Tucson as a key transportation and logistics center in Southern Arizona

- Policy 1:** Support rail enhancements, construction, and extensions needed for the successful operation of the Port.
- Policy 2:** Continue to participate in ADOT's process seeking intercity rail connectivity between Tucson, Phoenix, and beyond.
- Policy 3:** Support efforts to extend rail access throughout the region.
- Policy 4:** Continue engagement in Innovation Frontier consortium with Arizona and New Mexico border counties and cities to build a shared strategy on the foundation of historical strengths in agriculture, mining, electronics, and aerospace and defense.
- Policy 5:** Leverage the Sun Corridor to attract subsidiary and secondary industries by collaborating with communities to promote the entire region.
- Policy 6:** Improve road maintenance to support our region's ability to be a key transportation and logistics center.

Goal 6 Implementation Measures:

- a. Work collaboratively with Sun Corridor Inc., Port of Tucson, PAG, Union Pacific, ADOT and other partners to identify appropriate regional rail infrastructure

expansion opportunities and position Port of Tucson as a key transportation and logistics center.

- b. Actively participate in the State planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.
- c. Collaborate with County partners to promote the region.
- d. Strengthen partnerships between Tucson and Phoenix to promote the Sun Corridor and to attract job growth to the County.
- e. Spread new employment throughout the region's Regional Job Growth Centers in Oro Valley, Marana, Sahuarita and South Tucson.
- f. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities.
- g. Actively seek financial resources to repair and rebuild roads to aid the logistics industry and improve the overall condition of our streets.

Sun Corridor Inc.

Sun Corridor Inc. 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, Development, and Retention
- Strong Business Environment

Goal 7: Support Sun Corridor Inc.'s efforts to strengthen the regional economy

Policy 1: Continue to support Sun Corridor Inc.'s efforts in the identification of key industry sectors and industry attraction. Encourage Sun Corridor Inc. to engage in advocacy beneficial to its mission and purpose. Actively promote communication with Arizona Commerce Authority and with surrounding counties economic development efforts.

Goal 7 Implementation Measures:

- a. Provide Sun Corridor Inc. with financial support, specific objectives, and deliverables.

- b. Collaborate with Sun Corridor Inc. to develop incentive packages for desirable new employers.
- c. Encourage cross-border recruitment to realize advantages of cost manufacturing in Mexico while having access to design expertise in Southern Arizona.
- d. Work with Sun Corridor Inc. to develop concept-ready supply of industrial sites for potential clients.

6.2 Tourism as an Economic Engine

Goal 1: Revitalize the tourism industry

Policy 1: Create a good first impression.

Goal 1 (Policy 1) Implementation Measures:

- a. Support beautification and clean-up projects.
- b. Create more natural attractions that serve as destinations.
- c. Identify key corridors and major gateways in and out of the region such as Paseo de Las Iglesias, *El Corazón*, Tucson International Airport, and regional malls that will benefit from landscaping, paving improvements, and transit and redevelopment and prioritize these efforts.
- d. Support efforts to eradicate invasive, non-native species such as Buffelgrass that threaten the Sonoran Desert natural environment.
- e. Maintain roads and streetscapes.

Policy 2: Increase tourism opportunities.

Goal 1 (Policy 2) Implementation Measures:

- a. Encourage all regional jurisdictions to financially support Visit Tucson, Pima County's official tourism promotion agency, in order to increase funding available to support marketing and tourism outreach.
- b. Increase tourism opportunities by creating value-add programs and encouraging multiple day and multi-year promotion discount of facility rental fees when there is demonstrable and commensurate economic benefit.
- c. Diversify sports attractions by encouraging soccer and other field sports as emerging sports.

- d. Build and repurpose existing facility infrastructure to attract amateur and youth tournaments.
- e. Support the international and domestic cycling tourism industry.
- f. Take advantage of our geography, topography, and natural environment to develop Geo-Tourism opportunities.
- g. Promote The Loop and other connecting multi-use pathways as regional attractions.
- h. Create new and expand existing tourism venues including the existing major Pima County attractions (i.e. Arizona-Sonora Desert Museum, Pima Air and Space Museum, Old Tucson, and Colossal Cave Mountain Park) through public investment. Attractions also serve as an important part of education for the children of this community.
- i. Leverage our proximity to Mexico to take advantage of expanding disposable income and demand for American goods by visitors from Mexico.
- j. Leverage our partnership with the Canada Arizona Business Council (CABC) to expand visitor marketing programs with Canada. Canada ranks second in overnight visitation to Arizona with 773,260 visits in 2013.
- k. Maintain a visitor-friendly stance that does not discriminate through policy and law.
- l. Encourage and support voluntary private sector initiatives to conduct business in a bilingual and bicultural manner.
- m. Create a consolidated gateway through the development of a new Visitor Center located on historical land near the Santa Cruz River for all of our region's unique resources. Promote a story of Tucson and the region that showcases its uniqueness and diversity and fosters a sense of pride and a sense of place in residents and visitors alike.

Policy 3: Protect the natural environment as this is our greatest tourism attraction including the night skies, our sky islands, and the Sonoran Desert as well as its native species.

