City of South Tucson
2009 Economic Development Strategic Plan

December 2009

The University of Arizona
Graduate Planning Degree Program
School of Landscape Architecture and Planning
College of Architecture and Landscape Architecture
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(Year current term expires)

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City of South Tucson
2009 Economic Development Strategic Plan

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In August 2009 graduate students in the projects class at the University of Arizona Planning Degree Program were asked to develop an update to the 2005 Economic Development Strategic Plan for the City of South Tucson. The City expressed a particular interest in the prospects for developing their major corridors: South 4th Avenue, South 6th Avenue, and West 29th Street as economic drivers for the community.

The class conducted assessments of factors related to the overall economic development prospects for the city, such as: existing businesses, the labor force in the city, the city’s infrastructure and land use, housing and transportation for current and future residents, social services and educational opportunities, and quality of life issues within the city. Other topics included current taxes and opportunities for tax incentives from the City. Finally, the students examined the current influences on the City of South Tucson and future developments in the area that are likely to impact the community.

In addition to standard economic development research, students spoke with a range of business owners and residents of the city to gather opinions from those most affected by economic development changes in the community. The class held two public meetings to present initial findings and recommendations as well as gain additional input from residents.

The City of South Tucson has many attributes that make it attractive to both businesses and residents. Many long-term residents of the city reported feeling comfortable and at home in the community; they know their neighbors and appreciate the culture and history of the community. Both City staff and a number of business owners remarked that the small size of the city makes doing business and working with City staff straightforward and uncomplicated.

The vision for this economic development plan is to help promote long-term economic opportunities and stability for the residents of the City of South Tucson while protecting the city’s unique identity. After a thorough review of the current state of the City of South Tucson, a set of recommendations designed to aid economic development in the city has been developed. These recommendations fall into three broad categories:

- Expansion and Promotion of Existing Businesses
- Attracting New Business and Diversifying the Local Economy
- Individual Wealth Building and Retention within the Community

These recommendations are intended to build upon the strengths of the community, address some gaps in current economic development strategies, and enhance the rich cultural traditions of the community.

**Expansion and Promotion of Existing Businesses**

Existing businesses are the economic engine of the City of South Tucson and are a key component in any future economic development. Steps are recommended which the City should take to support current businesses, market the city to increase visitor, and use local talent to create new local businesses.
An important first step is to take advantage of existing marketing opportunities in the broader community. A particular focus for the City of South Tucson should be building a stronger web presence which is important in our increasingly online culture. Enhancing coordination between existing businesses, through a business organization, will help all business owners strengthen their market presence and help businesses and the City work together more effectively. The City should play a role in reviving the tradition of festivals and large-scale events in the City of South Tucson, which will attract new visitors to the city. Residents of the city are particularly interested in bringing back the Norteño Festival and the St. Patrick’s Day Parade. Many residents also expressed support for a locally based marketplace that specializes in locally made goods such as foods and crafts. A marketplace will serve both current residents and attract visitors to the city.

Attracting New Business and Diversifying the Local Economy

Diversifying the local economy by attracting new businesses that meet the needs of the community will help ensure a stable rate of economic growth in the City of South Tucson. New businesses will need to be assured of a large customer base, and as such, attracting new visitors to the city should be a primary goal. It is recommended that the City work with the Regional Transportation Authority to encourage the routing of the Tucson Modern Streetcar along South 6th Avenue which will raise the profile of the City of South Tucson and make accessing the city easier for visitors.

Providing prospective businesses with ample information about opportunities in the City of South Tucson may help encourage more businesses to locate in the community. The City has already begun the process of mapping every parcel within the city, which will allow City staff to be aware of opportunities to site new businesses in the community, particularly along the major corridors of South 4th Avenue, South 6th Avenue, and West 29th Street.

The City of South Tucson has developed a reputation among current business-owners for being business-friendly, flexible, and easy to work with. A strategic marketing campaign, including direct outreach and an enhanced web presence, is an important step in attracting new business to the area. The City’s reputation for business-friendly policies and “fast-track” development approvals is well established. It is recommended that the City continue to explore innovative approaches, such as flexible zoning and special tax districts, to encourage further business growth in the community.

Part of building an attractive business environment is increasing the perception of safety and reducing crime in the community. The City has already taken important steps in this direction through its Neighborhood Preservation Ordinance Chapter 7. Additional steps in the form of re-establishing a neighborhood and business watch program and continue supporting programs and activities for youth to ensure that the community’s young people stay engaged in positive, educational programs are also recommended.

The City of South Tucson is in an excellent physical location to take advantage of many new and existing developments in the surrounding communities. It is recommended that the City enhance its presence in the region through additional signs and gateways that educate visitors about the unique nature of the City of South Tucson. The city’s location at the intersection of two major highways should be used to draw highway travelers into the community by providing, and marketing, traveler services. The future development of the Bridges community and the University of Arizona Bioscience Park facilities just southeast of the community, as well as the increasing pace of development in downtown Tucson, should be seen as opportunities to develop business partnerships with these growing regions. The City of South Tucson’s position within the Tucson Pima Enterprise Zone and Tucson Empowerment Zone will make it more attractive to new businesses as well as to employers looking for new employees.
Individual Wealth Building and Retention

A foundation of economic development is retaining as much wealth within a community and with local residents as possible. In order to achieve this goal, it is recommended that the City work with local businesses to determine where money leaves the community and where changing to local suppliers for goods and services is possible. Retaining wealth for individual residents is also an important economic development goal. Reducing the costs associated with housing and utilities is one approach that should help the City of South Tucson residents keep more money for themselves and encourage that money to be circulated within the community.

There are a variety of programs and grants within the broader county community available to help homeowners, renters, and landlords reduce their housing and utility costs. It is recommended that the City act to facilitate resident access and exposure to these programs.

Reducing transportation costs is another aspect of retaining local wealth. The City of South Tucson has already begun a process of making its major corridors more pedestrian friendly, thus reducing the need for residents to use personal transportation. Other steps include making bus stops safer and more accessible for residents and enhancing bicycle access within the city.

Building a stronger local workforce that will attract new employers to the region is another aspect of building and retaining wealth within the City of South Tucson. It is recommended that the City take an active role in increasing educational opportunities within the city as well as help residents to access information about higher education and job training programs within the broader community of Pima County.

Priorities

Each of the recommendations has been assigned a general timeline of short term, medium term, or long term. Although some of the long-term goals may take many years to achieve, successful completion of the activities may require immediate actions on the part of City staff. It is recommended that the following activities be prioritized by the City:

- Increasing the visibility and usability of the City of South Tucson’s website
- Support the re-establishment of a City of South Tucson business organization
- Create a marketing strategy for the City of South Tucson focused on attracting new businesses
- Work closely with the City of Tucson and Regional Transportation Authority to encourage the routing of the Modern Streetcar along South 6th Avenue

The aim of the City of South Tucson 2009 Economic Development Strategic Plan is to provide guidance to the City government and business community on how to capitalize on existing community assets in order to promote economic growth within the city.
Resumen Ejectivo

En agosto de 2009 a nosotros, un grupo de estudiantes de postgrado del programa de la Carrera de Planificación de la Universidad de Arizona se nos pidió que desarrolláramos una actualización del Plan Estratégico de Desarrollo Económico de la Ciudad de South Tucson. La Ciudad expresó un interés particular en las perspectivas de desarrollo de sus principales avenidas: South 4th Avenue, South 6th Avenue y West 29th Street, como motores económicas de la ciudad.

Llevamos a cabo evaluaciones de los muchos factores relacionados con las perspectivas generales de desarrollo económico para la ciudad: empresas existentes, fuerza de trabajo, infraestructura y uso de la tierra, vivienda y transporte para los residentes actuales y futuros, servicios sociales y oportunidades educativas, y calidad de vida de la ciudad. Otros temas incluyeron los impuestos actuales y las oportunidades para incentivos fiscales de la ciudad. Por último, examinamos las influencias actuales en la Ciudad de South Tucson y el desarrollo futuro en el área que tenga probabilidad de impactar la comunidad.

Además de investigación estándar de desarrollo económico, hablamos con una serie de propietarios de negocios y residentes de la ciudad de South Tucson para recabar las opiniones de quienes serán los más afectados por el desarrollo económico en la comunidad. También tuvimos dos reuniones públicas para presentar nuestras conclusiones y recomendaciones iniciales, así como para obtener aportes adicionales de los residentes.

La ciudad de South Tucson tiene muchos atributos que la hacen atractiva tanto para negocios como para residentes. Muchos residentes que tienen mucho tiempo viviendo en la ciudad dijeron sentirse cómodos y como en casa en la comunidad, conocen a sus vecinos y aprecian la cultura e historia de la comunidad. Tanto el personal de la ciudad como un número de propietarios de negocios señalaron que el tamaño pequeño de esta ciudad hace que la actividad empresarial y trabajando con personal de la ciudad se facilite.

Nuestra visión para este plan de desarrollo económico era el de ayudar a promover oportunidades económicas a largo plazo y la estabilidad para los residentes de la Ciudad de South Tucson, mientras se protege la identidad única de la ciudad. Después de una revisión exhaustiva de la situación actual de la ciudad de South Tucson, hemos desarrollado un conjunto de recomendaciones diseñadas para ayudar el desarrollo económico en la ciudad. Estas recomendaciones se dividen en tres categorías:

- La expansión y la promoción de las empresas existentes
- Atraer nuevos negocios y diversificar la economía local
- Edificación y retención de abundancia individual

Es nuestra intención que estas recomendaciones se basen en las fortalezas de la comunidad, cubran algunos déficits en las estrategias actuales de desarrollo económico y mejoren las riquezas culturales tradicionales de la comunidad.

La expansión y la promoción de las empresas existentes

Las empresas existentes son el motor económico de ciudad de South Tucson y son un componente clave en cualquier desarrollo económico futuro. Hemos recomendado varias medidas que la ciudad podría tomar para apoyar a las empresas actuales, promover a la ciudad para aumentar visitantes, y usar talento local para crear nuevas empresas locales. Un primer paso importante es tomar ventaja de las oportunidades de mercadeo existente en la comunidad en general. Un enfoque particular para la Ciudad de South Tucson podría ser la construcción de una presencia más fuerte en la red de internet, lo que es importante en nuestra cultura en línea que va aumentando. Mejorando la coordinación entre las empresas existentes, a través de una asociación de
empresas, podría ayudar a todos los propietarios de empresas a fortalecer su presencia en el mercado y ayudar a las empresas y la ciudad a trabajar más efectivamente. La ciudad podría desempeñar un papel para revivir la tradición de festivales y eventos a gran escala en Ciudad de South Tucson lo que atraería a nuevos visitantes a la ciudad. Los residentes de la ciudad están especialmente interesados en traer de vuelta el Festival Norteño y el desfile del Día de San Patricio. Muchos residentes también expresaron su apoyo para un mercado basado localmente que se especializaría en los productos hechos localmente, como alimentos y artesanías. Un mercado podría servir tanto para los residentes actuales como para atraer visitantes a la ciudad.

Atrayendo nuevos negocios y diversificando la economía local

Al diversificar la economía local, atraer nuevos negocios que respondan a las necesidades de la comunidad, ayudará a asegurar una tasa estable de crecimiento económico en Ciudad de South Tucson. Las nuevas empresas tendrán que estar seguros de una amplia base de clientes. Atraer nuevos visitantes a la ciudad debe ser un objetivo primordial. Se recomienda que la ciudad trabaje con la Autoridad Regional de Transporte para fomentar la ruta del tranvía moderno a lo largo de South 6th Avenue, que elevará el perfil Ciudad de South Tucson y hará más fácil el acceso a la ciudad para los visitantes.

Proporcionar a los negocios futuros con amplia información sobre las oportunidades en Ciudad de South Tucson puede ayudar a motivar a más personas a establecerse en la comunidad. La ciudad ya ha iniciado el proceso de asignación de cada parcela dentro de la ciudad, lo que permitirá que el personal de la ciudad cree y promueva las oportunidades para situar nuevas empresas en la comunidad, particularmente a lo largo de los corredores principales de South 4th Avenue, South 6th Avenue y West 29th Street.

La Ciudad de South Tucson, ha desarrollado una reputación entre propietarios de empresas actuales de ser favorable a los negocios, flexible y fácil de trabajar. Una campaña de mercadeo estratégico, incluyendo la divulgación directa y una mayor presencia en la red de internet, es un paso importante en atraer a nuevos negocios en la zona. La reputación de la ciudad de tener pólizas favorables para los negocios y aprobaciones rápidas de desarrollo está bien establecida y, además, se recomienda que la Ciudad continúe explorando enfoques innovadores, tales como zonificación flexible y distrito fiscal especial, para motivar un mayor crecimiento de empresas en la comunidad.

Parte de la creación de un entorno de negocios es aumentar la percepción de seguridad y reducción de la delincuencia en la comunidad. La ciudad ya ha dado pasos importantes en esta dirección a través de su Ordenanza de Preservación de los Vecindarios Capítulo 7. Se recomiendan pasos adicionales en la forma de restablecer un programa de vigilancia de barrio y de negocios y apoyo de programas y actividades para jóvenes para garantizar que los jóvenes de la comunidad sigan participando en programas positivos y educativos.

La Ciudad de South Tucson se encuentra en una ubicación física excelente para tomar ventaja de muchos desarrollos nuevos y existentes en las comunidades circundantes. Se recomienda que la ciudad mejore su presencia en la región a través de rótulos adicionales y pasarelas que eduquen a los visitantes acerca de la naturaleza única de Ciudad de South Tucson. La ubicación de la ciudad en la intersección de dos carreteras principales podría ser utilizada para atraer a los viajeros a la comunidad, al proveer y comercializar servicios para los viajeros. El desarrollo futuro de la comunidad The Bridges y las instalaciones de biociencias de la Universidad de Arizona al sureste de la comunidad, así como el creciente ritmo de desarrollo en el centro de Tucson deben verse como oportunidades para desarrollar alianzas de negocios con estas regiones en crecimiento. La posición de Ciudad de South Tucson dentro de la Zona Regional de Empresas podría hacerla más atractiva a nuevas empresas, así como a empleadores en busca de nuevos empleados.
Edificación y retención de abundancia individual

Una base del desarrollo económico es conservar tanta riqueza como sea posible dentro de una comunidad y residentes locales. Para lograr este objetivo, se recomienda que la ciudad trabaje con las empresas locales para determinar en donde el dinero sale de la comunidad y donde es posible un cambio de proveedores locales de bienes y servicios. Conservando la riqueza de los residentes individuales es también un objetivo importante de desarrollo económico. Reducir los costos asociados con vivienda y servicios públicos es un método que podría ayudar a los residentes de ciudad de South Tucson a mantener más dinero para ellos mismos y fomentar que el dinero circule dentro de la comunidad. Hay una variedad de programas y subvenciones dentro de la comunidad del condado en general disponibles para ayudar a los propietarios de viviendas, inquilinos, y propietarios para reducir sus gastos de vivienda y de servicios públicos. Se recomienda que la Ciudad actúe para facilitar a los residentes el acceso y la exposición a estos programas. Reduciendo el costo de transporte es otro aspecto del mantenimiento de la riqueza local. La Ciudad de South Tucson ya ha iniciado un proceso para hacer sus principales vías de tránsito más accesibles para los peatones, reduciendo así la necesidad de los residentes a usar el transporte personal. Otros pasos que se recomiendan incluyen hacer las paradas de autobús más seguras y accesibles para los residentes y mejorar el acceso para bicicletas dentro de la ciudad.

La construcción de una fuerza de trabajo local más fuerte que atraiga a nuevos empresarios a la región es otro aspecto de construir y retener riqueza dentro de Ciudad de South Tucson. Se recomienda que la Ciudad tome un papel activo aumentando oportunidades educativas dentro de la ciudad, así como ayudando a sus residentes a tener acceso a información sobre educación superior y programas de capacitación laboral en toda la comunidad del Condado de Pima.

Prioridades

A cada una de las recomendaciones se le ha asignado un cronograma general de corto, mediano o largo plazo. Aunque algunos de los objetivos a largo plazo pueden tomar muchos años para lograrse, la finalización con éxito de las actividades pueden requerir acción inmediata de parte del personal de la Ciudad. Se recomienda que la Ciudad le de prioridad a las siguientes actividades:

- Aumento de la visibilidad y uso de la página en la red de internet de la Ciudad de South Tucson
- Apoyar el restablecimiento de una asociación de negocios en la ciudad de South Tucson
- Crear una estrategia de mercadeo para la ciudad de South Tucson centrado en atraer a nuevas empresas
- Trabajar en estrecha colaboración con la Ciudad de Tucson y la Autoridad Regional de Transporte para fomentar la ruta del tranvía moderno a lo largo de South 6th Avenue

El objetivo del Plan Estratégico de Desarrollo Económico 2009 de la Ciudad de South Tucson es proveer orientación al gobierno y a la comunidad empresarial sobre cómo aprovechar los activos existentes en la comunidad con el fin de promover el crecimiento económico dentro de la ciudad.
The City of South Tucson was originally incorporated in 1936, and is approximately one square mile. While limited in available land for development, the City has been able to capitalize on its relative proximity to downtown Tucson and the Interstate Highway system while promoting a vibrant and energetic cultural and restaurant sector. The community’s residents and officials should be applauded for their efforts in the City of South Tucson’s current economic development.

The University of Arizona’s Planning Graduate Degree Program, has been commissioned to develop an update to the City of South Tucson’s 2005 Economic Development Strategic Plan. The purpose of this Plan, the 2009 City of South Tucson Economic Development Strategic Plan, is to provide practical guidance on achieving the aims of:

1) Expanding and promoting existing businesses;
2) Attracting new business and diversifying the economy; and
3) Individual wealth building and retention

The focus is on objectives and strategies that will guide future housing, commercial development and redevelopment along the City of South Tucson’s major transportation corridors. These corridors include South 4th and 6th Avenues, as well as West 29th Street. This Plan has been developed in consultation with the City of South Tucson staff, business owners, and local residents. Jack Siry, Emily Nottingham, and Jason Hayter are supervising the students from the University of Arizona.
Methods

Work began with research and data collection, including analysis of the current economic development plan progress. Presentations from community leaders, business owners, and non-profit organizations provided insight to local and specialized knowledge of the City of South Tucson. Community members, residents and business owners, were invited to two public meetings.

The first meeting was held September 23, 2009; students presented general existing conditions and received input from attendees in smaller breakout groups (Images 2 and 3). In an effort to gain more in-depth information, students interviewed local business owners and residents (comments presented in Appendix A, section ‘a’ and ‘b’). Preliminary recommendations were drafted based on research and feedback from the public meeting. These proposals were then presented at the second meeting held at the Tucson Greyhound Park on November 4, 2009. After refining their proposals, students presented their final report to the city manager.

Related Documents

This economic development plan relates specifically to four planning documents from within the city and Pima County. The 1999 City of South Tucson General Plan² set goals, objectives, and strategies for land use, transportation, and housing. The 2005 City of South Tucson Economic Development Strategic Plan outlined the City’s vision for the integration of economic development goals with promotion and preservation of its unique cultural heritage.

Besides the emphasis on natural resource conservation, Pima County’s Sonoran Desert Conservation Plan³ is also committed to cultural resource conservation to ensure that future generations have access to their cultural heritage. The El Paso and Southwestern Greenway⁴ Plan describes a 6-mile long multi-use path for bicyclists and pedestrians. The pathway will extend along a corridor that was once used by the railroad. The proposed greenway will extend from north of downtown Tucson, through the City of South Tucson to the present Kino Sports Complex. The new path will be car free and will connect to other regional bikeways, in addition to many of the neighborhoods adjacent to the path.
Status of the 2005 Economic Development Strategic Plan

In 2005, the City of South Tucson updated its Economic Development Strategic Plan. The purpose of the Plan was to describe potential economic growth opportunities for a community that has a strong cultural heritage and identity, but that is younger, lower-income, and has lower educational attainment than the Tucson region as a whole. The Plan highlights the city’s significant cultural resources while recognizing that the community faces substantial challenges as it looks to maximize its economic potential.

The Plan is divided into three sections:

• The Vision Statement, which lays out the city’s overall goals for its economic future
• The Current Status, which describes the city as it was at the time of the plan
• The City’s Goals and Objectives, which outlines specific recommendations for making the city more attractive to business investment and residents

Since the Plan was first adopted in 1995 and most recently updated in 2005, the economic landscape of the entire country has changed considerably due to the housing market collapse and subsequent recession. The City of South Tucson has not been immune, and the recession has affected the city’s capacity for developing its economic resources. It is within this context that the Plan is being updated. The 2009 Plan updates reviews goals and objectives set forth in the 2005 plan.

Vision, Goals and Objectives

The 2005 vision statement continues to be a guiding principle for the City. It states “The City of South Tucson envisions a community that preserves its historical and cultural identity while capitalizing on economic growth to increase commercial and residential activity, improve services, and enhance the quality of life for South Tucson residents…” (see Appendix B for complete vision statement).

In the 2005 plan, the City of South Tucson organizes its Goals and Objectives into two sections, which it terms “cornerstones”. The First Cornerstone is a traditional economic development approach that focuses on promoting business and job growth. The Second Cornerstone is more comprehensive, investigating enhancing the quality of life in the community as a whole. (Appendix B, pages 11-16).
Progress on the First Cornerstone

The City of South Tucson has made considerable progress towards achieving the goals and objectives outlined in the First Cornerstone. The City has created a vision and continues to evaluate the Plan with updates. This allows for a greater understanding of the city’s capacity for growth, enabling it to be attractive to businesses, both existing and potential.

The City of South Tucson has also maintained close working relationships with area municipalities and organizations including the Pima Association of Governments (PAG), The City of Tucson, Pima County, and the University of Arizona. The City continues its membership in PAG where it takes an active role in Regional Transportation Authority (RTA) projects.

The City of South Tucson has worked closely with the City of Tucson on Rio Nuevo, a downtown redevelopment project, the planned 22nd Street widening, storm water pollution and prevention management, and the proposed Tucson Modern Streetcar. The City of South Tucson partnered with the City of Tucson Department of Transportation in the reconstruction of South 10th Avenue from 22nd Street to 43rd Street. The City of South Tucson’s location surrounded by the City of Tucson makes the relationship between the two cities an important one in terms of economic development.

Pima County government has an active presence in the city through the Sam Lena Library, Centro del Sur Community Center, Las Artes Youth Art and Educational Program, and the Jackson Employment Center (the first LEED certified building that Pima County has built; image 4). The Pima County Bond Program and Federal Funds, administered by the County, have funded numerous capital improvements.

