



# General Plan Update

## EXECUTIVE SUMMARY







# Community Vision

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

## What's New in 2025

### **Integration of City Plans for Clear Implementation**

Functional and specific plans created after the 2013 Plan Tucson adoption were strategically integrated into the Plan Tucson 2025 update by systematically aligning their targeted objectives with the broader community vision. These detailed plans serve as critical building blocks, allowing the city to incorporate nuanced recommendations from City Departments directly into the overarching strategy.

### **Community Voices Realigned Plan Tucson Goals**

Through community engagement in Phases 1-3, the Plan Tucson goals were realigned to better reflect priorities and improve clarity. The updated goals consolidate economy-related objectives and merge wellness and safety into a single, cohesive goal. Individual equity, transportation, and climate goals remain distinct, while land use and transportation have been separated to emphasize transportation safety.

### **Interconnectivity of Goals and Policies**

The cross-cutting themes of City Governance, Equity, and Climate Resiliency create a unified foundation that strengthens all goals and policies in Plan Tucson. Transparent and effective governance fosters inclusive decision-making, ensuring that equity is embedded in policies and actions. At the same time, equitable solutions enhance climate resiliency by prioritizing communities most affected by environmental challenges, creating a sustainable and adaptive future for all.

### **Future Growth Scenario Map Driven by Community Input**

The Future Growth Scenario Map was updated using early community input to better reflect current and future land use needs. These updates improve clarity and alignment with evolving development patterns, ensuring a more accurate and adaptable guide for future growth.

### **Reorganized to be More User Friendly**

The updated structure is more user-friendly, making it easier to understand, implement, and track policies effectively.

# Plan Purpose

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

Plan Tucson serves as the City's comprehensive framework that guides decision-making, future development, policy decisions about housing, transportation, environmental resources, public safety, and economic growth over a 20-year period. The 2025 Plan Tucson update ensures the document remains relevant and responsive to emerging community needs, changing environmental conditions, new technological advances, and evolving state requirements, while maintaining alignment with the community's vision for its future. This update process, more importantly, provides a crucial opportunity for meaningful public engagement, allowing residents to help shape the policies that will direct their city's growth and development for decades to come.





## Plan Update Process

The update process was planned to go through four “phases” in a three year period.

### Phase 1: January- June 2023

In this phase the community was invited to reflect on what they value about Tucson, voice their concerns, and propose ideas for the City’s future. During phase 1, 2,000 people engaged at in person events and 950 people responded to online surveys. The team held 11 community workshops and 15 pop up events. The information seeded the conversations during Phase 2 and helped shape the vision of the plan.

