



Vision 2020: City of Nogales General Plan
Adopted Plan 2010 Smart Growth Score Card

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City of Nogales General Plan Update 2020 Adopted General Plan 2010 Score Card



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City of Nogales General Plan Update 2020 Adopted General Plan 2010 Score Card



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INTRODUCTION AND OVERVIEW

Understanding that conditions impacting growth management and Arizona Revised Statutes legislation change over time, all municipalities in the State of Arizona are required to update their General Plans to incorporate such changes. Two tools were utilized to evaluate the City of Nogales General Plan adopted in 2010. The first is the Arizona Smart Growth Scorecard: A Tool for Community Self-Assessment and the second is Metrics for Planning Healthy Communities, supported by the American Planning Association Making Great Communities Happen team and developed in 2017.

What is Smart Growth

Growth itself is neither positive nor negative, but its cumulative effects, its patterns and form have long-term social, environmental, and economic consequences. Smart growth guides growth in ways that result in vibrant communities, strong economies, and a healthy environment.

Smart growth means adding new homes, schools, businesses, jobs and infrastructure in a way that makes sense and promotes balance. Smart growth enhances the communities where we live, but does not over-burden our transportation and infrastructure systems, pollute our air and waters, or deplete our open spaces and natural landscapes.

Smart growth embodies qualities that make communities great places to live, work, learn, grow, and play and gives them a sense of identity, character and sense of place – recreational amenities, historic spaces, vibrant downtowns, choices in transportation and housing, prudent investments in capital facilities and infrastructure, and opportunities for diversity and citizen involvement.

Characteristics of Smart Growth

The features that distinguish smart growth in a community vary from place to place. In general, smart growth invests time, attention, and resources in restoring community vitality to center cities and older suburbs. New smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities.

The American Planning Association (APA) defines smart growth as using comprehensive planning to guide, design, develop, revitalize and build communities for all that:

- Have a unique sense of community and place;
- Preserve and enhance valuable natural and cultural resources;
- Equitably distribute the costs and benefits of development;
- Expand the range of transportation, employment and housing choices in a fiscally responsible manner;
- Value long-range, regional considerations of sustainability over short term incremental geographically isolated actions; and
- Promotes public health and healthy communities.

The Urban Land Institute characterizes smart growth as development that is environmentally sensitive, economically viable, community-oriented, and sustainable.

The National Homebuilders Association agrees, stating that smart growth will help meet the demands of the ever-increasing population and a prosperous economy while also building a political consensus to:



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- Support comprehensive local plans employing market-sensitive and innovative land-use planning concepts to achieve a wide range of housing choices for all Americans;
- Fairly and fully finance infrastructure to support necessary new residential, commercial, and industrial growth; and
- Preserve meaningful open space and protect the environment.

- Responsibility and Accountability
- Preservation of Community Character
- Stewardship of Natural Resources
- Opportunity for Broad Choices
- Essential Service Infrastructure
- Economic Development

The [Arizona Smart Growth Scorecard](#) is available by following the link. The next section evaluates the City of Nogales General Plan adopted in 2010.

Arizona Smart Growth Scorecard

The Arizona Smart Growth Scorecard is still a valuable tool for community self-assessment developed by a working group of the Growth Cabinet with input from public and private stakeholders. It is designed to strengthen the ability of local officials to plan for future growth and development and to adopt comprehensive strategies designed to manage growth.

A completed Scorecard is a requirement for communities that apply for grants and loans from state discretionary funding.

Growing Smarter Guiding Principles

Growing Smarter Guiding Principles, Arizona's planning statutes, and the implementation of smart growth techniques and tools (such as mixed-use, pedestrian oriented design, focusing growth in areas around transportation, and regional planning) provide the foundation for Arizona's Smart Growth Scorecard.

Arizona's Growing Smarter Guiding Principles were developed by the Growing Smarter Oversight Council through an extensive statewide process and provide a vision for managing Arizona's growth and long-term planning for the next 100 years. The Guiding Principles are organized into six major categories which provide the basis for the Scorecard:

Tallying The Results

1. Total each individual section (section subtotals).
2. Add up the subtotals for the overall score.
3. Compare the total overall score to the three scoring categories shown below.

Small Communities: 24 questions 58 – 72 pts (80% - 100%) = smart growth 43 – 57 pts (60% - 79%) = in transition 42 pts and below (0% - 59%) = needs attention

Medium Communities: 42 questions 100 – 126 pts (80% - 100%) = smart growth 76 – 100 pts (60% - 79%) = in transition 75 pts and below (0% - 59%) = needs attention

Large Communities: 50 questions 120 – 150 pts (80% - 100%) = smart growth 90 – 119 pts (60% - 79%) = in transition 89 pts and below (0% - 59%) = needs attention

Table 1, included in the last page of this report, summarizes the scores for each question. Although a small community, Nogales is addressing medium and large community issues, which yielded a total score of 100.



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Responsibility and Accountability

1. Is your general plan current and inclusive of all Growing Smarter elements as required by state statute?

- Our plan is current with all required elements and has one or more additional elements not required by statute; it is reviewed annually by staff and amended as necessary. (3 points)
- Our plan is current with all required elements and is reviewed annually by staff. (2 points)
- We are currently preparing a general plan in conformance with the requirements established by the Growing Smarter statutes. (1 point)

Total Score: 1 point

Comments: At the time the Nogales General Plan was adopted and ratified by the voters (2011) the plan included all the elements required and additional elements not required by the Arizona Revised Statutes at that time. The plan was not reviewed annually since little changes have occurred since its adoption. New requirements in the Arizona Revised Statutes will be addressed as part of the Nogales General Plan Update 2030.