Goal 1 (Policy 3) Implementation Measures:

- a. Protect and promote the Sonoran Desert as a world destination.
- b. Promote regional cycling events that attract an international community by showcasing the Sonoran Desert.
- c. Continue building bicycle facilities and promoting regional bicycle events.
- d. Continue to protect our dark skies through light pollution abatement efforts/investments.

- e. Protect and preserve the rich natural heritage of native species and habitats in the County's Sky Islands regions.
- f. Support, maintain, and expand the Pima County regional trail system.
- g. Invest in regional attractions.
- h. Promote destination resorts in the region that attract out-of-state visitors and the international community.
- i. Repurpose irrigated turf areas such as planned or existing golf courses and resorts as needed.
- j. Expand medical tourism by working with University Medical Center, Tucson Medical Center, Northwest Medical, Marana Health Center, El Rio, and other regional medical centers and physician groups. Work with Visit Tucson to develop and market visitor incentive packages for those seeking medical care within our community, especially from Mexico and Canada.
- k. Diversify sports attractions at Kino Sports Complex with Major League Soccer (MLS) teams.
- l. Plan monthly visits to Sonora with Visit Tucson to cultivate relationships and change perception of Arizona through welcoming measures.
- m. Work with Visit Tucson and the University of Arizona to continue to collect data on the impact of Mexican and Canadian visitors in Pima County and on the impact of major events such as the Tucson Gem and Mineral Show on our regional economy.



Tour de Tucson

6.3 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) Fosters and encourages private business initiative and entrepreneurship;
- b) Collaboratively works with business to reduce barriers to investment, growth, and expansion of quality companies and projects;
- c) Takes a regional collaborative approach by working with other jurisdictions;
- d) Strengthens public/private partnerships and networks;
- e) Encourages public-private partnerships for infrastructure and other creative projects that improve the region, including transit expansion;
- f) Supports shopping and buying locally as a region through procurement practices;
- g) Prioritizes projects, programs, and efforts that support local businesses and enhance the entire region such as road and infrastructure maintenance;
- h) Promotes utilization of new communication technologies such as new wireless and fiber networks in urban and rural Pima County that invigorate business and encourage investment;
- i) Builds bridges between libraries and workforce development;
- j) Provides programs for business start-up success;
- k) Recognizes the importance of urban form in economic development;
- l) Provides accelerated permitting time-frames; and
- m) Improves 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 competitive utility fees in exchange for reduced or alternate use of energy sources;
- d) Prioritizing road and infrastructure maintenance;
- e) Centralizing business centers to serve new and emerging young entrepreneurs; and
- f) Considering strategies to support the unique needs of Community Development Target Areas (including Colonias) and rural communities.

Goal 1 Implementation Measures:

- a. Work collaboratively with jurisdictions, Sun Corridor Inc., the University of Arizona, business and industry membership organizations, Chambers of Commerce, major employers, and other interested agencies and partners to strengthen the public/private partnerships needed to create a positive climate for business throughout the region.
- b. Develop a Business Resource One-Stop Center and/or resources network to serve business development needs ranging from the single entrepreneur to all size business including access to capital, tax assistance, regulatory compliance, and marketing.
- c. Identify funding sources and grants available to support the unique needs of Community Development Target Areas and rural communities.

6.4 Our People as an Economic Driver

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

Policy 1: Develop potential workforce to meet the business needs of the region by:

- a) Encouraging employment centers that integrate housing, jobs, and retail services in a walkable and bikeable setting with access to transit;
- b) Supporting state and local efforts to assure that affordable, subsidized child care is accessible to all employment centers;
- c) Reviewing Tech Parks Arizona Global Advantage and other best practices to promote business park development and leverage production capacity in Mexico;
- 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 with established targeted, measurable outcomes, 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 relevancy and quality of occupational education and build community/industry support for targeted occupational education programs, renovation of high-tech equipment, and facilities;
- c) Working with regional businesses in all sectors to establish and fund year-round job internships for high school, undergraduate and graduate students.
- d) Constructing special outreach and investment in disadvantaged populations that are underrepresented in the workforce;
- e) Diversifying the region's economic portfolio to avoid reliance on growth to spur the economy and to minimize labor fluctuations;

- f) 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;
- g) 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;
- h) Promoting 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;
- i) Improving applicant confidence, employment opportunities and job satisfaction by establishing and making available a full spectrum of computer technology education for residents and employees in Pima County; and
- j) Promoting and encouraging lifelong learning and educational attainment by supporting literacy programs, book festivals, community workshops, and educational aid.

Goal 1 (Policies 1 and 2) Implementation Measures:

- a. Pima County's Workforce Training Program shall:
 - 1) Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests;
 - 2) Provide competencies that match jobs;
 - 3) Align with credit bearing coursework and transfer to professional degrees;
 - 4) Provide portable credential or certifications that enhance trainee's employability; and
 - 5) Offer supportive services to trainees to aid with basic needs, transit, or job search.
- b. Continue to support a strong regional One-Stop workforce system that facilitates coordination of workforce services provided by multiple state, local, and private entities, and support grant proposals by other agencies that want to collaborate.