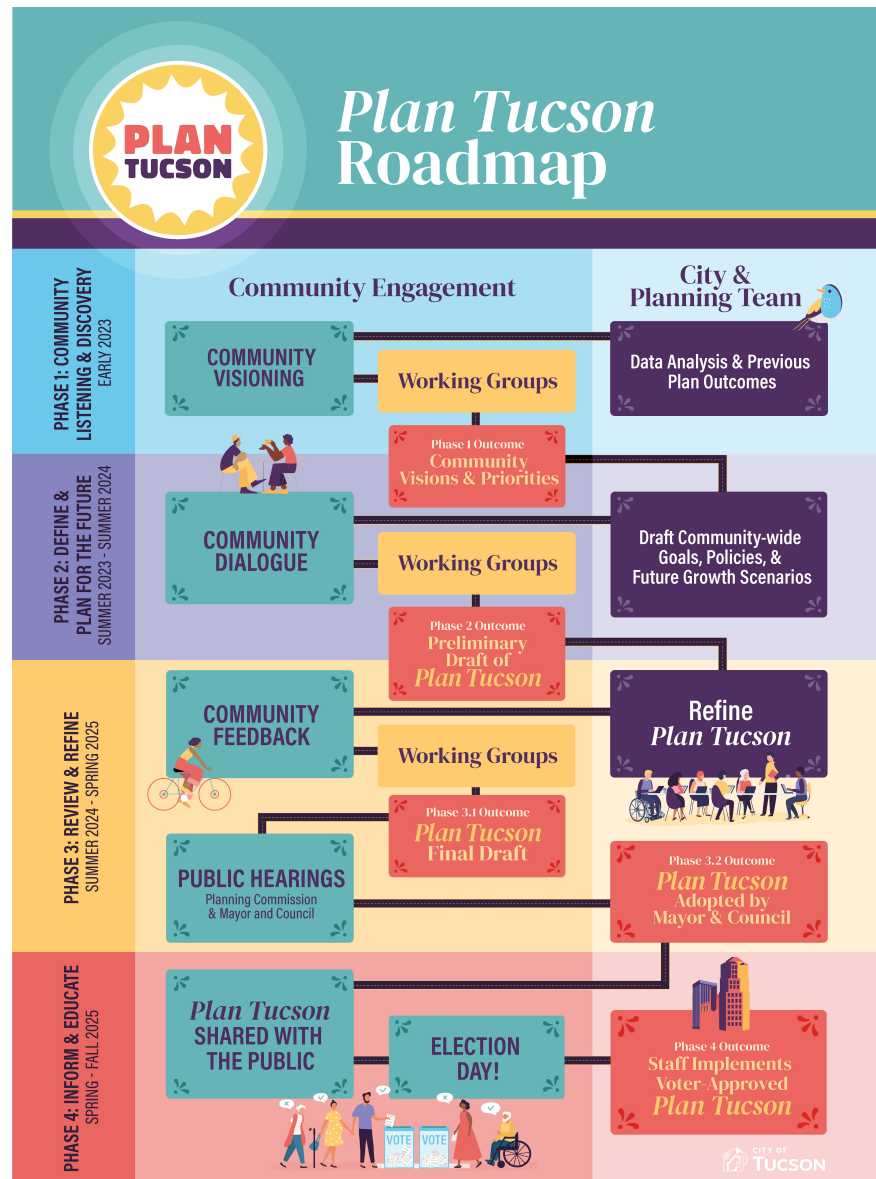
### Phase 2: July 2023- August 2024

In Phase 2 of the Plan Tucson update, working groups and community forums helped the Plan Tucson team get insight from our community on goals and how we could accomplish them. During this phase, 677 residents attended working group meetings, 285 people attended a community forum and provided over 750 individual comments which shaped the plan’s goals and policies.

The first phase of outreach for the Plan Tucson Future Growth Scenario Map involved an online survey and in-person events to gather public input on land uses and development intensities. A subsequent round of community engagement occurred, focusing on public feedback about proposed land use locations and their characteristics, with the survey accessible through the Plan Tucson website.

### Phase 3: September 2024- Present

The Preliminary draft of the plan was published on December 19th 2024 and is currently open for public comment through January 2025. A revised version of the draft will be available for additional feedback during public hearings tentatively scheduled for March 2025.





## Phase 1: Listen, Discover, Reflect

The community shared over 13,000 comments about what their likes, concerns, and ideas are for Tucson



## Phase 2: Define & Plan Our Future

- 18 working groups,
- 6 community forums, and online surveys provided guidance on goals and policies



## Phase 3: Review & Refine

- 6 Preliminary Draft Review Sessions
- 2 Planning Commission Study Sessions
- 2 Planning Commission Public Hearings

## Tucson Today

Tucson has experienced growth and transformation over the past decade, with the population increasing by approximately 4% since 2013 to around 550,000 residents. The city showcases a diverse demographic landscape, with a median age of 34 and a notable economic challenge of 20% of residents living below the national poverty level. Economically, Tucson relies heavily on public sector institutions like the University of Arizona and industries such as aerospace, defense, optics, and renewable energy, while also maintaining a robust tourism sector that attracts nearly 6 million visitors annually.

The city has made substantial investments in infrastructure, including transportation improvements, water conservation, and parks and recreational facilities, demonstrating a commitment to sustainable urban development. With 233,257 households and innovative approaches, Tucson has managed to reduce per capita water usage by 15% despite population growth. The city features a vibrant cultural and arts economy that generates 52,000 jobs and \$8.4 billion in business revenue. The introduction of the Sun Link Streetcar in 2014 has further catalyzed urban development, particularly in the downtown area, highlighting Tucson's efforts to balance modern growth with preservation of its historic character.