2. How do you engage the local community in planning activities?

- We have an adopted public participation and neighborhood involvement plan that explicitly outlines methods to involve a broad representation of the community, including nontraditional partners (such as non-profit and faith based organizations, school districts, etc.) using innovative public involvement techniques that go beyond conventional public hearings (design charettes, town halls, workshops, focus groups, youth programs, electronic communication, surveys, etc.). (3 points)

- We have an adopted public participation plan for amendments to our general plan; and we have a neighborhood participation plan for rezonings. (2 points)
- Citizens are encouraged to take part in our public meetings which are held on a regular basis. (1 point)

Total Score: 3 point

Comments: As part of the previous General Plan planning process, the City adopted a public participation plan and conducted two design charrettes, one for historic preservation led by State Historic Preservation Office (SHPO) and a week-long design charrette as part of the General Plan. The 2030 update will rely on some of that initial public input and also adopted updated written procedures as mandated by the Revised Arizona Statutes.

All public involvement study sessions and meetings are recorded and available for those who are not able to attend. It is anticipated that due to the COVID-19 precaution measures, public gathering will be minimized to comply with State and CDC protocols. Best method to ensure public participation without compromising public health will be assessed as part of the ongoing General Plan update.

3. Are you using your general plan to determine your funding and planning priorities?

- We conduct a periodic review of the general plan that includes scheduling program priorities according to our capital improvement plan (CIP) and other plans, codes, and regulations (e.g. zoning, construction, design review, water management, open space, etc.). (3 points)
- The adopted general plan identifies implementation actions for adopting



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regulations or funding of public improvements. (2 points)

- We have a general plan, a zoning ordinance and a capital improvement plan (CIP) but they are not linked. (1 point)

Total Score: 2 point

Comments: The adopted general plan included an Administration/Implementation Element that specifically linked the general plan monitoring process with the CIP. In addition, the Implementation of the General Plan included a detailed matrix describing all available funding mechanisms.

The implementation Matrix prioritized implementation measures based on CIP and other funding available via a variety of grants and financing mechanisms at the time. However, the plan was not evaluated or monitored annually.

4. Does your community participate in regional planning by coordinating with Tribal governments and State and Federal land managers, and utilize regional plans and policies to guide local decisions and implementation?

- We meet regularly with regional entities that are involved in land use decisions and we utilize cooperative mechanisms, such as sharing land use data, joint planning meetings, revenue sharing and intergovernmental agreements, to address regional issues and adjacent land use impacts. (3 points)
- We participate in some committees (e.g. Council of Governments, etc.) on regional issues, such as water and transportation. (2 points)
- We communicate with other jurisdictions on some regional issues. (1 point)

Total Score: 3 point

Comments: the City of Nogales participates in numerous ongoing regional efforts.

Preservation of Community Character

5. Has your community developed a vision statements with public participation that is reflected in the general plan?

- We have a vision statement crafted with public participation that guides our general plan and planning decisions. (3 points)
- We have a vision statement, but it is not incorporated into our general plan. (2 points)
- We are developing a vision statement. (1 point)

Total Score: 3 point

Medium and Large Communities

6. Does your community have design mechanisms, such as design guidelines, form-based codes, special districts, area plans, or overlay zones so that streets, buildings, and public spaces work together to create a sense of place and promote local character?

- We have more than one of these or similar mechanisms in place overseen by a design review process. We have one of these or similar mechanisms but do not have a design review process in place. (3 points)
- We are in the process of developing design mechanisms. (2 points)
- Design standards are encouraged, but not required. (1 point)

Total Score: 0 points

Comments: This question only applies to medium and large communities.

7. How does your community protect historic and cultural resources?



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- Our City has policies in the general plan to inventory and protect historic and cultural resources; an active historic preservation commission and is a Certified Local Government (as defined by the State Historic Preservation Office). (3 points)
- Our City has policies in the general plan to inventory and protect historic and cultural resources. (2 points)
- Our City supports the preservation of historic structures and cultural resources but does not have procedures or specific policies in place to protect them. (1 point)

Total Score: 3 points

Comments: Although not required for smaller communities, the City of Nogales adopted general plan includes a Cultural Heritage and Historic Preservation Element (not required by Arizona State Statutes at the time it was adopted. Nogales has a unique and extensive patrimony of historic and cultural resources that already creates a strong “sense of place” and is a fundamental and irreplaceable asset on which Nogales can build its future.

Protection, enhancement and preservation of this patrimony is essential to the prosperity and welfare of the City of Nogales.

The adopted element recognizes the efforts of the City of Nogales Cultural Heritage Commission created by the City of Nogales Cultural Heritage Ordinance (Ordinance Number 099-04-01). The City of Nogales recognizes that, in the past, culturally significant resources in Nogales have been needlessly lost and that losses of this kind cannot be repeated.

Although not required by the Arizona Revised Statutes, the General Plan update 2030 will continue to include this element.

8. Where does new development connect to your community?

- New development is encouraged to locate within designated Growth Areas and corridors, infill and redevelopment areas with planned or existing infrastructure; and includes a variety of uses and community services, such as employment, shopping, housing, public spaces, and multimodal opportunities. (3 points)
- Growth Areas/corridors, infill and redevelopment areas have been identified. (2 points)
- Development generally occurs in a linear pattern along existing or planned roads. (1 point)

Total Score: 3 points

Comments: As provided in the adopted General Plan Growth Areas Element, new development is encouraged to locate within designated Growth Areas and corridors, infill and redevelopment areas with planned or existing infrastructure; and includes a variety of uses and community services, such as employment, shopping, housing, public spaces, and multimodal opportunities.

The Growth Areas element of the adopted General Plan is premised on the existing and projected population growth of the City. It also takes into consideration the need to attract and retain economic development to ensure the long-term fiscal viability that will make Nogales a sustainable border city.

Strategies include:



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1. Revitalize downtown as an attractive, mixed-use historic urban core that capitalizes on the Dennis DeConcini and the Morley Gate ports of entry;
2. Create the employment and retail base needed to secure the long-term fiscal vitality of the City;
3. Provide a safe and efficient multimodal transportation system that includes fully integrated ports of entry, vehicular, transit, pedestrian and bicycle modes;
4. Conserve significant natural resources and open spaces while taking full advantage of eco-tourism opportunities;
5. Support the phased infrastructure expansion and updates required to serve the existing and anticipated growth of the City and its floating population of 55,000;
6. Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity; and

It is anticipated that the General Plan Update 2030 will continue to support these

9. Does your community promote art, cultural, and community events for its citizens (such as festivals, farmer's markets, youth events, regional fairs, and rodeos)?