The City is working to attract and retain businesses by maintaining a streamlined, affordable permit approval process. The small size of the City of South Tucson’s government enables creative collaboration with existing and developing businesses.
Progress on the Second Cornerstone

The City of South Tucson has focused on improving the quality of its overall housing stock in recent years. Notably, it has worked closely with area non-profit organizations, such as Primavera Foundation, to build affordable, owner occupied infill housing and to improve or replace existing houses. The City adopted the Neighborhood Preservation Ordinance in January 2009, Chapter 7 of the city code, which allows the City to ensure that landlords are held accountable for the quality of their properties.

Beautification efforts continue to be a focus of the City through its commitment to the Las Artes produced tile work (Image 5), which is one of the unique features of the City of South Tucson. The City has developed two parks (Image 6) and also made improvements to the existing Yaqui Park.

A citizen-led committee has formed to research and record details of the city’s social history. The committee is developing a strategy to gather oral histories and memories of the City of South Tucson.

Infrastructure improvements have had a considerable impact on both residents of the City of South Tucson and visitors alike. In recent years, the South 4th Avenue (Image 7), South 6th Avenue, and South 10th Avenue corridors have been revitalized and become points of pride throughout the community. In particular, South 4th Avenue’s unique curvilinear design has made it enjoyable for drivers, cyclists, and pedestrians.

The City of South Tucson has included bike lanes in all of its road improvement projects and has maintained an accessible pedestrian network while improving bus stops for the regional bus system.

The City of South Tucson continues to work with the Regional Transportation Authority on the El Paso and Southwestern Greenway project. The project, when completed, will create more green space for residents, improve the aesthetic quality of the community, promote access to the city, and give residents of the Tucson region another option for non-motorized transportation.
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Existing Conditions

History

The City of South Tucson and its immediate area is a crossroad for culture. Native people have lived and farmed along the Santa Cruz River for thousands of years. Spaniards and other Europeans, Mexicans, and Americans are more recent inhabitants of the region. In the 1930’s, the intersection of two major United States highways helped form the city: (1) US 89, which ran from the Mexican border to Canada and (2) US 80, which was the southern-most transcontinental highway link. These two highways met at the southern boundary of the City of South Tucson and were instrumental in generating the commerce that was essential to the City of South Tucson.

Today, the city is bounded by Interstate 10 and Interstate 19, which, while beneficial as primary transportation corridors, isolate the city by diverting traffic and business away from South 6th Avenue.

The City has partnered with La Frontera Center to preserve one of the City of South Tucson’s most unique historically eligible structures. The small brick building sits in La Frontera’s front yard, on West 29th Street near Interstate 10. Until the late 1960’s, it was the office for the most active livestock exchange in Tucson. Served by highway and rail connections, the exchange consisted of seven acres of corrals filled with cattle, horses, and other livestock. The livestock exchange was also a cultural gathering spot, hosting weekend markets attended by neighborhood residents, especially Pascua Yaqui and Tohono O’odham families. This summer the City and La Frontera took a significant step towards saving the structure by securing a grant from the National Trust for Historic Preservation for emergency roof repairs.
Existing Business and Labor Force

The City of South Tucson, as of September 2009, listed 334 businesses paying sales tax to the City; some of these businesses are not physically located within the city but serve a customer base there. The top four business categories are (1) retail trade, which includes food and beverage stores, motor vehicle and parts dealers, health and personal care stores, and clothing retailers, totaling 51 listings and generating 44% of sales tax revenue; (2) restaurants and bars, with 26 establishments and generating 23% of sales tax revenue; (3) real estate and rental leasing with 68 businesses and generating 11% of sales tax revenue; and (4) communications and utilities with 43 listed and generating 11% of sales tax revenue. These four business sectors are responsible for 89% of the City’s sales tax revenue. The remaining 11% consists of numerous additional sectors.

Of the top twenty generators of sales tax revenue, eight are retail, three are auto-related and five are restaurants. Restaurants are the most stable business sector in the city, and the City of South Tucson is well known for the quality and quantity of its Sonoran cuisine. Most restaurants within the city are located along South 4th and South 6th Avenues (for a list of restaurants in the city as of October 2009, please see Appendix C). A majority of the restaurants serve authentic specialty Mexican cuisine (Figure 1). These restaurants not only attract patrons from the surrounding

![Occupational Distribution: 2000](image)

Figure 2: Regional Occupational Distribution
Source: Dave Taylor, PAG (2000)
neighborhoods, but also tourists and residents from the greater metropolitan area. The influx of patrons into the City of South Tucson brings money from outside the city and provides employment within the city’s restaurant sector. Word-of-mouth advertising has assisted in establishing the city as a famous location for fine Mexican dining.

The Arizona Department of Commerce estimated the 2008 population of the city to be 5800, with a civilian workforce of 2430. In 2008 the unemployment rate was 14.6% compared to the national average of 9%.

The city is located near major employment centers within the region including Downtown Tucson, the University of Arizona, and Tucson International Airport. However, many of these employment centers require advanced education for their job skill sets, which is something less than 250 people in the City of South Tucson have. In addition, the city’s retail sales are over $2,000 less per capita than Arizona averages. This reflects the high level of poverty within the City of South Tucson, which, in turn, limits discretionary spending by residents.

Those working are generally employed in lower wage job sectors. In 2005, the Drachman Institute conducted a study that showed that service-based occupations comprise 31.8%, of all occupations in the city. Sales and office occupations along with production and logistics occupations each account for 18.4%. Management and professional occupations compose 15% of employment while the remaining percentages are comprised of numerous smaller employment sectors (Figure 2).

Educational attainment levels within the city’s population are low. Of the 3,270 people over the age of 25, 33% have less than a 9th grade education. This low level of education has an effect on employment opportunities for city residents. However, the widespread Spanish fluency among the population of the city may be an asset for businesses seeking bilingual staff.

**Taxes and Tax Incentives**

The City of South Tucson lies within two tax incentive zones, designed to encourage economic development. The first of these zones is the Tucson Pima Enterprise Zone. The primary goal of the enterprise zone program is to improve the economies of areas in the state with high poverty or unemployment rates. The program offers two types of benefits: income or premium tax credits and property tax reduction. The City of South Tucson

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**City of South Tucson Primary Utility Service Providers:**

- **Electricity:** Tucson Electric Power 520.623.7711
- **Natural Gas:** Southwest Gas Corp. (statewide) 800.766.9722
- **Sewer:** Pima County Wastewater Mgmt. 520.740.6609
- **Telephone:** Qwest (statewide) 800.244.1111
- **Water:** City of Tucson Water Services 520.791.3242
lies completely within the Tucson Pima Enterprise Zone. For more detailed explanations and applications regarding the Enterprise Zone, contact Tucson Regional Economic Opportunities, Inc.\textsuperscript{11}

The second zone is the Tucson Empowerment Zone, which encompasses an area of roughly 17.25 square miles, including the entire City of South Tucson. The primary purpose of the Tucson Empowerment Zone is to revitalize the region’s urban core. The zone offers tax credits for businesses that are located within the zone or businesses that employ residents living within its boundaries. Types of tax credits available to business owners include employment tax credits (Annual Federal Tax Credit to Employer of $3,000), work opportunity tax credits (an additive First Year Tax Credit of $3,000), business investment incentives, issuance of tax-exempt bonds, and welfare-to-work tax credits.\textsuperscript{12} The Tucson Pima Enterprise Zone and Tucson Empowerment Zone will help reduce the cost of operation while increasing the value of businesses that locate within the City of South Tucson.

The City of South Tucson retail sales tax is 8.6\%, with the City receiving 2.5\% of the total and the County receiving the remainder. In comparison, the City of Tucson charges a 2\% sales tax. The difference may be minor for smaller items; however, for more expensive items (i.e. furniture and cars) a half-percent sales tax will have an impact on the overall price. Conversely, the property tax rate of .2035 is lower than the City of Tucson at .3144. The City of South Tucson’s tax rate has fallen since 2000, when it was .2918. The reduced property tax rate allows for more affordable housing in the city while reducing the overall tax burden on patrons of businesses within the city.\textsuperscript{13}

### Infrastructure

The physical form of the community, including streetscapes, buildings, and utilities, contributes to the overall function, aesthetics, and economic vitality of that community. The quality of infrastructure impacts safety and the transport of goods, while stable sewage, water, and power contribute to overall development readiness. The City of South Tucson has greatly
progressed in improving infrastructure for both current and future residents. In 2000, the City made several improvements to South 4th Avenue. The street was made curvilinear to assist in regulating the speed of traffic. As a beautification measure, the City also added a variety of murals and street trees.

The City of South Tucson contracts with other regional entities to provide the majority of its services, creating a reliable service system.

**Green Infrastructure, Landscaping, and Air Pollution**

Green infrastructure refers to aspects of the physical form of a community that are not built such as trees, landscaping, parks, and other natural areas within a community. An imbalance of greenscape and hardscape can create the urban heat island (UHI) effect; where the infrastructure of buildings and roads absorb heat during the day and disperses it at night, raising day and nighttime temperatures.

Landscaping, including trees and other vegetation, may aid businesses by attracting customers. Shoppers tend to shop more often and longer in well-landscaped business districts; they are also willing to pay more for goods and services in these areas. Trees and landscaping may also raise property values for both residential and commercial buildings. Residential property values tend to increase 3-10% when trees and vegetation are present on the property. According to an analysis using the software program iTree, the City of South Tucson and the immediate surrounding area have only 0.2% tree canopy coverage. The non-profit American Forests recommends an average of 25% tree canopy coverage in desert Southwest cities. In the same analysis, it was determined that the City of South Tucson has space available for 57% tree canopy coverage. In comparison, the City of Tucson has an overall tree canopy coverage of 1.2%.

Air pollution is also a common concern in urban areas and may have negative effects on residents' health and well being. Pima County received a failing grade for high ozone days between 2005 and 2007. Ozone is particularly hazardous for those with preexisting lung conditions like asthma. Green infrastructure, especially trees, may ameliorate both the urban heat island and air pollution by cooling the environment, absorbing pollutants, and reducing the need for energy production by lowering residential and commercial building cooling demands.
Sewers

The wastewater infrastructure in the City of South Tucson is part of the Pima County-wide system and is maintained by the Pima County Regional Wastewater Reclamation Department. Like most infrastructure in the United States, the wastewater infrastructure in the City of South Tucson is aging as it dates to the building of other infrastructure within the city. However, because the city is part of the larger county wastewater system, the City is buffered from the costs of upgrades and repairs. When a new development is planned for the City of South Tucson, the City will need to work with the County to ensure that the needs of the new development are met. If the development will benefit only the City of South Tucson, the City and developer may be asked to pay a portion of the upgrade costs. However, if the development will have benefits beyond the City of South Tucson, the cost will be borne by Pima County Wastewater. The Wastewater Reclamation Department is self-supporting, though user fees, and does not rely on tax dollars for its operations, maintenance, or upgrades.18

Flood Control Improvements

Storm water drains from the southeast to the northwest across the City of South Tucson before emptying into the Santa Cruz River approximately a mile west of the city. Flooding problems have been common over the years, with 90% of the flooding originating in upstream City of Tucson areas. Flood control improvements, including construction of a detention basin at the site of The Bridges development, have helped to mitigate flooding problems but have not eliminated them.

The City of South Tucson completed two drainage improvement projects in October 2008. Three additional projects will complete final design work by December 2009. The first will increase storm water drainage capacity at South 4th Avenue and East 40th Street with an underground connection to an existing drainage way at South 10th Avenue and West 38th Street. The second project will increase drainage capacity at South 7th Avenue and West 28th ½ Street and link storm water runoff to South 8th Avenue and West 26th Street. The third will increase drainage capacity along the alleyway on South 2nd Avenue and East 32nd ½ Street with an underground connection to South 3rd Avenue and East 32nd Street. The estimated cost for all three projects is $6.5 million, and the City will request funding to complete these projects from the County’s next general obligation bond election, possibly in 2010.19
The City of South Tucson is well positioned to take advantage of the regional transportation system. This is an important consideration for the economic potential of a community in that it gives access to customers, increases affordability for employees, and connects businesses with the wider region. The city is located approximately a mile south of the City of Tucson’s downtown. Four primary corridors connect it to Downtown Tucson: South 4th, 6th, and 10th Avenues and Interstate 10. A major regional arterial, 22nd Street runs close to the city’s northern border.

The city sits near the crossing of Interstate 10 and Interstate 19. Both interstates have off-ramp exits that include 29th Street. Interstate 19 provides residents and visitors quick access to and from Mexico. Interstate 10 connects the city to other cities in the Tucson metropolitan area, the Southwest, and the southern United States. The City of South Tucson exits for Interstate 10 are located at South 4th and 6th Avenues, 29th Street combined with Silverlake Road, and 22nd Street. Interstate 19 also accesses the 29th Street/Silverlake Road and 22nd Streets, where exit 102 from Interstate 19 merges with the exit from Interstate 10. Additionally the exit for Park Avenue from Interstate 10 is within close proximity to the City (see figure 3, area map). A substantial amount of traffic utilizes the surface streets within or near the city either accessing or passing through the city. For a sectional traffic count, please see Appendix D.
According to the 2000 Census, roughly 25% of City of South Tucson’s residents use some form of non-personal vehicle transportation to commute. Therefore, it is important that other modes of transportation be accessible, safe, and convenient. Public transportation is readily accessible to residents of the city, with Sun Tran having some of its highest regional ridership within the City of South Tucson. There is currently 3826 average daily boarding and alighting on buses within the city. Three routes serve the city and supply quick access to two major transit centers: Ronstadt Transit Center in downtown Tucson and Laos Transit Center on Irvington Road. There are thirty-one bus stops within the city, nineteen of which are well shaded, and twenty-five of which are ADA compliant. No resident in the City of South Tucson lives more than 1/2 mile from a bus stop.

The City of South Tucson is pedestrian friendly. It received a “walkscore” of 72/100 from the online based www.walkscore.com. This is compared to the City of Tucson, which received a score of 55/100. The walkscore indicates that the city has enough sidewalks for comfortable pedestrian access to many daily services. The addition of pedestrian crosswalks on South 4th, 6th, and 10th Avenues has further enhanced pedestrian safety and comfort. The city also has six designated bike lanes and routes within its square mile. Moreover, the City of South Tucson has planned, and has been funded by the Regional Transportation Authority, projects that include future bus pullouts and a number of pedestrian activated signalized crosswalks (also known as HAWKS in Tucson).

Located within the City of South Tucson are shuttles that travel daily to the Mexican border, making the city a destination and gateway to the United States for travelers from Mexico.

Tucson International Airport is approximately six miles from the City of South Tucson. The airport serviced nearly 4.3 million passengers in 2008. It averages sixty daily departures, which account for 6,433 seats. Tucson International Airport is home to eight airlines including Alaska, American, Continental, Delta, Frontier, Southwest, US Airways, and United.
Greenway Connection

The El Paso and Southwestern Greenway is a proposed recreation trail totaling 4.7 miles along the historic route of the El Paso and Southwestern Railroad. The project was initiated in 2002 by Barrio Viejo residents and is estimated to cost approximately $8 million. Funding is coming from a Federal Transportation Enhancement Grant and the Regional Transit Authority.

The railroad was originally established by the Phelps Dodge Corporation to connect the Queen Bee Mine in Bisbee to the Santa Fe line as demand for copper grew across the nation. In 1902, an extended version of the line was completed, creating a second more southerly railroad link from Tucson to El Paso.21

Concept designs from SAGE Architects retain the use of the El Paso and Southwestern Greenway as a historic place, highlighting the history of the neighborhoods it passes through and historic buildings it passes by such as the Auction House, Depot and Round House. The project seeks to reestablish the Greenway’s importance as a connection; however, this time connecting neighborhoods on a smaller scale, rather than cities. Possible connections to Paseo de Lupe Eckstrom and the West University Boulevard/3rd Avenue Bike Route are being investigated.22

Social Services

The City of South Tucson has healthy and active relationships with community organizations and social service agencies. These include the Primavera Foundation, Tucson Urban League, House of Neighborly Services, Southeast Regional Cooperative Jobs for Progress of Southern Arizona, La Frontera Center, John Valenzuela Youth Center, Lindsey Learning Center, Las Artes, Chicanos Por La Causa and the Salvation Army. These entities are important partners in an overall economic development strategy since they provide a wide variety of social services in the community.

Multi-Purpose

Casa Maria is a free soup kitchen serving 600 lunches to single people and 200 family food bags daily. Casa Maria also provides legal aid services, a mobile clinic and employment support.

The House of Neighborly Service offers youth, adult, and senior programs in the City of South Tucson. Youth programs include after-school tutoring, reading programs, gardening and field trips, as well as basketball leagues, jump-rope, folklórico dance classes and summer programs. Adult programs include once-a-
week food boxes and a gang-tattoo removal program. Senior services include a food pantry delivery service for homebound seniors, senior meal programs, and care giving services to keep seniors living independently for as long as possible.

Founded in 1982, the Primavera Foundation is a non-profit organization that promotes economic and social justice by providing a continuum of services that address homelessness and poverty. These services include emergency outreach and shelters, transitional and rental housing, job readiness and job placement services, prisoner reentry program, home-ownership programs with one-on-one credit counseling and home-buyer education classes, financial education programs, and neighborhood revitalization programs. Additionally, Primavera conducts ongoing advocacy work to end homelessness.

The Salvation Army, founded in 1865, is an evangelical arm of the Christian church serving more than 31 million Americans per year. Specialty social services include providing food for the hungry, relief for disaster victims, and assistance for the disabled. Additional programs include outreach to the elderly and ill, clothing and shelter to the homeless, and finally, opportunities for underprivileged children. The Salvation Army has a Corps Community Center based in the City of South Tucson at 1625 South 3rd Avenue and a Thrift Store with an Adult Rehabilitation Center at 2717 South 6th Avenue.

The Corps Community Center is bilingual center sponsoring education, recreation, and spiritual opportunities for both youth and elderly individuals. Additional activities for the center include a women’s Home League for events, crafts, and other community activities.

The Adult Rehabilitation Center is related to the Salvation Army Thrift Stores in that the program is funded through the collection and sale of goods and services. The program includes work therapy, counseling, chemical dependency education, recreational activities, onsite housing, and reentry support. The programs are six month to one year residential programs.

**Employment Preparation and Placement**

The Jackson Employment Center provides job readiness training to unemployed, homeless men and women living in Pima County, especially youth and veterans. Funding for the Jackson Employment Center comes from a variety of local and federal sources.
Southern Arizona is a national network of employment and training organizations that emphasizes the needs of Hispanics in the areas of education, training, employment, business and economic opportunity. English language acquisition and computer literacy classes are among the programs offered.

The Tucson Urban League is a 501(c) 3 not-for-profit organization founded in 1971 to assist with minority job placement. Currently the League conducts its activities through emergency services management, early childhood learning, education, employment network and training, housing (including affordable housing and weatherization project), computer training, drug prevention and intervention; the League also provides microenterprise loans to minority entrepreneurs. The primary offices are located on South Park Avenue; however, the League has an educational facility in the City of South Tucson titled Project Yes.

Project Yes is part of the Tucson Urban League’s Charter Alternative Education Program (CAP) which works to promote student success through tutoring and mentoring programs. Through individualized assistance in turning negative situations into positive ones, the center works to promote goal setting and problem solving while building self-esteem and “creating a feeling of belonging.” The center specializes in high school education where the students are personally responsible for the success of their academic goals.24

Health Services

Originally established in 1966, La Frontera is a private, non-profit center providing behavioral health services to Pima County residents. La Frontera serves more than 18,000 clients, more than half of whom represent ethnic minority populations. The variety of programs provided range from therapeutic preschool to services for persons with mental illness.

GED and College Preparation/Youth Programs

The John A. Valenzuela Youth Center empowers youth in the community through recreational and educational programs. All programs are offered free of charge and are designed to keep youth off the streets, drug free and promote positive behavior. Youth programs include organized sports leagues, cooking classes, service learning projects, career development, and empowerment courses. Additionally, the Center provides community outreach services such as wellness programs for financial planning, health education, job placement, vocational training, general equivalency degree (GED) placement, dropout prevention, career planning, and English as a Second Language (ESL) classes.
The Lindsey Learning Center provides community outreach services for job placement and vocational training, GED placement, career planning, and ESL classes.

Las Artes is a program through Pima County where students earn a GED while creating tile art for the community. Graduating students earn up to $850 for their participation in Las Artes. Las Artes pays for all GED expenses and assists with tuition at Pima Community College. Community members visit classes to provide job placement, educational advice, and offer money management training.

**Housing**

According to the 2000 Census, the city had 2059 housing units. Of these, 88% were occupied. In 2004, the Drachman Institute conducted a survey, finding that 60% of housing units in the City of South Tucson were renter-occupied, while only 40% were owner-occupied. Planning research has shown that a higher rate of owner occupancy tends to contribute to overall stability of neighborhoods.

In the same study, the Drachman Institute assessed the current conditions of housing stock in the City of South Tucson. Seven percent of the homes were in excellent condition, needing no repairs; 20% of homes were in good condition, needing only minor repairs or standard maintenance; 43% in fair condition needed some work. In addition, 21% of the City of South Tucson homes were in poor condition, needing substantial work; and 9% of homes are in need of complete replacement since the necessary repairs outweigh the value of the home. The Primavera Foundation has begun the task of identifying specific homes in need of replacement and building new homes. So far, they have replaced twelve homes for city residents, with the goal of completing sixty replacements and forty improvements in the next four years.

The housing stock in the City of South Tucson is of mixed ages, with 883 housing units built more than fifty years ago (before 1959) and 927 units built between 1960 and 2000. The age of the housing may qualify the city for historic district status. However, the age of the housing also represents an overall need for home repair and renovation.
Education

Two public elementary schools, Ochoa Elementary and Mission View Elementary, are located in the City of South Tucson. The schools are part of the Tucson Unified School District (TUSD). Both are K-5 institutions that serve children within the city as well as the surrounding communities. Combined enrollment for the two schools is currently 578. Depending on the student’s home address, 6th through 8th grade students who remain enrolled in TUSD attend either Wakefield Middle School or Safford Engineering/Technology Magnet Middle School. High school students attend either Pueblo Magnet High School or Tucson High Magnet School.27

Ochoa Elementary School

Opened in 1923, Ochoa Elementary currently serves 258 students and is listed as a “performing” school for 2009. Ochoa’s bilingual education program uses a project approach to learning and integrates the arts to support student achievement in reading, writing, math and social studies. Ochoa Elementary is the first school in the TUSD that uses the education format known as the Reggio Emilia approach to learning. The Reggio Emilia philosophy focuses on infant-toddler and preschooler development through art and environment.28 The school also serves as a family literacy site with educational programs available to parents, as well as a community environmental lab.