- c. Leverage the Pima County Library District to improve the overall quality of skills and abilities in the workforce, providing access to the internet, resources, and sponsorship of community events.

6.5 Repair and Restore our Streets and Highways

Transportation cost is a key factor in economic competitiveness. All products, goods, and services have embedded in them a component of transportation cost. If that cost is higher in one region than another, the region with the lower transportation cost becomes more competitive.

Our nation, as well as our state, has not invested in transportation system maintenance or expansion. In fact, the maintenance of our transportation system – whether it be ports, airports, or surface transportation highways – has deteriorated over the past two decades. The Arizona Legislature has failed to address the issue of transportation financing for the last 24 years, during which time inflation has cut the purchasing power of the 1991 transportation tax revenues in half. A 40-percent increase in fuel economy has further reduced the purchasing power of 1991 transportation tax revenues. (Pima County Economic Development Plan, Update 2015-1017).

Other states and nations are becoming more competitive while Arizona is falling far behind in competitiveness in transportation system investment. To solve this transportation deficiency dilemma and to enhance our economic competitive position with our competitors steps must be taken to coordinate international transportation investments, such as I-11, in order to maximize the economic expansion benefits to the region from increased, targeted transportation investments. (Pima County Economic Development Plan, Update 2015-1017).

Goal 1: Repair and restore our streets and highways

- Policy 1:** Establish short-term funding for road repairs such as general fund allocations from the County or general obligation bonds.
- Policy 2:** Advocate for long-term financial solutions such as an increase in the statewide gas tax to provide sufficient funding to bring the entire surface transportation network to adequate standards.
- Policy 3:** Adequately fund and maintain a system network of mobility related to all modes of transportation.

Goal 1 Implementation Measures:

- a. Identify short-term funds for road repairs.
- b. Continue to advocate for statewide solutions for repair funding.
- c. Identify long-term funds to maintain a multimodal transportation network.

6.6 Art Districts as Tools for Economic Development

Art districts can also 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, Arizona. Art districts help in making a community a destination.



Art and Landscape Amenities Activating the Public Realm

Goal 1: 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.

Goal 2: Capitalize on the market potential of the region as a destination by supporting entertainment for residents and visitors .

Policy 1: Continue to support regional entertainment events and venues such as the gem show, the music scene, festivals, and other community events.

Policy 2: Support the digital, media, performing arts, and film industries which utilize existing community attributes: weather, population diversity, variety of architecture, urban, rural, and desert settings.

Goal 3: Support art districts as a tool for economic 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 economic development strategy that:

- a) Promote areas such as the community of Ajo with a large artist population as regional civic and cultural districts;
- b) Identify areas with potential for the formation of art districts;
- c) Incorporate art programs in libraries and other public facilities;
- d) Assess vacant or other under-utilized buildings that may serve creative uses and spur economic development;
- e) Identify 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.



Let Art Happen!

Goals 1-3 Implementation Measures:

- a. Identify funds and work with the community of Ajo to prepare a community plan that:
 - 1) Establishes the area as the County's major art district; and
 - 2) Responds to the needs of Ajo's residents and businesses.
- b. Work with other areas in the County that may benefit from creating an Art District as a tool for economic development.
- c. Include plazas and courtyards in the design of new public buildings to allow space for art, music festivals, and other events that celebrate the arts and culture of our region.



Activating the public realm by incorporating gathering spaces for outdoor performances, art and music festivals, and other outdoor businesses and events.

6.7 Construction as a Stimulus of our Economy

For decades, the construction industry has been a sizable sector of our local economy. It has provided thousands of direct jobs, generated sales of materials and supplies, and has served as a basis for economic stimulus during the Great Recession. The job loss in this sector was the greatest of all sectors in the region over the last ten years. Economic experts, including those at the University of Arizona, agree that the recovery of the construction industry is key to Pima County fully emerging from the economic recession (Pima County Economic Development, Update 2015-2017). Policies and action items are needed to support the construction industry and promote planned development and growth vital to stimulating other sectors of the economy such as manufacturing.

Goal 1: Support efforts to return the Construction Industry to sustainable levels of employment and construction activity

- Policy 1:** Support full employment of community members that are skilled in construction trades and maintain programs aimed at construction trade training.
- Policy 2:** Prioritize construction of infrastructure and public facilities as an essential component to economic development and construction employment.
- Policy 3:** Within current legal parameters, promote procurement policies to contract locally for construction projects including design and engineering components.
- Policy 4:** Work collaboratively with residential and commercial construction industry representatives to improve permitting processes, infrastructure planning processes (including specifications, standards and materials that innovate), reduce costs, and shorten timeframes.

Goal 1 Implementation Measures

- a. Review procurement practices and procedures and change as appropriate to conform to state legal practices.
- b. Monitor job training needs in the construction sector.
- c. Continue to attract federal funding and other investments for public construction projects.
- d. Continue to work with construction trade representatives to review standards, codes,- and guidelines used in the regulatory processes.
- e. Work with industry leaders to encourage the retrofitting and rehabilitation of our housing stock to increase energy efficiency.