- We encourage community events through expedited permitting and/or a dedicated revenue stream; and financial or in-kind support for local and regional organizations that coordinate such events (such as convention and visitor bureaus, local visitor information centers, tourism councils, regional entities, chambers of commerce, and neighborhood groups). (3 points)
- We encourage community events by partnering with local and regional organizations. (2 points)
- We have adopted policies to encourage special events. (1 point)

Total Score: 3 points

Comments:

In addition to promoting culture and heritage through various programs the following community and regional events take place in Nogales, Arizona, and are promoted by the City:

- Nogales Mercado Farmer's Market takes place on Fridays at the parking lot located at the corner of Morley Avenue and Court Street.
- Nogales Bicycle Classic
- Cinco de Mayo

Large Communities

10. Does your community have flexible parking regulations to improve circulation and promote community character?

- Our development regulations prescribe maximum parking provisions; allow parking reductions for mixed use projects, development near transit facilities, or off-site parking provisions (e.g. on-street parking); allow for shared parking; and/or offer credit for parking provided off-site. (3 points)
- Our development regulations are flexible and allow for some parking requirements. (2 points)
- We are developing flexible parking regulations (1 point)

Total Score: 0 points

Comments: Not applicable for small communities.



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Large Communities (continued)

11. Does your community have a sign ordinance that is protective of the community's architectural and historic character?

- We have a sign ordinance with design review requirements that promotes community character through context sensitive design; parameters for size, color, lighting, and digital capabilities; or similar mechanisms. (3 points)
- We have a sign ordinance, but actions are not subject to design review. (2 points)
- We intend to establish a sign ordinance in the near future. (1 point)

Total Score: 3 points

Comments: The City of Nogales Cultural Heritage Commission created by the City of Nogales Cultural Heritage Ordinance (Ordinance Number 099-04-01) implements the Historic Design Guidelines to guide the preservation, rehabilitation, restoration and reconstruction of historical structures in the City of Nogales and support the community historical character and sense of place.

12. Does your community have requirements and incentives such as a streamlined permitting process, fee waivers, density bonuses and/or other incentives to encourage redevelopment, infill, and adaptive reuse of underutilized and vacant sites and buildings?

- We offer a number of incentives to encourage redevelopment of underutilized or vacant sites and buildings and infill development; and we have reclamation requirements for big box development. (3 points)
- We have a couple of these or similar incentives. (2 points)

- We are developing a process to incentivize development of underutilized and vacant sites.

Total Score: 0 points

Comments: Not applicable for small communities.

Stewardship of Natural Resources

All Communities (small, medium and large)

13. Has your community identified its natural assets (rivers, mountains, mesas, open space, wildlife corridors, viewsheds) and taken steps to restore or protect them?

- We identify our natural assets in our general plan and have taken steps to protect/restore them through water, wastewater and conservation easement programs; wildlife corridor planning; incorporating recommendations from Arizona Game and Fish Department's Wildlife Friendly Guidelines; etc. (3 points)
- We have identified our natural assets in our general plan and are developing policies and/or programs to begin the process of protecting them. (2 points)
- We have identified natural assets. (1 point)

Total Score: 3 point

Comments: Growth, infill and redevelopment area delineation is based on each area's opportunities and challenges, specific needs, and the long-term viability and sustainability of each planning area while weighing in the built and natural environments. One of the strategies in the Growth Areas Element of the adopted General Plan is to conserve significant natural resources and open spaces while taking full advantage of eco-tourism opportunities.



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Growth Area Element:

The Urban Reserve/DeAnza Growth Area (page I-7 of the adopted General Plan Growth Areas Element) requires that development along the Santa Cruz River must be planned in an environmentally sound manner and must include concepts of habitat and wildlife integration. Areas adjacent to the Santa Cruz River are appropriate for river-oriented eco-sensitive development and regional recreational opportunities planned in a cohesive manner and including multi-use trail system, nature study and nature overlook points, eco-tourism, cultural/heritage tourism and habitat integration.

Open Space, Parks, Recreation and Open Space Element:

Includes the policy direction for open space, parks, recreation, and trails. This element also provides guidance for conserving significant natural resources, establishing a regional trails system that provides connectivity to the Paseo de los Nogales, the De Anza Trail and other existing local and regional trail networks.

Environmental Planning Element:

Ensures that growth and development balance the natural and build environment by protecting and preserving natural resources, including open space, wildlife habitats, natural washes and floodplains. This element integrates resource management policies and addresses energy conservation, recycling, and air and water quality.

14. Does your community have programs to acquire and maintain open space?

- We have regulatory mechanisms and resources to acquire and maintain open space. (3 points)

- We have policies that address acquiring and maintaining open space. (2 points)
- We are developing programs and policies for the acquisition and maintenance of open space. (1 point)

Total Score: 0 point

Comments: Pending City staff review

15. How does your community plan to minimize its susceptibility to wildfires?

- We have a plan and/or ordinance that identifies defensible space/buffer zones that includes a process for reduction of hazardous fuels. (3 points)
- We are developing a wildfire defense plan and have already established a process for reduction of hazardous fuels. (2 points)
- We are considering the possible adoption of a wildfire defense plan and/or process for reduction of hazardous fuels. (1 point)

Total Score: 0 point

Comments: Pending City Staff review

16. Do local regulations require open space within new development?

- New developments must contribute additional open space and should provide connections to adjacent open spaces (either existing or planned, such as a planned park or recreation trail). (3 points)
- New developments are encouraged to provide open spaces with access to them, but our regulations do not provide guidelines for the type and location. (2 points)
- We are developing requirements for open space within new developments. (1 point)

Total Score: 3 point



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Comments: Adopted regulations require connectivity to adjacent open space, parks and trails.

The City also maintains and periodically updates the City of Nogales Water Master Plan. a)to ensure that safe and adequate drinking water supply demands are met.