Mission View Elementary School

Mission View Elementary opened in 1924 and currently serves 320 elementary students. It is listed as a “performing plus” school for 2009. Mission View uses an Understanding by Design curriculum and employs a school wide dual-language model. In the 1990’s, it received several awards including a 1995 National Science Foundation Presidential Award for Excellence in Math and Science Teaching.
Income

According to the 2000 U.S. Census 43% of families within the City of South Tucson are below the poverty line. Assisting residents in their efforts to rise above the poverty line is a primary goal of economic development.

Safety and Neighborhood Preservation

Providing a safe public environment is an essential municipal service for residents, business owners and those seeking to locate businesses in the City of South Tucson. Prior to 1998 the City of South Tucson carried a reputation as a high crime area. But in 1998 the City joined with the U.S. Attorney and the Drug Enforcement Administration under the Weed and Seed Program to close down 30 drug houses. Crime rates fell by 75 percent, and the city experienced lower crime rates through 2005. In the last several years the city’s crime rate has again been on the increase, although not yet reaching pre-1998 levels. It is worth noting that the City of Tucson’s crime rate also has risen, with Tucson currently ranked in the top 10 of U.S. city crime rates. The trend may be due in part to the economic downturn (Figure 4).

The City is attempting to mitigate the increase in criminal activity. The newest mechanism in crime fighting is the Neighborhood Preservation Ordinance Chapter 7, adopted by the City Council in January 2009. As was the case in 1998, the Neighborhood Preservation Ordinance Chapter 7 targets rental housing used as drug houses or hideouts. An important provision of the ordinance establishes a “zero tolerance” policy that holds landlords accountable for failure to conduct basic background checks of prospective tenants and for criminal activity on their property. The City believes that better communication with landlords and stricter accountability will reduce the number of criminals and the level of crime activity. In the last several months of increased enforcement City of South Tucson police have caused the evictions of tenants from twenty rental properties where criminal activities had been documented. The City of South Tucson police continue to monitor the properties and the individuals who have been evicted.

The Neighborhood Preservation Ordinance Chapter 7 also addresses a wide range of conditions that contribute to neighborhood deterioration and diminish quality of life for residents. It establishes standards for the condition of the interior of residential buildings and requirements for exterior maintenance of all residential and nonresidential buildings as well as vacant and improved land. The City Manager strongly
believes that improvements to the physical environment of the city will also deter crime by encouraging a sense of ownership and accountability among city residents and business owners.

The City is aggressive in the pursuit of law enforcement grant funding to supplement City resources devoted to public safety. Two recently hired police officers have experience in seeking these grants and are expected to increase the City’s opportunities for attracting additional funding.

**Culture**

The residents of the city are primarily Hispanic (81%) and Native American (9%) of the Pascua Yaqui or Tohono O’odham Nation. The remaining 10% are a combination of nationalities. The strong Hispanic makeup is reflected in the language, music, dance, art and food of the community. In addition, the Native and Anglo communities add important elements to the social fabric of the city.

The City of South Tucson has extensive public art that includes tile murals and public seating spaces along the primary commercial corridors. The City commits as much as five percent of public works project budgets to art. The students and staff at Las Artes Arts and Education Center created much of the tile art found around the city.

The city’s music and dance assets are also a strong reflection of the cultural setting. There are many mariachi bands and Waila and Norteño styles of music are found throughout the city. Until 2003 the Pio Decimo Center and the City hosted a popular Norteño Music Festival, which attracted thousands of visitors. The city is also home to the Ballet Folklorico Tapatio and the Dancing in the Streets organizations.

Ballet Folklorico Tapatio is one of the most well known cultural assets of the City of South Tucson. The group performs authentic Mexican folklórico at events and venues around the Tucson metropolitan region and was the featured dance troupe at the 2008 Tucson International Mariachi Conference.

Founder, fundraiser, and father of Ballet Folklorico Tapatio, is Eduardo “Lalo” Baca, who built the group’s rehearsal studio at Image 10: Community Tile Work

Source: Los Artes
South 4th Avenue and 31st Street so youth could have a positive activity to fill their time. Ballet Folklorico Tapatio offers classes for young, intermediate, and master dancers.

Dancing in the Streets Arizona is a non-profit organization that has been in the City of South Tucson since August 2008. Ballet classes are offered to all ages. In the spirit of giving back to their respective communities, the owners established this business to expose people of all ages specifically to ballet. To date, they have directed several ballet productions in Pima County and are currently working on their second annual production of “The Nutcracker Suite.” Earlier this year, the school had sixty students enrolled. They currently have about 140 students, which indicates an increasing positive growth for this business.

There are two small parks within the city, located on South 2nd and 5th Avenues, respectively. The mini parks consist primarily of playground equipment and a basketball court. Both parks are fully fenced with decorative security fencing and locked by the City at night. This helps keep them secure but also limits access to the space. In addition to the mini parks, South Tucson is home to Yaqui Park. Yaqui Park is located in the southwest area of the city, which is separated by Interstate 10. Amenities at Yaqui Park include a bike trail connected to the Pima County Julian Wash Linear Park, playground equipment, ramadas, and full size basketball court. These amenities help create a linkage with the city east of Interstate 10.

**Neighboring Influences**

The City of South Tucson benefits from a strong regional location. The city is close to major economic entities such as the University of Arizona, Downtown Tucson, Kino Sports Complex, Tucson International Airport and Interstates 10 and 19. Major north/south and east/west transportation corridors provide ample access to local, regional, national, and international commerce. The city is also well positioned to take advantage of upcoming developments within the City of Tucson.
Existing Conditions

including Rio Nuevo; The Bridges research, retail, and residential development; and the El Paso and Southwestern Greenway. Each project promises to increase economic activity and travel through the City of South Tucson.

Future Development

Rio Nuevo

The City of Tucson is currently undertaking Rio Nuevo to revitalize its downtown. Rio Nuevo includes a proposed science center, new museums, and residential and commercial development – including a 25 story Sheraton hotel. The planned Tucson Modern Streetcar route will increase connectivity between the University of Arizona and Downtown Tucson. Moreover, Rio Nuevo and Downtown Tucson are easily accessible from the City of South Tucson by car, bike, and public transit.31

The Bridges Development and University of Arizona Bioscience Research Park

The Bridges is a planned area development mixed-use project that will occupy an undeveloped 350 acre site adjacent to Interstate 10 and Kino Parkway. The area is slated to be ready for development by 2010. The project is envisioned as a major economic driver attracting large numbers of tourists and shoppers while providing hundreds of new jobs. The City of South Tucson is less than one mile away along 36th Street and the proposed El Paso and Southwestern Greenway will connect the city to The Bridges site.

The Bridges project consists of three main elements – The University of Arizona’s Bioscience Park, Tucson Marketplace at The Bridges, and a large KB Home/US Lennar Homes residential development. Sponsored by the University of Arizona, The Arizona Bioscience Park will encompass over 65 acres of research buildings and open space. The Park will also include a high school, a skills training center, a hotel, and a conference center. The focus of the Bioscience Park will be to drive biotechnology research,
education, and economic activity. Tucson Marketplace at The Bridges, currently planned to encompass 110 acres, is envisioned as a regional shopping district of retail stores, restaurants, and specialty shops. COSTCO, a large general merchandise retail chain, has tentatively committed to locate at the site, and will provide the “anchor” for smaller retail chains. The final component of The Bridges planned area development is a residential development of approximately 700 homes with associated parks that will be constructed by KB Home/US Lennar Homes.

**Land Use**

Vacant land represents lost tax revenue for the City of South Tucson. It also presents an opportunity for redevelopment and new business. Of the 640 acres comprising the city, 32.34 acres (approximately 7%) are vacant. Business zoned parcels comprise 22.47 acres (approximately 69%) of the total vacant land. Currently, twenty-eight parcels are zoned SB-1 (local business) or SB-2/2A (General and Intensive Business). Figure 5 shows that six business-zoned parcels are one acre or larger. The remaining twenty-two business-zoned vacant parcels are less than one acre in size.

The City of South Tucson has had success reducing development costs by utilizing grants to remediate Brownfield sites. Brownfield sites are described by the United States Environmental Protection Agency as “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant”. Potential Brownfields comprise 36% of the total area in the city. If successful, the city wide Brownfield grant will increase the tax base by $1,000,000, create 200 new jobs, and redevelop 25 acres.
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Figure 10: Zoning Map for the City of South Tucson
Source: City of South Tucson
The City of South Tucson currently has three commercial corridors; all of which have distinct characteristics that should be enhanced.

South 6th Avenue is the primary north/south route within the city. It is the corridor of commerce that formed the City of South Tucson. It is anchored at the north end by the city municipal complex and on the south end by the grocery store, Food City. In between are banks, drugstores, national auto parts retailers, and well-known fast food restaurants.

South 4th Avenue is home to the city’s most stable and well-recognized business sector, the authentic and specialty Mexican restaurants. The Avenue already has a solid foundation of amenities including traffic calming and city beautification curvilinear streets, public seating areas, and extensive public art.

Of the three corridors examined, the 29th Street corridor has the least number of amenities. The city public housing complex encompasses the east end of this corridor while the west end houses the La Frontera Center.

The following maps and images indicate vacant land parcels currently available within the City of South Tucson.
CITY OF SOUTH TUCSON
VACANT PARCELS

Source: Alison Meadow
The parcels highlighted here were selected for study due to their major transit corridor accessibility and collective size. As one of the largest contiguous vacant areas in the city, these parcels have the capacity to serve the community in numerous ways. Although assembling the parcels could pose difficulties due to diverse ownership, the City could work with land owners to envision mutually beneficial strategies to utilize these properties.

Zoning: SB1 - All Lots
Vacant Acreage: 7.49
Uses: Two motels

Two motels are the only uses on the site
Predominantly overgrown and untended
Palo verde trees planted as landscaping at 4th

Photo Credit: James McGinnis, Pima County
South 6th Avenue Corridor

South 6th Avenue runs through the heart of the City of South Tucson and is the most heavily utilized transportation corridor in the city. In addition, it is home to many large commercial establishments, the city government complex, and community service organizations.

Storefronts are generally built close to the avenue increasing visibility for motorists and pedestrians and contributing to the character of the City of South Tucson.

Opportunities exist to revitalize the corridor through redevelopment and adaptive reuse of vacant storefronts.

Breakdown:

Vacant lots: 10
Vacant storefronts: 9

Zoning: SB1, SB2, SB2A, SI1, SP1, SR2

Approximate vehicular trips per day: 20,000

Photo Credit: James McGinnis, Google
**South 4th Avenue Corridor**

South 4th Avenue may be the most well defined commercial corridor in the City of South Tucson, with its distinctive traffic calming curves, streetscaping, and extensive tile art murals. Most of the city’s fine Mexican restaurants are located along South 4th Avenue, as are a dozen auto related businesses. Tucson Greyhound Park, Borderlands Construction, Holsum Bakery and Window Depot are major commercial entities located at the south end of the Avenue. Several of the largest vacant parcels in the city are also located here, as are the few parcels zoned for industrial uses.

**Breakdown:**
- **Vacant lots:** 8
- **Vacant storefronts:** 5
- **Zoning:** SB1, SB2, SB2A, SI1, SR2
- **Approximate vehicular trips per day:** 4,000

Photo Credit: James McGinnis, Mick Jensen, Google
Although 29th Street is the city’s least commercially developed major corridor, it is home to non-profit, religious, and historical centers. 29th Street is also the city’s only east-west corridor with access to Interstate 10. Pedestrian comfort is variable along the corridor ranging from well maintain sidewalks and public art to fenced-off junkyards that abut the street. The street lights along 29th Street are equipped with banner fixtures, and the lot-specific mailboxes on the street provide a small community feel. The sign on 29th Street and South 6th Avenue directing traffic to the Tucson Greyhound Park is weathered and needs replacement.

Breakdown:

Vacant lots: 5
Vacant store fronts: 5
Zoning: SB1, SB2A, SI1, SR1, SR2
Approximate vehicular trips per day: 10,000

Photo Credit: Aaron Mohammadi, Google
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Based on feedback gathered from two public meetings, business and residential surveys, and interaction with City staff, the following recommendations have been developed. The purpose of these recommendations is to promote the economic vitality of the city while maintaining the character of the community. The proposed recommendations have been compiled to ensure feasibility and implementation given the City’s time and funding constraints.

This Plan is a guide to stimulate economic development in the city. In order to make practical recommendations, the existing infrastructure and economic welfare of the city have been considered. Since the City of South Tucson is limited in land, Brownfield redevelopment has been incorporated into the plan. Existing businesses and community assets have also been integrated. The plan also incorporates partnerships between local business, community organizations, residents, and City staff.

The recommendations are divided into three sections: Expansion and Promotion of Existing Businesses, Attracting New Business and Diversifying the Economy, and Individual Wealth Building and Retention. These recommendations are organized into short, medium, and long term strategies and are prioritized based on perceived importance and practical implementation time.
Goal 1: Enhance the strength and visibility of the City of South Tucson’s business community

**Rationale:** A strong business community is necessary for the long term vitality of the City of South Tucson. The majority of new employment opportunities come from existing businesses. Therefore, by supporting currently operating businesses, the City will aid in job retention and growth; both of which are essential to the economic vitality of the community.

**Objective 1: Capitalize on existing marketing opportunities within the greater Tucson metropolitan region**

**Strategy 1: Increase visibility and traffic on the City of South Tucson’s website**

Individuals and companies, particularly those in growing markets, often utilize the web during initial market research. To be competitive in today’s market, the City’s website must provide current information on activities and regulations. The website should be easy to navigate with clear and concise information listing the City of South Tucson’s policies of rapid approval, Tucson Pima Enterprise Zone and Tucson Empowerment Zone, and other incentive policies that give prospective entrepreneurs an immediate positive impression of the city.

**Strategy 2: Create a walking tour of the City of South Tucson, incorporating restaurants, artwork, and historical sites**

The City of South Tucson already has a number of unique tourism features including traditional Mexican restaurants, artistic public tile work, and historic sites such as the El Paso and Southwestern Greenway and historic Auction House. Incorporating city businesses within a volunteer managed walking tour will provide an opportunity to connect visitors with local establishments.

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**SECTION 1: EXPANSION AND PROMOTION OF EXISTING BUSINESSES**

Partnering with Local High Schools

No educational tool is as powerful as direct, hands-on experience. Extending a partnership to local high schools to create media internships provides educational opportunities in real world situations for students and provides a link to entrepreneurs and business owners of tomorrow. Internships could take the form of an annual or bi-annual position, with students working part time to assist the City with outreach, City image maintenance, and Web site design. The City could also sponsor a media or branding competition in local high schools in the community including Pueblo and Tucson high schools that would complement the curriculum. Winners could be offered scholarships or internships.
Strategy 3: Consider joining the Metropolitan Tucson Convention and Visitor's Bureau to increase networking opportunities with members of the tourism, meetings, and conventions associations.

Tourism is a $3 billion per year industry in the Tucson metropolitan region. The Metropolitan Tucson Convention and Visitor’s Bureau (MTCVB) is the region’s only convention bureau responsible for promoting the tourist industry of the metropolitan area. The Tucson region is a popular destination for small and midsized conventions as well as the world famous Tucson Gem and Mineral Show.

The City of South Tucson has the unique ability to market itself as a “taste of Mexico” for visitors. Partnership (ranging from approximately $200 to $1,000) with the Metropolitan Tucson Convention and Visitor’s Bureau (MTCVB) will assist in promoting the city’s resources to the convention crowd. A second option is to place events on the Metropolitan Tucson Convention and Visitor’s Bureau free calendar of events.

The Metropolitan Tucson Convention and Visitor’s Bureau markets cultural activities through the ShowUp.com website, which is a separate site from the Bureau’s website or activities calendar. This site lists artistic and cultural activities taking place in the region. Promotion on the ShowUp.com website will be beneficial pending the success in promotion of the City of South Tucson’s arts and cultural events.

Strategy 4: Encourage restaurants to create a City of South Tucson restaurant association designed to promote the city’s authentic eateries or join Tucson Originals.

As one of the primary industries within the City of South Tucson, and one of the principal visitor’s attractions, the City should encourage the restaurants to promote themselves within the greater Tucson market. One option is to create a City of South Tucson restaurant association marketed towards expanding the city’s outreach within the metropolitan region.

Another option is to encourage local restaurants to join the existing Tucson Originals network, an association of local, independently owned and operated restaurants that promote visibility throughout the community.
Objective 2: Enhance business coordination

**Strategy 1: Enhance working relationships with businesses in the city through a coordinated Business Visitation Program**

A visitation program that gathers concise, accurate, and up-to-date information on existing City of South Tucson businesses strengthens good working relations. The City should begin by creating a business directory and database. Next, the City should establish a bi-annual City of South Tucson business survey, which will maintain up-to-date business information and ascertain business attitudes. A local volunteer task force for the Business Visitation Program may be enlisted. Appropriate action based on the information gathered will aid in the retention of quality businesses and jobs in the City of South Tucson, and facilitate business expansion. Numerous sample business surveys are available on the Internet.36

**Strategy 2: Facilitate a City of South Tucson Regional business organization**

With information gathered from the Business Visitation Program, the City will be better able to provide existing businesses with strategies suggesting how they should work together to accomplish common goals. The City may provide existing businesses with information that assists in the process of starting a business organization. Examples of how the City may help, if requested, include: (1) providing government information that may benefit the business organization, (2) providing a meeting space for the business organization, and (3) promoting the business organization in the city’s publications and website. The City should also provide a contact person for the business association that will attend meetings. Supporting documents explaining the definition, values, principles, and process for starting a business organization, with lessons for success may be found in Appendix E.

Objective 3: Help establish events that will increase the visibility of city businesses by attracting outside visitors

**Strategy 1: Organize a committee of community members to discuss potential community events**

According to results from citizen interviews and surveys, interest was expressed in reviving community events. A committee composed of City of South Tucson residents and businesses should
be formed to explore the potential for such events. The committee should also discuss ways to generate revenue within the city as well as the general goals and objectives of holding such events.

**Strategy 2: Research the feasibility and required technical components of holding community events**

Subsequent to the committee formulating event ideas, the City should investigate the feasibility of holding such events. Issues such as expected cost, event size, revenue collection, time of year, and target audience should be determined. Establishing a goal of adding one event in 2010, and one in 2011 should allow for sufficient planning. Results of citizen surveys and interviews included numerous mentions of reviving the Norteño festival and St. Patrick’s Day Parade.

**Objective 4: Create a marketplace for the exchange of crafts, goods, and foods within the City of South Tucson**

**Strategy 1: Investigate the feasibility of a marketplace for the exchange of crafts, goods, and foods within the City of South Tucson**

Marketplaces provide inexpensive retail opportunities for local entrepreneurs and attract shoppers. Marketplaces may also strengthen community bonds, revitalize an underused part of town, and highlight a community’s ethnic and cultural diversity features.

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**Developing the Market Place**

Business and resident surveys indicated the potential for a marketplace to reinvigorate the economy of the city while at the same time providing diverse social benefits. The City should first consult with the community about how to proceed with the creation of a marketplace. One method to do this, for example, is to create a Trust—a legal body that has been given the authority to make key decisions. The Trust (hereafter used to represent the deciding authority chosen by the community) should then proceed to solicit feedback from community organizations. The Trust should then seek to attract developers, owners, sponsors, and vendors who share the city’s vision for the community.

After these processes have been completed, the Trust should then proceed to develop market goals and seek a site. A potential site for the marketplace is the vacant property bounded by South 6th Avenue on the west, South 4th Avenue on the east, East 40th Street on the north and I-10 on the south. Alternative locations exist; the Vacant Land Use Study within the Commercial Corridors Section should be consulted to identify additional locations. Once a final location is identified, the Trust should start the process to enter an agreement to purchase or lease the land while seeking funding sources. Throughout the process, feedback from City residents and business-owners should be solicited and connections with Downtown Tucson and neighboring residential sectors should be sought.

Complete details of the marketplace proposal are available in Thomas Paul Thivener’s University of Arizona Masters Report, “Creating a Successful Public Market in the City of South Tucson.”
Section 2: Attracting New Business & Diversifying the Local Economy

Goal 1: Create an attractive business environment

Rationale: Understanding the City of South Tucson’s business environment and communicating that knowledge to prospective businesses is a critical component of business attraction. The City’s parcel mapping process, coupled with the City’s practices of rapid development approval, represents a strong first step toward a streamlined and thorough business attraction goal. Marketing and advertising information collected about the city will provide developers and business entrepreneurs an effective snapshot of the City of South Tucson’s business environment, increasing the opportunity for future investments and partnerships.

Objective 1: Work closely with the City of Tucson and the Regional Transportation Authority to encourage the routing of the Tucson Modern Streetcar along South 6th Avenue

Strategy 1: Work with citizens and businesses to create a South 6th Avenue task force to meet with the Regional Transportation Authority and Tucson Department of Transportation.

The City of Tucson is projected to start operating its Modern Streetcar in November of 2011. The first phase will go through Downtown Tucson from the University Medical Center to the Mercado District, west of Interstate 10. If phase I is successful, phase II will connect downtown Tucson with the Tucson International Airport located to the south of the City of Tucson. The City of South Tucson should make itself attractive for potential extension of the Tucson Modern Streetcar network. As part of its general plan update, the City of South Tucson should determine what development will best suit a fixed-rail alternative and be appropriate given the community context. Within that process the City will consider developing an overlay.
zone along South 6th Avenue that will promote complimentary fixed rail land uses and design standards. The character of the overlay will be based on interaction with the City of Tucson, the Regional Transportation Authority, and feedback from community members and city businesses.

There are several possible routes that will take the Tucson Modern Streetcar from Downtown Tucson to Tucson International Airport, one of which is South 6th Avenue. The City of South Tucson should maintain a relationship with the City of Tucson and the Regional Transportation Authority to stay competitive for the next Tucson Modern Streetcar phase. The Tucson Modern Streetcar will provide another transit option and linkages to major employment centers. Furthermore, it will be a boon to businesses along the South 6th Avenue corridor.

Objective 2: Analyze and identify development opportunities on South 4th and 6th Avenues and West 29th Street business corridors

Strategy 1: Continue the parcel mapping process to create up-to-date and accessible information on parcel size, existing structures, ownership, zoning, vacant and underutilized properties, as well as other pertinent information for potential development

Communities should prepare inventories of land to encourage development or redevelopment of appropriate sites. These inventories should include vacant lands, vacant buildings, or Brownfield sites. The inventory should include information on the physical characteristics of each site, availability of utilities, access to transportation facilities, and the character of the surrounding area. Sites should also be evaluated for their suitability to support various types of development. Communities, municipalities, real estate brokers, and developers will use such inventories to identify, market, and develop land effectively. In addition, such an inventory will be a step towards identifying tracts where the current community policies (e.g., zoning, utility policies, and building codes) discourage development or redevelopment efforts.
The City should, as part of its Business Visitation Program, discuss with owners ways to move unused or underused property into more productive uses.