- f. Support and encourage new and innovative construction practices that conserve resources, add to energy conservation, and provide unique affordable housing options.

Cost of Development

Chapter 7: Cost of Development Element



7.1 Introduction

Economic growth is an essential component of ensuring adequate revenue to support Pima County robust programs and services as prioritized by the Board of Supervisors and the electorate. Inherent with economic growth is new planned development that contributes impact fees, sewer fees, water fees, processing fees and property taxes to the County. Increasing the number and value of real estate parcels contributing taxes based upon assessed valuation provides the foundation for funding Pima County services and creating the bonding capacity which can be used to finance community improvements approved by the voters.

The purpose of this Cost of Development element is to identify goals, policies, and implementation strategies to initiate actions that offset the cost of additional public service needs generated by new development. While this is a priority in Pima County, exceptions may occur when in the public interest. This element establishes the goal and policy framework for developing implementation measures that will result in public-private cost sharing of capital facilities and services needed to serve new development. These measures clarify the roles of the public and private sectors, which are critical to achieving the County's economic development goals and facilitating new planned development. It is important to accept and encourage reasonable population growth to bolster the workforce and support economic development.

This element addresses three key components:

- 1) **It defines the term “fair share.”** State legislation allows the County to define this term based on its unique needs and resources and relates to the portion of costs of infrastructure necessary to support new development to be paid for by developer;
- 2) **It establishes a measure of fairness.** This guarantees that costs borne by new development result in a benefit to the development; and provides a reasonable relationship between development costs and the burden imposed on the County for providing additional necessary public services for the development. It is not the intent of the Cost of Growth element to overburden the growth industry or be a disincentive to private sector capital investment in the development of quality residential, mixed use and commercial enterprises; and
- 3) **It identifies various options** that can be used to fund and finance additional, necessary public facilities and services.

The need for new and expanded infrastructure and services to serve current and future residents and businesses in Pima County are significant. These costs may exceed current and projected revenues. Long term maintenance costs should be considered as part of County infrastructure investments to facilitate future growth as well as meeting current service needs. These needs are evident not only in designated growth areas of the County, but also in aging and redeveloping areas. (See Section 4.2, Focused Development Investment Areas Element) Rural, Suburban, and Urban areas have different level of service needs. These service levels should be clearly delineated through the use of infrastructure service areas to set property owners expectation levels.

The Cost of Development Element addresses meeting community needs for infrastructure and services in an equitable and reasonable manner. The Cost of Development Element cannot and does not address development that has already occurred; it is limited to new development and redevelopment of existing sites. This element meets the intent of the Cost of Development Element required in ARS 11-804C.4.

7.2 Cost of Development Goals and Policies

New development within unincorporated Pima County can have an impact on infrastructure and services in adjacent jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as the transportation or wastewater systems. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on both County and regional systems in order to effectively promote the development of Focused Development Investment Areas (growth areas).

Goal 1: Maximize the efficient use of land by planning land uses and infrastructure in Focused Development Investment Areas or Targeted Redevelopment areas.

Policy 1: Encourage the development of retail, commerce, employment and mixed-use residential projects in Focused Development Investment Areas and in other planning areas where infrastructure is in place or planned.

Goal 1 Implementation Measures:

- a. In conjunction with residential and commercial development stakeholders, identify Focused Development Investment Areas (growth areas) and land uses appropriate in size and location for future employment and revenue generating development.
- b. Minimize land use changes within identified Focused Development Investment Areas that constitute barriers for future employment or revenue generating land uses through the use of tools such as Transfer of Development Rights and other land mitigation strategies.
- c. Consider the cost/benefit ratio of new development proposed in designated Focused Development Investment Areas as part of the approval process.
- d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects and work out innovative development terms to help fund the infrastructure improvements.
- e. Manage all economic development efforts and work with Sun Corridor Inc. to prepare and implement an Economic Development Strategy that aggressively markets designated Focused Development Investment Areas and major economic development corridors to potential employers, retailers and commerce to curb long commutes to other employment centers.

Goal 2: Develop a process to provide the facilities and services required to serve new development

Policy 1: Work with development community stakeholders to develop a methodology as part of the Planning Facilities Management System for determining the need and for assessing the cost of new facilities and services required to serve new development.

Policy 2: Identify long-term maintenance costs of infrastructure and possible cost recovery mechanisms to fund maintenance.

Goal 2 Implementation Measures:

- a. Explore cost recovery strategies for the following facilities and services: parks and recreation, stormwater management and drainage, sheriff services, animal care, and any other facilities and services deemed appropriate.
- b. Establish or confirm Levels of Service standards for each facility identified for cost recovery.
- c. Establish or reconfirm the benefit/service area for each public facility and determine the facility needs and costs to service the benefit/service area based upon the established Levels of Service standards.
- d. Clearly define funding streams for each improvement, facility or service along with legal constraints.
- e. Identify costs of expansion of County operations and facilities to maintain service level expectations.
- f. Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs.
- g. Within the context of market conditions, incentivize a pattern of development that balances both the service demand and revenue-generation of land uses in phase with other uses that demand services.
- h. Maintain a Capital Improvements Program that prioritizes needed facilities and service improvements to maintain the adopted Level of Service standards.