17. Do you have a comprehensive water resource management plan(s) in place?

- Our community has a comprehensive water resource management plan, and a drought and conservation plan that is enforceable by ordinance; and we have an adequate and assured water supply for 100 years or more. (3 points)
- We have a water resource management plan in place; and have an adequate and assured water supply for 100 years or more. (2 points)
- We are developing a plan for future water needs. (1 point)

Total Score: 3 point

Comments: The City of Nogales is located within the Santa Cruz Active Management Area (AMA), with Nogales and Rio Rico as the two biggest water users in the municipal sector. The Santa Cruz AMA applies creative water management policies to maintain the AMA goals and meet new water needs. The Santa Cruz AMA includes the Green Valley area located at its northern boundary, which continues to experience tremendous growth.

The Santa Cruz AMA also crosses international borders into Mexico, requiring bi-national coordination of water management efforts. The Santa Cruz River is one of the main water supply sources for Nogales, Arizona and Nogales, Sonora. As such, the water management policies of Nogales, Sonora, with respect to the use of the Santa Cruz River, may have a direct impact on the volume of water entering the Santa Cruz AMA.

The Master Plan includes water conservation methods and techniques for the design and construction of all new public and private development projects.

Medium and Large Communities

18. Does your community's general plan have a natural open space element that strives for a regional integrated system that includes protected land critical for preserving wildlife habitat connectivity?

- We emphasize conservation of wildlife habitat and corridors in our general plan; strive for a regionally integrated system of open space that includes habitat that we are taking steps to conserve. (3 points)
- We emphasize the importance of our wildlife habitat and corridors in our general plan, but we have not taken any steps to restore or protect them. (2 points)
- We are considering how to incorporate the importance of wildlife habitat and corridors into our planning process. (1 point)

Total Score: 3 point

Comments: The Environmental Planning Element of the adopted General Plan provides goals and policies to balance natural and build environment by protecting and preserving natural resources, including open space, wildlife habitats, natural washes and floodplains. Policies include clustering development to protect the environmental infrastructure of the City.



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19. How does your community encourage actions that mitigate negative impacts to wildlife habitat from development?

- We have an environmental planning element in our general plan that contains policies to mitigate quantifiable habitat loss for new development and redevelopment; development guidelines that require mitigation; and we encourage developers to use techniques, such as mitigation banking. (3 points)
- Our development guidelines require mitigation for crucial habitats. (2 points)
- We are developing policies and guidelines to mitigate negative impacts to wildlife habitat. (1 point)

Total Score: 3 point

Comments: The Environmental Planning Element of the adopted General Plan provides goals and policies to balance natural and build environment by protecting and preserving natural resources, including open space, wildlife habitats, natural washes and floodplains. Policies include clustering development to protect the environmental infrastructure of the City.

Large Communities

20. Does your community protect open space, manage growth and infrastructure and encourage economic development through programs like cluster development, transfer of development rights (TDR), conservation easements, and partnering with land trusts?

- We utilize more than one of these or similar programs. (3 points)
- We utilize one of these or similar programs. (2 points)
- We are in the process of developing programs to protect open space and focus growth. (1 point)

Total Score: 2 point

Comments: The adopted General Plan encourages clustering development. In addition, the City partners with the County and other agencies to promote sustainable eco-tourism.

21. Does your general plan include provisions to reduce adverse air quality impacts?

- Our plan addresses air quality and proposes ways to reduce adverse air quality conditions. We have (or collaborate with the responsible party) policies, regulations and funding to implement these proposals. (3 points)
- Our plan has air quality policies, but we do not have regulations or funding to implement air quality improvements. (2 points)
- We are (or collaborating with the responsible party) developing policies, regulations and funding to promote air quality. (1 point)

Total Score: 3 point

Comments: Major sources of emission in Nogales include unpaved roads, cleared areas, paved roads and emissions generated in Mexico. Being Arizona's U.S. Port of Entry with the largest numbers of vehicular, truck, and bus crossings, increases emission to levels as high as those registered in busy metropolitan area. The City is cognizant of the importance of air quality to increase the sustainability, livability and viability of the community.

The environmental Planning Element of the adopted General Plan includes a goal to protect and improve air quality by reducing sources of air pollution.



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A policy under this goal, requires meeting all applicable Federal and State Air Quality Standards by implementing programs and providing incentives designed to increase air quality and to reduce dust or fine particulate matter and carbon monoxide pollution.

A second policy under the same goals, promotes the preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation to assist in dust control.

Implementation measures in the adopted General Plan include:

- a. Continue to implement the Non-attainment Area State Implementation Plan for the City of Nogales submitted to the EPA in June 1993.
- b. Implement programs to reduce dust pollution, such as paving roadways, and adopt and enforce ordinances relating to grading, dust control and construction regulations.
- c. Develop programs to improve connectivity and walkability throughout the City to encourage alternative modes of transportation that reduce emissions.
- d. Partner with Nogales, Sonora to address regional air quality issues through the implementation of programs designed to reduce emissions from industrial, manufacturing and vehicular sources.

In addition, the Bicycle and Pedestrian Master Plan completed in 2018, provides safe pedestrian and bicycle connections within the existing transportation system and develops new facilities within strategic corridors currently lacking multi-modal connectivity. The Plan prioritizes specific bicycle and pedestrian improvement projects and identifies potential funding sources. The City Engineer is readily in negotiations with ADOT for the design and construction of some of these multi-modal corridors.

22. Does your community have an energy efficiency plan?

- We have an adopted community-wide energy efficiency plan that identifies policies and incentives to promote greater use of renewable energy such as geothermal, solar, wind and biomass. (3 points)
- Alternative energy sources are addressed in the energy element of our general plan. (2 points)
- We are considering the adoption of an energy efficiency plan and/or energy element to our general plan that includes alternative sources of energy. (1 point)

Total Score: 2 point

Comments: The Environmental Planning Element of the adopted General Plan, addresses energy conservation. Such Element includes a goal (goal 1) to improve the sustainability of Nogales by reducing the carbon footprint, promoting energy efficiency, among other sustainable strategies. Policy 4 under that goal, directs the City to investigate new technology that may reduce waste disposal costs and support alternative energy production. Implementation strategies implementing goal 1 include:

- Establish a Utility Incentive Program to motivate customers to incorporate alternative energy sources into new and existing developments.
- Explore opportunities in cutting-edge technology to reduce solid waste disposal and produce biomass energy.