**Strategy 2: Conduct a market analysis to identify underrepresented business sectors that cater to City of South Tucson markets**

The City should conduct a market analysis to determine trends in community spending and compare those trends against the current market business supply. If a gap between spending trends and existing businesses is identified, the City should focus on recruiting businesses to fill the gap (please see Objective 3 for recommendations on recruitment marketing). Attracting businesses to serve unfilled demand will increase the city’s commercial core without competing with existing business.

A market analysis will also help the City understand the market competition pressures at both the municipal and individual business levels. In light of the expected commercial growth planned around the city, the importance of creating a unique business environment that both complements and contrasts competing regional commercial markets cannot be overstated. A market analysis will aid the City in positioning its marketing strategy and adjusting municipal regulations to attract competitive businesses. Depending on the scope of the city’s need a market analysis will range from $6,000 to $30,000 if conducted by one of the region’s private consulting firms. Alternatively, the City should explore partnerships with the University of Arizona, Eller School of Business to arrange a market analysis project.

**Objective 3: Create a marketing strategy focused on business attraction**

**Strategy 1: Work with local business owners to improve storefront façades increasing appeal**

Much of a business’s image rests in its façade. Attractive and appealing façades will boost commercial districts as renovated storefronts make a positive economic impression. The City of South Tucson should work with area business owners to create a façade rebate program that provides a match for costs of façade improvement or redesign. Businesses with unique façades that contribute to the character of the City of South Tucson should be encouraged to restore their façades. In addition, façade guidelines should be developed. For example, the City of Tucson is currently working with business owners along Oracle Road to implement a similar program. These guidelines should conform to
neighborhood character and should be thematically integrated with marketing efforts. Façade renovations are eligible for Community Development Block Grants (CDBGs).

**Strategy 2: Develop a website to complement marketing strategy**

A marketing strategy should include an upgrade of the City of South Tucson’s website providing an increased presence to capture the attention of prospective businesses. This strategy is in line with the previously mentioned recommendation in Section 1, Goal 1, Objective 1, Strategy 1: Increase visibility and traffic on the City of South Tucson’s website.

The website should also include a virtual tour of City of South Tucson business opportunities utilizing Pima County MapGuide or a similar online mapping service. Possible highlights include vacant buildings or lots ready for new business. A virtual tour gives anyone researching the city immediate information about how his or her idea might work in the City of South Tucson.

**Strategy 3: Develop a pilot direct marketing campaign to identify and attract target businesses**

Direct marketing targets specific, identified recipients with an action message tailored to the particular goals of the marketer and the individual needs of the recipient. Business attraction is a goal for the City of South Tucson, and a direct marketing strategy should convey opportunities for, and advantages of, doing business within the city. Direct marketing materials should take the form of a brochure, e-mail update, or direct mailing that will be distributed to entrepreneurs in specific business categories desirable to the City of South Tucson. Direct marketing materials need to include information about specific policies regarding rapid approval, and other incentive policies the City may choose to enact. An expanded explanation of municipal marketing has been included as Appendix G.
Objective 4: Pursue business-friendly policy and regulation options

Strategy 1: Market “fast track” development approvals for new business development

Municipal review of proposed developments will often be a lengthy and costly process for developers; however, the City of South Tucson provides prompt approvals of plans and issuance of permits providing a tremendous advantage to developers interested in pursuing projects within the City of South Tucson. This feature should be marketed to promote further development.

Strategy 2: Investigate advantages of flexible zoning or specific plan status to encourage appropriate development along commercial corridors and the El Paso and Southwestern Greenway

The City should adopt new zoning regulations which allow for additional flexibility or encourage specific types of development along commercial corridors. Many communities have accomplished this through the use of overlay zoning. Incentive overlay zones build on the underlying land use regulations by establishing optional criteria and incentives that apply in addition to those of the underlying zoning district.

Incentive zoning may be an effective tool for communities to use in protecting specific resources, such as historic districts, or to promote mixed-use development in designated areas. An overlay zone should be used to increase housing densities along a transit corridor such as South 6th Avenue. Adapting overlay zoning might best be undertaken as part of the City of South Tucson’s General Plan update process, allowing ample opportunity for public input on the idea.

Strategy 3: Investigate and discuss pros and cons of special tax districts and business improvement districts to upgrade commercial corridors

The City should turn to the business community to help fund improvement projects such as sidewalks, street trees, landscaping, or street lights. A common approach is to create a Local Improvement District or a Business Improvement District. Revenue raised within the district should be used to fund a number of specific needs, including street cleaning or extra security, as is currently the case in Downtown Tucson.

Incentive Overlay Zone

Overlay zoning could encourage development of the bike and pedestrian friendly environment of the El Paso & Southwestern Greenway. Amenities such as comfortable outdoor seating and handy bike racks along the greenway would bring new visitors to the city. Small plazas along the route might host events such as music, dance, or theater performances and attract patrons to restaurants and retail stores. Below is a short list of overlay zoning features used in other communities to encourage pedestrian and bike oriented development:

- Incentivize parking requirements
- Incentivize bike parking
- Encourage new buildings to accentuate mountain views
- Work with greenway design to accommodate business fronts facing the path as well as nodes for small community gatherings and performances
- Take advantage of historic landmarks (such as the livestock auction house) as a highlight along the path that can serve to inform visitors about the City’s history
- Upgraded landscaping requirements
- Protect access to the Greenway
Goal 2: Increase a realistic perception of safety while reducing crime within the city to create an optimal business atmosphere

**Rationale:** A perception of high crime, real or perceived, may negatively impact economic possibilities. These impacts will include a lower patronage of existing businesses and a reticence for prospective businesses to locate in the area. Challenging the misconception that the City of South Tucson is a dangerous area should change individual’s views about the city and will help promote its true character. Maintaining an emphasis on the reduction of crime and the perception of crime within the city should naturally bring in more business and attract new customers to the area.

**Objective 1: Reestablish a citywide neighborhood watch that includes members of the business community and residents**

**Strategy 1: Encourage the establishment of neighborhood associations within the city**

The City should work with the community to establish multiple neighborhood associations representing specific areas and their respective populations. Each association will employ organized, democratic guidelines for making decisions and addressing concerns within their respective neighborhoods. These decisions and concerns should be shared at the City level by neighborhood leaders. Having these groups will add to the sense of community while raising the awareness level of residents so they may easily identify and report illegal activity.

**Strategy 2: Recruit residents and business members from existing and new organizations to join and head a neighborhood and business watch**

It is important to engage both the residential and business sectors of the city in crime prevention. New businesses looking to locate in a community will be attracted to areas where businesses partner with local law enforcement to fight crime. Additionally, customers of existing businesses will be more likely to return to crime-free commercial areas.

The business community should select representatives to coordinate a business watch to enhance the awareness of safety. Representatives should be selected by a formal business organization, or by existing organizations, such as the Optimist Club, the Rotary Club, or similar organizations. The City of South Tucson Police Department should work with businesses to upgrade
lighting, install security cameras, and landscaping elements to deter crime. These measures will also improve crime reporting procedures and police response procedures.

**Strategy 3: Attain necessary resources to solidify the longevity of the neighborhood watch**

The City should dedicate a staff member from the City of South Tucson Police Department as a liaison to the neighborhood and business watch programs. The liaison will define policies that ensure the community has ownership of neighborhood safety resources while empowered to make a difference in the overall security of the community.

**Strategy 4: Identify common crimes within the city and pinpoint crime “hot spots”**

Specific recurring crimes that constitute a nuisance to the general public should be identified and addressed collectively by members of the community and the City of South Tucson Police Department liaison. Graffiti is one example of a crime that should be addressed by community involvement. This may be done through a graffiti abatement program that is overseen by volunteers from neighborhood and business watch groups; thus, relieving the cost burden to taxpayers by assuming remediation responsibility that are normally assigned to the City of South Tucson Public Works.

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Figure 14: Crime Reports for the City of South Tucson
Source: Tucson Police Department
Objective 2: Expand existing and create additional summer school and after school programs

Strategy 1: Conduct an inventory of existing youth programs

The City of South Tucson staff should meet with directors of existing youth programs within the city (i.e. Police Explorers, House of Neighborly Service, and KidCo) to identify strengths and weaknesses in youth service programs. The collaboration between City staff and youth service directors may influence activities that affect funding decisions at various levels of government.

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Strategy 2: Conduct a coordinated solicitation for volunteers with youth program providers that utilize schools, government employees, and civic organizations

Volunteers may provide specialized services to existing youth programs allowing for the continuation and expansion of community services. The City of South Tucson may facilitate a volunteer recruitment effort that connects with other volunteer networks in the larger community. Such a program will utilize local resources, such as parent/teacher organizations or local service clubs, such as the Lions Club or the Optimists Club.

Figure 15: Statistics of Effective Youth Programs
The City should also encourage an employee volunteer program to show additional support for grassroots community-building efforts.

**Goal 3: Utilize the City of South Tucson’s location to create and expand business opportunities**

**Rationale:** The City of South Tucson offers numerous regional connections. The city is geographically located on several major transportation corridors and within walking distance of present and future regional economic engines. The City should leverage its location by increasing its presence in both physical infrastructure and through marketing efforts. By taking advantage of these connections the City will promote and attract new employment and promising business sectors.

**Objective 1: Increase the City of South Tucson’s visibility within the Tucson metropolitan region**

**Strategy 1: Take advantage of Interstate10 and Interstate19 traffic by enhancing amenities at the City of South Tucson exits**

Distinguishing between the City of South Tucson and the south side neighborhoods of the City of Tucson is essential. One method to increase the visibility of the city is to improve the identification of the City of South Tucson as travelers exit the Interstates. Working with current partnerships, such as Las Artes Arts & Education Center and the Arizona Department of Transportation, the City should create large gateway-type welcoming signage along the interstate frontage roads adjacent to city access points.

The City should also identify businesses that provide services to accommodate highway travelers. Once additional business needs are identified the City should work with existing property owners and develop a marketing plan to attract these businesses for interstate travelers.
Strategy 2: Improve city signage between the City of Tucson and the City of South Tucson on both arterial and collector roadways

Improving welcoming signage between the City of South Tucson and the City of Tucson will assist in distinguishing the City of South Tucson from the surrounding area. The signage that currently exists between the cities does not show a clear separation between municipalities and may easily be overlooked by uninformed visitors. Gateway signage will assist in defining the separate character and cultural identity of the City of South Tucson from the larger surrounding community of the City of Tucson.

In addition, the City of South Tucson should take advantage of the existing banner poles that are attached to the new street lighting on South 4th, 6th, and 10th Avenues and 36th Street, to hang banners clearly identifying the city. Street banners should also be used to highlight businesses, events, cultural activities, and important personages that make the City of South Tucson distinct within the region.

Objective 2: Develop connections to regional employment centers and publicize tax incentive programs to businesses

Strategy 1: Foster relationships by communicating opportunities to employers and developers

The City of South Tucson is located within the Tucson Empowerment Zone. The Tucson Empowerment Zone allows businesses to take an annual tax credit up to $3,000 for each employee who lives and works for the employer in an Empowerment Zone. Businesses may take a tax credit of up to $2,400 for each 18 to 39 year old new employee who lives in an Empowerment Zone. Businesses may also take up to $35,000 off the cost of eligible equipment purchases, subject to certain limitations. The Tucson Empowerment Zone is currently undergoing renewal review by the Federal Government. If the program is not renewed it will expire at the end of the 2009 calendar year.

The Tucson Pima Enterprise Zone offers tax credits of up to $3,000 per qualified employment position. Qualified is defined as full time, at a specified higher wage level, and includes health insurance benefits.

As businesses open in and around the City of South Tucson, the City should work to ensure that employers are aware of the tax benefits associated with hiring city residents.
Strategy 2: Partner with neighboring economic centers to increase education and employment opportunities

The Bridges, the 350 acre development project at East 36th Street and Kino Parkway, will include the University of Arizona’s Bioscience Park, a Tucson Unified School District technical high school, and Pima Community College bioscience programs. Also anticipated are private bioscience firms that are attracted to the academic environment of the University of Arizona.

Training students in math and science-related disciplines so that they may take advantage of new employment opportunities will have long-term benefits for residents as well as the economic vitality of the City of South Tucson. Working with Tucson Unified School District to develop specialized programs at schools serving city children will help develop future employees in the bioscience sector.

Strategy 3: Prioritize key transportation routes in the City of South Tucson’s Capital Improvement Plan

Interstate 10 and Broadway Boulevard are currently viewed as two of the most popular routes from The Bridges development to the surrounding communities. However, travel along 36th Street and South 6th Avenue will likely increase due to the proximity of The Bridges to the City of South Tucson. As such, the alternative routes should provide the city potential to increase sales revenue.

The City of South Tucson should continue improvement projects along South 6th Avenue and 36th Street. The City should capitalize upon the increased traffic flow. Ultimately, the improvements should include signage to city attractions and the promotion of infill development and vacant storefronts along these routes.

The El Paso and Southwestern Greenway is being constructed in phases and partially funded by the Regional Transportation Authority. This route will connect The Bridges project to Downtown Tucson via an alternative transportation route. The project has not acquired all of the necessary right-of-ways; however, a probable route through the City of South Tucson and the City of Tucson has been established. Zoning along this route through the City
of South Tucson should enhance new business opportunities, encouraging small food and retail businesses. See the Rails to Trails Case Study in Appendix H and Section 2, Goal 1, Objective 4, Strategy 2: Investigate advantages of flexible zoning or specific plan status to encourage appropriate development along commercial corridors and the El Paso and Southwestern Greenway for additional information regarding the El Paso and Southwestern Greenway.

**Objective 3: Create a “Cascade of Resources” by attracting businesses that utilize outputs of other businesses to reduce costs for both while creating a closed circuit**

**Strategy 1: Assess the largest sources of waste in the Tucson metropolitan area and help promote it as resources for other businesses**

A large business expense may be disposing of the wastes created in the manufacturing processes. Identifying what the major waste sources are within 100 miles, and finding companies that may reuse those wastes may reduce costs for both businesses. For example, waste paper may be reprocessed and turned into insulation for houses and businesses.

**Strategy 2: Create citywide commercial and residential recycling program**

Creating a citywide recycling program may generate revenue through the sales of recycled materials. The first option is for the City of South Tucson’s Public Works Department to take on the initiative itself. In this option the City is responsible for the collection of recyclables in addition to contracting with buyers. Revenue generated from recycled materials should be distributed as needed throughout the city. The second option is for the City of South Tucson to contract with a private agency. The private agency will then be responsible for the collection of recycled materials and for finding buyers. The City may also partner with a public recycling agency.

One small-scale example of cascading resources in the City of South Tucson is the waste of cooking oils. Cooking oils cannot be disposed down sewer lines as they solidify and clog the system. However, these same oils can be manufactured into biofuels with little processing and may be used in any diesel engine. The location of the city at the junction of two major Interstates provides potential customers for biodiesel manufacturing, all while reducing costs for both business sectors. Greycle is a City of Tucson business operating a biofuel operation. For more information on these closed-circuit businesses models visit the National Center for Eco-Industrial Development’s website.

(http://www.usc.edu/schools/sppd/research/NCEID/index.html)
Goal 1: Enhance affordable living opportunities for all residents of the City of South Tucson

Rationale: A significant number of the City of South Tucson residents are considerably cost burdened by housing and living expenses. Roughly half of renters pay 30% or more of their income for housing with 27% paying 50% or more; a quarter of homeowners pay 30% or more of their income on housing (U.S. Census Bureau 2000). In order to reduce the cost burden, housing and living costs must be minimized where possible. Examples of reducing housing costs include targeting energy, transportation, financing and other variable expenses. Controlling costs maximizes residents’ disposable income, which allows more wealth to stay and circulate within the community.

Objective 1: Promote pathways to affordable homeownership in the City of South Tucson

Strategy 1: Participate actively in partnerships that facilitate low-to-moderate income homeownership

Feedback from residents has demonstrated that the community has a strong interest in increasing rates of homeownership. Higher rates of homeownership have been shown to be linked to improvements in children’s educational attainment; higher lifetime annual income; better health; and community stability. Active City participation, coordinated with non-profit corporations, banks, borrowers, and community organizations, is the “bridge that makes responsible low-to-moderate income lending possible.”

Strategy 2: Support non-profit organizations in order to enhance opportunities for success

The City should maintain its existing relationship with housing non-profit organizations; including the Primavera Foundation, which to date has completed roughly twelve affordable owner occupied homes within the city. The City should continue to work closely with housing organizations in order to expedite the rezoning process and variance requests. The non-profit organizations may provide
quarterly financial literacy and homebuyer workshops open to all city residents. The City should aid in locating an appropriate space for the meetings, supplying logistical support, and by advertising the meetings on the City website and with fliers.

**Strategy 3: Explore the potential for establishing a City of South Tucson Community Land Trust**

The City of South Tucson may establish a Community Land Trust within the community. This may take two forms. The first option permits the City to create its own Community Land Trust independent of neighboring jurisdictions. The second option permits the City to participate in the development of the Pima County Community Land Trust, (Please see ‘General CLT information’ and ‘Creating the Pima County Land Trust’). In either case, prior to initiating the Community Land Trust, the City of South Tucson should undertake a community outreach and education campaign in order to secure community support for such an option.

**Objective 2: Partner with residents and property owners to reduce housing related costs**

**Strategy 1: Aid residents in reducing their housing related energy costs**

Residential energy costs will lower residents’ individual wealth and divert money out of the community. Lowering energy costs will keep more money in individuals’ households and circulating within the City of South Tucson.

Making a residence more energy efficient may be accomplished in a variety of ways. Some of the most cost-effective and easiest include tree planting, light colored roof coatings, sealing windows and doors, and ensuring adequate insulation.

Rental housing may be included in this effort through contact with landlords and property managers. As part of regular inspections of rental properties, the City should provide landlords with information about available programs and grant opportunities focused on upgrading multi-family residences. The Pima County Library offers technical assistance with grant applications including advice on grant writing and aid with applications. Additional assistance from the City should include letters of support to funding agencies on behalf of landlords.

The City should make information about these programs available at the City of South Tucson City Hall as well as on the updated website. In addition, the City should partner with local organizations, such as the Tucson Urban League, to host benefits.

**Benefits of Weatherization and Energy Efficiency**

Using a white or light colored roof can lower the cost to cool a home by up to 69%. Although white roofing material currently costs up to $.20 per square foot more than standard materials, the net benefits may be up to $.47 per square foot in energy-cost reduction. In Tucson, placing three trees around a typical house (two on the west side and one on the east) should reduce energy costs for cooling by 25% per year. In addition, residential property values tend to increase by 3-10% when trees and vegetation are present on the property. (U.S. Environmental Protection Agency, 2009)
workshops for residents interested in learning about energy-efficient upgrades. As a long term objective, the City should consider taking an active role in making the community more energy efficient through grant funded activities that allow the creation of large-scale programs to address community energy efficiency.

**Objective 3: Promote safe, quality, affordable housing options for residents by partnering with local, regional, national non-profit organizations and property owners**

*Strategy 1: Maintain existing relationships with housing non-profit organizations and seek new opportunities where appropriate*

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**Funding Energy Efficiency**

Programs to assist residents with reducing energy costs:

- Tucson Electric Power’s free weatherization program for low-income households (http://www.tucsonelectric.com/Home/Programs/weatherization.asp)
- Trees for Tucson’s Home Shade program (http://www.ci.tucson.az.us/tcb/tft/)
- Federal Energy Star Tax credits (energystar.gov/tax credits)
- Southwest Gas Conservation Program for Home Owners and Renters (http://www.swgas.com/efficiency/az/liec.php)

Potential organizations to hold workshops on energy efficiency:

- Tucson Electric Power
- The Urban League
- Trees for Tucson
- The University of Arizona’s Home Energy Doctor

Grants available to municipalities to aid residents’ with energy efficient upgrades:

- Partner with State of Arizona to apply for U.S. Department of Health and Human Services Low Income Home Energy Assistance Program Block Grant (http://www.acf.hhs.gov/programs/ocs/liheap/grantees/index.html#funding)

Grants available to property owners for energy efficient upgrades:

- Assisted Housing Stability and Energy and Green Retrofit grants (http://www07.grants.gov/search/search.do?oppId=45922&mode=VIEW)
- Pima County HOME Investment Partnership Program (http://www.hud.gov/offices/cpd/affordablehousing/programs/home/index.cfm)
A strong relationship already exists between the City of South Tucson and the Primavera Foundation. Primavera has rental and homeownership programs that provide assistance to individuals and families that are struggling to find affordable housing. Continuation of the current replacement housing program should be a high priority. To support the Primavera Foundation’s efforts and take advantage of unique programs offered by other non-profits, the City of South Tucson should consider expanding their housing programs to include additional resources from organizations such as the Tucson Urban League, which has a large weatherization program, and Chicanos Por La Causa.

**Strategy 2: Collaborate with owners of rental properties to improve housing quality**

The City of South Tucson, in its normal rental property inspection process, should work with rental property owners to improve the quality of rental units. The rental inspection process allows rental property owners to become aware of improvements that need to be made in order to conform to the City of South Tucson Building Code. One such area where this has already been effective is through the establishment and continued use of the Neighborhood Preservation Ordinance Chapter 7. To incentivize owners of rental property to upgrade their units, the City of South Tucson should encourage Pima County to set aside HOME funds for a rental rehabilitation program, providing favorable loans to landlords willing to upgrade their property and adopt the Crime Free Housing program.

**Strategy 3: Coordinate with homelessness service organizations to provide 24-hour assistance**

Due to the proximity of homeless services, homelessness is seen as an issue for the City of South Tucson. During the mornings and evenings Casa María, a food kitchen and shelter services, is the primary destination for the homeless. However, during the day there are no locations for the unemployed homeless. Thus, it will be beneficial to provide such locations.

Tucson Planning Council for the Homeless is a resource to assist in planning the most effective approaches to solving homelessness. The Tucson Planning Council for the Homeless is a Continuum of Care system in Pima County that provides an array of housing and services. These services attempt to prevent homelessness and better assist homeless people in becoming self-reliant. The City of South Tucson should participate in the update of the Pima County Plan to End Homelessness in order to include a focus on the
City of South Tucson issues.

The City of South Tucson should develop a task force to include City staff, provider agencies, and businesses. Collectively, there should be a mix of resources and funding that assist the homeless in returning to self-sufficiency. Provider agencies and businesses within the city should assist by providing capital and technical assistance to develop funding schemes, which in turn will provide job opportunities for the homeless.

**Strategy 4: Develop additional affordable workforce housing within the city**

Workforce housing will provide options for residents of the City of South Tucson to live closer to their jobs but may have difficulty finding affordable housing. Providing affordable options closer to employment decreases commute distances. Collaborative efforts between the City of South Tucson and developers, investors, lenders, and community organizations will assist in providing affordable options. Potential funding sources include the State of Arizona Housing Fund, Pima County HOME and Community Development Block Grant funds. The former site of the Pima County Jackson Employment Center may provide an appropriate site for the development of additional workforce housing.