Maintaining a menu and authorizing use of legally available financial mechanisms allows the public and private sectors to work together to find the appropriate cost recovery approach for each new development. It also allows for flexibility in the event that one or more mechanisms become unavailable or if additional methods are made available.

Goal: 3 Appropriate with capital improvements, recover the cost of public facilities and services required to serve new development that are not met by impact fees, wastewater fees, property taxes and other development related fees or taxes

Policy 1: Identify all legally available financial mechanisms to recover the cost of public facilities and services required to serve new development.

Goal 3 Implementation Measures:

- a. Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, community facilities districts,

development fees, in-lieu fees, facility construction dedications, service privatization, and consolidation of services.

- b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the County by new development to provide services to such development.
- c. Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility.
- d. Update development fee studies on a regular basis to ensure establishment of reasonable fees.
- e. Encourage the growth or relocation of industries that generate local tax revenue and employment.
- f. Encourage planned development as it also generates local tax and employment.
- g. Maintain the definition of “legally available” as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.

Assessing a fair cost covers the impacts of new development while freeing up revenues that can be used to address existing deficiencies in infrastructure and services. Achieving this balance furthers the goal of meeting infrastructure and services within designated Focused Development Investment Areas and benefits the County, the community and new development. The fair share cost of new development is intended to cover only the additional impact of the new development on infrastructure and services. It is not intended to cover the impacts of previous development or maintenance decisions.

Goal: 4 Achieve Fairness in Allocating the Costs of New Development

Policy 1: Balance public and private interests to achieve fairness in allocating the costs of new development with sensitivity to impacts on housing costs and housing affordability in the region.

Policy 2: Recognize the non-monetary burden that places a cost on development in the form of time delays, land set-asides, or expensive entitlement processes.

Policy 3: Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project).

Policy 4: Establish development incentive areas or other incentives, such as an Infill Incentive District, Mixed-use District or Arts District that may allow reduced cost recovery obligations for projects to foster development activity within those areas as well as other community benefits such as additional recreation, affordable housing, and mixed uses.

Goal 4 Implementation Measures:

- a. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.
- b. Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them.
- c. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.
- d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and economic development corridors.
- e. Allow infrastructure to be incrementally brought on line, or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk.
- f. Consider new opportunities for using best practices in public/private partnerships.

Goal: 5 Address the Impacts of Development on Regional Systems

Policy 1: Seek local and regional cooperation to address the impacts of development on regional systems and to identify new or enhanced revenues for regional infrastructure.

Goal 5 Implementation Measures:

- a. Work collaboratively with Arizona Department of Transportation, Pima Association of Governments, Native Nations and Tribes and adjacent jurisdictions in seeking new and additional revenue-sharing opportunities from State or Federal sources for designing, constructing, and maintaining facility improvements that impact and/or benefit the region.
- b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.
- c. Working collectively with other counties, seek new or additional revenue-sharing opportunities from the State of Arizona.

Supplemental revenues assist the County in attaining the long-term viability and fiscal solvency required to become a healthy community. The Background and Current Conditions Volume lists a variety of funding mechanisms currently available to the County. The Implementation Volume lists a variety of funding sources that could become available to the County.

Goal: 6 Identify and Secure Additional Revenue Sources

Policy 1: Identify additional revenue sources to provide supplemental revenues, and ensure that adopted Levels of Service standards are maintained.

Goal 6 Implementation Measures:

- a. Consider advocating to amend the State's revenue structure to allow its primary or secondary property tax structure to provide additional resources for facilities and services if necessary to implement the Comprehensive Plan vision.
- b. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the County, property owners, investors and developers to complete new development projects.
- c. Consider prioritizing public maintenance of infrastructure improvements by determining hierarchy of which infrastructure improvements should be accepted into County maintenance and conditions depending on critical importance to the County.
- d. Assign costs for maintenance over a long term budget, and budget for costs.
- e. Consider Government Property Lease Excise Tax (GPLET) for County use and propose amendments to ARS as appropriate.

7.3 Available Mechanisms to Fund and Finance Development

The County has a menu of options it can use to fund and finance development costs to allow the public and private sectors to partner and find the best cost recovery approach for each new development. The County also has the flexibility to adjust as additional methods become available. Currently available funding options which should be fully utilized when expecting new development to pay for the cost of growth include:

1. Pay-As-You-Go out of Current Revenues

This is generally considered the optimum way to pay for service expansion. Current revenues generally consist of primary and secondary property taxes, state excise use taxes, state-shared revenues, user fees, and grants. These revenues are usually necessary to fund day-to-day County operations. While all organizations would prefer to pay for items with current revenues, this is not often feasible since revenues usually follow development while most service expansions must occur prior to or simultaneously with development. Additionally, County expenditures are limited annually by the State Constitution and significant expenditures for infrastructure expansion would cause the County to exceed the limitation.

2. Grants and Low-Interest Loan Programs

A variety of grants may be available to the County from federal, state, and regional agencies. The County has actively pursued and received funding from several agencies and should continue to pursue grants through the Community Development Block Grant Program (general community improvements), State of Arizona Heritage Fund (parks and recreation facilities), and the Governor's Office (health and safety). Additional existing and future funding sources should be investigated as potential financial partners.

3. Property Taxes

The County currently assesses a primary property tax to provide funding for the judicial system, Sheriff, healthcare, general services, and community development. The County has a secondary property tax to fund special taxing districts such as the Regional Flood Control District and the Library District.

4. General Obligation Bonds

The most commonly utilized large project financing method in the United States is the General Obligation Bond. This is an inexpensive way to finance projects because the bonds' repayment is based on the taxing authority of the jurisdiction and repaid with secondary property taxes. Voter approved property tax supports the issuance of any General Obligation Bonds.

5. Revenue Bonds

Revenue bonds are a method of borrowing to finance services expansions. These bonds are paid back through future revenues that are legally pledged to the bond issuer. Revenues generally utilized for debt service are Highway User Revenue Funds (payments made to the County from state taxes), and connection user fees for wastewater service. Use of these bonds must be approved by a public vote.

6. Certificates of Participation

These are methods of borrowing that are paid back by the County General Fund. They are not legally tied to a specific revenue stream, such as revenue bonds. These methods can be utilized by action of the County Board of Supervisors and are not subject to public vote. They are usually secured by the sale and lease back of county buildings.

7. Development Impact Fees

These are fees that are established by the County based on the cost of expanding services to accommodate new development. Development impact fees are then included as part of the development cost. Development impact fees can be fairly narrow in scope. Impact fees must be monitored and updated to ensure they are maintaining adequate funding levels without impeding the quality of development the County desires to attract. The County currently only charges impact fees for new development impact on the transportation network.

8. User Fees

These are fees that are charged for services provided by the County. The most significant user fee is for wastewater services. Other user fees include admissions to the County fairgrounds, the stadium and some park facilities. User fees cover not only operating costs but also service the debt for financing expanded services.

9. Improvement Districts (Special Taxing Districts)

Improvement Districts can be formed to implement a specific improvement for a particular area of the County as a special assessment district. An improvement district can only be formed by petition of the majority of the property owners in the affected area. This funding mechanism is typically used for neighborhood road improvements, street lighting, utilities and revitalization programs such as the formation of Arts District and others. The County has used Improvement Districts but for very discrete projects in specific neighborhoods.

10. Community Facilities Financing Districts

The property owners (generally the developer) in the area to be benefited by the project can agree to have the County assess the future property owners to pay back the cost of improvements as a property tax. Improvements can include roads, utilities and enhancements such as parks and recreation. Pima County has not used this financing mechanism to date.

11. In-Lieu Fees:

These are fees that can be used to mitigate or offer alternatives to building required infrastructure such as a park. An in-lieu fee can be made instead of installing a park when the development is small.

7.4 Cost of Development Community Indicators

The effectiveness of the Cost of Development element will be reflected in the County's annual budgeting process. There are several key indicators that must be monitored as part of the budgeting process:

- Per capita revenues and expenditures should be tracked annually and compared with fiscal models, in order to maintain fiscal policy.
- The ratio of state shared revenues to local revenues should be continually monitored.

7.5 Existing Methods of Recovery

Table 1 summarizes the County's existing methods for cost recovery for infrastructure improvements. In addition to the revenue sources listed in Table 1, the County receives Highway User Revenue Funds, which includes all revenues, other than development impact fees, that come to the County for Transportation.

TABLE 7.5.a: Pima County Existing Methods of Cost Recovery

Infrastructure Type	Impact Fees	Development Agreements (Contributed Infrastructure)	Excise Tax	Property Tax	General Obligation Bonds	Revenue Bonds	Certificates of Participation	Other Fees
Wastewater		Sewer Service Agreements				x	X	Connection & user fees
Sheriff				X	X			
Flood Control				X	X			Permit fees
Transportation	X	X	X (state gas tax)	Vehicle License Tax	X	X		
Parks and Recreation				X	X			In lieu fees
Solid Waste				X	X			Private User fees
Library				X	X			

Land Use Legend and Map

Chapter 8: Land Use Legend and Map



8.1 Preface and Map Interpretation

The Land Use Intensity Legend included in this chapter complements the Regional Plan Policies provided throughout this comprehensive plan as well as the Special Area and Rezoning Policies included in Chapter 9. It is to be used in conjunction with the Land Use maps in Section 8.2. The following planned land use intensity categories are designated on the Pima County Comprehensive Plan (Plan), which was initially adopted by the Pima County Board of Supervisors on October 13, 1992, revised on December 18, 2001, and the most recent update adopted on May 19, 2015. Land uses are only shown for land in unincorporated Pima County.

Unless otherwise noted, references to code chapters or sections are to the Pima County Zoning Code as of the date of adoption of this plan or as may be amended.

Please refer to section 10.4 of the Administration chapter of the Plan for how the rezoning process, conditional use process, and the Transfer of Development Rights (TDRs) relate to the plan, open space requirements, and the calculation of possible densities and uses for properties affected by resource areas on the Regional Hydrology Maps (Section 4.9 of the Physical Infrastructure chapter).

Land Use Legend

The Land Use Intensity Legend is composed of a number of “urban/suburban”, “rural” land use, and general categories. Urban/suburban designations are usually used in the metropolitan areas of Tucson, Green Valley and certain unincorporated communities. Rural land uses are generally used in exurban and rural locales. General categories can be found throughout the unincorporated county. Each category includes a description of the objectives and the types of uses intended for that category. In addition, most categories that allow residential uses include a minimum and maximum gross density, defined as residences per acre (RAC). Only land area zoned and planned for residential use or open space areas not including golf courses, shall be included in gross density calculations.

Effective densities throughout the rezoning process may be constrained by hydrology, open space requirements, overlay zones, cultural resources, and many other factors.

A. Urban/Suburban Intensity Categories

The following land use intensity categories shall be applied to designate planned land use within urban and suburban areas only:

1. **Community Activity Center (CAC)**

- a. Objective: To designate medium and higher intensity mixed-use districts designed to provide a full range of goods and services; office and medical uses; hotels; research and development opportunities; educational and institutional uses; and other similar uses as described in the Campus Park Industrial (CPI) zoning district (Section 18.49); and compatible medium to higher density housing. Individual rezoning requests do not necessarily have to be a mixed-use project; however, the application must demonstrate how it serves to create or enhance the mixed use character of the designated activity center as a whole.

Larger centers may include a regional mall. Smaller centers may provide goods and services needed on a more frequent basis. These may include a major supermarket, discount department stores, large variety stores, or specialty stores such as hardware/building/home improvement stores. Community Activity Centers may be located on major arterial roadways with access to public transportation. All centers will have direct pedestrian and bicycle access to surrounding neighborhoods. Community Activity Centers may range from 25 acres to up to 100 acres or more in size depending on the area served and services provided.

- b. Residential Gross Density: Residential gross density, if any, shall conform to the following:
 - 1) Minimum – 6 RAC.
 - 2) Maximum - As allowed by the requested conforming zoning district.
- c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - 1) Minimum – 6 RAC
 - 2) Maximum – 18 RAC.

2. Neighborhood Activity Center (NAC)

- a. Objective: To designate lower intensity mixed-use areas designed to provide goods and services within or near residential neighborhoods for day-to-day and weekly living needs. Neighborhood Activity Centers provide lower-intensity commercial services. For example a grocery market may be the principle anchor tenant along with other neighborhood services, such as a drugstore, variety/hardware store, self-service laundry and bank. The center may include a mix of medium-density housing types. Neighborhood Activity Centers are generally less than 25 acres in size. Larger centers provide opportunity for a mix of intensive non-residential uses and medium-density residential uses, and are to be located on arterials. Smaller mixed-use centers may contain medium-density residential uses and may be located along collector or arterial streets. All centers will have direct pedestrian and bicycle access to the surrounding neighborhoods. Individual rezoning requests do not necessarily have to be a mixed-use project; however, the application must demonstrate how the project serves to create or enhance the mixed-use character of the designated activity center as a whole.
- b. Residential Gross Density: Residential gross density, if applicable, shall conform to the following:
 - 1) Minimum – 5 RAC
 - 2) Maximum – 12 RAC.
- c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - 1) Minimum – 5 RAC
 - 2) Maximum – 8 RAC.

3. Multifunctional Corridor (MFC)

- a. Objective: To designate areas for the integrated development of complementary uses along major transportation corridors. The MFC designation serves a similar purpose as the CAC plan designation. These areas contain commercial and other non-residential use services, research and development and similar uses (as delineated in the CPI zoning district), and medium- to high-density residential clusters in a linear configuration along major transportation corridors. Potential adverse impacts of strip commercial development are mitigated through application of special design standards in the zoning code and design manuals, such as standards for access management, building setbacks, open space, signs, parking, and landscaping.
- b. Residential Gross Density: Residential gross density, if applicable, shall conform to the following:
 - 1) Minimum – 6 RAC
 - 2) Maximum – As allowed by the requested conforming zoning district.
- c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - 1) Minimum – 6 RAC
 - 2) Maximum – 18 RAC.

4. Multiple Use (MU)

- a. Objective: To identify multiple-use areas that contain a wide range of uses, including residential, commercial and light industrial and to provide standards for how these areas should develop or redevelop in the future. Proposals for new non-residential uses must show how the uses will minimize negative impacts on existing residential uses.
- b. Residential Gross Density: Residential gross density, if applicable, shall conform to the following:
 - 1) Minimum – 6 RAC
 - 2) Maximum – As allowed by the requested conforming zoning district.
- c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - 1) Minimum – 6 RAC
 - 2) Maximum – 18 RAC.