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23. Does your community require and/or provide incentives for green building?

- We have incentives for new commercial and residential development, including multifamily, and require new public facilities to build to Leadership in Energy and Environmental Design (LEED) standards, Energy Star standards, 2006 International Energy Conservation Code standards plus 15% more energy efficient, or another equivalent industry recognized green building standard or our own if it is equivalent to or surpasses industry recognized standards. (3 points)
- We offer incentives to new commercial and residential development, including multifamily, and public facilities to build to our community's green building or industry recognized standards. (2 points)
- We are considering offering incentives for new green building. (1 point)

Total Score: 1 point

Comments: One of the strategies implementing goal 1 of the adopted plan Land Use Element, requires that governmental and public buildings are built to meet the latest LEED energy efficiency standards.

Opportunities for Broad Choices

Future planning and development should assure the availability of a range of choices in housing and affordability, employment, education, transportation and other essential services to encourage a jobs/housing balance and vibrant community-based workforce.

All Communities (small, medium and large)

24. Does your general plan address the following housing issues: elimination of substandard dwelling conditions, the improvement of housing quality, variety and affordability, provision of adequate sites for housing and identification and analysis of existing and forecasted housing needs?

- Our general plan has a housing element and/or we have a specific housing plan that addresses all of the housing issues listed above. (3 points)
- Our general plan includes policies that address more than one of the housing issues listed above. (2 points)
- Our general plan addresses one of the listed housing issues. (1 point)

Total Score: 3 points

Comments: The land Use Element of the adopted General Plan:

- Includes a goal (goal 6) directing the City to provide an adequate mix of housing types;
- Policy 1 under goal 6 requires new residential development to include a mix of housing types that are affordable to all income ranges.

The adopted general plan includes a Housing element that addresses elimination of substandard dwelling conditions, the improvement of housing quality, variety and affordability, provision of adequate sites for housing and identification and analysis of existing and forecasted housing needs. In addition, the Housing element encourages sustainable centers that encourage people to live, work and play in Nogales and encourages the development of workforce housing in Nogales.



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25. Does your community track the balance of jobs, wages and housing to inform land use decisions?

- We regularly analyze the interrelatedness and balance of jobs, wages and housing; and have polices and regulations in place to encourage balance. (3 points)
- We link housing and economic development efforts, but have not specifically developed policies, regulations or procedures to encourage or track the jobs/housing balance. (2 points)
- We are studying how to link housing, economic development and employment information. (1 point)

Total Score: 1 point

Comments: The General Plan Update 2030 will include an economic development element.

26. Which option best describes the mix of housing types approved in your community?

- We approve a wide mix of housing types including single-family homes, multi-family housing, and senior housing that reflects the composition of our community and addresses a broad spectrum of needs. (3 points)
- We approve a limited mix, including some affordable housing. (2 points)
- We have plans to increase diversity in housing and affordable housing. (1 point)

Total Score: 3 point

Comments: No comment.

27. Does your community include in its planning process the reservation of school sites in locations that foster safe learning environments for students, such as within walking distance from home and safely away from major transportation corridors?

- We require that future school sites be located within neighborhoods, whenever feasible, and ensure safe and direct routes for students to walk or bike to school from their homes. (3 points)
- We coordinate with the local school board about the feasibility of requiring school sites to be located within direct walking distances from the neighborhoods they serve, preferably away from (or buffered from) major transportation corridors. (2 points)
- Our school siting criteria deal only with proximities to certain business types (e.g. bars, etc.). (1 point)

Total Score: 2 point

Comments: The City has no jurisdiction on the location of school sites. The school district follows state regulations for the location of new schools. The City ensures safe routes to school through a variety of grants and programs, including the Bicycle and Pedestrian Master Plan completed in 2018.

28. Does your community have pedestrian mobility options that include an integrated system for bicycling and walking linking residential, commercial, and recreation areas?

- We have bike lanes, trails and pedestrian areas that are interconnected with design features, such as landscaping, sidewalks, trees, shade, lighting, and benches. (3 points)
- We have trails and bike lanes but not a connected system. (2 points)
- We are in the process of creating pedestrian and bicycle connections. (1 point)



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Total Score: 1 point

Comments: Although some connections exist, the 2018 Bicycle and Pedestrian Master Plan is the first step towards establishing the citywide connectivity desired by the community and supported via goals and policies in the Transportation and Circulation Element of the adopted General Plan.

Medium and Large Communities

29. Can community residents meet most daily shopping needs – food, hardware, banking and clothing – locally?

- Everyday needs can be met through a diversity of local businesses. (3 points)
- Most everyday needs can be met locally but occasionally residents travel outside the area for their needs. (2 points)
- Residents have to travel outside the area for most everyday needs, but some staples can be found locally. (1 point)

Total Score: 3 point

Comments: As a binational City in the U.S./Mexico border, local businesses serve residents living in the City of Nogales, the unincorporated areas of Santa Cruz County, and in Nogales, Sonora, Mexico.

https://icma.org/sites/default/files/300260_smartgrowthscorecard.pdf

30. Does your community provide incentives to support affordable housing?

- We promote a wide range of incentives for more affordable housing production. (3 points)
- We offer some incentives, but they are not often utilized. (2 points)
- We are developing affordable housing incentives. (1 point)

Total Score: 0 point

Comments: Not applicable for small communities.

31. Does your community plan for and track the mix and affordability of housing at the local or regional level?

- We conduct (or collaborate at a regional level) housing studies every few years to assess affordable housing in our area, inventory the mix of our housing and consider this data in our plan updates. (3 points)
- We track housing data (or collaborate at a regional level). (2 points)
- We have information from previous studies, but limited information on our current housing market. (1 point)

Total Score: 3 point

Comments: The Housing element of the adopted General Plan is based on the results of the *Nogales Housing Assessment and Strategic Plan*, prepared by the Arizona Department of Housing and Urban Development in collaboration with The Drachman Institute and presented to the City of Nogales and the Santa Cruz Affordable Housing Partners, July 28, 2008.