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**Creating a Community Garden**

A community garden consists of a large garden space that is generally divided into smaller sections. These sections allow a number of people to each have a small garden plot. A formal garden organization, with an organizing committee, may be beneficial in ensuring the garden is well executed (Hynes, 1996).

Gardens are often created on vacant lots, which are otherwise unused and, perhaps, creating an eye-sore or nuisance in the community. Centrally-located gardens assist in providing equitable access to all community members. School yards and parks are also common garden locations. In some cities, zoning must be adjusted to allow gardening. An agreement must also be reached between the property owner and the garden organization regarding land tenure. A lease agreement, with low, or no rental fees, is a common approach. Many landowners expect community gardens to have insurance to protect the landowner from liability. Garden insurance is becoming more widely available as gardens become more common (American Community Gardening Association, 2009).

The Tucson Community Food Bank is a potential partner for residents of the City of South Tucson. The Food Bank offers gardening classes as well as a farmers’ market where gardeners can sell their produce. Grant funding is often available to community gardens that are designated non-profits or who partner with non-profit agencies, such as the Tucson Community Food Bank. The American Community Gardening Association website provides a list of available grants (American Community Gardening Association, 2009). In July 2009 a bill was introduced in the U.S. House of Representatives (H.R. 3225) to support funding for community gardens (Community Gardens Act of 2009).
Objective 4: Support the development of programs to help residents reduce further living costs

Strategic Approach 1: Encourage the creation of community gardens in the City of South Tucson to reduce resident food costs

Healthful, nutritious foods will often be more expensive than calorie-dense and nutrient-light foods. As such, it is difficult for people on strict budgets to afford foods that support good health and quality of life. One approach used by communities around the country to address this issue is through the creation of community gardens. Community gardens are shared spaces where local residents may grow a portion of their own vegetables and fruits. By growing food, people may often reduce their food-related expenses and improve their overall diets.42

The City of South Tucson should act as a facilitator for garden development and maintenance. The City may either provide land, or work with property owners to secure land for a community garden. The City should further facilitate the creation of gardens by ensuring that zoning codes allow for gardens in selected areas of the city. Once a garden organization is formed, the City should provide in-kind assistance such as office space and administrative support to help the garden run smoothly.

Objective 5: Enhance opportunities for multi-modal transportation alternatives

Strategic Approach 1: Increase pedestrian comfort along corridors

Increased pedestrian comfort along the city’s corridors will aid businesses by improving the overall community character. There is a correlation between an increase in walkability, property values, and property income.43 Walkability will also contribute to improved public health and increased community interaction.

The City should start by working with residents and the business community to strategically target and expand crossing opportunities along South 6th Avenue. The City should also develop an implementation strategy to improve shade and aesthetic quality along the major corridors through the use of shade trees in the public right-of-way. South 4th Avenue is already

Image 28: Empty Street Planter Along South 6th Ave
Source: James McGinnis

Recommendations
well shaded and attractive, so improvements should be targeted along 29th Street and South 6th Avenue. Many underutilized tree grates already exist on South 6th Avenue. The City should replant in the existing grates and add more if deemed necessary. Trees should be at a minimum 2 ½ inches in diameter at the time of planting, and ideally 3 ½ inches, in order to guarantee survival. For a list of best practices in street tree management and green infrastructure see Appendix I.

**Strategy 2: Maintain existing transportation services and ensure all transit stops are compliant with the Americans with Disabilities Act**

South 6th Avenue has some of the highest transit ridership within the Sun Tran service area. High quality bus service is already provided along the city’s major corridors and should be maintained. For more information see the Transportation section on page 13 of the Existing Conditions.

In spite of this high level of service, some improvements should be made in the provision of reaching full compliance with the Americans with Disabilities Act. Of the thirty-one stops within the city, twenty-five are already compliant with the Act and nineteen offer some form of shading. The City should make improvements to the remaining stops to ensure that they are comfortable and accessible to all residents. Additional information on bus stops in the City of South Tucson is included in Appendix J.

**Strategy 3: Continue to provide services that make the City of South Tucson a cyclist friendly community**

Providing cyclist facilities throughout the city will help make the City of South Tucson a destination for the region’s sizeable bicyclist community. It will also give residents of the city an alternative means of transportation.

The City should work with business owners and residents to determine where bike parking is most needed and where it will be most utilized. Some public bike parking should be provided along South 4th Avenue, where the highest density of restaurants is located. The City of Tucson has taken some measures to supply bike corrals at areas with heavy traffic; the City of South Tucson should use model. Large corrals cost roughly $2,000 each.

The City should develop bicycle parking guidelines for city businesses. The guidelines may be optional, but property owners should be incentivized to participate through reduced car parking requirements or other mechanisms. The cities of Madison,
Wisconsin, and Portland, Oregon, have adopted bicycle parking standards that may be used as a guide. For example, Madison recommends one bicycle space per ten auto spaces at commercial buildings.\textsuperscript{45} Portland requires two spaces per 5,000 square feet of short-term parking.\textsuperscript{46} The City of South Tucson should also maintain the existing bicycle paths through the city by ensuring that the paths are clearly visible and that traffic safety rules are enforced.\textsuperscript{47}

**Goal 2: Promote and increase residents’ employment readiness**

*Rationale:* According to the City of South Tucson’s General Plan (1999) the percentage of the city’s population with a high school degree or greater is 29% compared to 81% for the City of Tucson. This low level of educational achievement is reflected in the low per capita income. With the present national trends of increased demand for skilled labor, adult education and job training will become an increasingly important issue for the City of South Tucson.

**Objective 1: Increase educational opportunities for residents of the City of South Tucson**

*Strategy 1: Expand existing adult education, general equivalency degrees, and technical training programs.*

Current general equivalency degrees opportunities exist within the City of South Tucson through the Lindsey Learning Center and Las Artes Arts and Education Center. An expansion of these programs along with additional adult education will lead to a more qualified workforce for an increasingly specialized job market. General equivalency degree programs, as well as other forms of technical training, may lead to a higher quality of life for City of South Tucson residents.

First, the City should market existing adult education opportunities on their website. Second, the City should work with the Lindsey Learning Center and Las Artes Arts and Education Center to identify opportunities for growth. Finally, the City should work with these organizations regarding their expansion goals.

*Strategy 2: Expand and develop English as a second language and citizenship training courses.*

Currently, the Lindsey Learning Center offers English as a second language classes within the City of South Tucson. With more than four million Mexican visitors annually to the Tucson region, bilingual speakers will help the City of South Tucson become an attractive place to visit and locate a business.\textsuperscript{48} By offering additional
classes within the city, residents will be more employable and able to take advantage of job opportunities requiring bilingual speakers. City staff should explore opportunities to expand Lindsey Learning Center’s program while investigating additional education opportunities.

Strategy 3: Make information about post-secondary scholarship and grant programs available to residents through the City of South Tucson website and publications

Advertising opportunities for scholarships and grants will allow City of South Tucson residents awareness and additional access to funding for continuing education.

The Regional College Access Center is a resource for finding higher education programs and scholarships. Additional information and counseling appointments are available to through the Center’s website. The City of South Tucson should post a link to the Regional College Access Center and similar education information on the City website.

Strategy 4: Explore the viability of establishing a community college nursing program

Currently, there are no institutions of higher education in the City of South Tucson. Multiple studies indicate that continuing education is linked to higher income and stability of employment. The City of South Tucson should also market this educated workforce to potential relocating businesses.

Strategy 5: Work with Tucson Unified School District and private local schools to refocus the curriculum towards science and math in preparation for the future University of Arizona’ Bioscience Park

The University of Arizona is in the process of establishing a bioscience park within one mile of the City of South Tucson. By refocusing curriculum to math and science, City of South Tucson youth will be better prepared and gain skills that will aid them in obtaining employment in the biosciences industry. This strategy may be completed in conjunction with Section 2, Goal 3, Objective 2, Strategy 2: Partner with neighboring economic centers to increase education and employment opportunities.
Objective 2: Develop and expand job-training programs

Strategy 1: Encourage apprenticeships and market the opportunities to city residents

Apprenticeships offer the chance for workers to earn income while learning a trade skill. There are more than 3,100 apprentices currently registered in apprenticeship programs within the State of Arizona. At this time there are no businesses in the City of South Tucson that are a part of the Arizona Apprenticeship System. This may be a lucrative option for those not able to attend traditional institutions of higher learning such as community, state, or private colleges and universities. Apprenticeships combine on-the-job training with related theoretical and practical classroom instruction to prepare workers for specific trade and industry careers.

Private and public sectors – individual employers, employer associations, and joint labor/management sponsors – operate registered apprenticeship programs. Program sponsors provide most of the training costs while also providing progressively increasing wages to apprentices as skills are gained. Registered apprenticeship programs may be competency based or time based depending on the sponsor’s needs.

The City of South Tucson should advertise apprenticeships in the region while establishing apprenticeship programs within the city. The City of South Tucson should collaborate with the Arizona Department of Commerce to obtain listings of regional apprenticeships, posting these on the City’s website once obtained. City staff should discuss potential apprenticeship opportunities and the benefits of apprentices with area businesses. New opportunities should be placed on the City website and advertised in other appropriate city publications.

Strategy 2: Focus training on regional growth industries

According to Tucson Regional Economic Opportunities, Inc., Southern Arizona is becoming one of the nation’s most recognized bioscience centers and a global hub for bioscience innovation. The City of South Tucson is strategically located and allows access to the region’s growing bioscience industries.

Tucson Regional Economic Opportunities, Inc. has identified four core growth areas in the Southern Arizona region. These include aerospace and defense, bioscience, solar, and transportation and logistics. Other industries including environmental technology, information technology, manufacturing, mining, optics, plastics,
and tourism have also been identified as having strong markets in the Southern Arizona region. Additional explanations of these industries are included in Appendix K.

The City of South Tucson has the opportunity to capitalize on these growing markets. First, opportunities for primary or secondary industries that fit in the City of South Tucson should be identified. Second, City staff should directly market to these companies. Finally, City staff should work with the identified companies to locate potential sites for business placement and provide additional support as needed.

**Recommendations Matrices**

In order to ease implementation of the goals, objectives, strategies, and actions, the following matrices are provided. Each action designates a responsible party for completing the action. The strategies also include a timeline for completion as short, medium, and long term. Short is quantified as being completed within a twelve month time frame. Mid, or medium, term is defined as over one year, but generally less than three years; and long term is defined as approximately five years or more. Many goals will require annual attention and many medium and long term goals will require immediate attention.
### Section 1: Expansion and Promotion of Existing Business

**Goal 1: Enhance the strength and visibility of the City of South Tucson’s business community**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Actions</th>
<th>Responsible Party</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitalize on existing marketing opportunities within the greater Tucson metropolitan region</td>
<td><em>i. Increase visibility and traffic on the City of South Tucson’s website</em></td>
<td>1. Research opportunities available in Web design and content management for a simplified approach to Web management</td>
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<td>Short Term</td>
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<td>2. Partner with Local High Schools (Pueblo and Tucson high schools) to create media and web internships responsible for updating the City website</td>
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<td><em>ii. Create a walking tour of the City of South Tucson incorporating restaurants, artwork, and historical sites</em></td>
<td>1. Collaborate with members of the business community and arts community to establish sites along major corridors</td>
<td>City staff / Committee</td>
<td>Short Term</td>
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<tr>
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<td>a. Complete the Historic Auction House renovation</td>
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<td>Short Term</td>
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<tr>
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<td>2. Graphically design the walking tour with a map and interesting cultural assets for distribution in both print and electronic media</td>
<td>City staff / Committee</td>
<td>Short Term</td>
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<td>3. Collect a portion of costs for printing from local business association, or registered businesses</td>
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<td>4. Distribute map to local businesses for dispersal among their clientele</td>
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<td>5. Post on the City website</td>
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<td>Objective</td>
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<td>iii. Consider joining the Metropolitan Tucson Convention and Visitor’s Bureau to increase networking opportunities with members of the tourism, meetings, and conventions associations</td>
<td>1. Discuss with the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) about the best opportunities for partnership within the City’s budget</td>
<td>City Staff</td>
<td>Mid Term</td>
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<td></td>
<td>2. Promote the city through the MTCVB with activities such as the walking tour</td>
<td>City Staff</td>
<td>Mid Term</td>
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<td></td>
<td>3. Target convention and retreat guests to receive a “taste of Mexico” by dining at the specialty Mexican restaurants within the city</td>
<td>City Staff</td>
<td>Long Term</td>
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<td>4. Promote events and activities on ShowUp.com</td>
<td>Intern</td>
<td>Mid Term</td>
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<td>5. Promote cultural events and activities of the city on the MTCVB events calendar (free)</td>
<td>Intern</td>
<td>Mid Term</td>
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<tr>
<td>iv. Encourage restaurants to create a City of South Tucson restaurant association designed to promote the city’s authentic eateries or join Tucson Originals</td>
<td>1. Promote the city’s fine restaurants in a regional perspective by participating in regional networking events and charitable fundraising events</td>
<td>Intern</td>
<td>Mid Term</td>
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</tbody>
</table>
## Goal 1: Enhance the strength and visibility of the City of South Tucson’s business community

| Objective                                                                 | Strategy                                                                                                                                  | Actions                                                                                                                                                                                                                                                                                                                                 | Responsible Party          | Timeline  |
|---|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------|
| **Enhance business coordination**                                                                                                      | **i. Enhance working relationships with businesses in the city through a coordinated Business Visitation Program**                                                                                                           | 1. Create and maintain a business directory and database                                                                                                                                                                                                                     | City Staff               | Short Term |
| |                                                                                                                                      |                                                                                                                                                                                                             | 2. Establish a bi-annual City of South Tucson local business survey                                                                                                                                                                                                       | City Staff               | Short Term – Ongoing |
| |                                                                                                                                      |                                                                                                                                                                                                             | 3. Enlist a local task force for the Business Visitation Program                                                                                                                                                                                                       | City Staff / Intern       | Short Term   |
| | **ii. Facilitate a City of South Tucson regional business organization**                                                               |                                                                                                                                                                                                             | 1. Use information gathered from the business visitation program to inform existing businesses on how they may work together to accomplish common goals                                                                                                                                 | City Staff               | Mid Term   |
| |                                                                                                                                      |                                                                                                                                                                                                             | 2. Assign a contact person for the business association that will attend meetings, if requested                                                                                                                                                                             | City Staff               | Mid Term – Ongoing |
| |                                                                                                                                      |                                                                                                                                                                                                             | 3. Provide support in any other way requested                                                                                                                                                                                                                             | City Staff               | Mid Term   |
| **Assist in establishing events that will increase the visibility of the City of South Tucson by attracting regional visitors**          | **i. Organize a committee of community members to discuss potential community events**                                                                                                                     | 1. Consult with present and past leaders of City of South Tucson festivals and parades                                                                                                                                                                                      | City staff               | Short Term |
| |                                                                                                                                      |                                                                                                                                                                                                             | 2. Hold public meetings to gather ideas from residents                                                                                                                                                                                                                  | City Staff               | Short Term |
| |                                                                                                                                      | **ii. Research the feasibility and required technical components of holding community events**                                                                                                                  | 1. Review the costs and benefits of holding proposed events                                                                                                                                                                                                               | City Staff / Intern      | Short Term |
| |                                                                                                                                      |                                                                                                                                                                                                             | 2. Explore funding opportunities from the private sector                                                                                                                                                                                                                  | Intern                   | Short to Mid Term |
| |                                                                                                                                      |                                                                                                                                                                                                             | 3. Establish strategies on how to market future events to attract visitors from outside the City of South Tucson                                                                                                                                                             | Business Association     | Mid Term   |
### Goal 1: Enhance the strength and visibility of the City of South Tucson’s business community

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<tr>
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</thead>
<tbody>
<tr>
<td>Create a marketplace for the exchange of crafts, goods, and foods within the City of South Tucson</td>
<td>i. Assist in establishing opportunities for a marketplace within the City of South Tucson</td>
<td>1. Approach community organizations for feedback on past events and current sales opportunities (such as crafts)</td>
<td>City Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
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<td>2. Seek to attract developers, owners, sponsors, and vendors who share in the vision for the community</td>
<td>Trust</td>
<td>Short Term</td>
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<td>3. Develop market goals and seek a site within the city</td>
<td>Trust</td>
<td>Short Term</td>
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<td>4. Conduct a feasibility analysis dependent on market type (i.e. farmers, crafts, swap meet)</td>
<td>Trust</td>
<td>Mid Term</td>
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<td>5. Seek additional funding sources for special events at the marketplace (such as concerts in the amphitheater) and improvements for the site</td>
<td>Trust</td>
<td>Mid Term</td>
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<td>6. Maintain connections with city residents and businesses throughout the process</td>
<td>Trust</td>
<td>Long Term</td>
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<tr>
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<td>7. Encourage connections with Rio Nuevo and Downtown Revitalization District and market the new marketplace to residents of greater Tucson community through new and existing opportunities</td>
<td>Trust</td>
<td>Long Term</td>
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</table>
## Section 2: Attracting New Business and Diversifying the Local Economy

### Goal 1: Create an attractive business environment

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</thead>
<tbody>
<tr>
<td>Work closely with the City of Tucson and the Regional Transportation Authority to encourage the routing of the Tucson Modern Streetcar along South 6th Avenue</td>
<td>i. Work with citizens and businesses to create a 6th Avenue task force to meet with Regional Transportation Authority and Tucson Department of Transportation</td>
<td>1. Maintain a relationship with Tucson Department of Transportation (TDOT)</td>
<td>City Staff</td>
<td>Long Term</td>
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<td></td>
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<td>2. Create an overlay zone along South 6th Avenue that compliment fixed rail systems</td>
<td>City Staff</td>
<td>Mid Term</td>
</tr>
<tr>
<td>Analyze and identify development opportunities on 4th Avenue, 6th Avenue, and 29th Street business corridors</td>
<td>i. Continue parcel mapping process to create up-to-date and accessible information on parcel size, existing structures, ownership, zoning, vacant and underutilized properties, as well as other pertinent information for potential development</td>
<td>1. Contact owners of vacant property to assess development potential</td>
<td>City Staff</td>
<td>Mid Term</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Conduct a market analysis to identify under represented business sectors that cater to City of South Tucson markets</td>
<td>1. Focus business attraction efforts on filling gaps identified between existing businesses and consumer spending trends</td>
<td>City Staff / consultant</td>
</tr>
</tbody>
</table>
## Goal 1: Create an attractive business environment

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</thead>
<tbody>
<tr>
<td><strong>Create marketing strategy focused on business attraction</strong></td>
<td>i. Work with local business owners to improve storefront facades increasing appeal</td>
<td>1. Provide matching funds to business owners who improve their storefront facades</td>
<td>City staff</td>
<td>Long Term</td>
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<td></td>
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<td>2. Create thematic guidelines to reinforce neighborhood character</td>
<td></td>
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<td></td>
<td>ii. Develop a website to complement marketing strategy</td>
<td>1. Highlight business friendly city policies, development opportunities, and “virtual tour” of properties</td>
<td>Intern</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td>iii. Develop a pilot direct marketing campaign to identify and attract target businesses</td>
<td>1. Inventory city assets to business expansion, such as Empowerment Zone and expedited permit approval 2. Identify the market sector and conduct campaign and evaluate outcome</td>
<td>City staff / TREO / consultant</td>
<td>Short Term / Mid Term</td>
</tr>
<tr>
<td><strong>Pursue business friendly policy and regulation options</strong></td>
<td>i. Market “fast track” development approvals for new business development</td>
<td>1. Ensure prospective businesses receive information regarding rapid permitting</td>
<td>City staff</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td>ii. Investigate advantages of flexible zoning or specific plan status to encourage appropriate development along commercial corridors and the El Paso and Southwestern Greenway</td>
<td>1. Research status of Arizona legislation and specific plans 2. Have University of Arizona Planning Degree Program prepare a draft Incentive Overlay Zone</td>
<td>City staff</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td>iii. Investigate and discuss pros and cons of special tax districts and business improvement districts to upgrade commercial corridors</td>
<td>1. Open discussions with business owners regarding tax districts</td>
<td>City staff</td>
<td>Long Term</td>
</tr>
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</table>
### Goal 2: Increase a realistic perception of safety while reducing crime within the city to create an optimal business atmosphere

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<tbody>
<tr>
<td>Reestablish a citywide neighborhood watch that includes members of the business community and residents</td>
<td><strong>i. Encourage the establishment of neighborhood associations within the city</strong></td>
<td>1. Identify neighborhood leaders</td>
<td>City Staff / Residents</td>
<td>Short Term</td>
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<tr>
<td></td>
<td></td>
<td>2. Work with leaders to identify specific neighborhood watch goals</td>
<td>Police Liaison / City Staff / Residents</td>
<td>Short Term</td>
</tr>
<tr>
<td>ii. Recruit residents and business members from existing and new organizations to join and head a neighborhood and business watch</td>
<td></td>
<td>1. Identify leaders within business community</td>
<td>City Staff / Business Organization</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Work with leaders to identify specific business watch goals</td>
<td>Police Liaison / City Staff / Business Organization</td>
<td>Short Term</td>
</tr>
<tr>
<td>iii. Attain necessary resources to solidify the longevity of the neighborhood watch</td>
<td></td>
<td>1. Identify meeting locations</td>
<td>City of South Tucson Police Department</td>
<td>Short Term</td>
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<tr>
<td></td>
<td></td>
<td>2. Appoint a City of South Tucson police liaison to maintain community/police relationship</td>
<td>City of South Tucson Police Department</td>
<td>Short Term</td>
</tr>
<tr>
<td>iv. Identify common crimes within the city and pin point crime “hot spots”</td>
<td></td>
<td>1. Take part in neighborhood graffiti abatement program</td>
<td>Police Liaison / Neighborhood and Business Watch</td>
<td>Long Term</td>
</tr>
</tbody>
</table>
### Goal 2: Increase a realistic perception of safety while reducing crime within the city to create an optimal business atmosphere

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<tbody>
<tr>
<td>Expand existing and create additional summer school and after school programs</td>
<td>i. Conduct an inventory of existing youth programs</td>
<td>1. Identify strengths, weaknesses, and possible funding sources for existing youth programs</td>
<td>City Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td>ii. Conduct a coordinated solicitation for volunteers with youth program providers that utilize schools, government employees, and civic organizations</td>
<td>1. Enlist volunteers from existing organizations to participate in youth programs</td>
<td>Principals / Non-profit Organizations / City of South Tucson Police Department</td>
<td>Short Term</td>
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</table>

### Goal 3: Utilize the City of South Tucson’s location to create and expand business opportunities

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<tbody>
<tr>
<td>Increase City of South Tucson’s visibility within the Tucson metropolitan region</td>
<td>i. Take advantage Interstate 10 and Interstate 19 traffic by enhancing amenities at the City of South Tucson exits</td>
<td>1. Work to attract businesses that cater to highway travelers</td>
<td>City Staff</td>
<td>Mid Term</td>
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<tr>
<td></td>
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<td>2. Place street banners along major corridors</td>
<td>City Staff</td>
<td>Short Term</td>
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<tr>
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<td>3. Coordinate with ADOT to improve highway signage</td>
<td>City Staff</td>
<td>Short Term</td>
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<td></td>
<td>ii. Improve city signage between the City of Tucson and the City of South Tucson on both arterial and collector roadways.</td>
<td>1. Create iconic signage at a large scale that identifies the entrances to the City of South Tucson</td>
<td>City Staff</td>
<td>Mid Term</td>
</tr>
<tr>
<td>Goal 3: Utilize the City of South Tucson’s location to create and expand business opportunities</td>
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<td><strong>Responsible Party</strong></td>
<td><strong>Timeline</strong></td>
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<tr>
<td>Develop connections to regional employment centers and publicize tax incentive programs to businesses</td>
<td><em>i. Foster relationships by communicating opportunities to employers and developers</em></td>
<td>1. Distribute information about the Enterprise and Empowerment Zones to prospective businesses</td>
<td>City Staff</td>
<td>Mid Term</td>
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<tr>
<td></td>
<td><em>ii. Partner with neighboring economic centers to increase education and employment opportunities</em></td>
<td>1. Provide information about employment opportunities in emerging economic centers to city residents</td>
<td>City Staff / Non-profit Organizations</td>
<td>Mid Term</td>
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<td></td>
<td></td>
<td>2. Encourage area schools to provide math and science intensive curriculum to prepare students and city residents for emerging job opportunities</td>
<td>City Staff / TUSD</td>
<td>Short Term</td>
</tr>
<tr>
<td></td>
<td><em>iii. Prioritize key transportation routes in the City of South Tucson’s Capital Improvement Plan</em></td>
<td>1. Continue improvement measures along South 6th Avenue and 36th Street improving the corridor between Downtown Tucson and The Bridges development</td>
<td>City Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td>Create a “Cascade of Resources” by attracting businesses that utilize outputs of other businesses to reduce costs for both while creating a closed circuit</td>
<td><em>i. Assess the largest sources of waste in the Tucson metropolitan area and promote it as resources for other businesses</em></td>
<td>1. Connect companies within the city to mutually utilize raw materials or waste materials</td>
<td>City Staff</td>
<td>Mid Term / Long Term</td>
</tr>
<tr>
<td></td>
<td><em>ii. Create citywide commercial and residential recycling program</em></td>
<td>1. Investigate internal or third party capabilities of managing recyclable materials</td>
<td>City Staff</td>
<td>Short Term</td>
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</table>
## Section 3: Individual Wealth Building and Retention

### Goal 1: Enhance affordable living opportunities for all residents of the City of South Tucson

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<tr>
<td>Promote pathways to affordable homeownership in the City of South Tucson</td>
<td>i. Participate actively in partnerships that facilitate low-to-moderate income homeownership</td>
<td>1. Explore opportunities for partnerships with local banks and non-profits</td>
<td>City Staff / Non-profit Organizations / Local Banks</td>
<td>Short Term / Mid Term</td>
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<td>ii. Support non-profit organizations in order to enhance opportunities for success</td>
<td>1. Promote financial literacy programs and classes</td>
<td>City Staff / Non Profit Organizations</td>
<td>Short Term / Mid Term</td>
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<td>iii. Explore the potential for establishing a City of South Tucson Community Land Trust</td>
<td>1. Explore viability of establishing a Community Land Trust</td>
<td>City Staff / Pima County</td>
<td>Mid Term</td>
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<tr>
<td>Partner with residents and property owners to reduce housing related costs</td>
<td>i. Aid residents in reducing their housing related energy costs</td>
<td>1. Provide landlords information on grants for multifamily residences</td>
<td>City Staff / Non-profit Organizations</td>
<td>Short Term</td>
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City of South Tucson Economic Development Strategic Plan
### Goal 1: Enhance affordable living opportunities for all residents of the City of South Tucson

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<tbody>
<tr>
<td><strong>Promote safe, quality, affordable housing options for residents by partnering with local, regional, national non-profit organizations and property owners</strong></td>
<td>i. Maintain existing relationships with housing non-profit organizations and seek new opportunities where appropriate</td>
<td>1. Continue the replacement-housing program</td>
<td>City Staff / Non-profit Organizations</td>
<td>Mid Term</td>
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<tr>
<td></td>
<td>ii. Collaborate with owners of rental properties to improve housing quality</td>
<td>1. Continue enforcement of Neighborhood Preservation Ordinance</td>
<td>City Staff / Pima County</td>
<td>Short Term / Mid Term</td>
</tr>
<tr>
<td></td>
<td>iii. Coordinate with homelessness service organizations to provide 24-hour assistance</td>
<td>1. Develop task force to assist the homeless</td>
<td>City Staff</td>
<td>Short Term / Mid Term</td>
</tr>
<tr>
<td></td>
<td>iv. Develop additional affordable workforce housing within the city</td>
<td>1. Work with Pima County to develop former Jackson Employment Center site for workforce housing</td>
<td>City Staff / Pima County</td>
<td>Mid Term</td>
</tr>
<tr>
<td><strong>Support the development of programs to help residents reduce further living costs</strong></td>
<td>i. Encourage the creation of community gardens in the City of South Tucson to reduce resident food costs</td>
<td>1. Aid in identifying land for garden organization</td>
<td>City Staff / Garden Organization</td>
<td>Mid Term</td>
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<td>2. Allow flexible zoning for community gardens</td>
<td>City Staff</td>
<td>Short Term</td>
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<td>3. Aid garden organization in obtaining insurance</td>
<td>City Staff</td>
<td>Mid Term</td>
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### Goal 1: Enhance affordable living opportunities for all residents of the City of South Tucson

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<tbody>
<tr>
<td>Enhance opportunities for multi-modal transportation alternatives</td>
<td>i. Increase pedestrian comfort along corridors</td>
<td>1. Explore opportunities for crosswalks along South 6th Avenue</td>
<td>City Staff / ADOT</td>
<td>Mid Term</td>
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<td>2. Provide for shading at transit stops</td>
<td>City Staff / ADOT</td>
<td>Short Term</td>
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<tr>
<td></td>
<td>ii. Maintain existing transportation services and ensure all transit stops are compliant with the Americans with Disabilities Act</td>
<td>1. Maintain transportation services and transit stops</td>
<td>City Staff / Sun Tran</td>
<td>Mid Term</td>
</tr>
<tr>
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<td>iii. Continue to provide services that make the City of South Tucson a cyclist friendly community</td>
<td>1. Work with local businesses in the provision of bicycle parking</td>
<td>City Staff / Local Businesses</td>
<td>Short Term</td>
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<tr>
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<td></td>
<td>2. Develop bicycle parking guidelines</td>
<td>City Staff / Intern</td>
<td>Short Term</td>
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Goal 2: Promote and increase residents’ employment readiness

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</thead>
<tbody>
<tr>
<td>Increase educational opportunities for the residents of the City of South Tucson</td>
<td>i. Expand existing adult education, general equivalency degrees, and technical training programs</td>
<td>1. Market existing opportunities on city website</td>
<td>City Staff</td>
<td>Short Term / Mid Term</td>
</tr>
<tr>
<td>ii. Expand and develop English as a second language and citizenship training courses</td>
<td>1. Market existing opportunities</td>
<td>City Staff</td>
<td>Short Term</td>
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<td></td>
<td>2. Expand course offerings within the city</td>
<td>Lindsey Learning Center / Non-Profit Organizations</td>
<td>Mid Term</td>
<td></td>
</tr>
<tr>
<td>iii. Make information about post-secondary scholarship and grant programs available to residents through the City of South Tucson website and publications</td>
<td>1. Advertise opportunities for scholarships and grants</td>
<td>City Staff</td>
<td>Short Term</td>
<td></td>
</tr>
<tr>
<td>iv. Explore the viability of establishing a community college nursing program</td>
<td>1. Discuss opportunities with regional higher education providers</td>
<td>City Staff</td>
<td>Short Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Investigate vacant land parcels and vacant commercial buildings for development potential</td>
<td>City Staff</td>
<td>Short Term</td>
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</tr>
<tr>
<td>v. Work with Tucson Unified School District and private local schools to refocus curriculum towards science and math in preparation for the future University of Arizona Bioscience Park</td>
<td>1. Establish meetings to discuss opportunities for curriculum development</td>
<td>City Staff</td>
<td>Short Term</td>
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<td>Responsible Party</td>
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<tr>
<td>Develop and expand job-training programs</td>
<td>i. Encourage apprenticeships and market the opportunities to city residents</td>
<td>1. Research available apprenticeships with the Arizona Department of Commerce</td>
<td>City Staff</td>
<td>Mid Term</td>
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<td>2. Gather apprenticeship opportunities from city businesses</td>
<td>City Staff / Local Business Organization</td>
<td>Mid Term</td>
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<td>3. Post apprenticeship opportunities on the City website and in relevant publications</td>
<td>City Staff</td>
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<td>ii. Focus training on regional growth industries</td>
<td>1. Identify opportunities for primary and secondary industries that fit in the City of South Tucson</td>
<td>City Staff</td>
<td>Mid Term / Long Term</td>
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<td>2. Directly market to identified companies</td>
<td>City Staff</td>
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Many of the recommendations in this document are directly aimed at revitalization or redevelopment of the City’s three commercial corridors. These corridor-focused recommendations are listed below, with an indication of which corridors might benefit from each specific recommendation.

South 6th Avenue
The goal of bringing new businesses to South 6th Avenue might be helped by the City through the commissioning of a market analysis that could focus business attraction efforts.

To encourage development the City might also help by making the retail environment more inviting, more walkable, more green with more places to stop and sit, more reasons to remain in the neighborhood.

South 6th Avenue is well served by bus, with long range transportation plans calling for extension of rail transit from downtown Tucson south along South 6th Avenue to the Laos Transit Center. This level of transit service is an asset and residential development should be encouraged along the corridor. The City should expand efforts to ensure that rail transit extensions go along 6th Avenue.

South 4th Avenue
The concentration of great Mexican restaurants along South 4th Avenue is the core to build around. A business association or restaurant association might help to create mechanisms for mutual promotional and marketing efforts aimed at resort and convention business or commercial workers at the Bridges development or the students, faculty and researchers at the UA’s Bioscience Park.
The restaurant sector could benefit from new neighbors, ones which would contribute to traffic along the avenue, maybe entertainment or arts activities. The City might actively promote the creation of an arts district. And, as is the case for South 6th Avenue, the City should encourage residential development here, which also could take advantage of the city’s transportation options.

One business leader suggested overhead strings of lights crisscrossing the length of the avenue to provide a distinct visual marker for South 4th Avenue, and the greater City of South Tucson. Other identification and branding efforts are worth serious consideration.

29th Street
The west end of 29th Street could become a significant gateway to the City of South Tucson. With major visibility from I-10, with assets such as the El Paso & Southwestern Greenway and the historic Tucson Livestock Exchange auction house, this most western portion of 29th Street should be a target for development efforts.

Creating a sharper focus for development along the commercial corridors is an undertaking that should be shared by business owners and residents. Making some of the changes suggested in this document might best be accomplished in connection with an upcoming general plan update.
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<th>Section</th>
<th>4&lt;sup&gt;th&lt;/sup&gt;</th>
<th>6&lt;sup&gt;th&lt;/sup&gt;</th>
<th>29&lt;sup&gt;th&lt;/sup&gt;</th>
<th>Applicable Recommendation</th>
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<tr>
<td>1</td>
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<td>Goal 1, Objective 1, Strategy 2: Create a unique walking tour of the City of South Tucson incorporating restaurants, artwork, and historical sites</td>
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<td>Goal 1, Objective 1, Strategy 1: Work with citizens and businesses to create a South 6&lt;sup&gt;th&lt;/sup&gt; Avenue task force to meet with the RTA and TDOT</td>
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<td>Goal 1, Objective 2, Strategy 1: Continue parcel mapping process to create up-to-date and accessible information on parcel size, existing structures, ownership, zoning, vacant and underutilized properties, and other pertinent information for potential development.</td>
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<td>Goal 1, Objective 3, Strategy 1: Work with local business owners to improve storefront facades increasing appeal.</td>
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<td>Goal 1, Objective 3, Strategy 2: Investigate advantages of flexible zoning or specific plan status to encourage appropriate development along commercial corridors and the El Paso and Southwestern Greenway.</td>
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<td>Goal 1, Objective 4, Strategy 2: Investigate and discuss pros and cons of special taxing districts and business improvement districts to upgrade commercial corridors.</td>
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<td>Goal 2, Objective 1, Strategy 2: Recruit residents and business members from existing and new organizations to join and head a neighborhood and business watch.</td>
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<td>Goal 3, Objective 1, Strategy 1: Take advantage of I-10 and I-19 traffic by enhancing amenities at the City of South Tucson exits.</td>
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<td>Goal 3, Objective 1, Strategy 2: Improve city signage between the City of Tucson and the City of South Tucson on both arterial and collector roadways.</td>
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<td>Goal 3, Objective 2, Strategy 3: Prioritize key transportation routes in the City of South Tucson’s Capital Improvement Plan.</td>
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<td>Goal 1, Objective 5, Strategy 1: Increase pedestrian comfort along corridors.</td>
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<td>Goal 1, Objective 5, Strategy 2: Maintain existing transportation services and ensure all transit stops are compliant with the ADA.</td>
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<td>Goal 1, Objective 5, Strategy 3: Continue to provide services that make the City of South Tucson a cyclist friendly community.</td>
</tr>
</tbody>
</table>
End Notes


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20 Walk Score, Find a Walkable Place to Live. “South Tucson.” [www.walkscore.com](http://www.walkscore.com)


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37 Brandy McLain, The Planning Center. Email message to Mike Northam, November 24, 2009.


40 Burlington Associates in Community Development. “Community Land Trust (CLT) Programs.” [http://www](http://www)


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C - City of South Tucson Restaurant List  Pg 106
D - Sectional Traffic Count  Pg 108

Recommendations:

Section 1:
E - Starting a Business Association  Goal 1 - Objective 2 - Strategy 2
F - Creating a Marketplace  Goal 1 - Objective 4 - Strategy 1

Section 2:
G - The Case for Marketing in the Municipal Sector  Goal 1 - Objective 2 - Strategy 1
H - Rails to Trails  Goal 2 - Objective 2 - Strategy 3

Section 3:
I - Planning for Green Infrastructure  Goal 1 - Objective 4 - Strategy 1
J - Bus Stop Deficiencies  Goal 1 - Objective 4 - Strategy 2
K - TREO Growth Industries  Goal 2 - Objective 2 - Strategy 1
Appendix A:
Business Interviews

1. Why did you choose to locate your business (or live, or stay) in South Tucson?

Common Themes: Liking the area; comfortable here; Rents/purchase prices are less expensive

All Responses:
- Worked in South Tucson as teenager; bought home there in 1970; always liked the city; always able to get in touch with government officials (difficult to reach government officials in Tucson).
- Felt safe here – it was cleaner
- The population
- It was the only facility I could purchase at an economical price
- South Tucson is business-friendly
- Was renting across the street and bought the property when it was available (10 years ago)
- Lived here for a long time
- Nobody is thriving – they stay here because they own property
- Owned a building here and needed to keep it up, so started a new business in same building
- Dad’s decision – inherited the business
- Grew up nearby and wanted to give back to the community through the arts
- Marriage and restaurant ownership
- Family business – originally located in South Tucson; it’s affordable; network connections
- Opened a business here in 1982; didn’t have much money and the rents were inexpensive.
- I like South Tucson, I think of it as my hometown. I think I can do good things here.
- Couldn’t live in Phoenix anymore, it’s better in South Tucson. Sheriff Arpaio was a problem in Phoenix

2. What three (3) improvements do you think would help the economy of South Tucson?

Common Themes: Improve/control the image of South Tucson; change the reputation of the City; Deal with crime: drugs, tagging, prostitution; Higher sales tax rate is a problem, especially for larger purchases; City should purchase from local vendors
All Responses:
- Make sure all businesses are legitimate – all licensed and all fees paid
- All properties need to have the correct designation
- Have South Tucson develop a clear picture of available infrastructure
- Bring in small franchises like “Ace Hardware” that will market to the community even if it challenges existing businesses – need to give people choices; competition needs to happen
- Better access to mass transit system to allow connection from Tucson since parking South Tucson is a problem
- More businesses = more jobs
- Improve and control the image of South Tucson
- Change the name
- Promote business establishments
- Change tax structures – it is .5% higher than in Tucson and that is too much
- Safety is ok
- Present a good image to the media
- Move prostitutes and others out of the streets
- Increase safety – more police patrolling
- More street lighting
- Reputation of City needs to be fixed; newspaper often makes mistakes when reporting incidents so it makes South Tucson look bad
- Make it easier to change zoning
- Taxes are self-reported, City should do more oversight
- City book-keeping is weak. There should be more auditing – they don’t even know how much they are losing
- South Tucson is no longer benefitting from its uniqueness, so it might as well go back to Tucson
- Higher sales tax (8.6%) is killing larger sales
- Reduce excess position within City Government
- City should purchase from local vendors
- More commercial vs. residential city
- Get rid of the gangs; tagging problem – police are doing a pretty good job
- City council should be more business oriented
- Theater – performing arts center
- Retail – groceries other than Food City
- Any new business that attracts people and blends in with community
- Safety
- Job opportunities
- More competition
- More police – people are afraid to come here
- Better reputation for the city

3. What are some specific cultural assets and historical factors that contribute to the City of South Tucson’s “Sense of Place?”

Common Themes: Artisans; Traditional music and dancing; Hispanic culture
3b. Who would you recommend we talk to in order to gather more information about cultural and historic assets in the community?

All responses:
- Dan Eckstrom (2)
- People in Yaqui Village
- Westerners (history of South Tucson)
- AFPTI research on historic designation of South Tucson
- Kent King

4. Are there aspects of the culture and history here that you think could contribute to job creation? Some examples: local marketplace, museums, festivals.

**Marketplace (7 positive responses)**
- selling artisan goods
- selling local goods and holding events
- Yes – House of Neighborly Services ladies do crafts; Native American church on 29th and 11th – marketplace could raise profile?
- Yes – farmers’ market to sell blue corn products; handmade; handcrafted; authentic
Festivals

Many positive responses to reviving the Norteno Festival and St. Patrick’s Day Parade.

- the exposure is important! Above and beyond any money made; tried to bring back the Norteno festival; takes up to 6 weeks to prepare for 3-day festival and a month after to finish up work; original organizers worked for free but last administrator felt it was too expensive; the families look forward to it – they sell things at booths
- The Norteno festival brought whole families to the City
- The festival helped my business – more people coming to the restaurant
- Business owners could support the festival ($200 donation)
- Tie into 4th Ave. festival (?)
- Yes – events that will draw the interest of residents and other from around Tucson and Pima County
- Norteno
- St. Patrick’s Day parade
- St. Patrick’s Day parade used to happen when there was a business association
- Cinco de Mayo; Dia de los Muertos; Mexican revolution – really celebrate Mexican holidays Sonoran style
- Noreno festival – maybe small, for the local population first then build it up for others
- Yaqui Easter stuff – must be protected and grown – must educate people about them
- Cultural assets will become even more important as the region grows and diversifies
- Greyhound Park may expand to include gambling and would, therefore, not be available to host festivals

Other

- Explorers
- Civic organizations
- City interaction
- There is nepotism in hiring; no Native Americans or Blacks in City government; everyone in interrelated in City
- Movie theater that could double as arts performance space
- Children’s museum – family attraction
- South Tucson businesses are able to cater to customers more readily
- Cottage industry not useful
- Be political about opportunities and community political engagement
- The residents along 22nd St. are highly motivated and engaged

5. What would be most helpful for your business (to expand) or attracting new business to South Tucson?
**Marketing**
- Highlighting neighborhoods in newspaper – colorful newsletter focused on South Tucson
- There are Black and Hispanic chambers of commerce; proactive in positive p.r.
- Everywhere
- Yes
- Advertise the good side of South Tucson
- Publicize South Tucson’s positive aspects
- Use the media to promote South Tucson
- Billboards
- Food festivals; Taste of South Tucson
- Newsletters for outside vendors to educate
- Billboards in South Tucson to make money and promote businesses

**Business Association**
- Used to have South Tucson association – don’t know what happened to it
- Yes – corridor or type-specific
- Yes – this is key. Used to be strong. Need everyone with same goals and vision. Business has no vote so this (association) is how you get power.
- Yes – City-wide; used to have one in the 1980s
- Yes – the new generation of businesses owners need to step up
- Yes – support it 100%
- The City should appoint head-member of the Business Association we are promoting, so they are held more accountable
- A “S. 6th Ave Enhancement Program” that demands graffiti removal, more trees, and trash removal should be part of what the business association pushes

**Crime Prevention**
- We get a bad rap – need to be more proactive and sell more positive stories about the true crime rate vs. population
- Clean up the streets
- Greater police presence – holiday patrols would be especially good; let people know they are there; have walking/cycling officers
- GANGS AND TAGGERS!!
- Growing up here, I remember South Tucson crime; whole different environment now – much cleaner and safer. It’s important to maintain that safe environment for visitors
- If business owners perceive a crime problem today, the City must respond

**Investment Capital**
- Won’t be able to sell that unless we combat the poor image
**City Aesthetics**
- Prettiest street is S. 6th Ave.
- Need to enhance S. 10th
- South Tucson has more sidewalks than many part of Tucson
- Tileworks wanted to go all the to the Santa Cruz Church
- Crosswalks
- Garbage is an issue
- Add recycling – help keep things cleaner
- Maintenance of existing and new infrastructure
- New buildings
- Landscaping
- City does a good job – need more plans and trees
- Create entrances from 22nd St. Could they annex to create gateways into South Tucson? Would enhance the whole Downtown-Rio-Neuvo; would give 4th and 6th corridors distinction, increase traffic and sales tax

**Parking**

A few comments that there is not enough parking to support current businesses. This could be a concern for business expansion.

- Not enough for new businesses
- Interested in the trolley – turn it around at the dog track
- S. 4th lost business parking; need a community parking areas and signs directing people to parking
- Parking is sometimes a problem for small business, especially east side of S. 6th

**Zoning Changes**
- Not an issue – fairly easy to do already

**Workforce Training**
- Not enough – still many people that cannot take advantage because they don’t speak English; not illegals; computer illiterate; More ESL classes; is looking for another classroom
- Jackson Employment Center – more into job ready training; more advanced; veteran services
- Project SER – 45-50 students daily (corner of 28th/7th)
Other
- Ease of doing business; accessibility to business
- Tax Southern Pacific to put up a wall because of 4:30am noise
- More communication with city official and business owners
- Available labor force
- Take advantage of the empowerment zone
- South Tucson needs to make businesses happy – make businesses want to come to City
- Businesses never recovered after they tore up the street and didn’t keep business access open. The street was only widened street one inch.
- Did not renew Weed and Seed Program – that should have been renewed
- Stress commercial aspects of city
- Access to dance attire, production company to build sets and scenery

6. What businesses (or business sectors) would you like to attract to South Tucson?

**Craft marketplace**
- Yes
- I’ve been here for 28 years and have never heard any interest in this

**Farmers’ markets**
- Yes
- Yes
- Yes

**Dry cleaners**
- Yes – used to have the oldest

**Fast food restaurant**
- Churches’ Chicken

**Music/Video store**
- Already one near Food City

**Clothing Store**
- Yes – but nobody has money to buy anything
- Yes
- Yes – dance attire
Other

Hardware store was a fairly common response. Important to note the highlighted comment from Tom Warne regarding the need for market research prior to suggesting specific new businesses.

- Ace Hardware – closest hardware store is at Alvernon and 29th or 6th and Euclid and residents without cars have to walk there
- Another drug store
- Manufacturing
- Theater
- No bars
- Post Office
- Hallmark store
- Laundromat
- Hardware store
- Wal-Mart
- Long-term, small business is leaving. Need people to stay longer.
- Anything would be good; need to rely on clientele outside the city
- S. 4th and S. 6th would have been perfect – but they didn’t want to hurt Food City
- Starbucks
- Would need more market research – need to take into account the Bridges commercial development
- Maybe a dry-goods store; need about 12,000 – 20,000 square-feet
- Medical offices always seem to do well
- Mercado – whatever you do must respond to the Hispanic population. Restaurants have not that, and if done well other populations will come, too
- Art museum
- Small, local businesses to contribute to the overall environment
- Businesses that serve the culture

7. Do you feel safe in South Tucson?

Common themes: Most people reported feeling safe (but not all), at least during the day. Several people mentioned drugs as a problem.
All responses

- Safe because of quick police response
- Yes – feel safe but there are pockets of problems
- Has had no confrontations in 11 years
- Safe during the day, but not at night
- Yes, I feel safe – but wonder about the number of police officers, especially at night; don’t see the police very much; increase the police presence
- Yes, hardly ever a break-in
- Drugs are an issue
- Yes – feel safe; before Sixto had problems but now more visual presence helps; West side seems to have less crime; there is more police follow-up
- Yes – have had no problems; but probably wouldn’t walk at night
- Think it’s more of a mental barrier, so yes, they feel safe
- Yes – everyone knows each other
- Bad things happening in the streets. I don’t like that. I used to open the door when I came to work in the morning and leave it open. Now I lock my door. It has been worse over the last year, maybe because of the economy.
- Yes

7b. If you don’t generally feel safe, what are some things you would like to see to make the City safer?

**Neighborhood watch**
- could help
- identify outsiders
- Neighborhood/Business Watch

**Increased lighting**
- would need more work
- on 4th and 6th Ave.
- yes
- Yes – 4th and 6th are good; not sure about the West side; 36th is better since improvements; 29th is used more
- Yes

**Traffic safety**
- yes

**Greater police presence**
- yes
- yes
- if the community expresses an interest
**Security cameras**
- yes
- speed cameras

**Crime prevention programs**
- would be big plus! Need more funding

**Youth programs**
- yes
- Yes
- Pueblo Optimist Club grew out of businesses in the 1960s and used to focus on kids
- Dance and music are good techniques to reach kids – give them something positive to so. Music, dance, mariachis, lots of people like music. Family is involved with Folklorico
- South Tucson tile art is good – and produced by kids who otherwise might be running the streets, doing drugs

**Other**
- better city management
- pay the police more money
- hire culturally sensitive police

9. What would you like to see more of in South Tucson?

**Common responses:** rehab of existing homes, more commercial development, and mixed-use development; 2 votes for industrial development
• Residential development
  o Affordable housing (2)
• Replacement of substandard homes
• Rehabilitation of existing homes (4 positive responses)
  o Modernizing without upsetting the integrity of community
• More home ownership programs
  o And more rental opportunities
• Commercial Development (5 mentions)
  o Clothing (dance) store
  o Grocery stores
  o Fast food
  o Starbucks
  o Chain restaurants
  o Sam’s Club
  o Banks
• Industrial development (2 mentions)
• Mixed-use development (4 mentions)
  o Have some in order areas (rent house in back)
• Other Comments:
  o No industrial – it’s too unstable
  o Mom/Pop businesses
  o Home ownership
  o Clean-up boarded-up areas
  o S. 4th idea for Mercado didn’t really materialize
  o Open an adobe brick factory
  o
  o
  o

10. Are there any other issues that you would like to see considered in the future economic development plans for the City of South Tucson?
All responses:

- Trolley! Accessibility for people without their own transportation; bus takes a long time to get here on Sundays
- Clean up trash, cars in yards, etc or get a fine
- Open The Bridges project and bring people to South Tucson
- Need high school in South Tucson
- How many children are in South Tucson schools?
- City should market itself as safe and interesting
- Address the media directly
- City should have its own zip code
- Clean up the city
- Homeowners association
- Community newsletter to keep everyone informed about what is going on in the City and hold City official accountable when things aren’t done
- Incorporate all ethic groups into image of South Tucson
- Get historic designation for City to “help reclaim its identity and reputation”
- Recycling could be revenue source for City
- City relies totally on grants, need a stronger tax base. There is a train of auto parts that passes through town everyday, to Mexico, and then is shipped back. Make something out of those parts here instead.
- Media and improved advertising
- Giving children more opportunities to learn instead of exposing them to crime as an actual option
- More events
- More landscaping
- More sidewalks
- There is an affluent visitor market to be reached at resorts – the City should market there
- Use old motels for low-income residents (single room occupancy), or for Wal-Mart (e.g., the one next to the freeway)
- Owner of Greyhound Park is anticipating a bright future for TGP. The closing of Phoenix Greyhound Park will swing more business to Tucson via off track betting. Tucson will be the farthest west (time zone) dog track in the US and will attract gamblers that otherwise might have placed bets online at the Phoenix track.
- TGP owner also has hopes that the Arizona Legislature will approve a bill legalizing slot machine gambling at racetracks (currently two dog and four horse tracks). The move would generate big $ for the state – I think 48% of total take would go to state. More importantly, the jurisdiction where the track is located would get 2%. That could mean $500,000 for South Tucson! He thinks the increase in gambling patronage would be so significant TGP would need to build a separate casino, perhaps add a parking structure.
- Shuttle business has been very slow because of Border Patrol – you must now show papers on both
Appendix A: Residential Interviews

Q1) Why did you choose to live or stay in South Tucson?
   12 No other alternative (Ran out of money/could go no further/no other place to go/unemployed staying at a hotel/on parol/live at shelter/moved from other place to find work in S.T.)
   9 Convenient place to live/works in S.T. (Easy to get to places by bus, convenient for work, close to downtown/UA, works in S.T. due to job placement)
   8 Family is here/Born here (Born in S.T./Family in area/long time family in S.T./Multigenerational family/Family from Mexico)
   7 Likes S.T. environment (Likes smaller environment of S.T./Great City, city hall, fire, police, building inspectors/Pedestrian friendly--see tax dollars at work)
   3 More affordable than other places (Cheaper than the eastside of Tucson/affordability)
   2 Visits S.T. for Social Security office
   1 No answer given
   42 Responses

Q2) What three improvements do you think would help the economy of S.T.?
   16 More jobs (manufacturing, blue collar, clerical, government, landscaping, construction, hire police from within community/job preference for people living in ST, undocumented workers)
   9 More police/too much crime/gangs/graffiti/concern for safety
   8 Housing/houses look poor/veterans housing/affordable rents
   6 City beautification/cleaner streets
   6 Public infrastructure improvements (off main streets/condition of streets/pedestrian sidewalks on 4th & 6th/lights in residential neighborhoods, shade and places to sit)
   5 More youth/community programs (places to learn, job training)
   5 More businesses (diversity of businesses/mom&pop stores)
   4 Clean up drug activity (at hotels/on the streets/need substance abuse programs)
   4 More development/redevelopment in construction/industry/industrial assembly
   4 Too many taxes/tax breaks for small businesses/no property tax/create consumption tax instead
   3 Educational programs (entrepreneurial, trade schools)
   3 Too many homeless on the streets
   3 Create women's shelter/help homeless
   2 Convert Greyhound park into a more useful facility
   2 More transparent government/improve government waste
   1 Police scares people/customers
1 Affordable stores
82 Responses

Q3) What businesses (or business sectors) would you like to attract to S.T.?

12 Clothing stores
8 Craft Marketplace
7 Farmer’s market
6 Fast Food Restaurants
5 Music/video stores/studio
5 Different types of grocery stores/restaurants
5 Happy with present businesses
5 Recreational facilities/sports complex/cultural center/kids activities/senior services/youth center loosing funding
2 Mall
2 Big box stores like Wal-Mart
2 Night/dance clubs
2 Affordable entertainment for low income people
2 Better library/community services
2 More churches
1 Employment offices
1 Day care center
1 Customizing car shops
68 Responses

[completed October 13, 2009 - October 22, 2009]
Appendix B:  
2005 Economic Development Plan for The City of South Tucson  

First Cornerstone: Enhance South Tucson’s Business Climate

Goal One: Understand the Community’s’ vision and capacity for growth as a means for strategic planning.

Objective One: Develop a vision for the City and each of the City’s unique commercial corridors based on direction from Mayor and Council.

- Identify community need through surveys and/or other measures (i.e. public meetings) so that unmet residential needs and community vision can be identified and developed.
- Utilize tools such as the business competition map, business inventory, or community business plans to identify market trends that will attract business and developers to fulfill unmet market needs.

Objective Two: Develop and frequently update an Economic Development Action Plan that describes preferred development for each corridor and lists available tools.

- Improve City of South Tucson and current/potential developer relations.
- Identify and apply for HUD monies under the direction of the Mayor and Council (i.e. Brownfield and CDBG ‘land acquisition’ funds).
- Investigate and explore opportunities to utilize economic development finance tools, (local, state, and federal) designations and grant opportunities.
- Attend pertinent conferences, meet with experts in the field, and carry out research on the recent economic development techniques.
- Investigate and explore opportunities with Small Business Administration, Economic Development Administration and other organizations that support local businesses and municipalities.
- Develop a business list to promote collaborative marketing and other activities.
- Continue to strengthen the City’s relationship with area-marketing organizations Metropolitan Tucson Convention and Visitor’s Bureau (MTCVB) and the Tucson Hispanic Chamber of Commerce (THCC).

Goal Two: Promote positive area growth that supports the City’s vision for a sustainable community.

Objective One: Strengthen ties with organizations and other municipalities to ensure negative regional growth impacts are mitigated and opportunities are recognized. These organizations include:

- The University of Arizona.
- The City of Tucson.
- Pima County.
- Pima Association of Governments.

Objective Two: Develop and promote the City of South Tucson’s brand as an up and coming community that protects its cultural heritage. This brand should help:
• Promote cultural tourism.
• Promote business retention and relocation.
• Enhance general understanding of the South Tucson community character.

**Objective Three: Attract high value businesses to meet community needs.**

• Analyze benefits of a potential business.
• Devise appropriate economic development incentive package including features such as property tax abatement, low interest loans, reduced or abated development fees, sales tax remission associated with designated redevelopment areas, and/or other economic development finance tools.

**Goal Three: Retain quality employers and employees.**

**Objective One: Encourage development of business organizations that will help businesses support each other (i.e. collaborative marketing efforts).**

• Continue to collaborate with the Tucson Hispanic Chamber of Commerce.
• Identify and encourage community business leaders to organize some type of a business association, a City of South Tucson Chamber of Commerce, or a corridor specific Merchants Association.

**Objective Two: Promote the benefits of the Federal Designations (Empowerment Zone, Enterprise Zone, and Renewal Communities).**

• Provide support to the City of Tucson office to ensure the strengthening and continued renewal of the above programs.
• Conduct workshops for local business leaders.

**Objective Three: Continue to provide affordable business fees, fair regulation, and convenient municipal services.**

• Ensure documents continue to be processed in a timely manner.
• Market ‘fast tracking’ as part of the South Tucson business attraction and retention activities.

**Objective Four: Update current zoning code to include residential/commercial mixed-use development.**

• Draft zoning code amendments.
• Promote affordable opportunities for resident entrepreneurs.
• Promote the inclusion of residential units within new commercial developments

**Second Cornerstone: Foster Attractive Communities Prepared for Successful Economic Development by meeting residential and commercial needs.**

**Goal One: Improve Owner Occupied and Rental Housing Quality within the City.**

**Objective One: Encourage affordable housing through proactive partnerships with the private sector.**

• Work with non-governmental organizations (NGO’s) and community housing development organizations (CHDO’s) to encourage affordable housing.
• Work with private developers to encourage construction of affordable housing, including the use of Section 8 funds and other resources.
Objective Two: Encourage the use of innovative housing solutions

- Continue partnership with the University of Arizona, School of Architecture, Drachman Institute, NGO's and private business.
- Facilitate the construction of higher density owner occupied housing such as condominiums and cooperatives.
- Amend the current zoning code to make it amenable to higher densities, including reduction of lot size and the limited use of zero lot line regulations.
- Facilitate appropriate use of new housing materials and technology.

Objective Three: Ensure the quality of rental housing

- Conduct regular inspections of residential rental properties for business license renewal.
- Consolidate rental housing policy into a rental ownership responsibility hand out which will be distributed to City of South Tucson landlords.

Goal Two: Work to strengthen the City of South Tucson's sense of identity and Social Capital

Objective One: Encourage collaboration between community and social service organizations.

- Continue to collaborate with community coalitions and organizations, such as the former Weed & Seed participants, the South Tucson Prevention Coalition (STPC), and community organizations (Safe Havens) to identify needs and provide continued community support.
- Support a community newsletter, web page, or another media communication to strengthen the information link between the City, residents, and businesses.
- Develop and maintain a working inventory of social service agencies in order to provide referral information to the City’s residents.

Objective Two: Preserve, protect and promote the City of South Tucson’s cultural and heritage assets.

- Support area artists and artisans by working to create space and opportunities within the City to produce and market their wares.
- Enhance and continue to support art oriented programming within the Safe Havens.
- Collaborate with public library and area schools, and NGO’s to preserve, publish, and disseminate information regarding the City of South Tucson’s special qualities and history.
- Develop a cultural assets inventory.
- Compile data into publishable materials.

Objective Three: Continue to enhance parks, recreation, open space and beautification efforts.

- Enhance the appearance and character of the community through consistent landscape and design.
- Continue enhancement of linear park space and the integration of open public space into commercial development (as noted in the Growing Smarter Elements).
- Enhance bicycle access through lane improvements, sign and route information, bike rack/storage availability and path connections to Julian Wash and the Santa Cruz River Park under the new I-10/I-19 Interchange.
- Support exploration and the potential use of the Historic El Paso and Southwestern railroad right-of-way as a greenway/multi-use linkage between downtown and southern Tucson.
- Seek funding for the Façade Renovation Program to encourage the use of attractive frontages for commercial properties.
- Complete mini-parks at south 5th Avenue/ east 30th Street and south 2nd Avenue/east 34th Street.
Goal Three: Maintain infrastructure and anticipate future infrastructural needs.

Objective One: Maintain and enhance basic infrastructure.

- Encourage and assist with the development of a pavement management system.
- Maintain regular communication with outside service utilities including Tucson Water, Pima County Wastewater, Tucson Electric Power, Southwest Gas, Cox Cable, and Qwest Communications to facilitate effective service to the community.

Objective Two: Anticipate future infrastructural needs.

- Pursue funding and support for incremental improvements of residential streets, including updated lighting.
- Establish a Stormwater Pollution Prevention Program as required under ADEQ.

Goal Four: Support a system of regionally based multi-modal transportation that promotes economic development throughout the City of South Tucson.

Objective One: Promote easy access to the City of South Tucson.

- Explore alternative transportation modes including: a Historic Bus connection, an extension of the Historic Trolley, and bicycle routes that connect with the City of South Tucson through South Fourth Avenue.
- Investigate a special transportation route from the Convention Center, hotels, and Rio Nuevo attractions to Tucson Greyhound Park and the City of South Tucson restaurants.

Objective Two: Improve convenience and safety of existing infrastructure for residents.

- Continue to contract to provide bus shelters for every bus stop using advertising revenues.
- Promote the provision of handicap ramps and bike racks at appropriate locations.
## Appendix C:
City of South Tucson Restaurant List

### Mexican Restaurants

<table>
<thead>
<tr>
<th>Restaurant Name</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mi Nidito Cafe</td>
<td>1813 S 4th Ave, Tucson, AZ</td>
<td>(520) 622-5081</td>
</tr>
<tr>
<td>Micha's G &amp; M Restaurant</td>
<td>2908 S 4th Ave, Tucson, AZ</td>
<td>(520) 623-5307</td>
</tr>
<tr>
<td>Crossroads Restaurant</td>
<td>2602 S 4th Ave, Tucson, AZ</td>
<td>(520) 624-0395</td>
</tr>
<tr>
<td>Los Portales Restaurant</td>
<td>2615 S 6th Ave, Tucson, AZ</td>
<td>(520) 889-1170</td>
</tr>
<tr>
<td>Chile Relleno Burritos</td>
<td>2433 S 4th Ave, Tucson, AZ</td>
<td>(520) 623-3772</td>
</tr>
<tr>
<td>El Torero Restaurant</td>
<td>231 E 26th St, Tucson, AZ</td>
<td>(520) 622-9534</td>
</tr>
<tr>
<td>El Dorado Restaurant</td>
<td>1949 S 4th Ave, Tucson, AZ</td>
<td>(520) 622-9171</td>
</tr>
<tr>
<td>Taqueria Pico De Gallo</td>
<td>2618 S 6th Ave, Tucson, AZ</td>
<td>(520) 623-8775</td>
</tr>
<tr>
<td>Guillermo's Double L Restaurant</td>
<td>1830 S 4th Ave, Tucson, AZ</td>
<td>(520) 792-1585</td>
</tr>
<tr>
<td>Rigo's Mexican Restaurant</td>
<td>2527 S 4th Ave, Tucson, AZ</td>
<td>(520) 882-9323</td>
</tr>
<tr>
<td>Molcas Mexican Grill</td>
<td>2425 S 6th Ave, Tucson, AZ</td>
<td>(520) 295-4466</td>
</tr>
<tr>
<td>Lili's Cocina</td>
<td>2205 S 4th Ave, Tucson, AZ</td>
<td>(520) 622-6351</td>
</tr>
</tbody>
</table>

### Fast Food Restaurants

<table>
<thead>
<tr>
<th>Restaurant Name</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>McDonalds Restaurants</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1901 S 6th Ave, Tucson, AZ - (520) 624-7665

Domino's Pizza
2750 S 4th Ave Ste 114, Tucson, AZ - (520) 624-9900

Little Caesars Pizza
2930 S 6th Ave # 129, Tucson, AZ - (520) 624-7635

Wienerschnitzel
2155 S 6th Ave, Tucson, AZ - (520) 624-2720

Chang’s Chinese Fast Food
347 E 36th St, Tucson, AZ - (520) 624-3935

Sue’s Fish & Chips
2500 S 4th Ave, Tucson, AZ - (520) 622-5711

Other Restaurants/Clubs/General Food
Blue Moon Night Club
1901 S 4th Ave, Tucson, AZ - (520) 620-1020

Wagon Wheel
2108 S. Sixth Ave, Tucson, AZ - (520) 682-8223

Paddock Bar & Grill
1632 S 4th Ave, Tucson, AZ - (520) 623-7834

Restaurant Related Businesses
Mary’s Market (Mary’s Lucky Dollar & Meat Market)
1555 S 10th Ave, Tucson, AZ - (520) 884-8720

Norma’s Cakery & Flowers
2500 S 6th Ave, Tucson, AZ 85713-3408 - (520) 903-1407

Malone Meat & Poultry Co
102 W 29th St, Tucson, AZ - (520) 624-4431

Tortilleria Dona Esperanza
2432 S 4th Ave, Tucson, AZ - (520) 882-2846

Holsum Bakery Outlet
2801 S 4th Ave Tucson, AZ 85713-4895 - (520) 624-0514
holsumaz.com

La Fama Tortilla Factory
1938 S 6th Ave, Tucson, AZ - (520) 620-0607

Tortilleria Mixteca
1801 S 6th Ave, Tucson, AZ - (520) 882-0905
### Appendix D: Sectional Traffic Count

**Surface Traffic for Roadways within or near the City of South Tucson**  
(Source: Pima Association of Governments Tucson Region Roadway Segment Traffic Counts 2008)

<table>
<thead>
<tr>
<th>Roadway</th>
<th>Segment</th>
<th>Daily Traffic</th>
</tr>
</thead>
<tbody>
<tr>
<td>22nd St</td>
<td>10th Ave – 6th Ave</td>
<td>34,213</td>
</tr>
<tr>
<td></td>
<td>6th Ave – Park Ave</td>
<td>34,233</td>
</tr>
<tr>
<td>6th Ave</td>
<td>22nd St – 29th St</td>
<td>16,575</td>
</tr>
<tr>
<td></td>
<td>29th St – I-10</td>
<td>21,365</td>
</tr>
<tr>
<td>29th St</td>
<td>10th Ave – 6th Ave</td>
<td>11,178</td>
</tr>
<tr>
<td></td>
<td>6th Ave – Park Ave</td>
<td>9,684</td>
</tr>
<tr>
<td>36th St</td>
<td>6th Ave – Park Ave</td>
<td>8,747</td>
</tr>
<tr>
<td>10th Ave</td>
<td>22nd St – 29th St</td>
<td>5,906</td>
</tr>
<tr>
<td></td>
<td>29th – 36th</td>
<td>6,347</td>
</tr>
<tr>
<td>4th Ave</td>
<td>22nd – 29th</td>
<td>5,627</td>
</tr>
<tr>
<td></td>
<td>36th St – I-10</td>
<td>3,970</td>
</tr>
</tbody>
</table>

**I-10 Average Annual Daily Usage**  
(Source: Arizona Department of Transportation State Highway Traffic Log 2009)

<table>
<thead>
<tr>
<th>Section by Exit Number</th>
<th>Section by Exit Name</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>258-259</td>
<td>Congress St. – 22nd/29th St.</td>
<td>163,200</td>
<td>169,728</td>
<td>171,765</td>
</tr>
<tr>
<td>259-260</td>
<td>22nd St – 29th St – I-19</td>
<td>158,937</td>
<td>165,294</td>
<td>167,278</td>
</tr>
<tr>
<td>260-261</td>
<td>I-19 – 6th/ 4th Ave</td>
<td>134,800</td>
<td>140,192</td>
<td>141,874</td>
</tr>
<tr>
<td>261-262</td>
<td>6th/4th Ave – Benson Highway</td>
<td>77,683</td>
<td>80,790</td>
<td>81,759</td>
</tr>
</tbody>
</table>
Appendix E: Starting a Business Association

Definition

A *business association* is an autonomous association of businesses united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

Values

Business associations are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. Business association members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Principles

1. **Voluntary and Open Membership** — Business associations are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2. **Democratic Member Control** — Business associations are democratic organizations controlled by their member businesses, which actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary business associations, businesses have equal voting rights (one business, one vote) and business associations at other levels are organized in a democratic manner.

3. **Business Economic Participation** — Businesses contribute equitably to, and democratically control, the capital of their business association. At least part of that capital is usually the common property of the business association. They usually receive limited compensation, if any, on capital subscribed as a condition of membership. Businesses allocate surpluses for any or all of the following purposes: developing the business association, possibly by setting up reserves, part of which at least would be indivisible; benefiting businesses in proportion to their transactions with the business association; and supporting other activities approved by the membership.

4. **Autonomy and Independence** — Business associations are autonomous, self-help organizations controlled by their member businesses. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their member businesses and maintain their cooperative autonomy.

5. **Education, Training and Information** — Business associations provide education and training for their member businesses, elected representatives, managers and employees so they can contribute effectively to the development of their businesses. They inform the general public — particularly young people and opinion leaders — about the nature and benefits of cooperation.

6. **Cooperation among Business Associations** — Business associations serve their members most effectively and strengthen the business association movement by working together through local, national, regional and international structures.
7. **Concern for Community** — While focusing on member business needs, business associations work for the sustainable development of their communities through policies accepted by their members.

**How to Start a Business Association**

Follow the sequence of events to start a business association in your community:

1. Hold a meeting of leading businesses to discuss a need that forming a business association might meet.
2. Hold an exploratory meeting of interested businesses.
   - Vote whether to continue.
   - If affirmative, select a steering committee.
3. Conduct a survey to determine business association feasibility.
4. Hold a second general meeting to discuss the survey results.
   - Vote on whether to proceed.
5. Conduct a market or supply and cost analysis.
6. Hold a third general meeting to discuss the results of the market or supply and cost analysis.
   - Vote by secret ballot on whether to proceed.
7. Conduct a financial analysis and develop a business plan.
8. Hold a fourth general meeting to hear results of the financial analysis.
   - Vote on whether to proceed.
   - If affirmative vote on whether the steering committee should remain intact or whether changes should be made.
9. Draw up necessary legal papers and incorporate.
10. Call a meeting of all potential charter members to adopt the bylaws.
   - Elect a board of directors.
11. Call the first meeting of the board of directors and elect officers.
   - Assign responsibilities to implement the business plan.
12. Conduct a membership drive.
13. Acquire capital - develop a loan application package.
14. Hire a manager
15. Acquire facilities
16. Start up operations.

**Articles of Incorporation & Bylaws**

The primary organizational documents for business associations are the Articles of Incorporation and the Bylaws. Other legal documents may include the membership application and membership certificate.

The **Articles of Incorporation** state the kind and scope of the business association. Often broad operating authority is stated even though services may be limited at the beginning. The articles usually contain the following:

- name of the business association
- principle place of authority
- purposes and powers of the business association
- proposed duration of the business association
- names of the incorporating businesses
- a provision for redemption of member equity although sometimes this is in the bylaws

The **Bylaws** state the rights and obligations of the business association’s board of directors and businesses and guide the day-to-day operations of the business association. The bylaws usually specify the following:

- requirements for membership
• rights and responsibilities of member businesses
• grounds and procedures for member expulsion
• procedures for calling and conducting membership meetings
• voting procedures
• procedures to elect or remove directors and officers
• the number, duties, terms of office, and compensation of directors and officers
• time and place of the directors meetings
• dates of the fiscal year
• information on how the net earnings will be distributed
• other rules for management of the cooperative

Why Business Associations Fail

• poor selection of directors, especially those who fail to support their cooperative
• members who join but never use their cooperative and bypass it for a small gain elsewhere
• members who use cooperatives but fail to take responsibility. Each member must be ready to accept responsibility when asked, or as the need arises. Every member should have an equal opportunity to be president of the cooperative.
• members who never ask questions and who let a few persons make policy
• members who don't attend annual meetings and directors who fail to attend board meetings
• lack of consistent membership education about the problems cooperatives face and the challenges they must meet
• not supporting the cooperative with enough money (risk capital) to get the job done
• low-cost management - it's the most expensive item for a cooperative. High-priced management is usually the least expensive item.
• not closely watching the formation of cliques and special interest groups within the cooperative
• concealing facts about a cooperative. All facts, both good and bad, should be placed on - not under - the table.
• errors in financial policy, such as over-extension of credit, too little capital, poor accounting records, lack of a financially sound, systematic program for reimbursement of equity
• errors in educational and social work. This begins by failing to teach cooperative ideals to members unfamiliar with how cooperatives function, neglecting general educational programs, failure to develop member loyalty or countering the development of factions within the association.
• management errors, such as inadequate inventory, poor location, improper equipment, neglected appearance of physical facilities, employee dishonesty, ineffective management, incompetent directors, nepotism, poorly conducted meetings, admittance of disloyal and dissatisfied members.

Why Business Associations Thrive

• providing only the goods and services members use
• financed by the members. The greater the financing (risk capital) supplied by the members, the more efficient the cooperative.
• using all major fixed assets at the 75 percent level, or more
• members who do the majority of their business with the cooperative
• low administrative and overhead costs
• more individualized and specialized services, particularly in the marketing area
• maintaining an open line of communication with members. Individual members will then become more influential
• selecting and developing a quality management team.
• placing more emphasis on electing business-oriented directors
• developing and implementing a systematic method of cooperative education for members, employees, directors and paid management
• aggressively positioning for changes in operations, markets and member needs.
Creating a Trust

Prior to confronting the difficult decisions that the City of South Tucson faces in the creation of a Mercado, a Trust or a legal body that has been given the authority to make key decisions should be created. The Trust, following the Granville Island Public Market’s approach consists of several community stakeholders that have a wide combination of experiences dealing with public relations, business expertise, political connections, and of completing big projects for the community. The Trust might include a City department head, a member from the economic development community and the arts community, a retired politician, a community activist, a planner, a lawyer, and/or leaders from the non-profit community.

By placing the planning process of the Mercado in the experienced hands of community leaders the chances of creating a successful public market increase. The Trust would be expected to make critical decisions about market goals, market guidelines, market design, market vendors, and market activities. Once the market is fully operational the Trust can relinquish its authority to a managing body. The Trust is not necessarily the owner of the market. The market can be owned by the City or by a private entity.

Appendix G: Municipal Sector Marketing

Adapted from “The Case for Municipal Marketing”


Marketing has evolved from purely a function of private business to a powerful tool that can meet the complex needs of modern municipalities. The central function of marketing is to attract and retain customers in the face of competition. But municipal governments do not have customers or competition. This assumption underlies a central flaw in the perception of how governments interact with citizens.

Municipal governments provide services to residents, taxpayers, property owners, visitors, small business owners, and all other denizens. Through the service capacity, governments are accountable to their citizens just as businesses are accountable to their customers. While customers voice their opinion through their buying power, citizens voice their opinion through their votes. How citizen concerns are addressed ultimately reflects how successful governments will be implementing policy.

Marketing presents a powerful process for engaging citizenry by providing “an organized approach to adopting a customer-centered focus, determining who is most likely to respond to organizational offerings, communicating in compelling language that moves audiences to action, defining the environment and other factors that will impact organizational success, delivering a program or service at the right time, place and price, and monitoring efforts so that continuous improvements can be made.”

Developing a successful marketing plan requires organization and commitment. Development of a formal marketing plan begins by “conducting a situation analysis, setting goals, segmenting the market, conducting market research, positioning, choosing a strategic blend of marketing tools, evaluating results, preparing budgets, and formulating an implementation plan. Governments can move from being low-tech and low-touch to being high-tech and high-touch, thereby delivering more value for the taxpayer dollar.”

Marketing has developed beyond ads and brochures, and contemporary marketing strategies incorporate websites, videos, trade shows, publicity, special events, direct mail, and personal communications. Some of the goals of a marketing campaign may be to:
• Recruit industry and office facilities
• Attract retail development
• Draw tourists
• Draw shoppers downtown
• Draw homebuyers to bypassed neighborhoods
• Be the location for sports, entertainment, or cultural events
• Attract real estate investment and development, perhaps to depressed or designated redevelopment areas
• Attract new residents generally
• Attract retirees as residents
• Attract young people or the “Creative Class” as residents
• Attract new college graduates as residents and workers
• Attract certain categories of locally scarce labor from other areas
• Bring back former residents
• Recruit families with children to support local public schools

Outside of the more direct reasons to implement a marketing campaign mentioned above, it is important to remember that marketing can also help shape a city’s future. Perceptions of a city have the potential to impact land-use decisions and investment. Even if municipalities do not actively work to shape public perception, other groups and individuals will. Choosing to pursue a marketing campaign helps place public perception back in the hands of cities.
Rails to Trails projects have been successful tools of economic development across the nation. In Dallas, one trail attracts 300,000 visitors generating $2 million in sales each year. Users spend approximately $13.54 on food and beverage with each visit to the Little Miami Scenic Trail in Ohio, and Leadville, Colorado saw 19% sales tax increase after it opened a trail. (Rails to Trails) City of South Tucson needs to prepare to take advantage of this potential economic activity. Zoning along this route should enhance new business opportunities, encouraging small food and retail businesses. The environment should be bike and pedestrian friendly with outdoor seating as well as plenty of bike racks so that a rest stop in City of South Tucson is an attractive event. Small plazas where events such as music, dance, and theatre can take place along the path near businesses can encourage sales during performances. Below is a short list of changes made in overlay zones around the country that were designed to encourage pedestrian and bike oriented development:

- Reduce parking requirements
- Require bike parking
- Require new buildings to protect mountain views
- Work with greenway design to accommodate business fronts facing the path as well as nodes for small community gatherings and performances
- Take advantage of historic landmarks (such as the auction house) as a highlight along the path that can serve to inform visitors about the City’s history as well as current attractions
- Maximum setbacks instead of minimums
- Landscaping requirements
- Requiring access to the Greenway
Appendix I: Planning for Green Infrastructure

Green infrastructure can be beneficial to a city in many ways. A dense tree canopy can reduce the effects of the urban heat island and keep the community, and its residents, cooler and healthier (Akbari, et al. 2001; Environmental Protection Agency 2009). Vegetation also acts to clean pollutants from the air, which is particularly important in urban areas where pollution from cars and industry can harm residents’ health. Studies in Phoenix, AZ point to higher rates of pollution and high temperatures in neighborhoods with low median incomes and high Hispanic populations (Harlan, et al. 2006; Jenerette, et al. 2007), making green infrastructure improvements critical in these areas in order to protect the long-term health and well-being of residents. In addition to the health benefits of green infrastructure, the aesthetic benefits of trees and other landscaping can make a community more attractive to visitors and increase sales at businesses (McPherson, et al. 2004).

Conducting a Tree Inventory

Improving community green infrastructure requires a concerted effort and careful planning. There are several common steps that can help in the process that should culminate in a community forest or green infrastructure plan. The first step is to conduct a tree inventory. This process involves surveying each tree in the community and recording its location, size, and health. While an inventory could include other vegetation, trees are the most common because they are generally the longest-lasting vegetation in a community.

Often a community will choose to survey only those trees on public property — because those are the trees that can the city is responsible for managing. Areas to be considered in the survey are right-of-ways, medians, parks, schools, trails, and trees on the site of any public buildings. It can be helpful to have a trained expert conduct, or at least lead the inventory project. South Tucson’s small size could be a benefit in the inventory process. Surveying the one square-mile area of the city would be a relatively quick process. Community members could be a great help to the inventory by assisting official inventory-takers (after brief training) and by contributing information about their own properties.

Free tools have been developed by the U.S. Department of Agriculture to help communities record the
findings of their inventory (www.iTrees.org). Grant funds are available through the Arizona State Land, Arizona State Forestry Division’s Community Challenge Grant Program for communities to use to study their urban forests (http://aztrees.org/grants.html). These funds could be used to hire a trained arborist to conduct the tree inventory.

**Goal Setting**
With a complete inventory of all trees, the community can then set goals for green infrastructure improvements and design a management plan to achieve those goals. Green infrastructure goals can take several forms. A common approach is to set a tree canopy goal. American Forests recommends that cities in the desert west aim for an average of 25% tree canopy. However, different land uses should have different levels of coverage: suburban residential areas should have 35% canopy coverage, urban residential areas are recommended to have 18% coverage and central business districts should aim for 9% coverage (http://www.americanforests.org). The City of Charlottesville, VA uses the 40% tree canopy goal recommended by American Forests for eastern U.S. cities. Because the City of South Tucson is entirely urban, the canopy goal should be adjusted accordingly. Perhaps a goal based on a weighted average of percent of residential and commercial or industrial land in the city would be more appropriate to the city. A second approach to goal-setting is to determine all available spaces for trees (referred to as stocking space) and set a goal related to filling those spaces. The City of Davis, CA set a goal of 100% stocking in its community forest plan (City of Davis 2002). The iTrees tool set can help determine both the current and potential stocking levels in a city. Another type of goal is to require a certain percent of public properties, and perhaps commercial properties, be covered in vegetation. The City of Seattle uses a system similar to LEED building standards to require increased green space on certain commercial developments (http://www.seattle.gov/dpd/Permits/GreenFactor/Overview/).

**Assessing Current Codes**
Prior to designing an official community forest or green infrastructure plan, an important first step is to audit the current general plan, land use code, or any other ordinances that may either benefit or interfere with the goals of a green infrastructure plan. Important questions to ask during this process is whether any current city ordinances might put trees or other vegetation at risk (by failing to require proper maintenance practices, for example), limit the use of trees or vegetation, or whether green infrastructure is encouraged but only in a limited way (such as a minimal number of trees required in parking lots).

In the City of South Tucson’s general plan, Goal 2, Promote South Tucson’s unique identity, contains an objective related to promoting a cleaner environment and better streetscape (City of South Tucson 1999). This overarching general plan goal could form the basis for a community green infrastructure plan. Examples of green infrastructure ordinances used in other cities to promote a denser tree canopy and a greener urban area in general include:

- Raising the requirements for trees in parking lots
• Requiring a certain percent of vegetation coverage on commercial properties
• Using curb cuts to strategically direct rainwater to trees
• Requiring certified arborists and/or landscape architects on all site plans.

Managing Green Infrastructure

There are a number of models of community tree management plans in use in different cities. Some cities, such as Seattle, provide tree service based on requests from the public and focus primarily on pruning or removing trees that pose a hazard to the public. Other cities use a grid system to maintain all trees in a particular grid on a rotating basis (Los Angeles). A more comprehensive approach is to design a maintenance program based on the age of individual trees. For example, young trees requiring pruning and maintenance more often than older trees and are, therefore, put on a shorter maintenance cycle. The City of Davis, CA has established a helpful set of guidelines for designing a tree maintenance program based on a series of steps to reach optimal tree care, maintenance, and planting goals (City of Davis 2002: 58). Many community forestry plans also include tree planting schedules designed to achieve the city’s tree canopy goal in a set amount of time. Generally the time scales are several (5 – 20) years to allow the city to plan tree planting properly and assure consistent levels of funding for the project.

The community forest management plan also forms the basis for monitoring and record-keeping. Several communities have integrated their tree inventory into a GIS database so they can maintain and inventory of all existing trees, identify areas for planting, and track all tree-related maintenance.

Most management plans also specify what maintenance practices are acceptable within the city. The International Society of Arborists sets industry standards for tree care and maintenance. The City of Tucson provides commercial property owners with detailed guidelines on proper tree care. In general, newly planted trees will require watering and regular maintenance for 1 – 3 years (depending on species), with their care requirements diminishing after the establishment period. The maintenance requirements for adult trees can be further reduced by incorporating passive rainwater harvesting techniques, such as creating basins around trees, into the tree planting program. Utilizing rainwater harvesting for trees would reduce or eliminate the need for irrigation infrastructure and maintenance during the life of the tree. The City of Tucson recently passed a rainwater harvesting ordinance for use on commercial properties. The ordinance provides guidelines for designing landscaping using passive water harvesting and could be a source of information for South Tucson property owners interested in the process. Several local non-profits could also provide guidance and training: the Watershed Management Group, which works community-wide and Tierra y Libertad Organization, which focuses on the southside of Tucson and the city of South Tucson.

Increasing the Tree Canopy

Tree planting should be prioritized based on the city’s goals. For example, if slowing stormwater flows around a watercourse is the highest priority for the city, tree planting should be initially focused in and
around the area of the watercourse and particular attention should be paid to proper maintenance of existing vegetation in the area. However, if the goal is to enhance a commercial district by making it more attractive and pedestrian-friendly, then tree planting should be done along commercial corridors and around commercial buildings. Another common goal for green infrastructure programs is to use trees and vegetation to shade public buildings and reduce the cost to cool those buildings.

Tree planting can often be done by volunteer groups or organizations in the community. By engaging community members in the process of developing a health urban forest, they become invested in the program and are more likely to help care for the trees and support other green infrastructure projects. In the Tucson area, Trees for Tucson is an organization that provides trees to homeowners and community groups at a low cost in exchange for committing to a maintenance agreement and helping with the planting (http://www.tucsonaz.gov/tcb/tft/). Another approach to increasing community support for tree planting and tree care is to hold a community celebration for Arbor Day that includes tree planting and tree education for residents.

**Personnel**

Ideally the City of South Tucson could hire a certified arborist or urban forestry manager to conduct the tree inventory, design the management plan, and oversee all green infrastructure-related projects. However, if this is not feasible in the short-term because of funding constraints, short-term contracts with suitable professionals could be an effective approach. A critical role for the certified arborist would be to train the public works staff in appropriate tree maintenance including effective and efficient watering techniques and proper pruning and maintenance techniques.

**Funding**

Cities use a range of funding mechanisms to pay for their green infrastructure programs. Expenditures are often calculated on a “per tree” basis, because trees are the most prominent component of a green infrastructure plan. Per tree expenditures (which include all maintenance, infrastructure, and resource costs related to trees divided by the number of public trees) costs often range from approximately $2/year/tree to over $25/year/tree depending on the management plan. Along with meeting several other requirements, the Arbor Day Foundation will grant cities “Tree City, USA” status if they spend at least $2 per person per year on their tree programs.

Many cities allocate at least some money for their green infrastructure programs directly from the general fund. Several have created special districts in which a portion of funds from the district are allocated directly to tree care and maintenance. Because trees reduce stormwater runoff, Davis, CA has been able to use money from its local utility related to stormwater management. Allocating money collected from fines related to damage to trees or other green infrastructure can also help fund the programs. Grants are also available through the National Tree Trust and American Forests, in addition to the Arizona State forestry grant discussed above. The National Urban and Community Forestry Advisory Council offers a cost-sharing program to
communities interested in enhancing their urban green infrastructure (www.treelink.org/nucfac/).

One possible source of funds for street trees along the major corridors of South Fourth Ave, South Sixth Ave, and Twenty-Ninth St in South Tucson is the proposed Business Incentive District discussed in the recommendations Section 2; Goal 1; Objective 2: using a Business Incentive District (BID) to create a marketing strategy for local businesses. Because an attractive green infrastructure is a common part of a business marketing strategy, some funds from the BID could be applied to tree care and maintenance in support of local businesses.

Engaging the Public
A critical component in promoting a community green infrastructure plan will be to gain community support. Some cities have built an outreach component into their plans to ensure that the city is reaching community groups, school groups, business associations, and city staff with the message about the many benefits of urban green infrastructure. Hiring a dedicated education and outreach specialist can make the job of engaging the community much more direct.

A particular focus for public outreach should be on the range of benefits to property owners and the community in general from additional trees and other green infrastructure. For example, in Tucson, placing 3 trees around a typical house (two on the west side and one on the east) could reduce energy costs for cooling by 25% per year (Environmental Protection Agency 2009). Other studies have found that residential property values tend to increase, by 3-10% when trees and vegetation are present on the property (Environmental Protection Agency 2009). When trees and other landscaping are used around retail stores, customers reported being willing to spend more time and money at those stores than comparable stores lacking landscaping (McPherson, et al. 2004). Other benefits to commercial property owners include helping businesses achieve a greater market identity because they are more attractive and memorable than comparable business without landscaping and businesses with landscaping had a competitive advantage in attracting tenants and buyers (Bisco Werner, et al. 1996). Other benefits to both business and to the city are reduced infrastructure maintenance costs. In Modesto, CA – which has a climate similar to South Tucson – researchers found that slurry resurfacing costs could be reduced by 15-60% depending on the type of shade trees used (McPherson and Muchnick 2005).
References Cited

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1999 Comprehensive Plan.

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Harlan, Sharon L., et al.

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2004 Desert Southwest Community Tree Guide: Arizona State Land Department Natural Resources Division, Urban & Community Forestry Section & Arizona Community Tree Council, Inc.
# Appendix J: Bus Stop Deficiencies

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Appendix K:
TREO Growth Industries

AEROSPACE INDUSTRY
The aerospace industry represents defense and space-related manufacturing, research and development, industrial high-tech fields, assembly, distribution and warehousing. It also includes firms that maintain and rehabilitate the nation's commercial aircraft fleet (TREO, 2009).

BIOSCIENCES
Southern Arizona is becoming one of the nation's most recognized bioscience (biology and life sciences) centers and a global hub for bioscience innovation. Evident by its strengths of an educated workforce and a cutting edge research university, the Tucson region has much to offer any company looking to excel in the bioscience industry (TREO, 2009).

SOLAR
Recognized globally as a location of choice for solar energy activities, Tucson's emerging solar industry promises a bright future. The region has valuable resources for technology development, manufacturing and solar power generation (TREO, 2009).

TRANSPORTATION AND LOGISTICS
Tucson is a transportation and distribution hub that conveniently connects people and products in today's competitive global marketplace. Southern Arizona's unique geography near the border and near deep water ports, as well as a strong transportation infrastructure, means excellent access for trade. With over 150 transportation and logistics providers and a workforce of almost 3,700, Tucson is a direct route to productivity and profit (TREO, 2009).

For more information go to http://www.treoaz.org