5. Planned Development Community (PDC)

- a. Objective: To designate existing approved specific plans. Specific plans comprise a unique zoning regimen within a planned community. Specific plan documents include detailed information on the intent for the community as a whole, as well as the individual planning and zoning districts within the specific plan area. Applications for amendments to individual specific plans shall be done in accordance with Section 18.90 (Specific Plans) of the Pima County Zoning Code.
- b. Exception: State Trust land in the proposed Sahuarita East Conceptual Plan is designated a PDC under Special Area Policy S-36 in Chapter 9.

6. Higher Intensity Urban (HIU)

- a. Objective: To designate areas for a mix of medium- to high-density housing types, such as higher-density single-family development, townhomes, condominiums and apartment complexes, as well as other compatible uses, such as offices, hotels, research and development, and other similar uses. These areas have direct access to major transportation corridors and other arterials and are within walking or bicycling distance from major commercial services and employment centers. They generally do not abut land in low intensity urban categories. Small-scale residential compatible retail services are allowed on the first floor of a multi-story building, provided that they are accessed from an arterial and are oriented away from lower-density residential development.
- b. Residential Gross Density: Residential gross density shall conform to the following:
 - 1) Minimum – 8 RAC
 - 2) Maximum – As allowed by the requested conforming zoning district.
- c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - 1) Minimum – 8 RAC
 - 2) Maximum – 18 RAC.

7. Medium Intensity Urban (MIU)

- a. Objective: To designate areas for a mix of medium-density housing types, such as attached dwellings, garden apartments, and single family, as well as non-residential uses such as offices, medical offices, and hotels. Special attention should be given in site design to assure that uses are compatible with adjacent lower-density residential

uses. Where possible, pedestrian and bicycle access shall be provided to commercial areas, schools, institutional uses, and other similar uses.

b. Residential Gross Density: Residential gross density shall conform to the following:

- 1) Minimum – 5 RAC
- 2) Maximum – 13 RAC.

c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:

- 1) Minimum – 5 RAC
- 2) Maximum – 10 RAC.

8. Medium Low Intensity Urban (MLIU)

a. Objective: To designate areas for a mix of medium density single-family and lower density attached dwelling units; to provide opportunities for a mix of housing types throughout the region.

b. Residential Gross Density: Residential gross density shall conform to the following:

- 1) Minimum – 2.5 RAC
- 2) Maximum – 5 RAC.

c. Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements.

- 1) Minimum – 2.5 RAC
- 2) Maximum – 4 RAC.

9. Low Intensity Urban (LIU)

Low Intensity Urban includes four land use categories designations ranging from a maximum of 3 RAC stepped down to 0.3 RAC. The Low Intensity Urban categories are LIU3.0, LIU1.2, LIU0.5, and LIU-0.3.

a. Objective: To designate areas for low-density residential and other compatible uses and to provide incentives for residential conservation subdivisions to provide more natural open space. Density bonuses are offered in exchange for the provision of natural and/or functional open space. Natural open space must be set aside, where applicable, to preserve land with the highest resource value and to be contiguous with other dedicated natural open space and public preserves.

1) Low Intensity Urban 3.0 (LIU-3.0)

- a) Residential Gross Density:
 - i) Minimum – none
 - ii) Maximum – 3.0 RAC.
- b) Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - i) Minimum density – 1.5 RAC
 - ii) Maximum density – 3.0 RAC.

2) Low Intensity Urban 1.2 (LIU-1.2)

- a) Residential Gross Density:
 - i) Minimum – none
 - ii) Maximum – 1.2 RAC. The maximum gross density may be increased in accordance with the following options:
 - a] Gross density of 2.5 RAC with 45 percent open space;
 - or
 - b] Gross density of 4 RAC with 60 percent open space.
- b) Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:
 - i) Minimum density – none
 - ii) Maximum – 1.2 RAC. The maximum gross density may be increased in accordance with the following option:
 - a] Gross density of 2 RAC with 50 percent open space.

3) Low Intensity Urban 0.5 (LIU-0.5)

- a) Residential Gross Density:
 - i) Minimum – none
 - ii) Maximum – 0.5 RAC. The maximum gross density may be increased in accordance with the following options:
 - a] Gross density of 1.2 RAC with 50 percent open space;

or

b] Gross density of 2.5 RAC with 65 percent open space.

- b) Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:

i) Minimum density – none

ii) Maximum – 0.5 RAC. The maximum gross density may be increased in accordance with the following option:

a] Gross density of 1 RAC with 50 percent open space.

4) *Low Intensity Urban 0.3 (LIU-0.3)*

- a) Residential Gross Density:

i) Minimum – none

ii) Maximum – 0.3 RAC. The maximum gross density may be increased in accordance with the following options:

a] Gross density of 0.7 RAC with 50 percent open space;

or

b] Gross density of 1.2 RAC with 65 percent open space.

- b) Residential Gross Densities for Developments Using Transfer of Development Rights (TDRs): Projects within designated Receiving Areas utilizing TDRs for development shall conform to the following density requirements:

i) Minimum density – none

ii) Maximum – 0.3 RAC. The maximum gross density may be increased in accordance with the following option:

a] Gross density of 0.7 RAC with 60 percent open space.