32. Does your zoning allow for mixed uses, especially in designated growth areas or corridors?

- Our zoning ordinance allows mixed land uses in a number of locations throughout the community and in designated growth areas. (3 points)
- Mixed land uses are allowed, but in limited zones. (2 points)
- We are developing provisions in our zoning code that allow mixed uses. (1 point)

Total Score: 0 point



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Comments: Although this applies to middle and large communities, the adopted General Plan supports mixed-use, however, the Zoning Ordinance has not been updated to include mixed-use.

Essential Service Infrastructure

Meeting each community's long-range needs for public utility, health, communications and transportation infrastructure in a timely and fiscally responsible manner should be an essential objective of local and regional plans and implementation efforts. Communities should strive to offer a wider range of transportation options – from walking and biking to transit and automobiles – to increase people's access to jobs, goods, services and recreation. Communities should also plan for development of its public health, social service, and natural infrastructure including hospitals, emergency facilities, and wildlife corridors.

All Communities (small, medium and large)

33. Does your community encourage new development to locate where infrastructure and services already exist?

- We have adopted a Capital Improvement Program (CIP) that is linked to our general plan and have an agreement or master plan with nearby jurisdictions linking existing and future infrastructure. We also require that each new development be responsible for its proportional cost of the impact it has on specific facilities affected by the new development. (3 points)
- We have a CIP linked to our general plan and are discussing adopting agreements with nearby jurisdictions to have a long-term plan for coordinated infrastructure.
- We have an adopted Capital Improvement Program (CIP) that is linked to our general plan. (1 point)

Total Score: 3 point

Comments: No comment.

34. How does your community plan for its future social infrastructure and service needs, such as child and dependent care, senior services, disability services, food assistance, shelters, etc.?

- Our general plan and zoning ordinance address these needs to accommodate future service infrastructure. (3 points)
- We have some policies in our general plan regarding our social infrastructure and service needs. (2 points)
- Our community has engaged government and nonprofit social service providers, community organizations and faith-based groups in community planning issues. (1 point)

Total Score: 2 point

Comments: No comment.

35. How does your community plan and coordinate the development of public utilities, including power, water, and sewer?

- We plan and coordinate with local utilities and the Arizona Corporation Commission (ACC), when possible. (3 points)
- We plan for public utilities but lack coordination. (2 points)
- We are developing a process to coordinate and effectively address public utilities. (1 point)

Total Score: 3 point

Comments: No comment.



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Medium and Large Communities

36. Does your community track (or collaborate at the regional level) travel patterns to better understand how and why people travel in your area?

- We conduct (or collaborate at a regional level) traffic pattern studies every few years and review the need and efficiency of programs that are impacted by the study (such as ride-share, HOV lanes and regularly scheduled public transit). (3 points)
- We conduct (or collaborate at a regional and/or state level) traffic pattern studies but don't link them to multi-modal transportation programs. (2 Points)
- We are developing plans to track travel patterns. (1 point)

Total Score: 3 point

Comments: Although a small community, due to location at the U.S./Mexico border, traffic patterns are assess and national and international levels and take into consideration border crossings for various modes (pedestrian, vehicular, truck, bus, and train crossings).

37. How does your community or region address airport planning?

- Airport planning is part of our regional land use and transportation planning process that includes access, land use compatibility, and noise mitigation. (3 points)
- The airport authority has responsibility for airport planning and we closely coordinate with them. (2 points)
- We are developing a process to incorporate airport planning with regional land use decisions. (1 point)

Total Score: 2 point

Comments: The Nogales Regional Airport is located in Santa Cruz County within the City of Nogales Designated Growth area adopted in the current plan.

38. Does your community's general plan address access to or construction of hospitals, healthcare clinics, pharmacies, and location of emergency and social service facilities?

- Our general plan addresses access and siting of hospitals, healthcare and emergency and social service facilities, such as police and fire, and considers mobility options for residents. (3 points)
- We consider access and location when planning for future hospitals, healthcare, pharmacies and emergency and social service facilities. (2 points)
- We are developing a process to better plan for hospitals, healthcare clinics, pharmacies and emergency and social service facilities. (1 point)

Total Score: 0 point

Comments: Not applicable for small communities.

39. How does your community integrate wildlife movement corridors (connecting larger blocks of wildlife habitat) to ensure motorist safety and provide safe wildlife passage?

- We identify important wildlife crossing sites in our environmental planning, open space, and/or transportation elements of our general plan and we incorporate open space and wildlife passage structures along existing and future roadways and infrastructure, when possible. (3 points)
- We have identified important wildlife crossing sites but lack specific general plan policies. (2 points)
- We are considering ways to reduce vehicular collisions with wildlife. (1 point)



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Total Score: 0 point

Comments: Although not applicable for small communities the adopted General Plan includes policy to protect wildlife corridors, but it does not identify specific wildlife sites.

40. Does your community have a transit program?

- Our transit program includes ride-share, HOV lanes and regularly scheduled public transit, such as bus and trolley, or similar programs. (3 points)
- Our transit program has regularly scheduled public transit. (2 points)
- We are developing a transit program. (1 point)

Total Score: 0 point

Comments: Not applicable for small communities.

Large Communities

41. Does your community have incentives and flexible regulations to promote Transit Oriented Development (TOD)?

- Regulations for development near transit facilities allow a wide range of options, including increased density, a mix of land uses, flexible parking requirements, connections to multi-modal transportation; and offer incentives for affordable housing near transit facilities. (3 points)
- Our regulations have some variation and flexibility to promote TOD. (2 points)
- We are developing incentives to promote TOD. (1 point)

Total Score: 0 point

Comments: Not applicable for small communities.