# Plan Tucson 2025 Goals

After identifying common themes and consolidating community input, 14 goals and 186 policies were developed for the preliminary draft. The community identified three cross-cutting goals that are important to all aspects of the plan. These focus on transparent and inclusive governance, fostering an equitable community, and being a leader in climate resiliency.

Plan Tucson goals and policies guide decision making in the city for the next ten years. The themes of the policies are listed below each of the 14 associated goals. Please review Chapter 3 of the preliminary draft plan to read the goal narratives and the full list of policies.

## Plan Tucson

HIGHLIGHTS  
BY THE NUMBERS

14 Goals  
♦  
190 Policies  
♦

Cross Cutting  
Goals Emphasize:  
**Governance**  
**Equity**  
**Climate**



### Goal 1: Governance

#### Foster Inclusive, Transparent, Efficient and Equitable City Governance

- Community Engagement and Participation
- Collaborative and Integrated Planning
- Transparency and Accessibility
- Infrastructure and Resource Management
- Cultural Respect and Consultation
- Access and Inclusion



### Goal 2: Equity

#### Support the Development of an Equitable Community

- Equity-Informed Decision Making
- Equity Awareness and Education
- Access and Inclusion
- Workforce Development
- Equitable Sustainability
- Inclusive Participation
- Community-Centered Development
- Healthcare and Wellness



### Goal 3: Climate

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

- Equitable and Inclusive Sustainability
- Resilience and Adaptation
- Renewable Energy Transition
- Energy Efficiency
- Urban Heat Mitigation
- Sustainable Transportation
- Environmental Conservation
- Water Resource Management

# Plan Tucson 2025 Goals



## Goal 4: Wellness

### Improve Health, Wellness, and Safety Across the Community

- Comprehensive Community Services
- Urban Development and Health
- Transportation and Accessibility
- Holistic Wellness Approach
- Community Health and Access
- Food Security and Nutrition
- Workforce and Economic Wellness
- Emergency Preparedness & Response
- Parks and Recreation
- Community Engagement & Social Support



## Goal 5: Housing

### Expand Affordable and Accessible Housing Options

- Affordable and Diverse Housing Options
- Housing Accessibility and Stability
- Homeownership Support
- Collaborative Housing Development
- Neighborhood Preservation
- Anti-Displacement



## Goal 6: Education

### Expand Access to Quality Education for All Ages and Abilities

- Lifelong Learning and Accessibility
- Educational Partnerships and Collaboration
- Early Childhood and Youth Education
- Infrastructure and Facilities
- Workforce and Skills Development
- Cultural and Historical Education
- Specialized Educational Outreach

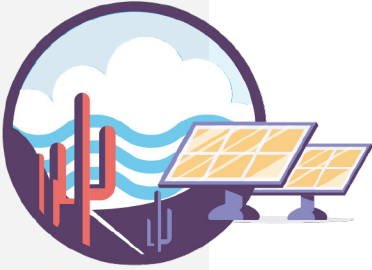


## Goal 7: Water

### Promote the Responsible Management and Use of Water

- Water Conservation and Efficiency
- Water Resource Management and Planning
- Water Quality Protection
- Community and Equity
- Infrastructure and Development

# Plan Tucson 2025 Goals



## Goal 8: Environment

**Promote a Clean Community and Reduce the Harmful Effects of Pollutants in our Environment**

- Pollution Reduction and Mitigation
- Waste Management and Circular Economy
- Environmental Remediation
- Community Engagement and Partnerships
- Environmental Protection and Preservation
- Land Use and Health Considerations



## Goal 9: Ecosystems

**Preserve, Protect, and Enhance Natural Ecosystems and Open Spaces**

- Ecosystem Preservation and Enhancement
- Urban Green Space and Vegetation
- Environmental Resilience and Adaptation
- Biodiversity and Wildlife Protection
- Partnerships and Education
- Land Use and Open Space Preservation



## Goal 10: Historic

**Preserve and Protect the City's Unique Historic and Archeological Resources**

- Cultural Heritage Preservation
- Adaptive Reuse and Maintenance
- Cultural Identity and Celebration
- Community Engagement and Inclusivity
- Development and Conservation Integration
- Historic Resource Documentation and Recognition



## Goal 11: Culture

**Foster and Promote Tucson's Arts, Culture, and Heritage**

- Cultural Heritage Preservation and Promotion
- Community Engagement and Inclusivity
- Tourism and Local Community Development
- Infrastructure and Facilities
- Partnerships and Collaboration
- Cultural Expression and Creativity



# Plan Tucson 2025 Goals



## Goal 12: Economy

**Strengthen the Local and Regional Economy to Provide Opportunities for All Tucsonans to Thrive**

- Workforce Development and Inclusivity
- Business Support and Economic Growth
- Infrastructure and Strategic Investment Infrastructure and Development
- Economic Diversification and Opportunity
- Regional and International Positioning



## Goal 13: Transportation

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

- Multi-Modal Mobility
- Environmental Sustainability
- Safety and Accessibility
- Integrated Urban Planning
- Regional Connectivity



## Goal 14: Land Use

**Ensure Comprehensive and Inclusive Land Use Planning for a Well-Designed Vibrant Community**

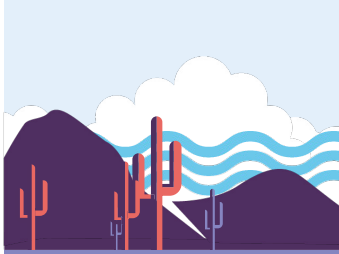
- Holistic Community Development
- Inclusive Governance and Participation
- Sustainable and Adaptive Urban Design
- Equitable Land Use and Housing
- Strategic Infrastructure and Resource Management

# Future Growth Scenario Map and Development Guidelines

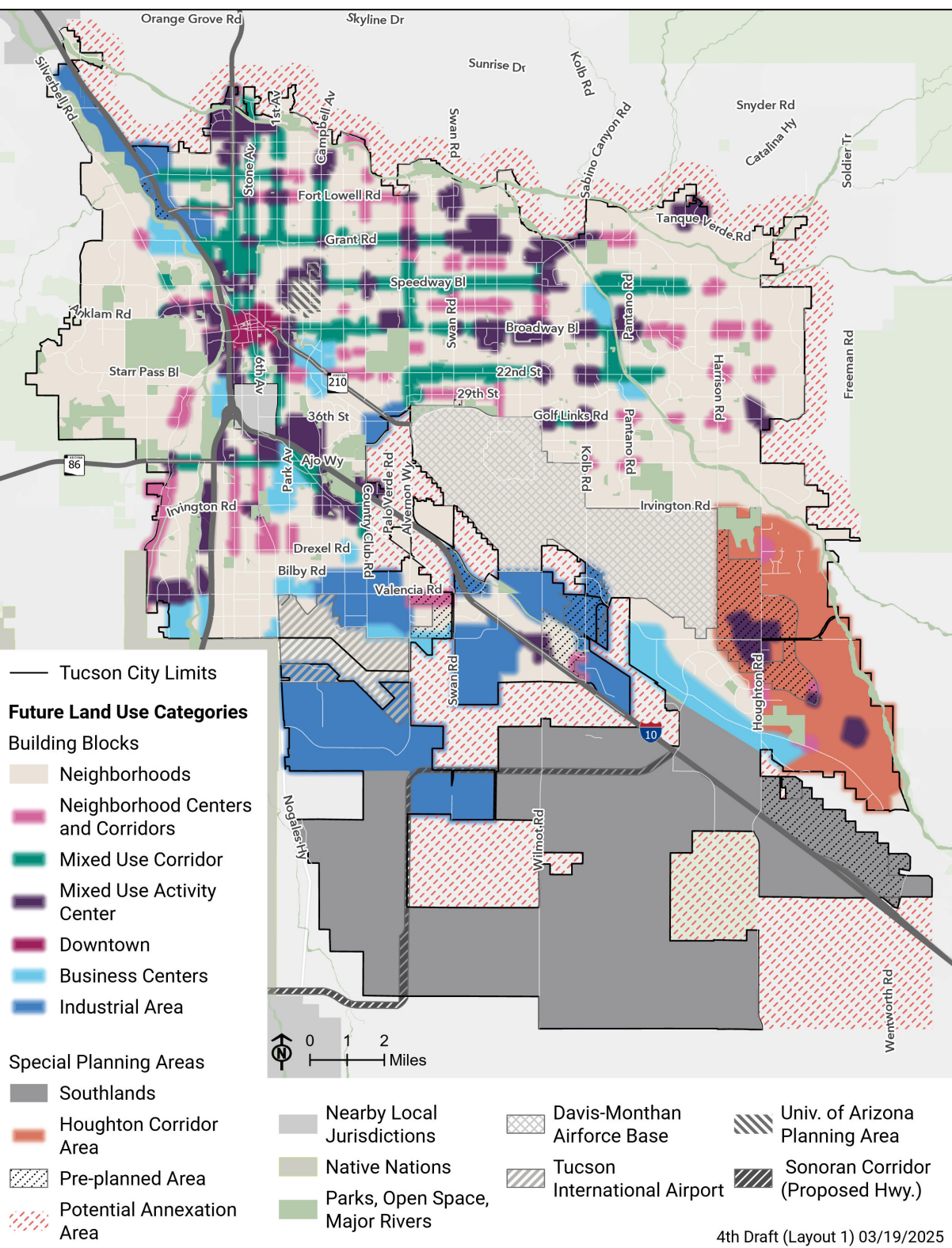
The Future Growth Scenario Map (FGSM) is a strategic, non-regulatory guidance tool for Tucson's land use and development team. Synthesizing diverse data sources, the map illustrates one scenario that supports Tucson's current and future housing and employment needs.

The Arizona Office of Economic Opportunity anticipates Tucson's population will increase by approximately 24,500 people by 2035. This projected growth necessitates strategic urban planning to ensure comprehensive support for housing, jobs, and infrastructure to accommodate population changes and promote sustainability, safety, and community values through thoughtful distribution of residential, commercial, industrial, and mixed-use developments.

The map shows broad land use categories called "building blocks" and "special planning areas." These categories are summarized here and described in detail on pages 192–195 of Plan Tucson. The Guidelines for Development Review, available on pages 196–212 in Plan Tucson, provide additional policies for development application reviews.

|                                                                                                                                 |                                                                                            |                                                                                                                    |                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|  <p>Neighborhoods</p>                         | <p>Primarily residential, some neighborhood-serving commercial</p>                         |  <p>Business Centers</p>        | <p>Major commercial or employment centers</p>                                           |
|  <p>Neighborhood Centers &amp; Corridors</p> | <p>Cluster of low-intensity commercial in an otherwise predominantly residential area</p>  |  <p>Industrial Areas</p>       | <p>Manufacturing, warehouses, and supportive retail services</p>                        |
|  <p>Mixed-Use Corridors</p>                  | <p>Mix of retail services, housing, and employment centers located along major streets</p> |  <p>Downtown</p>               | <p>Tucson's central entertainment district and business district</p>                    |
|                                              | <p>A mix of uses to serve the community and nearby regional assets</p>                     |  <p>Special Planning Areas</p> | <p>Areas that may be developed but will follow special planning process in doing so</p> |

# Plan Tucson Future Growth Scenario Map



While the map and its accompanying Development Guidelines do not automatically change zoning, they significantly influence urban development by providing a comprehensive framework for rezoning requests, plan amendments, and development applications.



## Implementation

The implementation of Plan Tucson 2025 centers on developing and updating functional and specific plans that translate the overarching goals into actionable initiatives, with a strong emphasis on regular progress assessment, sustainability tracking, and inclusive public participation. The Future Growth Scenario Map emerges as a critical tool, providing guidelines for land use, transportation, and urban design, while specific plans developed by City departments create detailed policy directions for various geographic areas and thematic focuses. By ensuring intentional overlap between different planning documents and maintaining a commitment to innovative approaches, Plan Tucson 2025 aims to integrate its goals into every level of decision making, from high-level policy directives to addressing immediate community concerns. The plan's implementation relies on developing strong partnerships, leveraging resources effectively, and maintaining a flexible yet comprehensive approach that allows for adaptation while staying true to the community's core vision of sustainable, equitable urban development.