Economic Development

A broad spectrum of business and resources that support existing businesses as well as attracting new ones should be promoted to strengthen diverse economic development. Future planning should balance the availability of national retailers, businesses and employers while encouraging entrepreneurship and locally owned businesses. Communities should consider tools, both financial and regulatory, that are needed to facilitate reserving land designated for future employment sites and corridors.

By including an economic development element in a general or comprehensive plan, a community is creating the foundation to ensure that land use, infrastructure, and economic development goals are mutually supportive. Arizona statutes do not require economic development elements, however, they provide an important framework for a community to determine its economic development goals and establish policies for economic diversity and sustainability, available land for development and job centers, zoning for industrial or commercial uses, the provision of infrastructure, broadband and communications connectivity, workforce development, the protection of agriculture and farmland, small business development, and much more.

All Communities (small, medium and large)

42. Does your community have an economic development element in your general plan or a specific plan to address economic development?

- We have an economic development element or plan that addresses current and projected conditions. (3 points)
- We have economic development policies in our general plan. (2 points)



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- We are developing goals for our economic development. (1 point)

Total Score: 2 points

Comments: The adopted General Plan include economic development policies. The 2030 update will include an Economic Development element.

43. Does your community designate areas with employment centers and corridors?

- We have specific general plan policies and zoning ordinance requirements to designate employment centers and corridor development in conjunction with future housing needs. (3 points)
- Future housing and employment centers and corridors have been identified. (2 points)
- We are in the process of identifying future housing and employment centers or corridors. (1 point)

Total Score: 2 points

Comments: In terms of housing, the adopted General Plan includes the Neighborhoods infill planning areas to protect established residential neighborhoods, including Vista del Cielo, Monte Carlo, Vinedo Este, Western Avenue, Royal Road Beatus Estates, Crawford Hill, and Valle Verde, and support the schools, parks, recreational facilities and neighborhood commercial land uses needed to make these neighborhoods complete.

In terms of employment, the adopted General Plan identifies Parque Industrial along I-19 and I-19 Business/Grand Avenue Corridor as industry-oriented employment corridors.

Mariposa International Commerce and Industry Park Growth Area supports a modern, high-tech industrial park area that

incorporates opportunities for additional industry, state-of-the-art packing and distribution centers, assembly/manufacture, technology/innovation, business incubators, corporate campuses, alternative energy generation (solar/wind), and other major employment centers requiring proximity to the international border.

This growth area takes advantage of its proximity to the nation’s third-busiest land port of entry, La Mariposa, and provides visitors, tourists, truck drivers and the community with a diversity of highway-oriented commerce, industry support services, and hotels/hospitality uses along Highway 189 corridor.

The Mariposa International Gateway infill area includes the nation’s third-busiest land port of entry. The Nogales Growth Area comprises the major tracts of vacant or undeveloped land within the current city limits of Nogales. To permit greater design flexibility and more creative and imaginative design for development than generally possible under the current zoning and subdivision regulations, proposed large-scale developments within this area require the preparation of a Planned Area Development in conformance to the City of Nogales Zoning Ordinance.

Urban Reserve/De Anza Growth Area comprises areas outside of the city limits designated as Urban Reserve Areas and located inside the Nogales Designated Growth Area in Santa Cruz County. Proposed developments within this area require annexation prior to submitting a development proposal to the City of Nogales. This area is anticipated to include both residential and employment uses, particularly along the I-19 Highway Corridor.



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44. Has your community created specific training and workforce development programs to meet the needs of current and emerging industries?

- Our community works closely with our one-stop career center(s) and/or education providers to create industry tailored training programs that meet the needs of our community and local industries. (3 points)
- We work with our one-stop career center(s) and/or education providers but have not created any industry specific training. (2 points)
- We are developing plans to work with the one-stop center(s) and/or education providers. (1 point)

Total Score: 2 points

Comments: Located in Nogales, Arizona, the Santa Cruz Center is a two-year public Community College District that offers a variety of Introductory, Professional Development, and Adult ED courses. The Center is part of a bi-national region that serves one of the western hemisphere's most vital trade corridors.

The City also participates Santa Cruz County ARIZONA@WORK One-Stop Career Center. The ARIZONA@WORK One-Stop Career Center is a single point of entry to services and programs that prepare individuals for employment. This program also partners with employers to meet their workforce needs.

45. Does your community support entrepreneurs and start-up businesses?

- We have information to direct people to educational organizations which provide one-on-one assistance and workshops on how to start and operate a business. (3 points)

- We collaborate with nearby communities where small business services are located to provide information to our community residents. (2 points)
- We assist start-up businesses when contacted. (1 point)

Total Score: 3 points

Comments: See response to 44.

46. How does your community support existing businesses?

- We have an active business retention and expansion program that includes an action plan to meet with targeted business owners and conduct annual surveys. (3 points)
- We have a business retention and expansion program that identifies and assists high risk businesses. (2 points)
- We assist existing business owners when contacted. (1 point)

Total Score: 3 points

Comments: Businesses operating in Nogales, Arizona rely on professional services infrastructure to support their growth and make business easier. Infrastructure that supports commerce and growth at the border includes financial institutions, utilities, telecommunication services, foreign trade zones, incubators, and mass media.

Several regional agencies work together on an ongoing basis on business retention and attraction, including:

- Nogales Community Development
- Nogales-Santa Cruz County Economic Development Foundation
- Greater Nogales Santa Cruz Port Authority



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- Nogales USA (a partnership between the three organizations mentioned before)
- Nogales- Santa Cruz County Chamber of Commerce
- Southeastern Arizona Government Organization (SEAGO)
- Nogales Community Campus

In the heart of downtown is emerging the Nogales Community Campus, a vibrant live-learn-work environment that will incorporate a number of revitalized historic downtown properties. The Nogales Community Campus is not sponsored by a university or corporation. Instead, the campus is a component of a larger initiative led by the Nogales Rural Innovation Consortium (NRIC) with partners from banking, food services, higher education, healthcare and public health and regional development. The campus will offer the entire community practical, hands-on training that prepares participants for professional and personal success.

Integral to the larger Nogales Community Campus are several new innovation centers located in adjacent properties in downtown Nogales that will offer the entire community an inspiring range of activities and opportunities. These centers are an exciting first for Nogales that immediately sets the community apart from almost every city of its size. These innovation centers will feature:

- Business offices and services
- A computer training lab
- A community health training center
- Business incubators including a commercial kitchen
- Co-working spaces
- Stackable formally delivered trainings with peer learning
- A cooperative “maker space” for inventing, building and hacking

- Community garden

Nogales Community Development (NCD) builds thriving communities in Nogales and Santa Cruz County – one business, one person at a time – by managing projects for commercial revitalization, business support for entrepreneurs, asset development for individuals and affordable housing for families and individuals.

The Nogales-Santa Cruz County Chamber of Commerce provides access to marketing, events, government, education and training, and many other services dedicated to helping its members excel in the Nogales Santa Cruz County, Southern Arizona & Mexico business community.

47. Do you have an active business attraction program?

- We have developed a marketing plan with goals and objectives to identify potential businesses that fit the strengths of the community and region; have performed effective targeted marketing strategies to those businesses (such as industry newsletters and fairs, magazines, direct mailings and email); ensure the community website provides information crucial to site selectors; and we have an established process to meet and greet site selectors. (3 points)
- We have a website with information to attract new businesses and an established process to meet and greet site selectors. (2 points)
- We assist relocating businesses when contacted. (1 point)

Total Score: 3 points

Comments: In addition to the efforts listed under question 46, since 1991, Southeastern Arizona Governments Organization (SEAGO) has been a designated Economic



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Development District (EDD) by the U.S. Economic Development Administration. EDDs help lead the locally based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint for regional collaboration. The EDD serves SEAGO's entire region, which includes the City of Nogales and Santa Cruz County.

SEAGO develops and manages the regional Comprehensive Economic Development Strategy (CEDS) to assist in establishing regional priorities for U.S. Economic Development Administration projects and investments. Its purpose is to promote economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management and development. The CEDS provides a coordinating mechanism for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of the region.

Strategic Goal 3 of SEAGO's CEDS directs the region to identify and maximize opportunities to grow existing target Industry businesses and attract direct and indirect target Industry and businesses to the region.

USA Nogales, "A Greater Nogales coalition" in partnership with the Greater Nogales-Santa Cruz County Port Authority, Nogales Community Development, and the Nogales Santa Cruz County Economic Development Foundation, and the Nogales provides a variety of services, training, and marketing tools and actively recruits and supports local businesses and industries to ensure a strong binational economy.

Medium and Large Communities

48. How does your community attract higher wage jobs while also addressing low and middle-skilled worker advancement?

- Our business attraction and expansion efforts recruit jobs that offer employment opportunities for all skill levels, pay wages above the average median income in Arizona and provide employee benefits, including skill development and advancement. (3 points)
- We recruit businesses and industries for multiple skill levels that pay wages above the average median income in Arizona. (2 points)
- We are working to attract jobs that provide opportunities for multiple skill levels. (1 point)

Total Score: 3 points

Comments: Greater Nogales has an extensive talent base supporting the logistics and supply chain hub, given its history of over 100 years of border commerce and multiple generations of families involved in the industry on both sides of the border.

With over 75% of the population speaking Spanish at home, the Nogales area is truly bilingual and bi-cultural – more than double the rate of the rest of Arizona or nationally.

Today, available regional workforce for activity in what's known as Ambos Nogales—both Nogales, Sonora, Mexico, and Nogales, Arizona—has a median age of 35.8 with over 50% of the workforce between the ages of 18 and 64 years of age. The Ambos Nogales region draws on a population of more than 265,000 people. The population of Nogales, Sonora exceeds that of Nogales, Arizona by more than 4:1.



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Nogales is the home to education and workforce assets that include, within the community, K-12 schools, a community college, a branch campus of the University of Arizona, a public workforce Career OneStop, along with training periodically offered through the Fresh Produce Association of the Americas.

Several new innovation centers at the Nogales Community Campus in downtown Nogales will include state-of-the-art offices, training and meeting spaces as well as business incubators. These new resources will strengthen the historic business core of Nogales, meeting traditional challenges of health, food, housing, education and employment with new solutions, strongly encouraging entrepreneurship in the U.S.-Mexico border region.

49. Does your community regularly track (or work with an entity that tracks) local and regional economic information and trends?

- We have regular reports on local and regional economic information that includes data on sources of income, job creation, wages and housing affordability. (3 points)
- We have regular reports on local and regional economic information, but the information is limited. (2 points)
- We have a profile of our community but do not regularly track local and regional economic information and trends. (1 point)

Total Score: 3 points

Comments: See answers to previous questions.

50. Does your community have communication/broad band services or plans to acquire them?

- We have broad band or a plan in place for how to acquire it that includes diverse community involvement (i.e. local businesses, emergency responders, community colleges, school districts, libraries, etc.). (3 points)
- We are developing broad band access or have identified steps to provide these services. (2 points)
- We are thinking about developing a plan for broad band access and have discussed it with our elected officials. (1 point)

Total Score: 3 points

Comments: No comment



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Table 1: City of Nogales Adopted General Plan Arizona Smart Growth Scorecard Results

ITEM	SECTION	SCORE
1.	Responsibility and Accountability	1
2.		3
3.		2
4.		3
5.		3
6.		0
7.	Preservation of Community Character	3
8.		3
9.		3
10.		0
11.		3
12.		0
13.	Stewardship of Natural Resources	3
14.		0
15.		0
16.		3
17.		3
18.		3
19.		3
20.		2
21.		3
22.		2
23.		1
24.	Opportunities and Broad Choices	3
25.		1
26.		3
27.		2
28.		1
29.		3
30.		0
31.		3
32.		0
33.	Essential Service Infrastructure	3
34.		2
35.		3
36.		3
37.		2
38.		0
39.		0
40.		0
41.		0
42.	Economic Development	2
43.		2
44.		2
45.		3
46.		3
47.		3
48.		3
49.		3
50.		3
TOTAL SCORE:		100

Note: