

Sustainable Economic Development Technical Assistance



Sustainable Economic Development Technical Assistance

Sustainable Economic Development is a partnership between the U.S. Environmental Protection Agency (EPA) and the U.S. General Services Administration (GSA) to leverage federal facilities, parcels, and sites as catalysts for community economic development and revitalization. This place-based technical assistance aims to demonstrate how a sustainable approach to community vision and design can transform a community and its street network into spaces that enhance the quality of life for residents and visitors; enable multimodal access and circulation; address local, state, and federal regulatory requirements; and put public investment to its best and highest use. Sustainable vision strategies – such as increasing opportunities to walk and bike, reducing heat island effect, and using green stormwater management practices – can also enhance a community's environmental conditions and help revitalize its downtown and adjacent neighborhoods, spurring additional economic, health, and social benefits.

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I | Introduction

San Luis, Arizona, is a small community of over 35,000 residents located at the border of the United States and Mexico. The city has two ports of entry: San Luis I Land Port of Entry (LPOE), adjacent to downtown San Luis, for private vehicles, pedestrians, and bicyclists; and San Luis II LPOE, located five miles east of downtown, for commercial truck traffic. San Luis I LPOE is the second busiest non-commercial land port of entry in Arizona, with over 3 million vehicles and 2.5 million pedestrians crossing annually. The federal government intends to modernize and expand San Luis I LPOE.

Located in Yuma County, the area has a significant agriculture base, with retail and manufacturing also primary contributors to the economy. The city's economy further benefits from a large number of daily border crossings (pedestrian, bicycle, and vehicle) of people who are employed in the agriculture and manufacturing sector beyond the downtown, and Mexican residents who frequent commercial establishments in downtown, especially along Main Street. However, this large volume of cross-border traffic also has its disadvantages. Resulting challenges in San Luis include: managing vehicular congestion and access by the city's residents, especially during the growing season; addressing pedestrian, bicycle, and vehicular conflicts and providing necessary infrastructure; providing and managing parking for vehicles and bicycles as well as agricultural shuttles that drop off and pick up workers; and increasing economic development.

This technical assistance was completed to aid the city in considering the impacts from the San Luis I LPOE modernization and identify potential changes and strategies that can be implemented to improve the interface between the LPOE and the city. In addition, the technical assistance proposes suggestions for how the city can leverage the federal government's investment and modernization in the land port of entry to create positive community identity and spur local economic development.

The goals of this study are to identify opportunities to:

- Improve border crossing impacts on downtown;
- Increase pedestrian and bicycle safety and access from the port into downtown and the surrounding neighborhoods;
- Provide a direct connection for vehicular traffic to regional routes, while diverting traffic away from downtown;
- Improve transit connectivity between the modernized port and local transit opportunities;
- Identify locations for agriculture workers to board and exit buses, as well as park their vehicles and bicycles;
- Enhance economic growth and vitality downtown and along Juan Sanchez Boulevard;
- Create a sense of place through the provision of public spaces such as parks, plazas, shared streets, and pavement-to-parks techniques;
- Identify funding resources that may be available to help the city meet its goals.

The design team facilitated a three-day charrette during which they presented two conceptual multimodal circulation alternatives. The alternatives illustrated land use, transportation, parking, streetscape, and urban design strategies to improve the conditions downtown and beyond. The team worked with federal agency representatives, city staff, and community stakeholders to determine a preferred alternative to guide the city's growth in the near- and long-term.

2 | Opportunities and Constraints

ELEMENT	OPPORTUNITIES	CHALLENGES
Mobility and Circulation		
Bus transit	<ul style="list-style-type: none"> ▪ Expand facilities to provide shelters for rider comfort. ▪ Increase routes and stops to increase greater access to ridership and destinations. ▪ Encourage passenger bus transit across border to reduce congestion and parking needs. 	<ul style="list-style-type: none"> ▪ YCAT needs to provide services. ▪ YCAT needs to obtain funding. ▪ Need to coordinate with Mexican bus companies to provide service.
Taxis and Shuttles	<ul style="list-style-type: none"> ▪ Relocate taxis to a space that does not add to congestion. ▪ Develop shuttle drop-off and pick-up plan to reduce congestion and impacts upon downtown and neighborhoods. ▪ Consider shifting shuttle pick-up along Archibald and Urtuzuastegui Street, east of the border crossing to reduce vehicle congestion along downtown streets and conflicts with pedestrian traffic. ▪ Continue to consider shuttle drop-off at E Street short term, and consider placing drop-off at a parking and drop-off facility east of the border crossing and south of Urtuzuastegui Street to reduce vehicle congestion and conflicts with pedestrian traffic. ▪ Many large vacant and underutilized parcels are located downtown to accommodate a permanent shuttle drop-off and pick-up facility with integrated parking and rider amenities. This includes a 15-acre industrial parcel located immediately east of San Luis I LPOE, to be vacated shortly. 	<ul style="list-style-type: none"> ▪ Need to obtain funding for studies and facilities design and construction. ▪ Need to determine feasibility to construct and operate parking and drop-off and pick-up facility. ▪ City does not own property downtown to seed parking and drop-off and pick-up facility.

ELEMENT	OPPORTUNITIES	CHALLENGES
Vehicles	<ul style="list-style-type: none"> ▪ Improve vehicle flow and circulation to and through downtown and the land port of entry, especially during commute peak hours. ▪ Work with Mexican partners in San Luis Rio Colorado to improve traffic flow to reduce congestion and air quality impacts. ▪ Improve ability to cross in east-west direction in downtown area by using various traffic control techniques such as stop signs, signals, etc. ▪ Reduction of traffic congestion can help improve air quality, benefiting the health of area residents and local flora and fauna. 	<ul style="list-style-type: none"> ▪ Funding needs to be obtained. ▪ Requires ongoing coordination with GSA, U.S. Customs and Border Patrol (CBP), and Mexican partners.
Bicycles	<ul style="list-style-type: none"> ▪ Provide new and improved bicycle facilities downtown and connections to land port of entry and adjacent neighborhoods. ▪ Provide family-friendly facilities such as cycle tracks, vertically separated buffered bike lanes, and multi-use pathways off the street. ▪ Increase bike parking locations and quantities; especially places that are weather protected. 	<ul style="list-style-type: none"> ▪ Funding needs to be obtained. ▪ Work with public and private property owners to obtain locations for bike parking facilities.
Pedestrian	<ul style="list-style-type: none"> ▪ Provide wider sidewalks and build missing sidewalk segments to improve access and encourage people to walk. ▪ Improve intersection crossings for better safety such as adding corner bulbouts, on-demand pedestrian crossing signals, and/or traffic signals to have more comfortable and safer places for people and school children to cross. 	<ul style="list-style-type: none"> ▪ Funding needs to be obtained. ▪ Available right-of-way, land area, elevations (grades), and geology/geotechnical factors will need to be assessed and addressed to determine if an accessway is feasible between San Luis Plaza Drive and downtown.

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ELEMENT	OPPORTUNITIES	CHALLENGES
Parking	<ul style="list-style-type: none">▪ Potential to formalize and improve parking lots, especially closer to the border and where workers are picked up and dropped off by shuttles.▪ Consider ability to have parking district to allow sharing of parking downtown.▪ Conduct feasibility study to determine if parking structure(s) would be viable.	<ul style="list-style-type: none">▪ City does not own land downtown▪ City does not have funding to obtain land and/or construct significant parking facilities.▪ Federal government is very restrictive on use of federal land and the process to lease is complex and time consuming.
Land Port of Entry/Border Crossing Traffic	<ul style="list-style-type: none">▪ Work with GSA CBP to locate vehicle, pedestrian, and bicycle points of access to reduce impacts upon downtown congestion, access, and safety issues during the modernization redesign and construction project.	<ul style="list-style-type: none">▪ City can only make suggestions and work with CBP and GSA.
Streets	<ul style="list-style-type: none">▪ Conduct road diets and lane diets to remove and/or reduce lane widths and vehicle lanes and add new or improved pedestrian and bicycle facilities and landscaping to enhance community character and make comfortable places for people to walk and bike.▪ Maintain parking on streets to provide a buffer between moving vehicles and pedestrians and provide traffic calming by encouraging drivers to drive slower.	<ul style="list-style-type: none">▪ City will need to identify funding for major street and infrastructure improvement projects.

ELEMENT	OPPORTUNITIES	CHALLENGES
Land Use and Zoning		
Land use and zoning	<ul style="list-style-type: none"> ▪ Expand downtown’s commercial mixed uses east to 4th Avenue to increase downtown vitality and expand mixed uses, including accommodating existing homes in this area. ▪ Change industrial uses to service commercial along Urtzuastegui Street to better support downtown vitality and encourage industrial uses to move to San Luis II LPOE area with new industrial park facilities. ▪ Introduce more diverse commercial and multi-family residential uses along Juan Sanchez to develop walkable and livable neighborhoods. ▪ Explore other land uses downtown as part of upcoming Downtown Vitality Plan and General Plan Update. ▪ Work with state and federal agencies to obtain long term leases or ownership of public lands downtown to provide public benefit such as parks, plazas, parking, etc. ▪ To alleviate congestion at single post office in city, City may be of the size to request home/business delivery of mail and city can request substation post offices in other locations of city. 	<ul style="list-style-type: none"> ▪ Construction of commercial uses downtown has been stagnant ▪ New commercial uses are locating outside of downtown. ▪ Mail delivery and opening of post office substations is under the purview of the US Postal Service. ▪ Need to make downtown area more attractive to commercial developers and companies. ▪ Potentially obtaining long term lease(s) or ownership of public lands downtown from state and federal agencies













ELEMENT	OPPORTUNITIES	CHALLENGES
Urban Design		
Walkable downtown	<ul style="list-style-type: none"> ▪ Pull buildings to back of sidewalk and have active uses visible from the sidewalk to increase interest and a walkable downtown. ▪ Explore these and other opportunities as part of the upcoming Downtown Vitality Plan development. ▪ Where parking lots are currently located adjacent to sidewalks, use low walls, vegetation, and other techniques to screen parking. ▪ Provide wider sidewalks, street trees and other site furnishings, and reduced street crossings to encourage people to come and walk to downtown. ▪ City will develop a Downtown Revitalization Master Plan in the near future. The zoning ordinance and other policies and guidelines will likely be updated or newly created also. Many of elements discussed in this report can be assessed further and integrated into this process as desired by the city. 	<ul style="list-style-type: none"> ▪ Significant redevelopment would be needed by many property owners along Main Street to redesign and reconstruct buildings closer to the sidewalk and place parking behind the buildings. ▪ Funding will be needed to provide streetscape improvements.
Public Space	<ul style="list-style-type: none"> ▪ Provide places for public gathering and celebration such as plazas, parks, street closures, and urban interventions such as parklets, street-to-plaza conversions, and shared streets. ▪ Ensure pedestrian comfort by providing shade, places to sit, etc. ▪ Land owned by State and Federal agencies may be available for public use. See Appendix B. 	<ul style="list-style-type: none"> ▪ City does not own non-right-of-way lands downtown for public space or other uses. ▪ Work with public and private property owners to lease or obtain locations for public plaza and other public spaces.

ELEMENT	OPPORTUNITIES	CHALLENGES
	<ul style="list-style-type: none"> ▪ Institute pilot projects and policies for increasing public space and improving public health. ▪ City owns public right-of-way to allow and provide for temporary closures or creation of permanent public spaces/plazas, parklets, etc. 	
Trees, Landscape, and Green Infrastructure	<ul style="list-style-type: none"> ▪ Plant canopy trees to reduce heat island effect, enhance community character, increase economic vitality, and provide air and water quality benefits. ▪ Incorporate green infrastructure features into landscape designs to reduce flooding, manage stormwater runoff, improve water quality, and harvest rainwater, such as sidewalk stormwater planter strips, sustainably landscaped pervious corner bulbouts and median pedestrian refuges, and pervious pavement sidewalks, bicycle lanes, and parking areas. ▪ Do pilot projects to test different types of green infrastructure features and vegetation and let the community see what they are. 	<ul style="list-style-type: none"> ▪ Funding will need to be obtained, but can be integrated into transportation funds for street improvements (e.g., Complete Streets project grants). ▪ Design considerations for some locations may pose limits on street tree planting and certain types of green infrastructure planter and pavement types (e.g., space constraints for sidewalks and medians).
Signage/ Placemaking	<ul style="list-style-type: none"> ▪ Provide wayfinding signage, in both English and Spanish, to direct people to and from major destinations such as the border crossing, downtown, historical sites, interstates, and adjacent cities. ▪ City can consider developing a walking tour of significant historical and cultural sites. 	<ul style="list-style-type: none"> ▪ Coordinate with ADOT and others for final signage locations and type.

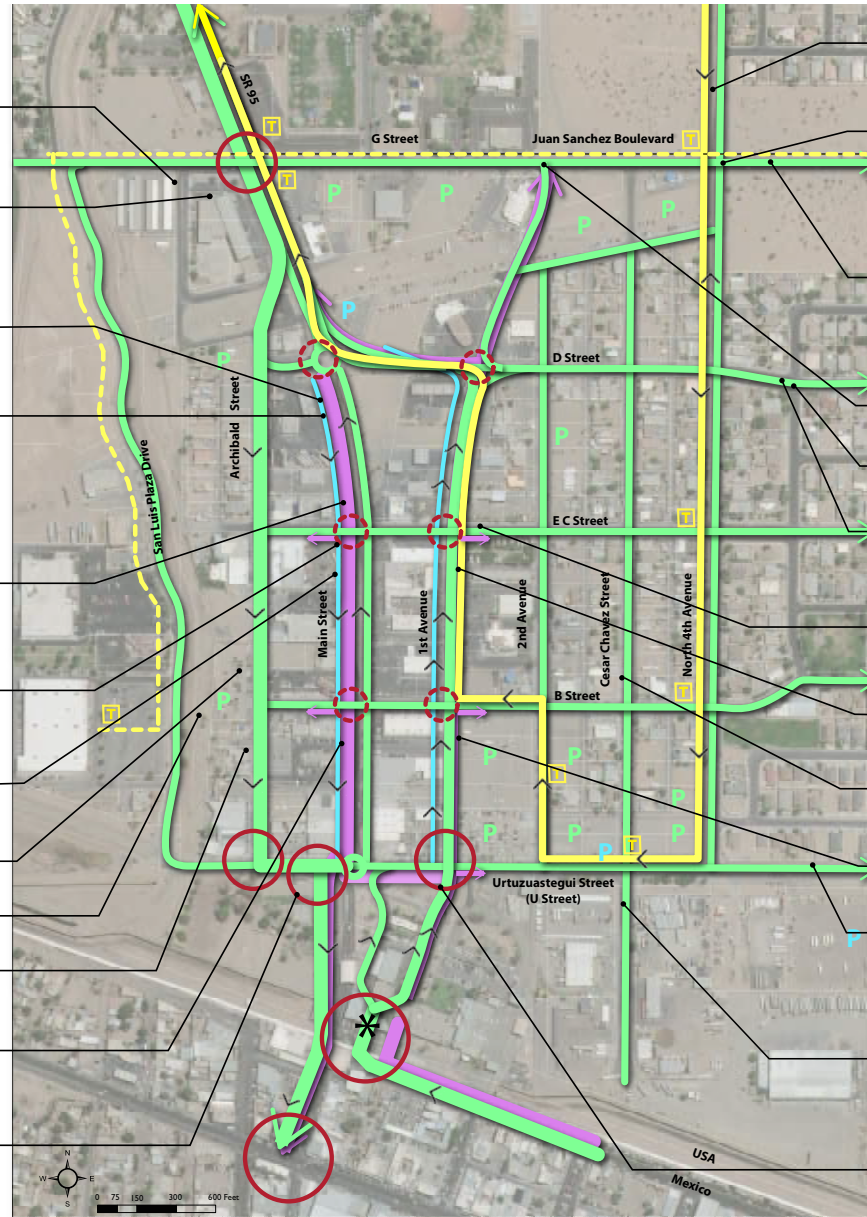
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LEGEND

-  Vehicle circulation
-  Primary pedestrian circulation
-  Designated bike lanes
-  Yuma County Area Transit Yellow Route 95
-  Yuma County Area Transit Selected Service Only
-  Yuma County Area Transit Bus Stops
-  Highly constrained intersection
-  Constrained intersection
-  Bike parking
-  Vehicle parking
-  One way direction
-  San Luis I

- Opportunity to improve access in and out of Mesa Street.
- Congestion can occur at Post Office driveways. Only post office for city and mail is not delivered.
- Sidewalks not widened as on southern most Main Street block, and few street trees.
- Opportunity to improve street character by bringing building activity to the street, widening the sidewalk, screen parking lots, and providing shade by adding trees and shade structures.
- Development opportunities along Main Street.
- Difficult for pedestrians and vehicles to cross at intersections from east-west streets, typical.
- No public spaces outside of parks.
- Afternoon vehicular congestion on Archibald.
- Steep slope.
- Archibald and First do not have stop signs or traffic signals.
- Opportunity to shut down street segments for community events like CicLAvia.
- On demand pedestrian flashing beacon to cross street. Can delay vehicle traffic.



- No sidewalks on streets outside of downtown and neighborhoods.
- Opportunity to build full street improvements for people to walk, bike and drive.
- General lack of street character- narrow sidewalks on streets, lack of trees and shade, pedestrians not buffered from vehicles. Some sections of no sidewalk, no designated bike facilities, etc. Typical.
- Large volume of school children crossing the street
- Wide street and lack of bicycle facilities, typical.
- Opportunity to improve bike and pedestrian facilities.
- Difficult for pedestrians and vehicles to cross at intersections from east-west streets, typical.
- Archibald and First do not have stop signs or traffic signals.
- Opportunity for downtown walking trail highlighting city's history.
- Morning vehicular congestion on First.
- Open drainage channel and no sidewalks, designated bike facilities, nor street trees on south side of street.
- Many publicly owned parcels downtown. Work with agencies for public use amenities: open space, shuttle drop off, etc.
- Land port modernization enables reconfiguration of access points.

Figure 1. Opportunities and constraints map.

3 | Design Charrette

Preceding the design charrette, EPA, GSA, city staff, and the design team conducted a site visit to identify and discuss the major opportunities and challenges facing the downtown core and surrounding neighborhoods. The design team also reviewed numerous planning and engineering documents provided by the city to better understand existing conditions. Following this work, the design team developed two design options that highlighted different connectivity, public space, and land use alternatives for near- and long-term scenarios.

A three-day charrette, which included public workshops and focus group meetings, was held to provide opportunities for the city, residents, business owners, local, regional, state, and federal agency staff, Mexican partners, and others to provide their input on existing issues and possible design solutions. Focus group meeting topics included: (1) Resolving conflict between bicycles, pedestrians, and vehicles; (2) Improving connectivity; (3) Economic development; and (4) Implementation. Based on stakeholder feedback, the design team developed a preferred design alternative, which they shared with the community on the last day of the charrette.

Major takeaways and responses received from the city, community, and stakeholders include the following:

- During peak commute periods, high volumes of traffic through the city, combined with conflicts between pedestrians and vehicles, cause congestion. This discourages residents from coming

downtown, negatively impacts some businesses, and creates unsafe and uncomfortable places for people to walk and bike.

- Regional bus service and facilities for those waiting for buses need improvement.
- The large number of agriculture shuttle buses driving through downtown and lack of dedicated drop-off and pick-up facilities add to the congestion and unsafe pedestrian environment. Basic services for workers such as restrooms and places to sit and rest before boarding are not provided. Improving these conditions, and associated worker parking needs, is key.
- The city has need for more public open space and plazas downtown.
- Providing safe routes to schools for children is a top priority to address with any changes to vehicle and pedestrian traffic routing and street redesign.
- The lack of postal delivery directly to homes and business requires all residents and businesses to retrieve their mail in person from the post office. This adds significant congestion at a major downtown intersection.
- Available commercial sites in the existing downtown core are scarce, and business owners and entrepreneurs face difficulty in obtaining loans for new or expanded business ventures. This is be-

cause banks generally do not account for the substantial residential population across the border in San Luis Rio Colorado as a likely customer base for businesses in San Luis.



Figure 2. Focus Group Meeting



Figure 3. Public Workshop

4 | Preferred Design Alternative

Multimodal Network Strategies

The preferred multimodal alternative focuses on four key strategies. The first strategy reduces the border cross-traffic through downtown San Luis by forcing northbound vehicular traffic to turn east on Urtuzuastegui Street, after which vehicles have several options to turn north into San Luis or to continue east to 10th Avenue, bypassing the downtown core en route to Yuma. By using Urtuzuastegui Street as the northbound border traffic route, north-south streets from 1st to 4th Avenues in downtown can be redesigned to reduce traffic volumes and speeds, improve streets for pedestrian with wider sidewalks, street trees, and other amenities, and create more opportunities for commercial uses to expand within the downtown area. 1st Avenue can be redesigned as a two-way street, to complement Main Street with similar characteristics of wide sidewalks, seating and landscaping, potentially transforming downtown from being a pedestrian -friendly street to a pedestrian district.

Second, the preferred alternative allows pedestrian and bicycle entry and exit points to the San Luis I LPOE property located between the vehicular entry and exit points (Archibald and Urtuzuastegui Streets), to ensure minimal conflict points between pedestrians and bicyclists and the cross-border vehicular traffic. This strategy seeks to strengthen the pedestrian activity of cross-border customers

for downtown businesses by improving the sidewalk and pedestrian facilities along Archibald, Main, and 1st Avenue. This will also help cross-border pedestrians to more safely walk up to Joe Orduño Park, San Luis Middle School, and other destinations. Additionally, the preferred alternative creates opportunities for shared streets, pavement-to-parks projects, and a new public plaza within the heart of the downtown area, creating focal points for the city.

The preferred alternative's third strategy identifies key east-west and north-south streets to serve as pedestrian and bicycle networks that better connect adjacent neighborhoods with downtown. These networks help provide safe routes for people to walk and bike to different destinations in the city, including schools, parks, and commercial/activity centers. Juan Sanchez Boulevard, C Street, and Urtuzuastegui Street would be key cross city streets to develop bicycle facilities on, while pedestrian facilities can be enhanced along B and D Streets to provide additional connections to downtown.

In the downtown area, enhanced pedestrian connections at the intersections of B, C, and D Streets with Archibald Street such as high visibility crosswalks, prohibiting vehicles from stopping in the intersection area, and pedestrian signal push buttons, along with widened sidewalks on the west side of Archibald Street, will help get pedestrians

to the businesses on Archibald Street more comfortably and safely. This will help alleviate the present access and loading issues faced by businesses on the west side of the street due to the south-bound border traffic. Further analysis is needed to figure out improving vehicular access to these businesses. Furthermore, additional studies should be undertaken to provide pedestrian and bicycle connections from the C Street terminus stub down to San Luis Plaza Drive, to connect the businesses, social services, and civic and public uses on San Luis Plaza Drive to downtown.

Finally, the preferred alternative outlines potential locations for developing a near-term dedicated agricultural worker shuttle parking area on Urtuzuastegui Street to reduce adverse impacts of shuttle traffic on the congestion in downtown streets, as well as establishing dedicated facilities for agricultural workers to wait and board their shuttles. The shuttle facilities would also include bicycle parking, restrooms, shaded seating, and adequate locations for mobile vendors to serve the waiting workers. A potential long-term vehicle and bicycle parking lot, possible parking structure, and shuttle drop-off and pick-up site is identified immediately east of San Luis I LPOE.

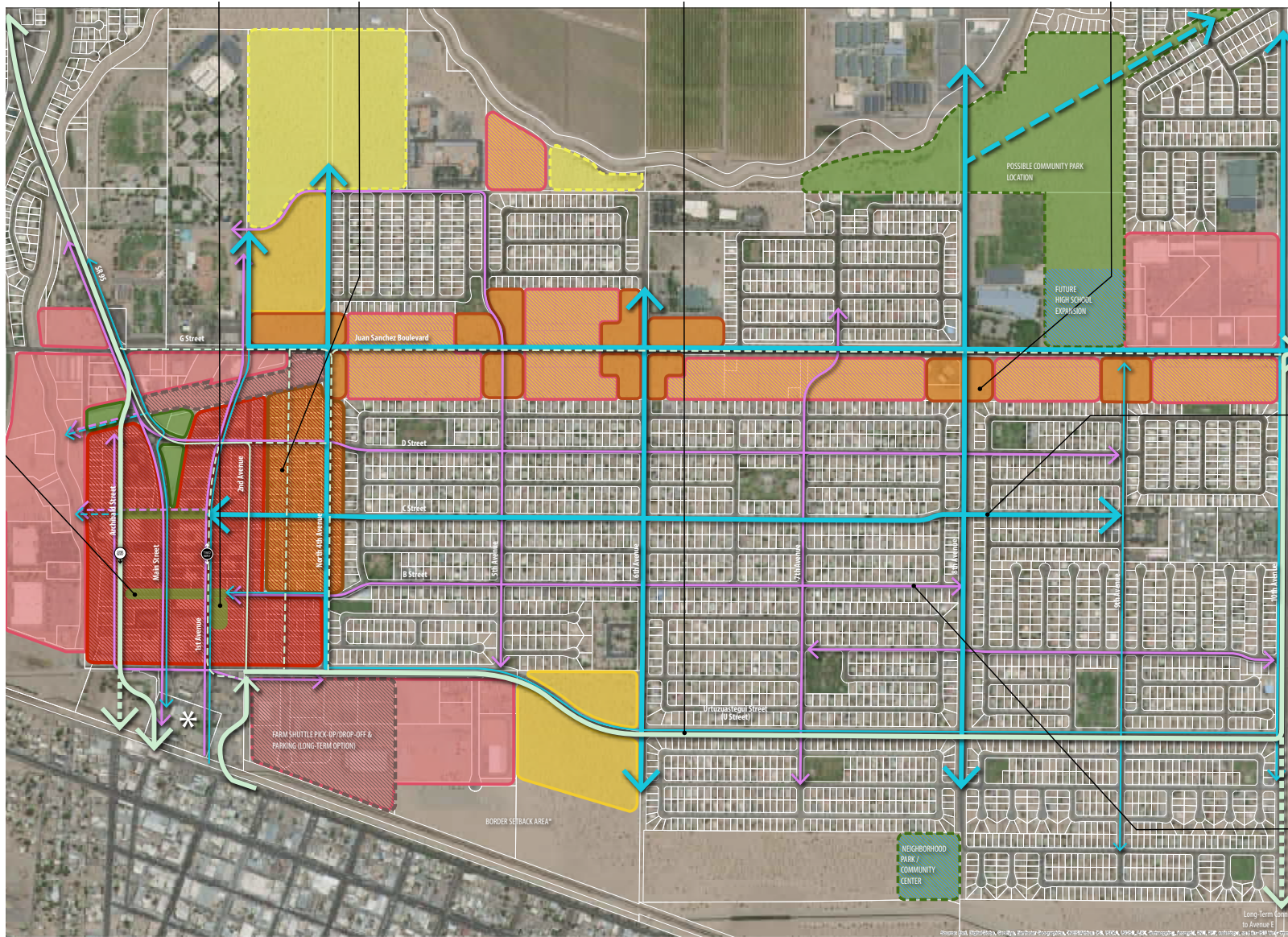
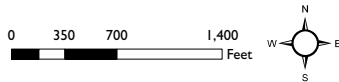


Figure 4.



Preferred Option: U-Street Primary Outbound Traffic - Land Use/Mobility Network

LEGEND

- Single Family Residential
- Park, Shared Street, Plaza, Pavement to Park/Playground
- Shuttle Pickup/Drop-Off & Parking
- Land port of entry
- Downtown/Main Street Business District
- Transition Mixed Use District
- Neighborhood Retail/Residential Mixed Use
- Service Commercial
- Service Commercial/Residential Mixed Use
- Multi-Family Residential
- Main Vehicular Circulation
- Secondary Vehicular Circulation
- Primary Bicycle Circulation
- Secondary Bicycle Circulation
- Ped/Bike Trail Connection
- Primary Pedestrian Route

Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route -
 Near Term Multimodal Network
 San Luis, AZ- Improving Community Connections

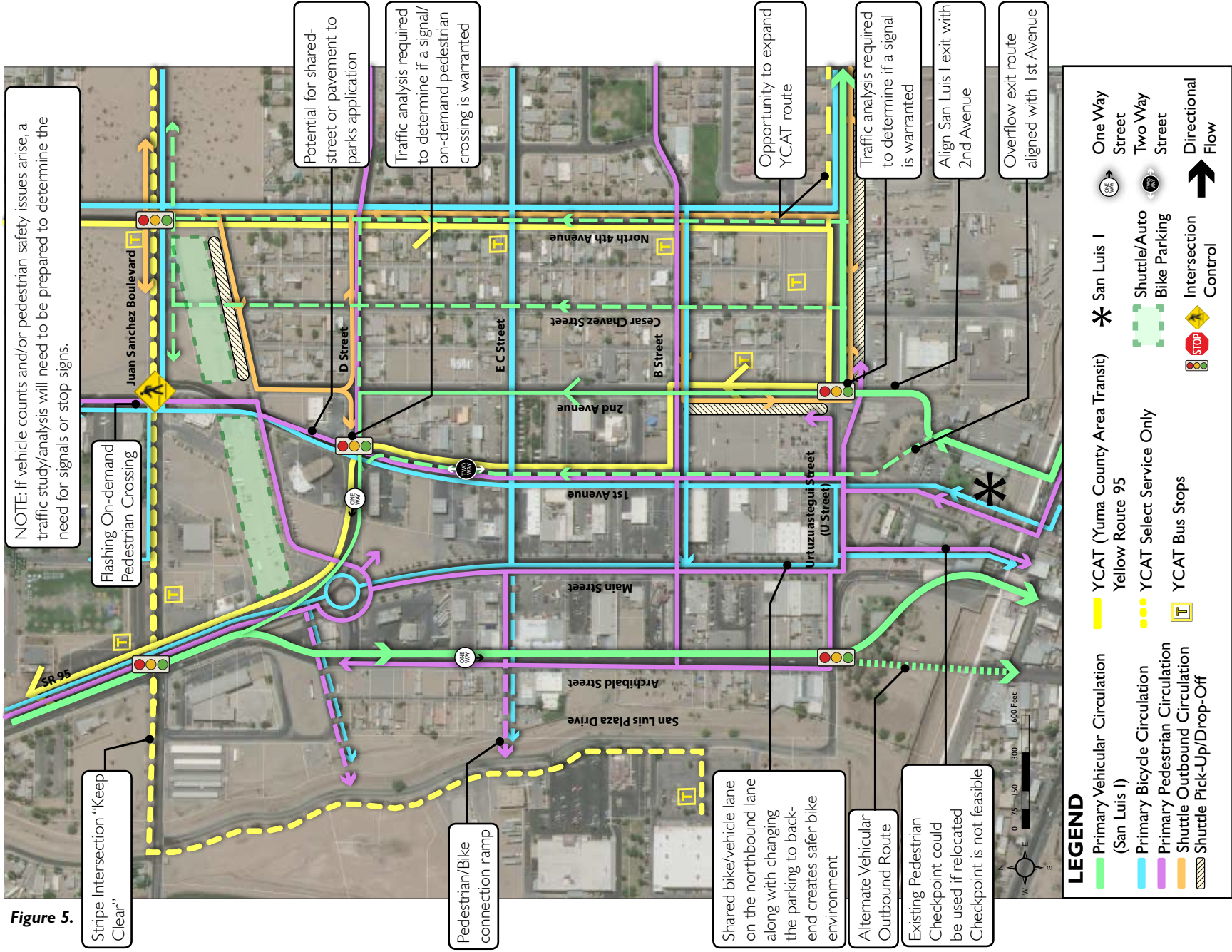


Figure 5.

Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route - Long Term Multimodal Network

San Luis, AZ- Improving Community Connections

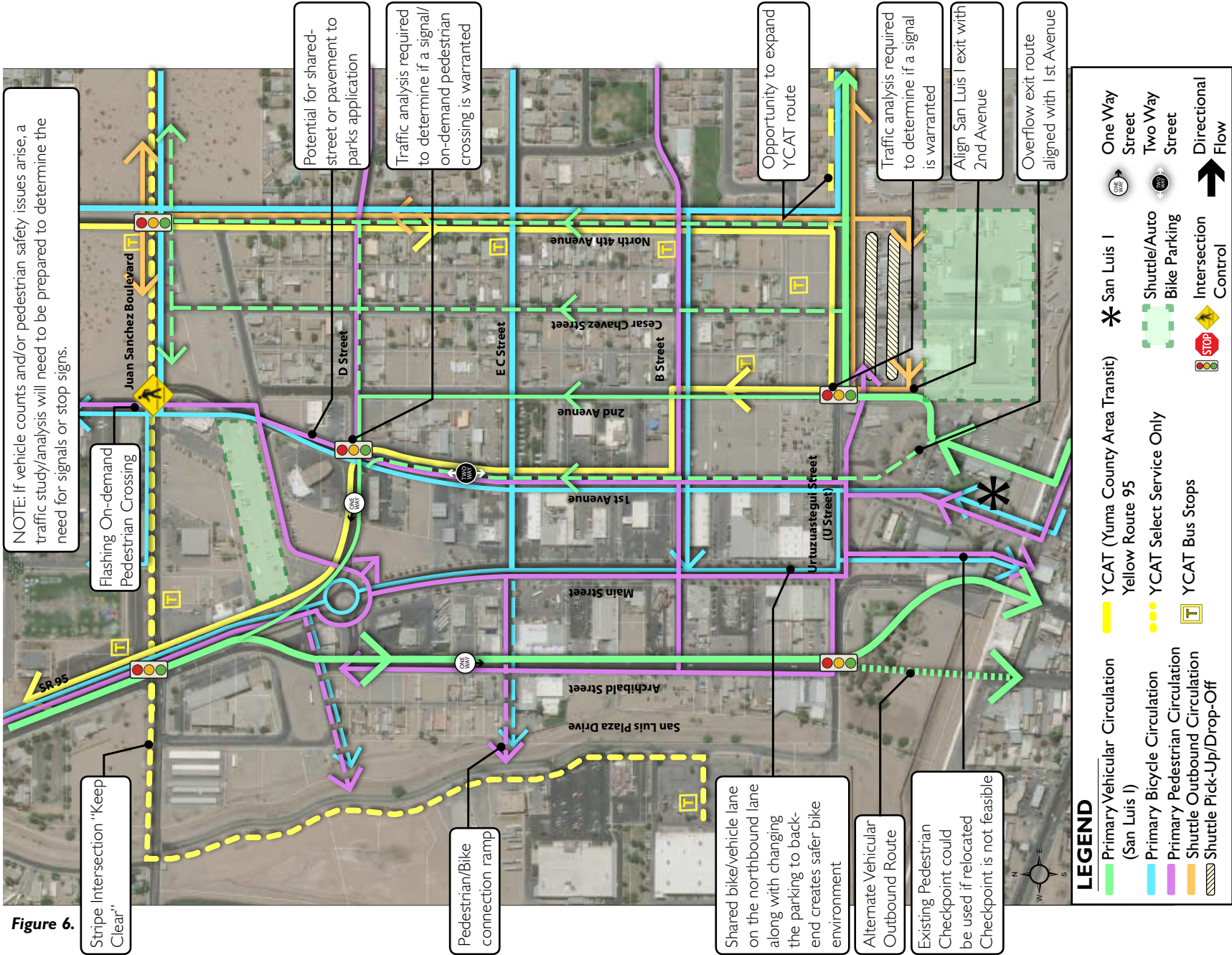


Figure 6.

Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route - Near Term Transit, Shuttle and Pedestrian Circulation

San Luis, AZ- Improving Community Connections

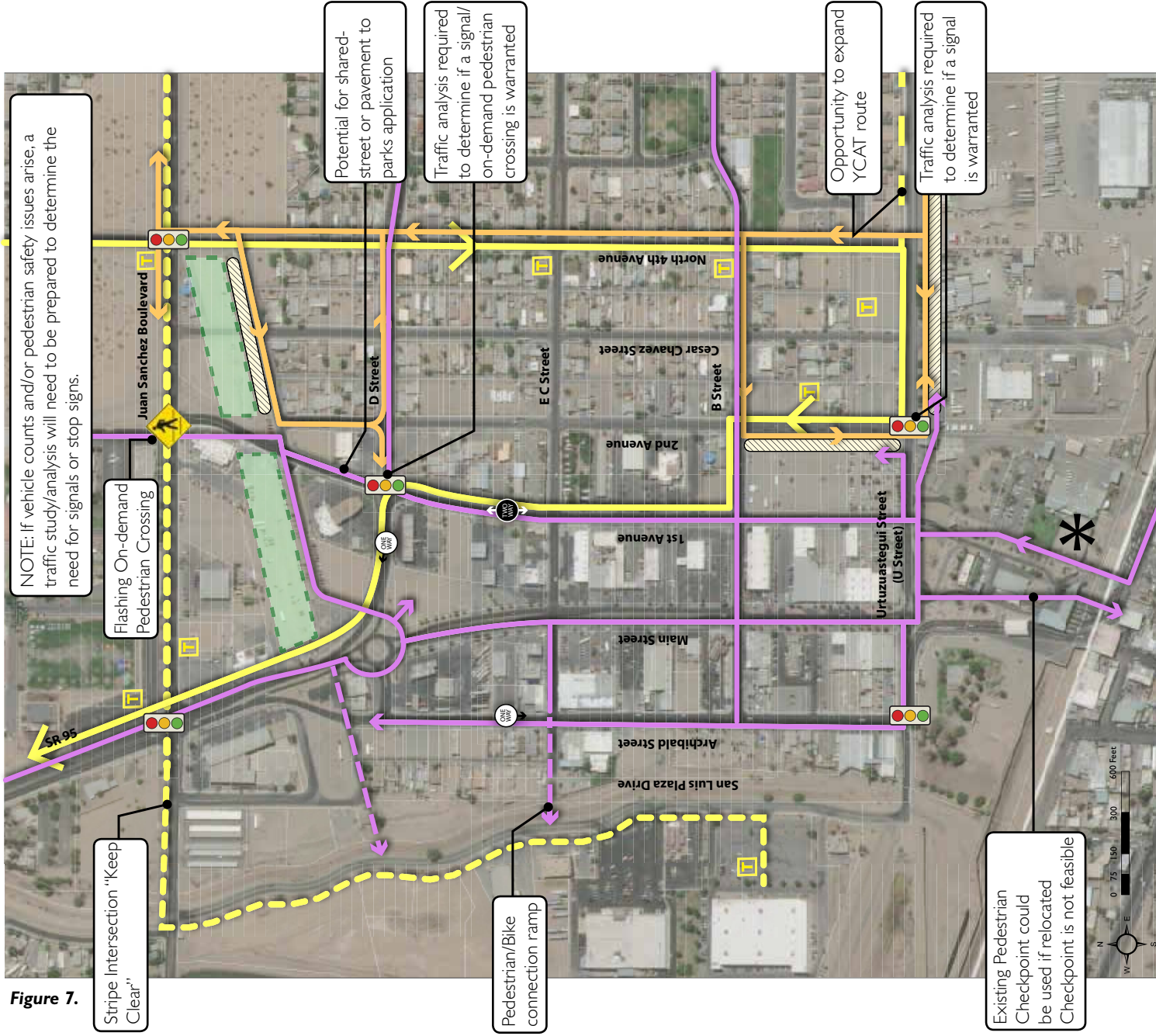


Figure 7.

Stripe intersection "Keep Clear"

Flashing On-demand Pedestrian Crossing

Potential for shared-street or pavement to parks application

Traffic analysis required to determine if a signal/on-demand pedestrian crossing is warranted

Opportunity to expand YCAT route

Traffic analysis required to determine if a signal is warranted

Existing Pedestrian Checkpoint could be used if relocated
Checkpoint is not feasible

LEGEND

- YCAT (Yuma County Area Transit) Yellow Route 95
- YCAT Select Service Only
- YCAT Bus Stops
- Primary Pedestrian Circulation
- Shuttle Outbound Circulation
- Shuttle Pick-Up/Drop-Off
- San Luis I
- Shuttle/Auto Bike Parking
- Intersection Control
- One Way Street
- Two Way Street
- Directional Flow

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route - Long Term Transit, Shuttle and Pedestrian Circulation

San Luis, AZ- Improving Community Connections

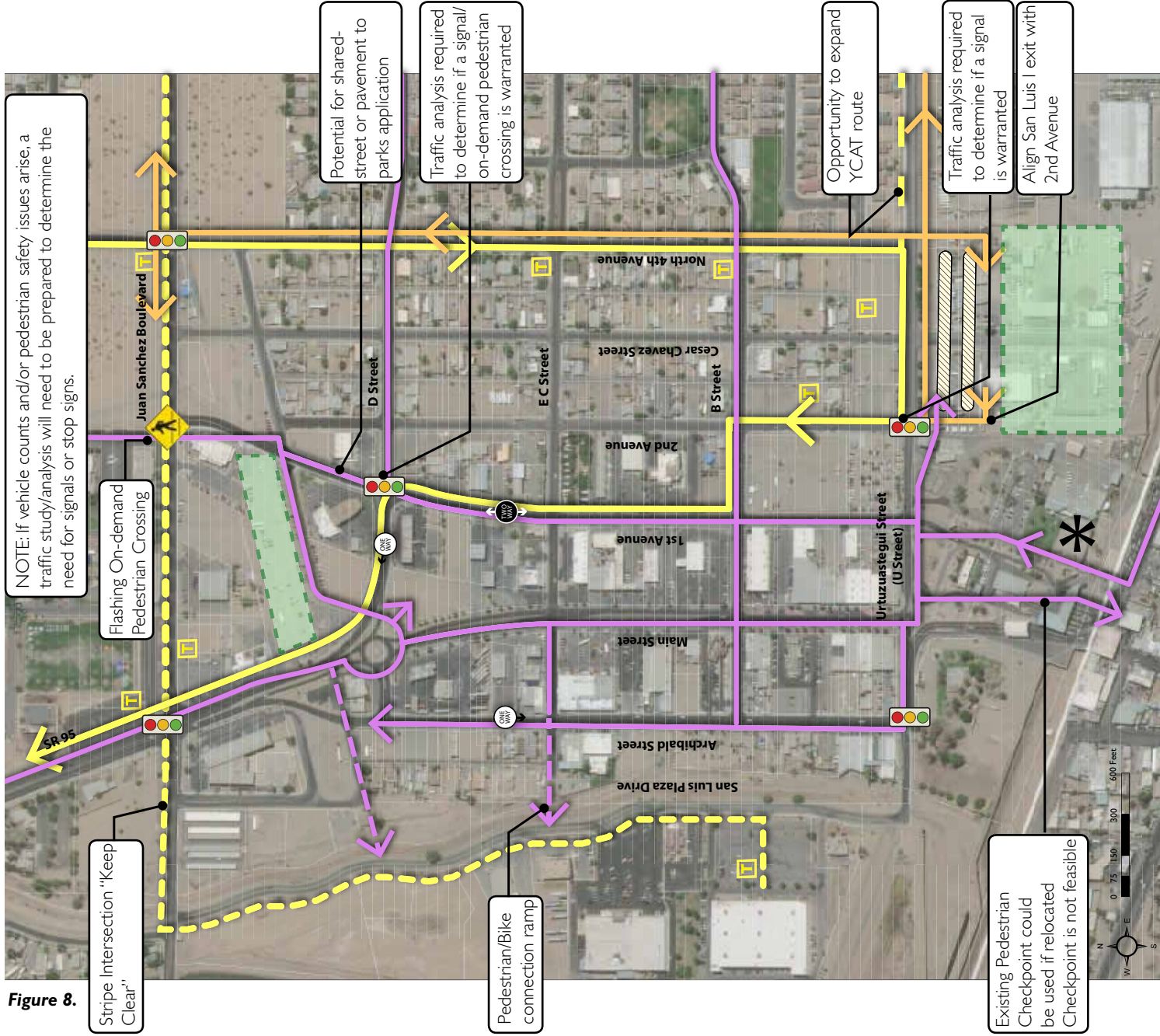


Figure 8.

LEGEND

- YCAT (Yuma County Area Transit) Yellow Route 95
- YCAT Select Service Only
- YCAT Bus Stops
- Primary Pedestrian Circulation
- Shuttle Outbound Circulation
- Shuttle Pick-Up/Drop-Off
- San Luis I
- Shuttle/Auto Bike Parking
- Intersection Control
- One Way Street
- Two Way Street
- Directional Flow

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route - Near Term Pedestrian, Bicycle and Automobile Circulation

San Luis, AZ- Improving Community Connections

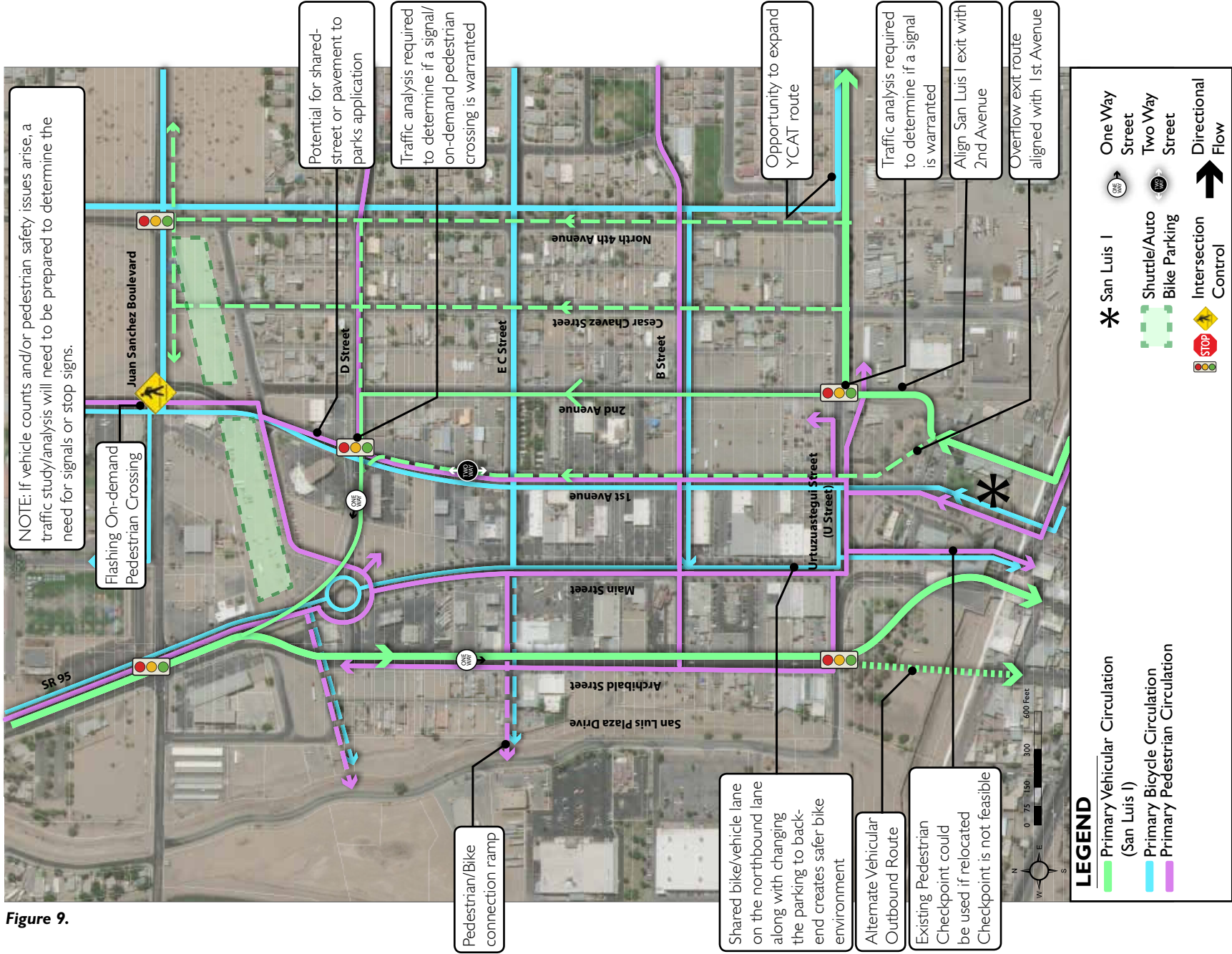


Figure 9.

Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route - Long Term Pedestrian, Bicycle and Automobile Circulation

San Luis, AZ- Improving Community Connections

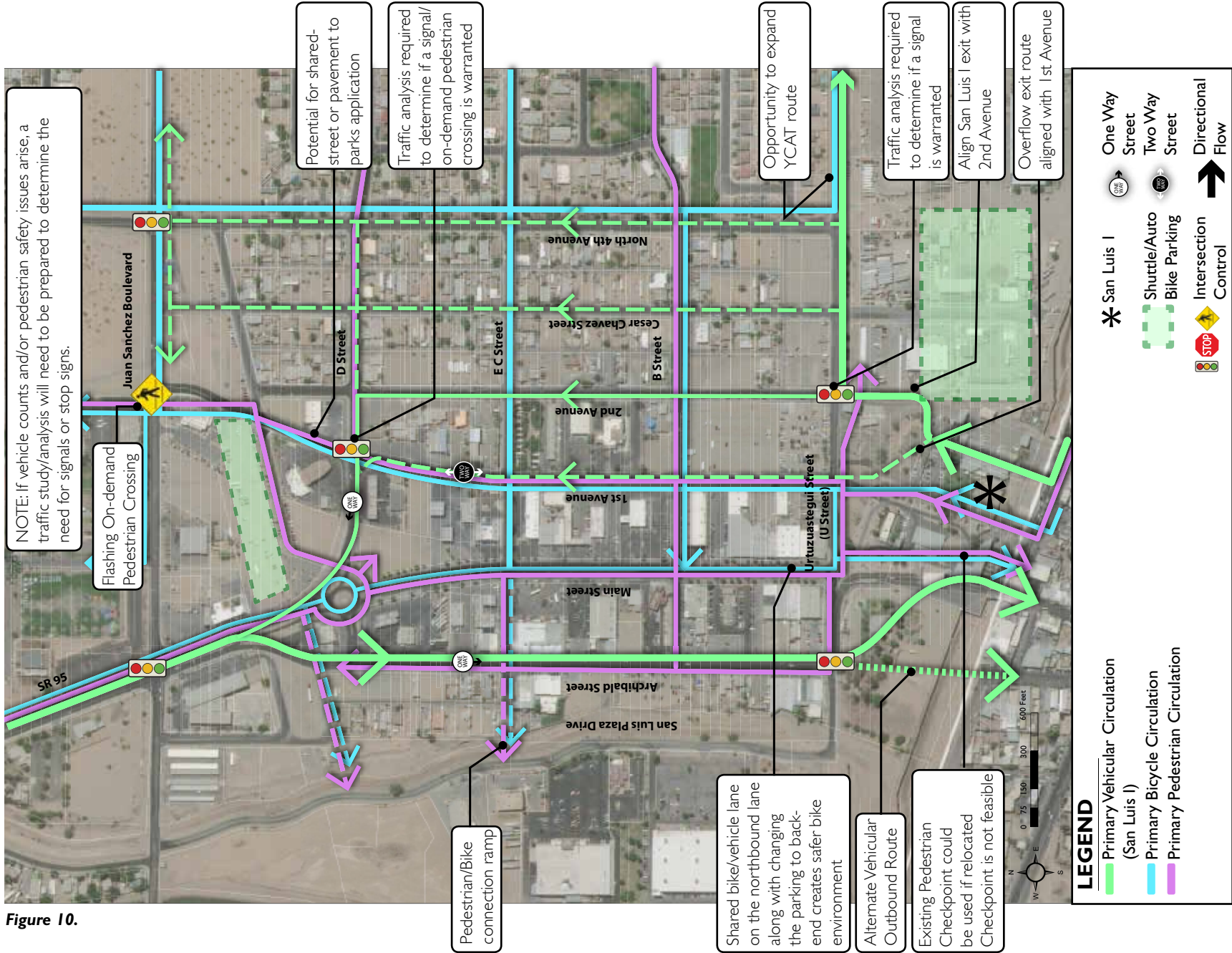


Figure 10.

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route - Long Term Transit, Shuttle and Automobile Circulation

San Luis, AZ- Improving Community Connections

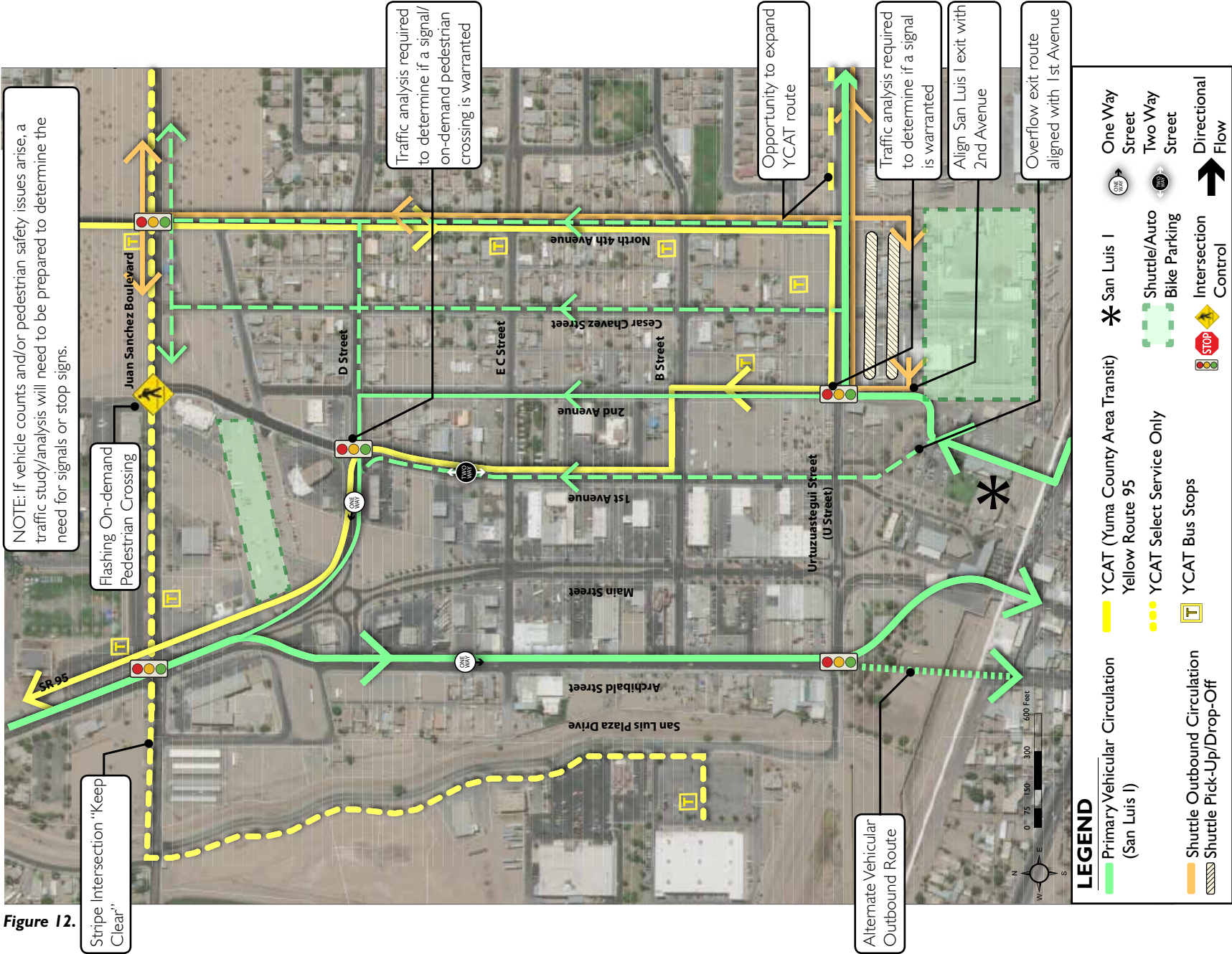
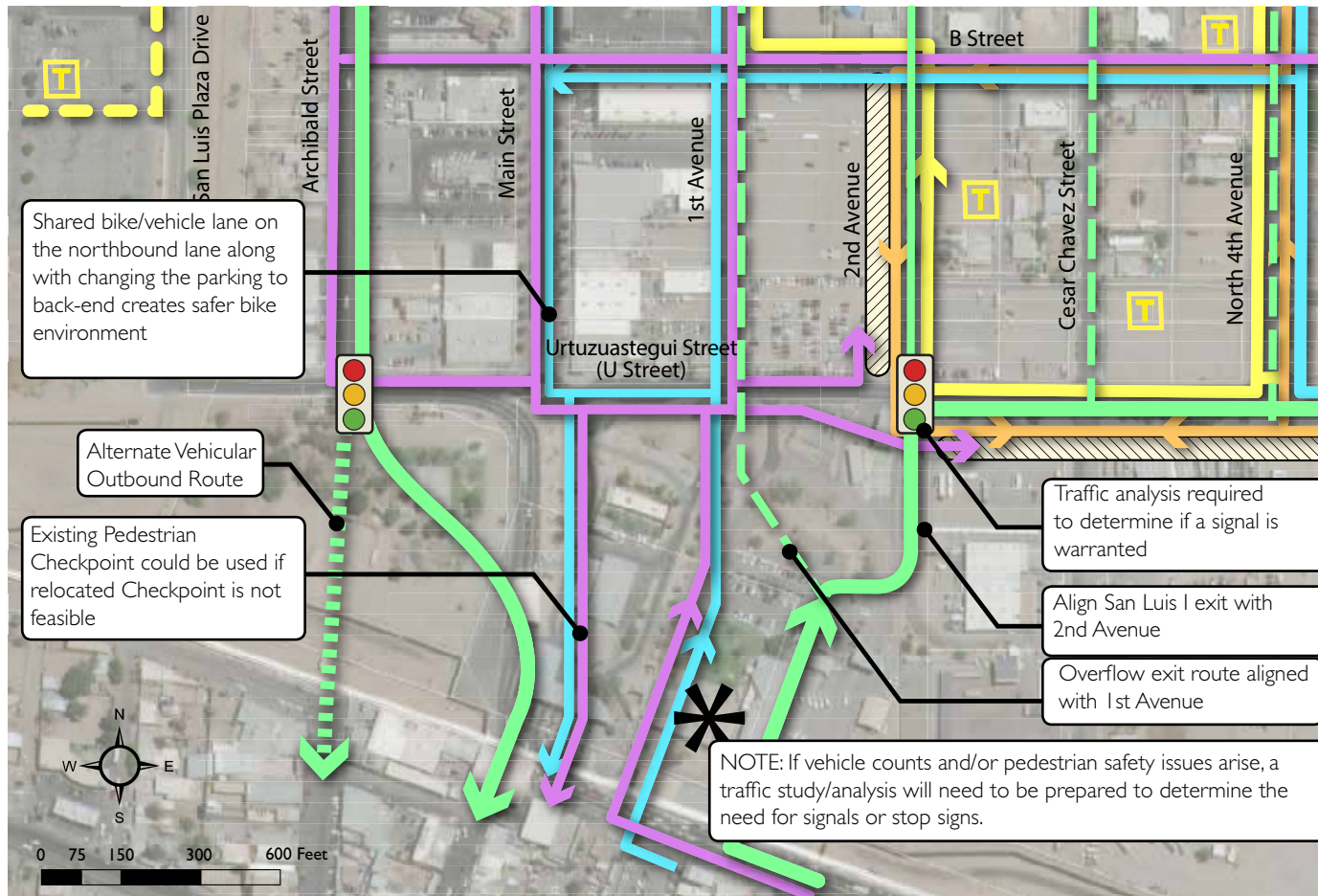


Figure 12.

CIRCULATION ADJACENT TO SAN LUIS LPOE I



LEGEND

- Primary Vehicular Circulation (San Luis I)
- Primary Bicycle Circulation
- Primary Pedestrian Circulation
- Shuttle Outbound Circulation
- Shuttle Pick-Up/Drop-Off

- YCAT (Yuma County Area Transit)
- Yellow Route 95
- YCAT Select Service Only
- YCAT Bus Stops

- San Luis I
- Shuttle/Auto/Bike Parking
- Intersection Control
- Directional Flow

Figure 13.



Shared street/Distinct paving distinguish the area as an urban plaza space



Downtown active plaza/park space provides a sense of place and identity for the city and residents



Neighborhood Commercial and Mixed-use could improve connectivity across Juan Sanchez Blvd and provide a sense of continuity

PUBLIC REALM PRIORITY AREAS



Cycle Track helps improve safety and reduce stress, encouraging residents to take up bicycling



Intersections on bike corridors need to provide improved bicycle safety elements such as bike boxes and bike crossings



BEFORE

BICYCLE PRIORITY STREETS



Buffered Bike lane helps improve safety and reduce stress, encouraging residents to take up bicycling



AFTER

Road Diet technique can be applied to provide space for improving pedestrian and bicycle facilities along existing roadways

Figure 14. Examples of public realm priority areas and bicycle priority streets.

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PEDESTRIAN PRIORITY STREETS



Landscaped and Shaded sidewalks with pedestrian scale lighting create a more comfortable experience for people to walk



Bulbouts and Pedestrian refuges provide a greater safety for pedestrians at intersections by reducing the walking distances across streets



Figure 15. Examples of pedestrian priority streets

POSSIBLE PAVEMENT-TO-PARK / PLAZA / PLAYGROUND / SHARED STREET APPLICATIONS

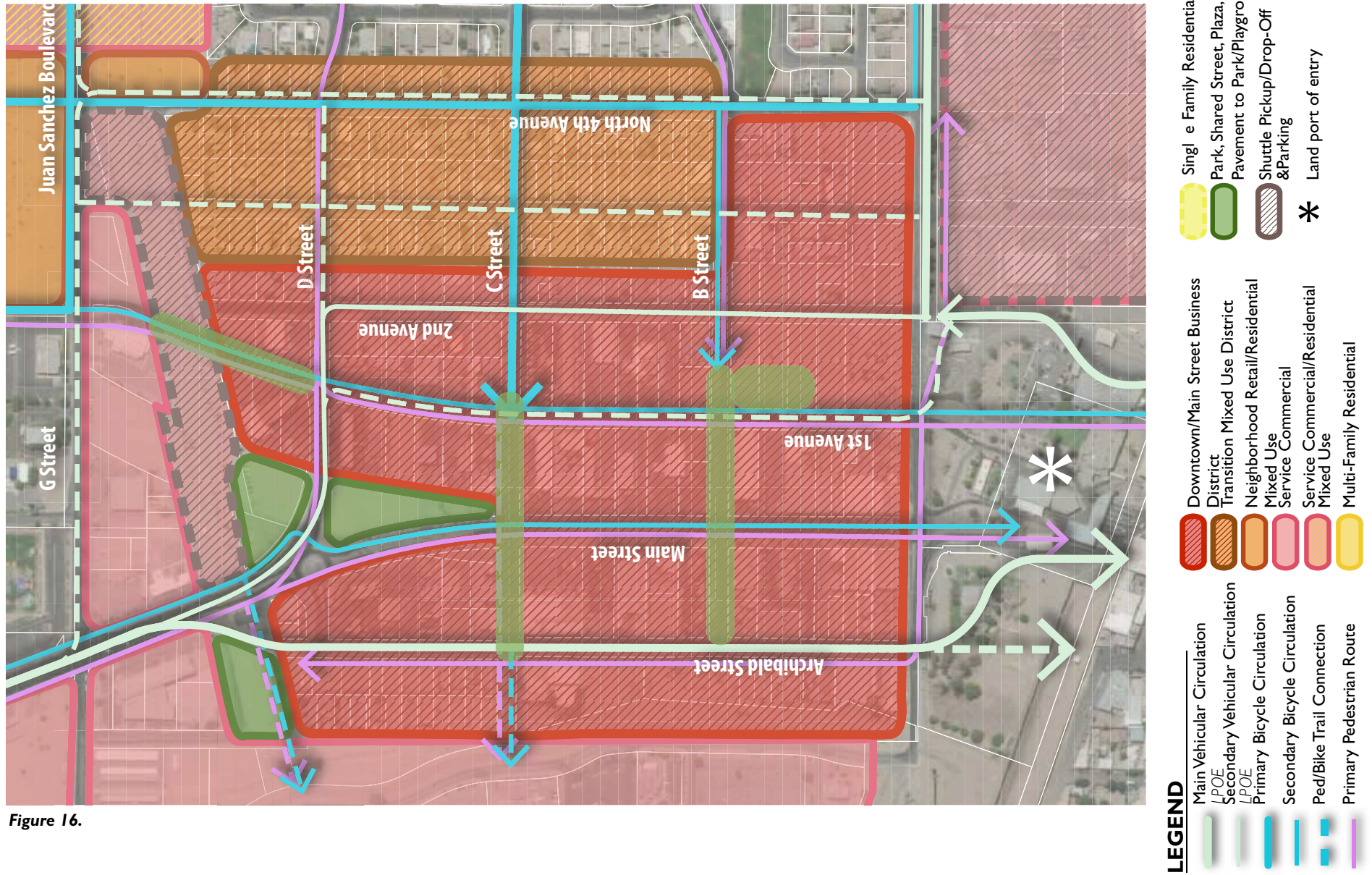


Figure 16.



PAVEMENT-TO-PARK CONCEPTUAL DESIGN (NEAR-TERM)

The near-term design concept includes:

1. Closing off underused portion of 1st Street: Creates a safer environment for pedestrians and bicyclists and provides public space for the community. The use of colored pavement creates a special identity.
2. Temporary shade structures: Encourages the use of outdoor public spaces by providing protection from the sun and creates a festive character.
3. Use of boulders and planter boxes: Provides a temporary cost-effective solution to close off vehicles and create placemaking.

1st Street between D Street and Juan Sanchez Boulevard (Before)



1st Street between D Street and Juan Sanchez Boulevard Pavement-to-Park Concept (Near-Term)

Figure 17. 1st Street between D Street and Juan Sanchez Boulevard before and near term.

PAVEMENT-TO-PARK CONCEPTUAL DESIGN (LONG-TERM)

The long-term design concept includes:

1. Establish a permanent plaza: Design spaces that are flexible to accommodate different activities and are attractive. The use of distinctive paving increases the community character.
2. Trees and pedestrian amenities: Create shaded, usable, and interesting places that result in a more comfortable experience.
3. Identity/sense of place: A downtown active plaza/park space can provide a sense of place and identity for the city and residents through site elements, colors and materials.



1st Street between D Street and Juan Sanchez Boulevard Pavement-to-Park Concept (Long-Term)

Figure 18. 1st Street between D Street and Juan Sanchez Boulevard long term.



Urtzuastegui Street Existing Condition (Before)

URTUZAATEGUI STREET CONCEPTUAL DESIGN

The design concept includes:

1. Curb extensions at Intersections: Reduces crossing distances for pedestrians and makes pedestrians more visible to cars pulling pedestrians closer to the vehicle travel lane.
2. Curb extensions at Mid-Block: Presents opportunities for landscaping and green infrastructure treatment as well as public art.
3. Street trees: Provides a buffer for pedestrians from adjacent roadway traffic. Creates shade and enhances the character of the street.
4. Pedestrian amenities: Benches, public art, pedestrian-scale lighting, bike racks, wayfinding signage and other amenities support a comfortable walking environment.



Urtzuastegui Street Concept (After)

Figure 19. Urtzuastegui Street before and after.

ARCHIBALD STREET CONCEPTUAL DESIGN

The design concept includes:

- 1. Narrowed travel lanes: Encourages traffic calming by reducing vehicle speeds on roadway.
- 2. Widened sidewalks: Create a better environment for people to walk and presents opportunities for trees and street furnishings.
- 3. Street trees: Provides a buffer for pedestrians from adjacent roadway traffic. Provides shade and community character.



Figure 20. Archibald Street Section: Existing (Top), Concept (Bottom)

Urban Design Strategies

A variety of urban design strategies and elements can be used to support economic development, enhance community character and develop more comfortable places to walk and socialize throughout the downtown. Creating flexible public spaces for people to gather and hold events creates a sense of place, establishes a focal point, and attracts residents and visitors to downtown. Siting an urban plaza central to the commercial uses is important to provide a space that creates a sense of place and identity for downtown San Luis. Locating such a plaza on Main street or close to it, such as on 2nd Street between B and D Streets, which is currently vacant, would be an ideal location.

The plaza can accommodate elements such as art installations, water features, and trees and/or structures to provide shade, temporal patterns, comfort and interest to users. Features such as shared streets, parklets, and pavement-to-parks expand the use of streets for pedestrian use by developing places to sit, socialize, host community events, and more.

Streets can be designed to have painted or raised corner curb extensions to shorten the crossing width of streets for pedestrians and reduce corner radii to help calm traffic. Trees planted along streets can buffer pedestrians from street traffic, reduce heat island effect, and enhance the character of downtown. Temporary uses such as “pop up” commercial uses in retrofitted shipping containers, outdoor food truck courts, community gardens, and park or recreation areas can be established on vacant or underutilized lots and street rights-of-ways until permanent structures are developed. B and C Streets

between Archibald Street and Main Street, as well as the vacant parcels fronting the northern Main Street roundabout, are good candidates for such transformation. Additionally, 1st Avenue between D and E Streets can be converted into a shared streets plaza space complementing the pedestrian circulation movement between the border, downtown, Joe Orduño Park, and the schools beyond the park. Additional locations can be identified in collaboration with residents and local businesses.

Active and visible uses in commercial buildings support social interaction and create interest. Well-designed building form and articulation, as well as buildings sited along pedestrian walkways, also establish the character of downtown. Screening of parking lots adjacent to streets and sidewalks with low walls, vegetation, and similar elements aids in creating more interesting places to walk.

SAN LUIS PLAZA DRIVE AREA - PLACEMAKING



Public art creates interest and activates the pedestrian realm



Comfortable and attractive places allow people to sit and engage



ADA compliant sidewalks are provide for universal design



Benefits of Bulbouts include reduced pedestrian crossing distances, traffic calming, water harvesting, green infrastructure, treats runoff and irrigates plants

SAN LUIS PLAZA DRIVE AREA - PEDESTRIAN DISTRICT



Low walls and landscape can screen parking from the street



Shaded parking lots provide direct and convenient pedestrian access



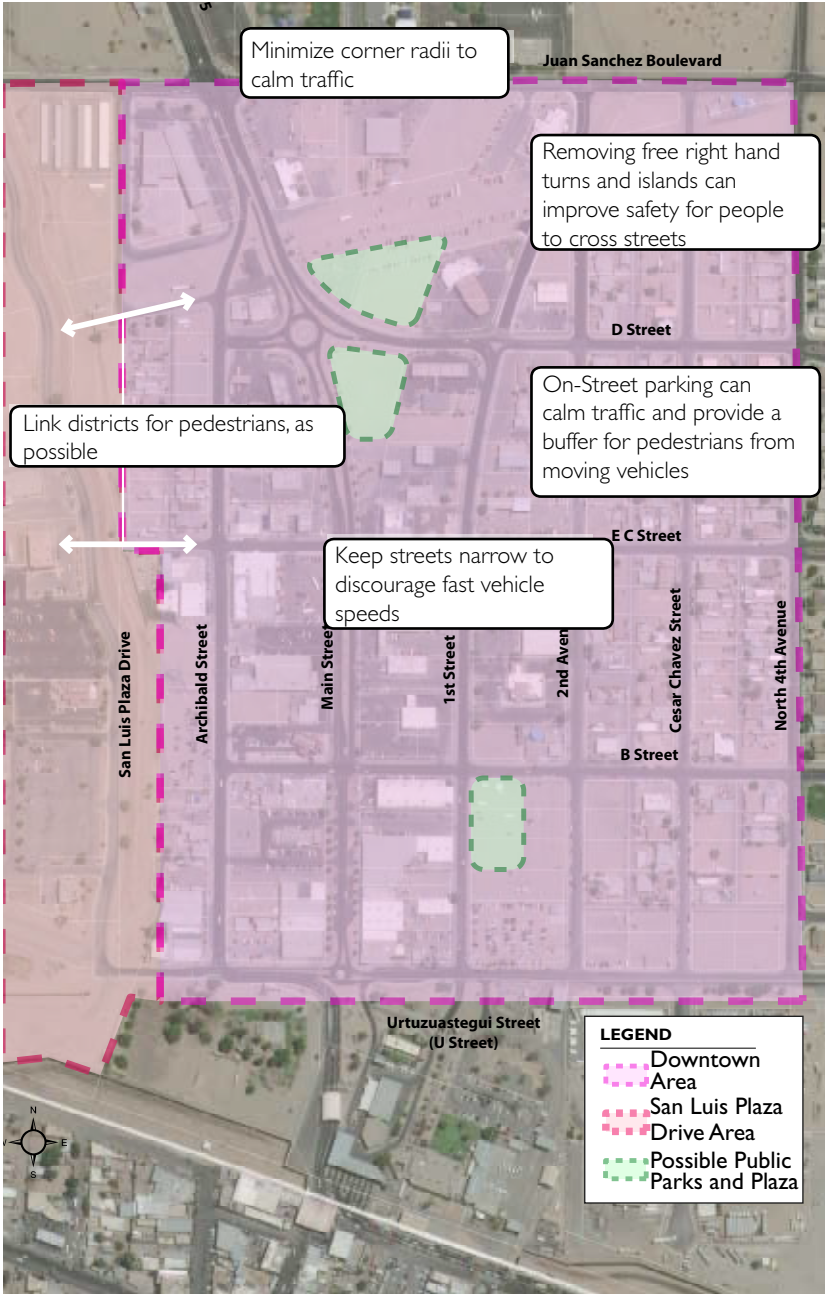
Buildings at street provide interest and convenient access to pedestrians



Landscaping and separated sidewalks provide comfortable walking experience

Figure 21. Examples of placemaking and pedestrian districts for San Luis Plaza Drive Area

DOWNTOWN - PLACEMAKING



Closing off underused streets to vehicles creates public spaces



Paint/Planter/Bollards can be used to create identity/increase pedestrian comfort



Introducing shade elements encourages the use of outdoor spaces



Public art which contributes to civic pride



Providing a variety of public spaces creates civic place



Providing a variety of public spaces creates civic place



Temporary events in the street or vacant lots can increase economic and community vitality



Food and retail trucks as a tool to activate streets and parcels



Food and retail trucks as a tool to activate streets and parcels



Painted street pavements are a low cost and effective measure that foster community character.



Figure 22. Examples of placemaking downtown

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DOWNTOWN - PEDESTRIAN DISTRICT



An open plaza encourages gathering and creates a focal point and a link to key city destinations



Trees and pedestrian amenities help attract people to gather in commercial areas



Bulbouts and Parklets expand public space and uses along streets



Artistic lighting as both public art and as street and plaza lights aid in creating identity and an exciting public pedestrian space



Pop up parks and plaza areas can provide longer term, but still temporary, additional gathering and recreational areas. These build off the city's existing use of a vacant parcel for their winter holiday community-wide event.

Figure 23. Examples of elements that create and support pedestrian districts



Figure 24. Due to the lack of a dedicated city square or plaza downtown, the city sets up temporary bleachers near their holiday tree for the 2017 annual tree lighting ceremony. Earlier, such events were held on a closed off Main Street, but due to commute traffic congestion impacts upon the activities, the public gathering space was moved onto a nearby federally owned vacant parcel.

5 | Next Steps Matrices

Strategy #1: Reduce conflicts between vehicles with pedestrians and bicyclists

Traffic volumes, street design, shuttle drop-off and pick-up, a full range of transportation modes, and other factors contribute to an unsafe and uncomfortable experience for people walking and bicycling in and through downtown. Reorganizing the routes and locations of certain modes and activities (see Strategy #1) and redesigning streets, intersections, and the public realm can aid in calming vehicle traffic and reducing conflicts among all users. Some immediate- and short-term action items can be taken to create an improved walking and bicycling environment.

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
Develop policy and guidance documents such as part of General Plan Update, Pedestrian and Bicycle Master Plan, Complete Streets, and Safe Routes to Schools.	<p>Enables discussion of topic within community</p> <p>Establishes direction for city now and into future</p> <p>Improves streets and intersections for a more welcoming and safer place to walk and bike</p>	<p>Research templates and examples</p> <p>Develop plans, policies, etc.</p> <p>Public hearings / community outreach</p> <p>Adopt</p> <p>Implement</p>	<p>Adopted plans, policies, etc.</p> <p>Implemented measures</p>	Now to 4 years	<p>City</p> <p>YCAT</p> <p>YMPO (support)</p> <p>ADOT</p> <p>GSA</p> <p>CBP</p>	<p>City</p> <p>YMPO</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
Obtain vehicle, pedestrian, and bicycle traffic counts to inform circulation and intersection improvements	Understand extent and timing of conflicts Understand locations and types of improvements needed	Work with transportation engineer to determine and execute scope for study and locations for traffic counts				
		YMPO has budgeted funding to update Origin/Destination Study in fiscal year 2019 to reflect current conditions as well during the agriculture season to obtain numbers during heavier commute times and include ramifications of agriculture workers in area	Smoother traffic flow	Now to 2 years	City YMPO (support)	City YMPO - traffic counts, update Origin/ Destination Study
		Analyze information and make recommendations	Fewer crashes		ADOT	
		Implement recommendations	Fewer injuries and deaths		Transportat ion consultant	ADOT

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>Implement complete street and traffic calming measures such as corner bulbouts; providing on demand pedestrian flashing crossing lights, signal lights, and stop signs; widening or constructing sidewalks, and adding bicycle facilities onto streets. Some improvements that came out of the Improving Community Connections charrette include traffic signals at 2nd/Urtuzuastegui Streets, and on-demand pedestrian flashing crossing lights at 2nd/Juan Sanchez.</p>	<p>Creates safer and more comfortable streets and intersections for pedestrians to walk and cross</p> <p>Provides traffic calming</p> <p>Can aid in directing traffic flows where desired</p>	<p>Pilot / sample projects</p> <p>Piggyback onto existing CIP roadway, transit, and related projects.</p> <p>Construct interim and/or permanent improvements</p>	<p>Constructed projects</p>	<p>Now to 4 years</p>	<p>City</p> <p>GSA/CBP</p>	<p>City</p> <p>GSA/CBP</p> <p>YMPO</p> <p>ADOT</p> <p>Federal grants such as BUILD Grants, Surface Transportation Block Grant, Highway Safety Improvement Program (HSIP)</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>Develop shuttle bus drop-off and pick-up locations and routes through town and in downtown.</p>	<p>Provides shuttle bus operators and riders convenient permanent locations</p> <p>Can reduce congestion, impacts upon downtown and neighborhood, and conflicts with pedestrians</p> <p>Consolidates activity and amenities making for improved efficiency and economies of scale</p> <p>Provides farmworkers dignity</p> <p>Increases bike parking facilities, and provides racks and climate protection that removes haphazard parking and projects bikes</p> <p>Allows residents to work around known locations and routes</p>	<p>Work with shuttle bus operators to identify drop-off and pick-up locations and routes to limit pedestrian and vehicle conflicts, commute congestion (especially morning), etc.</p> <p>Develop plan and identify short- and long-term locations for boarding and amenities such as protected waiting areas and restrooms, and covered bicycle parking.</p> <p>Procure agreements, long term leases, land donation, or land for drop-off and pick-up off-street; provide designated drop-off and pick-up locations on-street as determined</p> <p>Follow up with business owner in industrial park adjacent to Land Port about ability to place shuttle and parking</p>	<p>Designated routes and drop-off and pick-up sites</p>	<p>Now to 2 years</p>	<p>City</p> <p>BLM/other federal and state agencies who own land downtown</p> <p>Shuttle bus operators</p> <p>Business owners</p> <p>Property owner- State Lands</p>	<p>City</p> <p>Licensing fee or other fees paid by Shuttle bus operators/ agriculture company owners</p> <p>USDA grant/loan</p> <p>Agricultural worker housing – Dept. of Labor, State</p>

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
		facilities on land that is being leased from the State Land Department				
Further study potential to locate permanent shuttle drop-off and pick-up and taxi pick-up locations, commuter parking (possibly a parking structure), with bike parking, and restrooms and other amenities on properties immediately east of San Luis I LPOE	<p>Convenient location to Port and pedestrians, bicyclists, and vehicles crossing at Port</p> <p>Can reduce congestion and conflicts with pedestrians</p> <p>One of a few large parcels that can handle the program in the vicinity of the Port</p>	<p>Coordinate with property owner (Arizona State Lands) and Lessor</p> <p>Prepare study on acquisition of land/lease, design, funding, traffic/circulation, and related factors to determine feasibility</p> <p>Follow up with business owner in industrial park about ability to become sub lessor/champion to project</p>	<p>Feasibility report is positive</p> <p>Agreement for land lease/sale</p> <p>Implemented project</p>	Now to 2 years	<p>City</p> <p>Arizona State Lands</p> <p>Current business owner leasing land</p>	<p>City acquire land</p> <p>Licensing fee or other fees paid by Shuttle bus operators/ agriculture company owners</p> <p>USDA grant/loan</p> <p>Agricultural worker housing – Dept. of Labor, State</p>
Expand pedestrian realm and pedestrian priority areas through the use of shared streets, pavement-to-parks, and similar strategies	<p>Creates safer, and more comfortable and attractive place for people to walk and socialize</p> <p>Aids in calming traffic</p>	<p>Develop plan to identify locations where different strategies can be used</p> <p>Encourage downtown business community to incorporate public spaces in or adjacent to their projects</p>	<p>More places for people to get to and sit</p> <p>More open space downtown</p>	2 to 4 years	<p>City</p> <p>Urban Design consultant</p>	<p>City</p> <p>Business community</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
	Supports economic development and creating a destination in downtown	Work with state agencies who own land in downtown to obtain long-term agreements or donate land for public space	Constructed projects – pilot, temporary, and/or permanent		Business community State agency landowners	State and Federal agency landowners Safe Routes to Schools Funding
Consider the use of shared streets downtown on the cross streets to Main Street	<p>Creates safer, and more comfortable and attractive place for people to walk and socialize</p> <p>Calms traffic</p> <p>Supports economic development</p> <p>Adds community amenity and creates placemaking</p> <p>Can be closed off temporarily for public events</p>	<p>Determine feasibility</p> <p>Community outreach for design</p> <p>Design and develop construction documents</p> <p>Construct</p> <p>Design and implement temporary elements such as pavement paint and moveable planters and seating, until full funding can be obtained</p>	<p>Safer and more comfortable places to walk</p> <p>Constructed projects – pilot, temporary, and/or permanent</p> <p>Community events held in spaces</p>	2 to 4 years	<p>City</p> <p>Urban Design consultant</p> <p>Business community</p> <p>Community</p>	<p>City</p> <p>Business community</p> <p>Arts and other charitable organizations</p>

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>Consider the use of pavement-to-parks/plaza elements downtown, such as on 1st Street, between D Street and Juan Sanchez</p>	<p>Expands pedestrian zone</p> <p>Creates safer, and more comfortable and attractive places for people to walk and socialize</p> <p>Supports economic development and creating a destination in downtown</p>	<p>Work with adjacent uses to ensure they have access off other streets</p> <p>Community outreach</p> <p>Do pilot project to test out concept</p> <p>Design and construct</p> <p>Use temporary elements such as pavement paint and moveable planters and seating until full funding can be obtained</p>	<p>People use it</p>	<p>Now to 2 years</p>	<p>City</p> <p>Community</p> <p>Business community</p>	<p>City</p> <p>Business community</p> <p>Arts and other charitable organizations</p>
<p>Implement road diets and lane diets on streets to calm traffic, improve or add pedestrian and bicyclist facilities, and enhance streetscapes with trees and other amenities</p>	<p>Creates safer, and more comfortable and attractive place for people to walk, bicycle, and socialize</p> <p>Calms traffic</p> <p>Increases character and identity of streetscapes and community</p>	<p>Identify overly wide streets where these strategies can be used</p> <p>Conduct analysis, conceptual and final design, and prepare construction documents</p> <p>Construct projects</p>	<p>Lower traffic, pedestrian, and bicyclist accidents, injuries, and deaths</p> <p>Less speeding</p> <p>Constructed projects –</p>	<p>2 to 4 years</p>	<p>City</p> <p>Urban Design/Transportation consultant</p> <p>ADOT</p> <p>YMPO (support)</p>	<p>City</p> <p>ADOT</p> <p>YMPO</p> <p>Federal grants such as BUILD Grants, Surface Transportation Block Grant, Highway Safety Improvement Program (HSIP)</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
			pilot, temporary, and/or permanent			Implement local sale tax
Re-locate taxi stand to reduce traffic congestion and traffic flow problems	<p>Makes access to taxis more convenient</p> <p>Reduces congestion</p> <p>Removes pedestrian/vehicle conflicts and pedestrians blocking vehicle traffic when pedestrians cross Urtuzuastegui Street to access taxi stand</p>	<p>Analyze appropriate location(s) for taxi stand, including moving to south side of Urtuzuastegui Street.</p> <p>Potential to use shuttle bus drop-off and pick-up during hours shuttle buses are not using the space</p>	Less congestion	Now to 2 years	City	City

Strategy #2: Improve connectivity between and for all transportation modes among Downtown, adjacent neighborhoods, and the San Luis I LPOE

Circulation networks for all modes of travel are limited, and commute travel patterns between Mexico and the United States, especially during the agricultural season, negatively impact downtown and the city. These negative impacts include congestion and unsafe walking and bicycling environments, which discourages residents from frequenting downtown for shopping and entertainment. Developing a more coherent and usable multimodal circulation pattern, safer streets and intersections, and better access to and through downtown can calm traffic, provide access to all transportation types, and create a more welcoming and livable downtown and community. A number of actions would improve connectivity and increase multimodal opportunities.

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
Work with CBP and GSA to align pedestrian, bicycle, and vehicle entries into and out of San Luis I LPOE with downtown	<p>Provides coordinated and efficient mode separation and reduce congestion</p> <p>Creates safer routes of travel</p>	<p>Continue discussions from charrette and other meetings – shift pedestrian and bicyclist access/exit point to alignment with Main Street, shift some shuttle bus and taxi loading onto Urtuzuastegui Street to reduce number of pedestrians crossing Urtuzuastegui Street and blocking traffic</p> <p>Create a pilot project to address current back up vehicle situation by exploring and creating an exit vehicle gate to Main Street</p>	<p>Agreements with GSA and CBP on entry and exit points of Land Port</p>	<p>Now</p>	<p>City</p> <p>GSA</p> <p>CBP</p> <p>ADOT</p>	<p>City</p> <p>GSA</p> <p>CBP</p> <p>ADOT</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>Continue to explore City or other sponsored bus/shuttle service to new industrial parks and other employment sites near San Luis II LPOE</p>	<p>Can provide mass transit service until YCAT routes are provided</p> <p>Reduces congestion</p> <p>Equitable; Provides transportation to all</p>	<p>Require Transportation Demand Management plans and actions as part of development approvals or work with existing business owners to provide shuttle services or contribute funds or services to providing shuttles from/to downtown San Luis</p> <p>City research funding opportunities to contribute to shuttle service</p> <p>Develop shuttle route plan and stop locations</p> <p>Provide hardcopy and website of route maps, schedule</p>	<p>Establishment of shuttle system</p>	<p>Now to 2 years</p>	<p>City (Economic Redevelopment, etc.)</p> <p>Business owners/ industrial park developers</p>	<p>YMPO</p> <p>YCIPTA</p> <p>USDOT</p> <p>Business Owners</p> <p>City</p> <p>Passenger Fee</p>

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>Develop agriculture work shuttle bus drop-off and pick-up locations and routes through town and in downtown. Study feasibility of locating interim facilities on the eastern side of 2nd Street (between U and B Streets) and on the southern side of Urtuzuastegui Street, east of the Port and long-term facilities south of Urtuzuastegui Street and east of San Luis I LPOE on the currently designated industrial lands</p>	See Strategy #1					
	Provides shuttle bus operators and riders convenient locations	See Strategy #1			City	
	Can reduce congestion and conflicts with pedestrians	Work with shuttle bus operators to identify drop-off and pick-up locations and routes to limit pedestrian and vehicle conflicts, commute congestion (especially morning), etc.	See Strategy #1		BLM/other federal and state agencies who own land downtown	City
	Consolidating shuttle and parking facilities is convenient and efficient	Develop plan and identify short- and long-term locations for boarding and amenities such as protected waiting areas and restrooms, and covered bicycle parking.		Designated routes and drop-off and pick-up sites at short- and long-term sites	Shuttle bus operators	Licensing fee or other fees paid by Shuttle bus operators/agriculture company owners
	Designated locations allow for more permanent improvements and amenities	Procure agreements, long term leases, land donation, or land for drop-off and pick-up off-street; provide designated drop-off and pick-up locations on-street as determined			Business owner	USDA grant/loan
Locates permanent shuttle and parking facility in the existing industrial park east of San Luis I LPOE which is sized to accommodate the approximately 300 shuttle buses, commuter parking, and pedestrian amenities such as restrooms, seating, trash cans, etc.	Follow up with business owner in industrial park			Property owner- State Lands	Agricultural worker housing – Dept. of Labor, State	
				Now to 2 years	YMPO (support)	EPA- Brownfields Assistance
					YCIPTA	

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
	<p>Provides farmworkers dignity</p> <p>Increases bike parking facilities, and provision of racks and climate protection that removes haphazard parking and protects bikes.</p>	<p>adjacent to San Luis I LPOE about ability to place shuttle and parking facilities on land he is leasing</p>				
<p>Expand routes and headways of the YCAT bus transit system and Improve bus waiting zones</p>	<p>Can encourage mass transit use over private vehicle use, reducing congestion</p> <p>Provides more convenience and expands service area to potential riders</p> <p>Equity- Many residents and guest workers do not have cars and rely on public transit, or choose to not drive, and need reliable and easy to use transportation</p>	<p>Work with YCAT to identify new or expanded routes in the city, including out to the new eastern industrial parks, and to provide bus shelters and other amenities at stops.</p> <p>Update existing transit circulation study</p> <p>Research other funding opportunities or ability for San Luis facilities to obtain larger share of YCAT funding due to greater regional need and service provision due to adjacent San Luis I LPOE</p>	<p>New and expanded bus routes</p> <p>Bus shelters with amenities</p>	<p>Now to 2 years</p>	<p>City</p> <p>YCAT</p> <p>YMPO (support)</p>	<p>YCAT</p> <p>YMPO</p> <p>FTA</p>

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
	Benches, overhead structures, trash cans, etc. at bus stops make for a comfortable and cleaner experience while waiting for bus service.	YCAT may wish to entertain commercial advertising at stops to increase revenue				
Obtain vehicle, pedestrian, and bicycle traffic counts to inform circulation and intersection improvements	See Strategy #1	See Strategy #1	See Strategy #1	See Strategy #1	See Strategy #1	See Strategy #1
Study best routes to direct Mexico commute traffic into and out of downtown, and to city and regional destinations. Consider street redesigns in downtown such as narrowing lanes on Archibald to provide an improved place to walk with wider sidewalks and street trees, directing traffic coming into San Luis	<p>Helps reduce traffic and make more direct routes for people to access and leave the Land Port of Entry and downtown</p> <p>Creates more functional and attractive streets</p> <p>Improves air quality associated with congestion</p> <p>Improves livability and access for residents to</p>	<p>Work with transportation engineer and YMPO to identify sites for traffic counts</p> <p>Obtain traffic study and improvement recommendations/verifications</p> <p>Implement street design changes</p>	<p>Less congestion</p> <p>Better multimodal circulation</p>	Now to 2 years	<p>City</p> <p>Potential transportation consultant</p> <p>YMPO (support)</p> <p>ADOT</p>	<p>City</p> <p>YMPO</p> <p>ADOT</p> <p>Federal grants such as BUILD Grants, Surface Transportation Block Grant, Highway Safety Improvement Program (HSIP)</p> <p>GSA/CBP</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
from Mexico onto Urtuzuastegui Street rather than 1 st /Main Street to remove congestion in downtown, and removing or shifting one-way streets east of Main Street (make 2 nd one-way rather than 1 st) to improve vehicle flow and create more pedestrian-friendly streets	walk and drive downtown Supports economic development goals					
Study redirection of northbound traffic from Land Port along Urtuzuastegui Street and route beyond to access freeways, Yuma, and other employment centers Explore looping system from Juan Sanchez Boulevard to County 22 nd street to	Reduces traffic and makes a more direct route for people to exit the San Luis I LPOE and downtown Reduces conflicts with pedestrians and others trying to cross Urtuzuastegui Street Improves livability and access for residents to	Work with transportation engineer to obtain traffic study and improvement recommendations/verifications Implement street design changes Identify funding sources for implementation	Less congestion Improved circulation Less fatalities, injuries, and collisions Safer	Now to 4 years	City Potential transportation consultant Traffic study by GSA Community	City YMPO ADOT Federal grants such as BUILD Grants, Surface Transportation Block Grant, Highway Safety Improvement Program (HSIP)

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
<p>direct northbound traffic.</p> <p>Explore northbound connections from 10th Avenue to Country F1/2 and Juan Sanchez Boulevard from 2nd Avenue to Avenue E to connect both port of entries and provide additional roads for residential and commercial traffic.</p>	<p>walk and drive downtown</p> <p>Determines feasibility of rerouting</p> <p>Provides alternative routes for vehicle traffic to get to their destinations including residential and commercial</p> <p>Connects San Luis I and San Luis II Ports of Entry to enhance commerce and provide alternative routes</p> <p>Allows for better, faster and safer traffic flow of vehicles exiting the port</p>				<p>YMPO (support)</p> <p>ADOT</p>	GSA/CBP
<p>Continue to request ability to include private occupancy vehicles to San Luis II LPOE</p>	<p>Helps reduce commute traffic into and out of downtown at San Luis I LPOE</p> <p>Improves livability and walkability of downtown</p>	Work with GSA and CBP	Agreement to open Land Port of Entry II to private vehicles	<p>Now+ to come to agreement</p> <p>4+years for assessment, conceptual</p>	<p>City</p> <p>YMPO (support)</p> <p>ADOT</p> <p>GSA</p>	<p>City</p> <p>YMPO</p> <p>ADOT</p> <p>GSA</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
	Shifts traffic to major industrial and employment centers Improves downtown air quality			design, etc. as funding becomes available	CBP	CBP
Construct missing sidewalks and widen sidewalks to accommodate pedestrian flows	Removes barriers to walking Creates safer and more comfortable places for people to walk Delivers ADA routes, ramps, and path of travel	Develop sidewalk gap report and prioritize improvements Obtain and/or designate funds Construct. Piggyback onto other CIP street improvement work when possible	Built sidewalks and related elements	Now to 2 years	City ADOT Adjacent project developers	City YMPO ADOT Adjacent project developers Implement local sale tax
Provide designated and safe bicycle facilities on streets or off-street, paralleling the roadway.	Removes barriers to biking Creates safer and more comfortable places for people to bike Creates family-friendly opportunities for recreation and transit	Develop bike master plan with community input Obtain and/or designate funds Construct. Piggyback onto other CIP street improvement work when possible	Built bicycle facilities and related elements	Now to 2 years	City Community ADOT Adjacent project developers	City YMPO ADOT Adjacent developer fees/project requirements

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
						<p>Federal grants such as BUILD Grants, Surface Transportation Block Grant</p> <p>Implement local sale tax Funds, Highway Safety Improvement Program (HSIP)</p>
<p>Consider designating and constructing primary bike route network identified and discussed during the Improving Community Connections charrette, being on C, 2nd, Urtuzuastegui Streets; 6th, 8th, and 10th Avenues, and along the irrigation canal</p>	<p>Creates convenient, safer and more comfortable places for people to bike</p> <p>Creates family-friendly opportunities for recreation and transit</p> <p>Uses existing streets for the most part, with improvements being stripping or road diets to add new lanes</p>	<p>Develop bike master plan with community input</p> <p>Obtain and/or designate funds</p> <p>Construct. Piggyback onto other CIP street improvement work when possible</p>	<p>Built bicycle facilities and related elements</p>	<p>Now to 4 years</p>	<p>City</p> <p>Community</p> <p>ADOT</p> <p>Adjacent project developers</p>	<p>City</p> <p>YMPO</p> <p>ADOT</p> <p>Adjacent developer fees/project requirements</p> <p>Federal grants such as BUILD Grants, Surface Transportation Block Grant</p> <p>Implement local sale tax Funds, Highway Safety</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
						Improvement Program (HSIP)
<p>Study feasibility of constructing parking structure(s) downtown to expand parking opportunities near destinations, make land available for redevelopment, and limit impacts upon pedestrian safety</p> <p><i>(See also downtown parking district under Strategy #3)</i></p>	<p>Provides adequate parking in downtown</p> <p>Locates parking where most needed</p> <p>Allows vacant sites to redevelop</p> <p>Ensures cost to plan, construct, and operate/maintain structure is feasible</p>	<p>Economic consultant to research, analyze, and provide recommendations</p> <p>If favorable, city or other(s) to determine appropriate location(s), obtain funding and let out contracts to design and construct</p>	<p>Parking structure determined to be feasible</p> <p>Parking structure constructed</p>	Now to 4 years	City	<p>City/ YMPO</p> <p>Business Community/ Developers</p> <p>Public/Private Partnership</p> <p>USDA grant/loan</p> <p>Palm Springs, CA – used Measure J sales tax funds to buy, improve, and construct parking structure</p>
<p>Provide wayfinding signage to direct vehicles, bicyclists, and pedestrians to and from the San Luis I LPOE, to bus stops, parking, etc.</p>	<p>Makes it easy to understand where to go</p> <p>Reduces congestion</p> <p>Signage in English and Spanish is important along the border</p>	<p>Identify signage location and directional/informational needs</p> <p>Develop downtown/master signage design, if desired</p>	<p>People can easily read signs and know where to go/how to get to their destination</p>	Now to 2 years	<p>City</p> <p>GSA/CBP</p> <p>ADOT</p> <p>YMPO (support)</p>	<p>City</p> <p>GSA/CBP</p> <p>ADOT</p> <p>YMPO</p>

Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
		Obtain and place signage				
<p>Work with school districts and private schools to gain better understanding of circulation routes, student traffic volumes, safety issues, etc. of students from within San Luis and from/to Mexico.</p> <p>San Luis Middle School was mentioned as being particularly difficult to access.</p>	<p>Makes safe routes to schools</p> <p>Locates and installs facilities where needed</p> <p>Confirms whether shuttles or other non-pedestrian facilities are needed</p>	<p>Survey students and their families to understand level of comfort, concerns, desires, etc. for providing access to schools</p> <p>Survey school personnel to understand their needs for facilities, concerns, etc.</p> <p>Develop safe routes to school plans</p> <p>Development construction plans for interim/permanent improvements</p> <p>Construct improvements</p>	<p>Constructed improvements</p> <p>Students feel more comfortable walking</p> <p>Fewer accidents</p>	Now to 2 years	<p>City</p> <p>Schools</p> <p>Students and family</p> <p>ADOT</p> <p>YMPO (support)</p>	<p>City</p> <p>ADOT</p> <p>YMPO</p> <p>Safe Routes to Schools and other federal funds</p>
<p>Encourage United States and Mexico bus and shuttle agencies and companies to provide cross border service, especially during commute</p>	<p>Aids in reducing number of vehicles driving across the border</p>	<p>Contact and encourage bus and shuttle companies and agencies</p> <p>Coordinate with GSA/CBP</p>	<p>Less congestion</p> <p>Better air quality</p> <p>More buses/shuttles</p>	Now	<p>City</p> <p>YCAT/ other bus and shuttle companies</p>	<p>City</p> <p>YCAT/other bus and shuttle companies</p>

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Specific Actions/ Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time- frame	Lead and Support Roles	Resources
times for farmworkers and for AZ Western College and other school students. May need to coordinate with GSA/CBP for bus lane facility in San Luis I LPOE	<p>Aids in reducing parking facilities downtown and beyond</p> <p>Environmentally sustainable</p> <p>Equitable</p>	Identify sites for drop-off and pick-up stops if not associated with YCAT			GSA/CBP	<p>US and Mexican business community</p> <p>Regional/State transportation funds</p>

Strategy #3: Revitalize and expand economic development in downtown San Luis

There are opportunities in San Luis to expand the city’s economic base, provide civic spaces, and create a walkable, attractive, and vibrant downtown. The presence of many underused and vacant parcels, a grid street network, high volumes of pedestrians, and adjacency to the San Luis I LPOE to support tourism and workers are all potential contributors to revitalization. The following are some immediate and medium-term action items for the city to consider in meeting its vision and goals for a revitalized downtown.

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
Make downtown walkable and pleasant through aesthetic and functional street, open space, building, and parcel improvements	<p>Attractive and tree lined spaces have been found to attract more people and have higher sales</p> <p>Safe routes to and along Main Street and other downtown streets, encourage residents and others to frequent downtown establishments</p>	<p>Develop Downtown Revitalization Plan; change zoning; create building, site, and streetscape guidelines and plans; etc. to have a unified, functional, and attractive downtown</p> <p>Improve streets and intersections to make walking more convenient and comfortable</p> <p>Establish a Downtown Business Improvement District</p>	<p>Increased sales</p> <p>Increased activity and people coming to downtown</p>	Now to 2 years	<p>City</p> <p>Business owners</p>	<p>EPA</p> <p>Smart Growth America</p> <p>Main Street USA</p> <p>Complete Streets.org</p> <p>EPA Brownfields Area-wide planning grant</p> <p>Business Improvement District</p>

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
Update zoning and municipal codes to allow mixed uses, expand downtown commercial mixed uses, introduce housing and other commercial uses along Juan Sanchez Blvd, remove industrial uses downtown, transition commercial to residential zones, require active ground floors, architectural design and other elements	Allows uses to support downtown needs and keep existing residential uses	Study existing documents and how to accomplish goals	Adoption of ordinances and codes	2 to 4 years for ordinance	City	City
	Provides a mix of uses within walking distance of homes	Public outreach	Increase in development and use permits		Public	
	Provides a realistic amount of commercial uses given demand and trends	Draft ordinances and codes that address street frontages	Increase in development	5 to 10 years to construct	Property owners	
	Creates an attractive and pedestrian-friendly downtown	Adopt	Residential uses maintained	Implement		
Develop downtown parking district, parking demand management plan and strategies, and establish sites for vehicle and bicycle parking. Provide flexibility on parking ratios, locations, etc.	Develops and formalizes downtown district parking strategy Creates attractive parking lots and structures	Conduct parking audit	Parking facilities located where needed Attractive parking facilities	Now to 2 years	City Business community	City Business community – provide funds, bus/shuttle for employees, alternative hours, etc. to reduce traffic and parking demands
		Analyze and develop parking district plan and revise zoning ordinance and other city documents		5 to 10 years to construct		
		Develop parking demand management plan to determine strategies and funding opportunities to				

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
to support downtown revitalization plan.		<p>reduce congestion, need for parking, etc. and how to pay for them.</p> <p>Create design guidelines</p> <p>Adopt and implement Plan</p>				
Provide small business support	<p>It is difficult for businesses to obtain property or lease on Main Street</p> <p>There is a lack of available buildings downtown to start new or relocate existing businesses</p> <p>Many local businesses are “home grown” and need assistance with business plans, funding, and general support</p>	<p>Develop a feasibility study to determine the need for a business incubator program for startup businesses in downtown</p> <p>Establish small business support entity</p> <p>Develop feasibility study</p> <p>Construct facility</p>	<p>Establishment of small business support entity</p> <p>Successful businesses</p> <p>Economic Development Indicators</p>	<p>Now to 2 years</p> <p>2 to 4 years to develop plan</p> <p>4 to 6 years to construct</p>	<p>City</p> <p>Business community</p> <p>Regional economic development agencies</p> <p>Similar programs</p>	<p>City</p> <p>Business community</p> <p>Regional economic development agencies</p> <p>SBA</p> <p>EDA</p> <p>Arizona Commerce Authority</p> <p>Similar programs including city Incubator Program</p>

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
						Brownfield/EPA Agriculture/Farmer – technical assistance Opportunity Zones USDA – loans/grants, business and parking structure feasibility studies, rural business funding program
Develop downtown revitalization plan	Provide strategic framework to expand economic development and create a vibrant downtown	Continue with city plans to release RFP/RFQ for Plan	Adopted plan Implemented measures Vibrant downtown	Now to 2 years	City Business community Residents	City
Continue to study and implement ways to reduce impacts of commute traffic from	Reduces impact of traffic, especially during evening commute, upon downtown users and establishments	See Strategies #1 and #2	See Strategies #1 and #2	See Strategies #1 and #2	See Strategies #1 and #2	See Strategies #1 and #2

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
and especially to Mexico	Reduces conflicts between pedestrian access and safety to downtown					
Increase placemaking opportunities and identify and develop public open space downtown such as plazas, shared streets, pavement-to-parks, and parklets, adding trees, site furnishings, public art, etc.	<p>Creates spaces people can gather in and hold events</p> <p>Increases civic pride and public events</p> <p>Draws people downtown</p> <p>Creates unique and exciting spaces for all users</p>	<p>Study where public plaza/civic spaces make sense</p> <p>Provide public art</p> <p>Work with property owners and developers to include usable open space with their projects</p> <p>Based on street design, traffic studies, and plans, identify places shared streets and pavement-to-parks</p> <p>Design and develop spaces</p> <p>Design and build low cost and easy to implement elements until full funding can be obtained such as painted streets and intersections,</p>	<p>Public and Open spaces occurring in downtown</p> <p>Inclusion of public art</p>	Now to 4 years	<p>City</p> <p>Property owners/ Developers</p> <p>Downtown Business Improvement District</p>	<p>City</p> <p>City of Phoenix</p> <p>Property owners/ Developers</p> <p>NEA (Our Town Program)</p> <p>ArtAmerica</p> <p>ArtPlace</p> <p>Foundations, non-profits, and other entities</p>

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
		movable planters, pop-up parks and food courts, shade structures, etc.				
<p>Provide a visible downtown plaza to provide open space, attract and support social interactions and public activities, enhance commercial district, and create a “heart” to downtown. Provide elements such as trees, shade structures, water park, and seating.</p>	<p>Creates a primary place people can gather in and hold events</p> <p>Increases civic pride</p> <p>Draws people downtown</p> <p>Supports adjacent commercial uses</p>	<p>Obtain site</p> <p>Community outreach for design</p> <p>Design and construct park</p>	<p>Obtain land</p> <p>Construction of park</p>	<p>1 to 2 years</p> <p>4 to 6 years to construct</p>	<p>City</p> <p>Property owners/Developers</p> <p>Downtown Business Improvement District</p> <p>NEA (Our Town Program)</p> <p>Community</p> <p>ArtAmerica</p> <p>ArtPlace</p>	<p>City</p> <p>Property owners/Developers</p> <p>Downtown Business Improvement District</p> <p>NEA (Our Town Program)</p> <p>ArtAmerica</p> <p>ArtPlace</p>
<p>Hold events to bring people to downtown and Main Street, such as farmers’ markets, Ciclovía, and street fairs</p>	<p>Attracts people downtown</p> <p>Creates fun and interesting events for the community</p>	<p>Work with Farmers’ Market Board to develop weekly events</p> <p>Work with local bike, school, and other advocacy and community groups to hold events</p>	<p>Events scheduled</p> <p>People downtown for events</p>	<p>Now to 4 years</p>	<p>City</p> <p>Chamber</p> <p>Bike Advocacy</p> <p>Schools</p>	<p>City</p> <p>Business District</p> <p>Community groups</p>

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
					Local business Farmer's Market Board Others	
Provide a pedestrian connection between San Luis Plaza Drive and downtown	Provides convenient access for pedestrians Integrates civic, social, educational, and service uses with downtown	Study feasibility for stairs and ramp across bluff If feasible, obtain funding, prepare conceptual and final designs, and construction documents Construct	Feasible to construct Built access	2 to 4 years	City	City
Work with US Postal Service to establish postal substations and deliver mail to reduce congestion around city's only post office	Reduces congestion Creates safer passage for pedestrians around post office Provides more convenient mail services and delivery to residents	Contact and work with local and federal USPS representatives Demonstrate to USPS that city has met population criteria for home/business delivery	Agreement by USPS to provide substations and deliver mail Construction of substations Mail delivery	Now to 4 years	City Business Community Residents USPS	USPS Developers City Congressional Representative

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
Support brownfield assessment and remediation of lands for redevelopment	<p>Improves environmental quality</p> <p>Enables redevelopment of contaminated sites</p>	<p>Identify and prioritize contaminated lands for redevelopment</p> <p>As obtain funding, assess properties, and remediate as needed</p>	<p>Removal of contaminated elements</p> <p>Reuse of contaminated sites</p>	1 to 5 years	City	<p>EPA Brownfields-assessment and mitigation</p> <p>State of Arizona</p> <p>Federal agency land owners – BLM, others</p>
Continue to investigate Smart City options and technology, especially affordable wireless	<p>Offers equitable and beneficial service to city residents, guests, and workforce</p> <p>Provides access to high speed internet, usually free</p>	<p>Research other communities that have successfully obtained service</p> <p>Establish Task Force</p> <p>Training seminars for residents, guests, and workforce to understand how to use</p>	<p>Low cost and stable system</p> <p>Actively used by residents, guests, and workforce</p>	1 to 2 years	<p>City</p> <p>Smart City/Internet consortium</p>	<p>EPA Office of Sustainable Communities, Cool and Connected technical assistance program</p> <p>Ketchum, ID; West Hollywood, CA; Erwin, TN; Seat Pleasant, MD and other</p>

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
						cities with Smart City Plans Federal Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) Program City of Yuma
Increase access to public health and local food initiatives for community benefit	Provides access to health services and food to all Improves community health Improves quality of life	Study ability to include health and food initiatives in community, such as at schools, parks, vacant lands or pavement-to-parks to include community gardens, with related services, etc.	Greater access to health services Greater access to healthy food	Now to 2 years	City Schools Social services Business district	City Schools Social services Business district USDA Non-profit agencies EPA Local Foods, Local Places Program

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
<p>Include green infrastructure in streets, parking lots, sites, parks, and other areas</p>	<p>Reduces flooding</p> <p>Harvests water for irrigation</p> <p>Management and treatment of stormwater runoff</p> <p>Aids in providing landscaped spaces</p>	<p>Research measures appropriate to local conditions</p> <p>Coordinate planning for street improvements with the appropriate water quality agency(ies) to get their early input</p> <p>Incorporate vegetation using native species that provide habitat and food sources for pollinators</p> <p>Develop policy and guidance</p> <p>Adopt</p> <p>Determine if can be included with complete street and other development projects</p> <p>Implement</p> <p>Pilot projects</p>	<p>Implementation of green infrastructure and low impact development measures</p>	<p>2 to 4 years</p>	<p>City</p> <p>Flood Control District (administered by Yuma County Department of Development Services)</p> <p>Arizona Department of Environmental Quality (ADEQ)</p>	<p>City</p> <p>EPA- Green Infrastructure website</p> <p>Green Infrastructure for Southwestern Neighborhoods</p> <p>Guide for Low Impact Development Toolkit, Mesa, AZ</p> <p>Infraestructura Verde en San Luis Rio Colorado</p>
		<p>Reduce impacts to businesses along Archibald through</p>				

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
street design, access routes, etc.	congestion and limited vehicle access	the businesses on Archibald Street Encourage uses not reliant upon afternoon deliveries to locate along street	businesses on Archibald Street			
Expand commercial services to visitors and employees from Mexico	Increased sales to cross-border residents who visit San Luis or who continue onto other Yuma County commercial locations/business districts Increases sales tax revenue	Support economic development downtown	Increased sales and sales tax revenue	Now	City Business owners Business Improvement District	City Business owners Business Improvement District
Increase bicycle parking facilities, including provision of bike racks, overhead structure, and restrooms, maps/wayfinding, and seating areas as appropriate	Provides secure places to lock bikes in places convenient to destinations, that are easily accessible, is organized.	Identify parking areas as part of a Bike and Pedestrian Master Plan For interim, temporary parking, obtain and locate movable racks around downtown, at/near destinations.	Places for bikes to park securely and where wanted	Now to 3 years	City Shuttle operators/farming companies Downtown Business Association	City Shuttle operators/farming companies Downtown Business Association

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Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time-frame	Lead and Support Roles	Resources
	<p>Provides protection from the elements.</p> <p>Provides amenities to bicyclists.</p>	<p>Require shuttle operators/farming companies and employers to provide a minimum number of city specified bike racks at their drop-off and pick-up or business sites</p> <p>Obtain and install permanent bike parking facilities</p>			Employers	Employers
<p>Investigate and apply to philanthropic organizations to fund improvements such as health, art, housing, multimodal facilities, food, public space, etc. for residents, school children, and employees</p>	<p>Significant need in San Luis area</p> <p>Many sources of funding needed to cover costs</p> <p>Many grants are specific to one focused need/issue</p>	<p>Research philanthropic organizations</p> <p>Focus on topics such as farm related, transportation, health, populations at risk, etc.</p> <p>Coordinate with regional and other partners, including universities/colleges, to write and submit grants, and assistance and loan requests</p>	<p>Obtain grants, loans, technical assistance, etc.</p>	<p>Now to 2 years</p>	<p>City</p> <p>Others</p>	<p>Internet/Local and regional agencies and jurisdictions</p> <p>Farm related charitable organizations</p>

6 | Resources for Implementation

This section highlights resources available to the city for technical and funding assistance. Incorporating certain equity and sustainable strategies into projects can help projects compete for limited infrastructure and other improvement funding from regional, state, and federal agencies. These types of strategies include: improving safety and quality of life for underserved populations, such as for people experiencing economic, health, and access to transport issues; the use of green and complete street techniques; and integrating climate resiliency strategies.

The design team, in conjunction with its federal partners, has developed a list of resources to assist the city in pursuing implementation for the strategies described in this report. In addition, state and local stakeholders during the focus group meetings identified several potential technical and funding resources. The list of resources is as follows:

Multimodal Transportation and Street Improvements, including Archibald Street, Urtuzuastegui Street, and other roadway reconfigurations, shared streets, and bike and pedestrian improvements

- Through the [Rivers, Trails, and Conservation Assistance Program](#), “the National Park Service works with local leaders to build partnerships and engage their communities in outdoor recreation and natural resource conservation projects.”¹ This program provides technical assistance including design and planning, fundraising, implementation and other support.
 - The **U.S. Department of Transportation’s (US DOT) Highway Safety Improvement Program (HSIP)** makes annual allotments to ADOT, and complete streets are an eligible use of the funds.
 - The **US DOT** provides a **Better Utilizing Investments to Leverage Development, or BUILD, Transportation Discretionary Grant program**. This program replaces the pre-existing TIGER grant program and provides grants to fund capital improvements in surface transportation infrastructure that have significant local or regional impact. These are evaluated on
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- 1 National Park Service. Rivers, Trails, and Conservation Assistance Program, <https://www.nps.gov/orgs/rtca/index.htm>. Accessed October 2, 2017.

criteria that include safety, economic competitiveness, quality of life, environmental protection, state of good repair, innovation, partnership and additional non-Federal revenue for future transportation infrastructure investments. The city is interested in improving many of their streets and corridors, and can package these projects together to submit for a BUILD Grant. During the charrette, YMPO offered to write a support letter. The city can approach YMPO and GSA to obtain assistance with grant writing for this funding resource based on their experience with other federal grant writing. EPA can also reach out to HUD/DOT to solicit input on how best to secure resources for Urtuzuastegui Street, as a priority corridor due to its vicinity and tie to the LPOE.

- The **US DOT** offers many assistance programs and grants. The **Surface Transportation Program Block Grant** provides annual funds that can be used for a variety of projects, including some of the design options provided in this memorandum. Up to \$1 million is available. The [Rural Transportation Assistance Program – 5311\(b\)\(3\)](#) provides funding to states for developing training, technical assistance, research, and related support services in rural areas. A YMPO

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representative noted during the charrette that **STBG funds** can be traded for CMAQ funds anywhere in a non-attainment area. This process should be reviewed for better understanding if it makes sense for the needs of San Luis and is coordinated with the YMPO.

- The **US DOT** also offers two grant programs to states and transit agencies to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. They are [Grants for Buses and Bus Facilities Formula Program - 5339\(a\)](#) and [Bus & Bus Facilities Infrastructure Investment Program](#).
- The **Arizona Department of Arizona (ADOT)** indicated that they can assist with local project agreements with federal improvements. ADOT has limited gas tax revenues that the agency can share with local agencies. ADOT also indicates that they have City of San Luis and the San Luis I LPOE on their radar and are happy to assist with technical assistance and endorsements. ADOT informed that the agency has funds for roads of regional significance outside city limits if there is a matching grant available.
- Federal funds are available for **Federal Aid Eligible** routes (which include US95, US195 and Juan Sanchez Boulevard). The YMPO indicated that at the city's request, certain routes may be eligible to have their category upgraded for inclusion under Federal Aid Eligible routes.
- There are numerous surface transportation funding programs which are used to fund projects contained within the YMPO's **Transportation Improvement Program (TIP)**, and **ADOT's Statewide Transportation Improvement Program (STIP)** and **Long Range Transportation Plan (LRTP)**. Although Arizona's State Transportation Board and ADOT have placed a greater priority on the maintenance and modernization of existing roadways, the use of federal funds for expansion is not prohibited by USDOT. The city can work through the YMPO to identify potential funding opportunities for future expansion efforts.
- The [Trust for Public Lands](#) "collaborates with communities to plan, design, and build parks, playgrounds, gardens, and trails"². Residents and stakeholders may be able to obtain assistance to design and construct needed parks, playgrounds, gardens, and trails as identified in the design options or in other areas of the neighborhood and city.
- **Establish sales tax to pay for transportation improvements.** Phoenix and Tucson have passed sales tax to acquire additional funds to support various transportation improvement projects, and aid in realizing more transportation and infrastructure improvements. Capital improvement projects can include multimodal complete streets, shared streets and living alleys, pedestrian and bicycle trail facilities, street trees and landscaping, green stormwater infrastructure, and drainage and flood prevention infrastructure.
- The **YMPO** carries out in-house traffic counts and can make them available to the city for their projects. YMPO can assist the city in raising local funds for transportation activities. YMPO has funds for advancing projects at design phase to construction phase that may be in YMPO's program. The city can coordinate with YMPO to identify and prioritize certain streets and projects for funding.
- The YMPO had prepared a **San Luis Port of Entry I Origin-Destination Study** to determine general destinations of people driving or walking into the United States, however, the report did not use data collected during the agricultural season, and did not account for bicyclists, or where people parked in downtown San Luis. The YMPO offers to update this report to take these other aspects into consideration and develop new or modify the existing report's information and conclusions. The findings of this report can assist the city, YCAT, and others in determining multi-modal needs, such as transit, bike routes, parking, and more.
- In addition, the YMPO has the ability to upgrade some routes with city request to **federal eligible routes**. Existing federal eligible routes are US95 and US195. YMPO offers to assist the city to apply for grant funding. The YMPO may have funds available in the future for advancing projects and design phases that may be in their program, with construction starts of 4-5 years out.

2 The Trust for Public Lands. Create.

<https://www.tpl.org/how-we-work/create#sm.000715acv182heu8zag1dsydri68d>.

Accessed November 24, 2017.

- The **Model Design Manual for Living Streets, developed by the County of Los Angeles Public Health and others**, is a free downloadable and editable manual available on the internet for cities to use to develop guidance for multimodal street design. “This manual focuses on all users and all modes, seeking to achieve balanced street design that accommodates cars while ensuring that pedestrians, cyclists and transit users can travel safely and comfortably. This manual also incorporates features to make streets lively, beautiful, economically vibrant as well as environmentally sustainable. Cities may use this manual in any way that helps them update their current practices, including adopting the entire manual, adopting certain chapters in full or part, modifying or customizing chapters to suit each city’s needs.” Some guidance may not be current best practices, but the manual can still be helpful.³
- The **National Complete Streets Coalition’s** website provides information on complete streets, intersections, and street lighting including policy development and implementation, technical assistance, webinars, and other resources.⁴ Technical assistance includes workshops on complete streets, economic development, smart growth, and more.

3 County of Los Angeles Health. http://publichealth.lacounty.gov/place/PLACE_The_Model_Design_Manual_for_Living_Streets.htm. Accessed on March 22, 2018.

4 Smart Growth America. National Complete Streets Coalition. <https://smartgrowthamerica.org/program/national-complete-streets-coalition/>. Accessed on March 22, 2018.

- **National Association of City Transportation Officials’ (NACTO)** “mission is to build cities as places for people, with safe, sustainable, accessible and equitable transportation choices that support a strong economy and vibrant quality of life.” They provide guidance on street design, transit street design, bikeway design, street stormwater (green infrastructure), and other topics that are available on the internet or as hard copy manuals; street design data sharing, training and workshops, and other information. NACTO’s guidance and other information is graphic-oriented, provides dimensional guidance, and includes case studies.⁵

Placemaking

- The **Dr. Robert C. and Tina Sohn Foundation** offers grants for projects that are focused on the environment, health and human services, education, and arts. The City of San Luis can pursue this in an effort to connect to funding for environmental improvements and improving neighborhoods.
- **Transportation for America (T4America), the advocacy arm of Smart Growth America**, provides **Creative Placemaking grants, under the Cultural Corridor Consortium**. Grants of \$50,000 are awarded “to creative placemaking projects in three new cities that engage residents, attract the attention of local public works and transportation agencies, and spark new conversations that bring more people

5 National Association of City Transportation Officials. <https://nacto.org/>. Accessed on March 22, 2018.

to the table to plan and implement new transportation investments. [T4America is] especially committed to funding collaborative projects that expand transportation opportunities and local control for low-income people, recent immigrants, and people of color living in communities that have experienced disproportionate disinvestment and disconnection.”⁶ T4America offers **other resources and downloadable reports and guidance** on various transportation issues; building healthy and prosperous communities; arts, culture, and transportation; and more.⁷

- There are many grants available for funding public art and creative placemaking endeavors. These include the **National Endowment for the Arts (NEA) Our Town Grant** and **ART WORKS, ArtPlace America, and the Kresge Foundation**. The city can explore these and other opportunities to fund the **design, commissioning, and creation of public art** and public art programs.^{8 9 10}

6 Transportation for America. <http://t4america.org/creative-placemaking-grants/>. Accessed on March 22, 2018

7 Ibid. <http://t4america.org/our-vision/>. Accessed on March 22, 2018.

8 National Endowment for the Arts. Grants. <https://www.arts.gov/grants> and <https://www.arts.gov/grants-organizations/our-town/arts-engagement-cultural-planning-and-design-projects-grant-program-description>. Accessed on January 19, 2016.

9 ArtPlace. www.artplaceamerica.org. Accessed on January 19, 2016.

10 The Kresge Foundation. <https://kresge.org/>. Accessed on January 19, 2016.

- The **U.S. Department of Agriculture Forest Service** offers a cost-share grant program, through the [National Urban and Community Forestry Advisory Council](#), aimed toward program development that address strategies in their Ten-Year Action Plan. City projects can qualify for this grant through the priority strategy to “build human health through urban and community forestry.”¹¹
- The **Project for Public Spaces (PPS)** is a nonprofit organization which helps people create public spaces and engaged communities. PPS connects people to ideas, resources, expertise, and partners who see placemaking as the key to addressing their greatest challenges. PPS offers resources and technical assistance to improve and implement public spaces, and provides case studies on their website.¹²

11 Urban and Community Forestry. Urban and Community Forestry Advisory Council. www.fs.fed.us/ucf/nucfac. Accessed on January 19, 2016.

12 Projects for Public Spaces. <https://www.pps.org/about>. Accessed on March 22, 2018.

Downtown Revitalization/Small Business Support

- The **U.S. Department of Housing and Urban Development (HUD)** offers funding and assistance through the [HUD Community Compass Technical Assistance and Capacity Building Program](#). HUD can provide funding for projects that focus on community and economic development, disaster resilience, green infrastructure, and green development in public housing operations and programs.
- The **U.S. Economic Development Administration (EDA)** has several economic development assistance grant programs that support job creation and job retention in economically distressed areas. It's **Planning Partnership, Technical Assistance, Public Works, Economic Adjustment**, and **Special Initiatives** grants provide communities with the resources to foster economic growth and private sector investment.
- [New Market Tax Credits \(NMTC\)](#) help to increase the flow of funds to low income communities and business by providing tax incentives to investors, helping economic development in communities that need it the most. Potential development sites in the project area may qualify for NMTC.
- [Partners for Places](#) (a partnership between the [Urban Sustainability Directors Network](#) (USDN) and the [Funders' Network for Smart Growth and Livable Communities](#) (TFN)) provides grants to enable “cities and counties to improve communities by building partnerships between local government sustainability offices and place-based foundations. National funders invest in local projects to promote

a healthy environment, a strong economy, and well-being of all residents. Through these projects, Partners for Places fosters long-term relationships that make our urban areas more prosperous, livable, and vibrant. The grant program provides partnership investments between \$25,000 and \$75,000 for one year projects, or \$50,000 and \$150,000 for two year projects, with a 1:1 match required by one or more local foundations.”¹³

- Funding for 2017 (Round Eleven) included “support [for] green stormwater infrastructure projects that advance water-related sustainability goals. The [Green Infrastructure Leadership Exchange](#), a new practitioner network supporting green infrastructure communities, is a new partner to USDN and TFN for the green stormwater infrastructure projects.”¹⁴

13 Funders Network for Smart Growth and Livable Communities. Partners for Places, <https://www.fundersnetwork.org/request-for-proposals-now-available-for-partners-for-places-round-eleven/>. Accessed October 2, 2017.

14 *Ibid.* The “general grant program is supported by [Bloomberg Philanthropies](#), [The JPB Foundation](#), [Kendeda Fund](#), [New York Community Trust](#), [The Summit Foundation](#), and [Surdna Foundation](#), with support for green infrastructure projects provided by the [Fred A. and Barbara M. Erb Family Foundation](#) and the [Pisces Foundation](#).” Accessed on March 1, 2018.

- EPA **Smart Growth in Small Towns and Rural Communities** website offers a robust site of information including technical assistance, case studies, tools, resources, webinars, partnerships, and other topics.¹⁵
- The city indicated the concept of a **Downtown Business Improvement District (BID)** would be covered in the soon to be developed Downtown Revitalization Plan. Once a BID is established, it can collect and expend monies for business growth and improving the downtown area.
- **Infrastructure for Rebuilding America (INFRA)** offers grants for larger projects such as highways and bridges¹⁶.
- Portions of San Luis are designated under a **new market and tax credit using capital gains**, called the Qualified Opportunity Zone. Over the next few months, additional legal guidance will be provided by the Treasury Department and the Internal Revenue Service on this program. The city should track this program and upcoming guidance, as well as coordinate with the governor to be able to take the necessary steps between now and when the guidance is released. Opportunity zones were added to the tax code in two sections (1400Z-1 and 1400Z-2). The published list

of designated jurisdictions only includes the funds under section 1400Z-1. The city can also consider contacting the governor to determine its eligibility for the Opportunity funds under section 1400Z-2.

- Under **HUD**, the **Community Development Block Grant (CDBG) Program** offers the **Section 108 Loan Guarantee Program**. Section 108 provides financing for a range of development related projects including public facilities and site improvements. These loans can act as a catalyst for private development.¹⁷ CDBG funds allocated to the city for use in low to moderate income areas can be used to implement the design options as well.
- HUD administers **CDBG grants** (up to \$300,000) which are available to properties that facilitate redevelopment and have community benefits. Example include parks and schools.
- The **USDA's Rural Business Development Program** offers many programs, training, and assistance, in as well as loans and small grants for rural communities, businesses, non-profits, and individuals to expand or develop economic and community growth, community facilities, health care, farm labor and other housing, rural microentrepreneur assistance, telecommunications infrastructure, and more.¹⁸

- **EPA Brownfield HQ** also offers drop in assistance to agriculture community and farmer's market, environmental workforce development and job training, and other support. Refer to the following Brownfields section for additional information.
- "**Main Street America** has been helping revitalize older and historic commercial districts for more than 35 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development." Main Street America provides numerous resources including conferences, technical services, and strategic and tactical services.¹⁹
- **PPS** is a useful resource for Downtown Revitalization. Please see previous section for a full description of their services.
- **HUD** offers grants as part of their **Main Street program**. "Main Street program seeks to rejuvenate older, downtown business districts while retaining the area's traditional and Historic character. To do this, the Main Street program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a Main Street revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing."²⁰

15 United States Environmental Protection Agency. Smart Growth. <https://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities>. Accessed on March 22, 2018.

16 United States Department of Transportation. Build America Bureau. <https://www.transportation.gov/buildamerica/infragrants>. Accessed on March 22, 2018.

17 United States Department of Housing and Urban Development. Section 108 Loan Guarantee Program. <https://www.hudexchange.info/section-108/>. Accessed on January 19, 2016.

18 United States Department of Agriculture Rural Development. <https://www.rd.usda.gov/programs-services/programs-services-businesses>. Accessed on March 22, 2018.

19 Main Street America. <https://www.mainstreet.org/mainstreetamerica/themovement>. Accessed on March 22, 2018.

20 United States Department of Housing and Urban Development. HOPEVI Main Street Program. https://www.hud.gov/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet. Accessed on March 22, 2018.

Parking Districts and Parking Structure

- The city can consider establishing a **Parking/Transportation Demand Management (TDM)** program and parking lot study which can assist with determining where parking should be placed; as well as measures to reduce parking demand such as companies being required to provide worker shuttles, alternative work hours, improved bike riding facilities and parking areas, providing free or low-cost transit passes, and paying in lieu fees.
- The **City of Palm Springs, CA** used Measure J sales tax funds to obtain land and provide a **parking structure** downtown. San Luis can contact and coordinate with Palm Springs to understand the process, lessons learned, and more.²¹ The Palm Springs garage provides free parking, but the owner and/or operator of a parking structure in San Luis can institute parking charges. Many other communities have investigated the feasibility of parking structures, and associated reports can be reviewed.
- The city can consider requiring agriculture and bus shuttle companies to pay a **licensing fee** to the city to reimburse costs associated with the city installing and maintaining toilets, drop-off and pick-up facilities, and other amenities for agricultural workers.
- The **USDA** offers many programs, loans, and small grants for rural communities, businesses, non-profits, and individuals for business, economic and community development; community facilities; health care; farm labor and other housing; rural microentrepreneur assistance; telecommunications infrastructure; and more. The preparation of determining the feasibility of business sites including a parking garage is an acceptable project to be considered for funding. Feasibility study on business sites, such as parking garage; Rural business funding program with city sponsorship.²²

21 Jesus Reyes, KESQ. <http://www.kesq.com/news/more-parking-spaces-to-be-available-in-downtown-palm-springs/672711051>. Accessed on March 22, 2018.

22 United States Department of Agriculture Rural Development, <https://www.rd.usda.gov/programs-services/programs-services-businesses>. Accessed on March 22, 2018.

Public Health/Local Food Initiatives/Social Services

- EPA and other agencies sponsor the **Local Foods, Local Places** program. “Local Foods, Local Places helps cities and towns across the country protect the environment and human health by engaging with local partners to reinvest in existing neighborhoods as they develop local food systems. Local Foods, Local Places supports locally led, community-driven efforts to protect air and water quality, preserve open space and farmland, boost economic opportunities for local farmers and businesses, improve access to healthy local food, and promote childhood wellness.

Through Local Foods, Local Places, partner communities have worked on projects such as:

- Opening year-round, downtown markets featuring foods from local farmers.
- Planning cooperative grocery stores to help revitalize small-town main streets.
- Creating centrally located community kitchens or food hubs to aggregate and market local foods.
- Starting business incubators to help entrepreneurs launch food-related businesses on main streets.
- Making it easier for people to walk or bicycle to farmers markets and local restaurants.
- Developing community gardens in walkable, transit-accessible places.

- Helping schoolchildren to grow their own food, and making healthy local food accessible to families, including via SNAP (Supplemental Nutrition Assistance Program) benefits.

Based on the best practices and lessons learned from Local Foods, Local Places workshops, EPA developed the **Local Foods, Local Places Toolkit** to help communities interested in using local foods to support downtown and neighborhood revitalization. The toolkit provides step-by-step instructions for planning and hosting a community workshop and includes case studies and templates communities can adapt to their needs.²³

- In addition, a case study from Ajo, Arizona is provided that describes the technical assistance Ajo received, and the successful results of the program. Refer to <https://www.epa.gov/smartgrowth/local-foods-local-places-ajo-az>.
- The city can investigate opportunities to obtain **various social and health funding** to support the needs of the community as well as possibly establish a neighborhood center to provide complementary medical, dental, social and food services already provided elsewhere in the city. Funding opportunities on the federal, state, regional, and local scale should be explored.
- Nationally, the **W. K. Kellogg Foundation** provides grants related to children’s health and education, family security, racial equity, and community

²³ See <https://www.epa.gov/smartgrowth/local-foods-local-places> for greater detail.

engagement.²⁴ In addition, the **Robert Wood Johnson Foundation** provides grants focused on health leadership, health systems, healthy communities, and healthy kids, healthy weight.²⁵ For both the Robert Wood Johnson and W. K. Kellogg Foundations, funding is restricted to certain uses, and typically does not include program operating costs and capital improvement costs.

- **Philanthropic arms of agricultural companies** provide a range of grant funding opportunities that can be used towards improving conditions in and for the city. A few such opportunities are:

- John Deere – <https://www.deere.com/en/our-company/citizenship-and-sustainability/grant-information/>
- Monsanto – <https://www.monsantofund.org/#home-stories>
- Dow – <https://www.dow.com/en-us/news/dow-facts/charitable-giving>
- Future of Food – <https://futureoffood.org/about-us/monitoring-evaluation/>
- Others include Pew Charities, Clarence E Heller Charitable Foundation, and Sustainable Agriculture and Food Systems Funders.

²⁴ W. K. Kellogg Foundation. What we do. www.wkcf.org/what-we-do/overview. Accessed on August 13, 2016.

²⁵ Robert Wood Johnson Foundation. www.rwjf.org. Accessed on August 13, 2016.

Brownfields

- USEPA provides **Environmental Quality Grants** to state agencies, of which Arizona Department of Environmental Quality (ADEQ) is one of the recipients. The city can leverage this grant from the state by showing a need for development. No matching funds are required. Focus group participants thought that with the city's general plan update underway and strong demographics and community, San Luis was a good candidate for these funds.
- **ADEQ** manages a **Brownfields Assistance Program** that provides funding under a State Response Grant for Phase I and Phase II environmental site assessments.
- **EPA's Brownfields Program** works to protect the environment, promote partnerships, and facilitate sustainable reuse. EPA's brownfields grants and technical assistance give communities and other stakeholders resources to prevent, assess, and cleanup properties where the potential presence of a hazardous substance may complicate sustainable reuse. Sites within the project area may be eligible for brownfields grants and technical assistance.
- Under the **Targeted Brownfields Assessment (TBA)**, EPA funds a contractor to assess a brownfield site where contamination (such as lead, asbestos, petroleum, other) is real or potential constraint, research historical property uses, conduct environmental sampling, identify cleanup options, and estimate associated cleanup costs. Applicants can access up to \$100,000 worth of technical assistance for eligible properties. Privately owned properties are eligible under certain conditions. EPA also has a **Brownfields Cleanup grant** program established for each state. The city can apply for this grant to aid in the cleanup of contaminated sites.
- The city can consider applying to various grants associated with environmental assessment and clean-up work. **USEPA** provides **Assessment Grants** to assess a site that may be not be redevelopable because of perceived contamination by hazardous substances and pollutants (including lead, asbestos, petrochemicals etc.). Cleanup grants are also provided to carry out clean up at such brownfield sites. Potential candidates include parking lots and businesses that want to expand.
- **USEPA** provides grants to fund research and technical assistance and/or training activities that facilitate brownfield inventory, site assessments, remediation, or site preparation on an area-wide level such as a downtown district or neighborhood in the form of **Brownfields Area-wide Planning Grants**. These grants "aid under-served and economically disadvantaged communities by facilitating their collaboration and planning with diverse public and private entities... [and] will [help] develop plans for the assessment, cleanup and revitalization of abandoned industrial and commercial properties that have contributed to area-wide environmental degradation, economic hardship and social inequities. Area-wide plans typically help communities to leverage funding for transportation, housing and other important neighborhood improvements."²⁶

26 United States Environmental Protection Agency. **Brownfields Area-Wide Planning Grants**. <https://www.epa.gov/brownfields/brownfields-area-wide-planning-grants>. Accessed on March 22, 2018.

Public Private Partnerships

Partnering with private entities by the city can aid in funding and implementing projects in the city.

- The city can approach **ADOT** for partnering; has statutory authority to do Public Private Partnership projects. Example projects to partner on include parking structures and mixed-use developments.
- Focus group participants suggested the city consider a **licensing agreement** with the agricultural companies as a revenue stream as their buses and employees use city resources. It was also suggested the city can approach the philanthropic arms of the agricultural companies to obtain funds for a variety of improvements and issues including the provision of restrooms and trash receptacles, and maintenance and cleaning of restrooms, sidewalks and adjacent areas resulting from the heavy use of agricultural shuttle riders.

Smart Cities/Connected Cities

- The city expressed interest in providing low cost and reliable internet connections to the city. Technical assistance can be obtained through a **Cool & Connected** grant sponsored by the **U.S. Department of Agriculture Rural Utilities Service, EPA, and Appalachian Regional Commission**. Cool & Connected is “a planning assistance program that helps community members develop strategies and an action plan for using broadband to create walkable, connected, economically vibrant main streets and small-town neighborhoods that improve human health and the environment. Communities can combine broadband service with other local assets such as cultural and recreational amenities to attract investment and people, including young people, and diversify local economies.”²⁷

27 United States Environmental Protection Agency. Cool & Connected. <https://www.epa.gov/smartgrowth/cool-connected>. Accessed on March 22, 2018.

- Several other cities are investigating **Smart City technology and strategies**, or have developed policies and plans. Case studies include West Hollywood, CA²⁸; Ketchum, ID²⁹; Erwin, TN³⁰; Seat Pleasant, MD³¹; and the Smart Cities Research Center at U.C. Berkeley.³²
- **US DOT’s Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD)**³³ provides funding to eligible entities to develop model deployment sites for the large scale installation and operation of advanced transportation technologies to improve safety, efficiency, system performance, and infrastructure return on investment.

28 City of West Hollywood, California. Smart City. <http://www.weho.org/city-hall/city-departments-divisions/economic-development/innovation/west-hollywood-smart-city>. Accessed on March 22, 2018.

29 City of Ketchum, Idaho. Smart City. <https://www.usmayors.org/wp-content/uploads/2017/02/2016SmartCitiesSurvey.pdf>. Accessed on April 24, 2018.

30 City of Erwin, Tennessee. Smart City. <https://smartgrowthamerica.org/erwin-tn-evolving-railroads-fiber-optic-cables/>. Accessed on April 24, 2018.

31 City of Seat Pleasant, Maryland. Smart City. <https://www.seatpleasantmd.gov/35/Smart-City>. Accessed on April 24, 2018.

32 University of California, Berkeley. Smart Cities Research Center. <http://smartcities.berkeley.edu/>. Accessed on March 22, 2018.

33 United States Department of Transportation, ATCMTD, <https://www.fhwa.dot.gov/fastact/factsheets/advtranscongmgtfs.cfm>. Accessed on May 29, 2018.

Water Quality, Green Infrastructure, and Climate Resiliency

- [EPA's Water Infrastructure and Resiliency Finance Center](#) provides the [Water Finance Clearinghouse](#) (Clearinghouse), "a web based portal, [which] helps communities make informed financing decisions for their drinking water, wastewater, and stormwater infrastructure needs. The Water Finance Clearinghouse gives local decision makers an opportunity to search for available funding sources for water infrastructure as well as resources (such as reports, webpages, and webinars) on financing mechanisms and approaches that can help communities access capital to meet their water infrastructure needs. State, federal, local, and foundation funding sources and resources on public-private partnerships, asset management practices, revenue models, and affordability approaches are included in the Clearinghouse."³⁴
- In addition, [EPA's Water Finance Center](#) "provides financing information to help local decision makers make informed decisions for drinking water, wastewater, and stormwater infrastructure to protect human health and the environment."³⁵
- The [U.S. Climate Resilience Toolkit](#) maintains a listing of funding sources related to a range of climate change and resiliency issues including sustainability, drought recovery, water and other natural resources conservation, agricultural management assistance, urban heat adaptation, and more. It also provides information related to building resiliency, case studies, tools, and other topics.³⁶
- [EPA's Clean Water Act Section 319 grants](#) are directed to demonstration projects that reduce nonpoint source pollution. Green infrastructure elements can be eligible for funding through this program.
- **EPA's Office of Water** offers grants and funding sources. **The Clean Water State Revolving Fund (CWSRF)** provides eligibility to projects aimed to manage nonpoint source pollution, recapture stormwater, and reduce water use. Another program is the **Green Project Reserve** which provides water quality financing to help communities meet the goals of the Clean Water Act. Nonpoint source pollution control and green infrastructure can be eligible for funding through this program. **Section 106 Water Pollution Control Grants** provide assistance to build and sustain effective water quality.

34 United States Environmental Protection Agency. Water Finance Clearinghouse, <https://www.epa.gov/waterfinancecenter/water-finance-clearinghouse>. Accessed October 2, 2017.

35 United States Environmental Protection Agency. Water Infrastructure and Resiliency Finance Center. <https://www.epa.gov/waterfinancecenter>. Accessed October 2, 2017.

36 W.S. Climate Resilience Toolkit. Funding Opportunities. <https://toolkit.climate.gov/content/funding-opportunities>. Accessed October 2, 2017.



Figure 25. Examples of Green Infrastructure measures that can be used to manage and infiltrate stormwater runoff along streets or underground.
Top: Rain Garden
Middle: Infiltration Chambers
Bottom: Modular pavement cell system

- Many resources are available that describe sustainable, green stormwater runoff, and low impact development guidance and design of various measures and practices. Following are a few examples:
 - *Green Infrastructure Manual for Desert Communities* provides **examples of green infrastructure practices** for desert environments. <https://watershedmg.org/document/green-infraestructure-manual-for-desert-communities>. The author also provides a library of resources on a variety of related topics such as green streets and watersheds: <https://watershedmg.org/learn/resource-library>
 - The *Guide for Low Impact Development Toolkit*³⁷ developed for Mesa, AZ provides a range of current stormwater management practices as well as national and regional low impact development best practices to guide the city of Mesa and their businesses and residents towards sustainable stormwater practices.
 - **Infraestructura Verde en San Luis Rio Colorado**³⁸ is a video that explains the benefits of green infrastructure and green streets and shows a neighborhood group retrofitting a street with a landscaped swale to manage stormwater runoff. Video is in Spanish.
- The design and installation of new plantings can consider the provision of native vegetation as well as habitat and food sources for pollinators. One such document relevant to Arizona is *Planting for Pollinators*, which can be found at: <https://sustainability.asu.edu/sustainablecities/wp-content/gios-uploads/sites/22/2010/09/Planting-for-pollinators.pdf?x99006%20> and <http://xerces.org/pollinators-southwest-region/>

37 See <http://www.mesaaz.gov/home/showdocument?id=14999> for greater detail.

38 See <https://watershedmg.org/video/infraestructura-verde-en-san-luis-rio-colorado> for greater detail.



Figure 26. Examples of green infrastructure in arid communities that provide stormwater runoff management and treatment along streets.

Appendix

Appendix A – Focus Group Meeting Summaries and Sign-in Sheets

The following meeting summaries provide an outline of the discussions held during the four focus group meetings. Sign in lists are also provided for each meeting.

San Luis LPOE- Improving Community Connections Kick-off Session

NAME	AGENCY
Connie Goldade	CDTA
SHARAT SINGH	CDTA
DEEPAK SOHANE	CDTA
Gloria Torres	City of San Luis
MARIA C. Ramos	City of San Luis
Gerardo Sanchez	City of San Luis
Africa Carrasco	City of San Luis
Laura Herrera	City of San Luis
HANK GREEN	SAN LUIS FIRE DEPT
Jenny Torres	City of San Luis ^{ED}
Jose A. Guzman	City of San Luis P&Z
Louie GALAVIZ	City of San Luis P&R
Tadeo A. De la Haza	City of SL

San Luis LPOE- Improving Community Connections Kick-off Session

NAME	AGENCY
Anthony Kleppe	GSA
Ruth Kroeger	GSA
Tony Reyes Sr	Yuma County Board of Supervisors
David Leites	GSA
Chris Kim	CBP
Max Edwards	GSA
James Walker	CBP/OFD
Karen Handsfield	GSA
Tim O'Connell	USDA Rural Development
Scott Stollum	EPA
Jose Garcia	US EPA
Zilogia Vera	City of San Luis

Focus Group 1: Resolving Bike/Pedestrian/Vehicle Conflict

1) Introductions

The Consultant Team, Federal Partners, City Staff, and participating stakeholders introduced themselves.

2) Discuss issues and concerns and potential design and policy alternatives

The consultant team provided a brief overview of the two conceptual options:

- Option 1: Juan Sanchez as Primary Outbound Traffic Route
- Option 2: U Street as Primary Outbound Traffic Route

The following issues were brought up during the discussion:

- The City of San Luis experiences a great deal of traffic because of the presence of port, especially during the peak commute periods. The situation is the worst on Friday evenings between 5 pm and 7 pm, thereby discouraging the local residents to frequent and use the restaurants, shops, and other facilities in the downtown.
- Currently, congestion is caused by pedestrians and vehicles during peak commute periods.
- Agricultural shuttles and taxis were present, however, they operate throughout the city due to the lack of dedicated facilities. Because of the lack of many regulations, the buses park next to buildings and dropped off passengers in different locations, as convenient.
- In response to the Option 2 concept, it was highlighted that all the streets downtown are designed as residential and are not designed to handle heavy traffic.
- It was suggested that some of the issues that could be adding to the traffic in downtown are:
 - Lack of connection between San Luis' two LPOEs;
 - Lack of an outer loop to divert traffic away from the Downtown;
 - Lack of adequate parking facilities in Downtown; and
 - Lack of US-Mexico bus routes.
- While the city uses parks as detention basins for storm water runoff storage, it was indicated that storm drainage is a major issue and will have to be accounted for during planning and execution of any development plans.
- With the new design of LPOE I, a replacement for Friendship Park has not been accounted for.
- It was indicated that the City of San Luis was one of the top five growing cities in Yuma County, Arizona and any planning should analyze and account for the needs of the future (2040).
- The Bike Coalition representative pointed out that the League of American Bicyclists had recently selected Yuma as a Bicycle Community and that the city and this process should make this an opportunity to plan for bikes along with vehicles. Some of the issues associated with bicyclists were:
 - It is challenging for bicyclists (and pedestrians) to share the road with vehicles. The intersections, in particular, are conflict points.
 - Bicyclists are often left out in any planning process. The use of bike lanes, bicycle striping, and signage would all be steps in the right direction.
 - Proving safe routes to school for children is the top priority and should be adequately addressed in any planning efforts.

Sustainable Economic Development Technical Assistance

San Luis, AZ

San Luis LPOE- Improving Community Connections Focus Group #1: Resolving Bike/Ped/Auto Conflict

NAME	AGENCY
DEEPAK SOHANE	COMMUNITY DESIGN + ARCHITECTURE
BHARAT SINGH	"
CONNIE GOLDADE	"
SUSANNA ZAMBRANO	AWC
MARIA C. RAMOS	City of San Luis
MIGUEL A. VALADEZ	CBP/SAN LUIS
TRACY A. ALVAREZ	US. Postal Service SAN LUIS PO
GENE DALBEY	YUMA REGION Bicyclist COALITION
Julie Engel	GYBDC
Haydn Zamora	Dept. of Economic Security ^{Fran/}
EMMANUEL BOTELLO	SAN LUIS POLICE DEPARTMENT
Rich Jessup	" " " "
Tim O'Connell	USDA Rural Development
Tadeo A. De la Haza	City of SL
Scott Stollman	EPA
Susana Ramirez	Dept of Economic Security Unemployment Insurance

San Luis LPOE- Improving Community Connections Focus Group #1: Resolving Bike/Ped/Auto Conflict

NAME	AGENCY
RAUL VAZQUEZ	DEPARTMENT of Economic SECURITY
Scott Kerns	Bureau of Reclamation
Anthony Kleppe	GSA
David Leites	GSA
JUAN M. GONZALEZ	JUSTICE COURT
Rafael Torres	Constable Office
John Schwamm	CBP
Russ Jones	Rh. Jones CHB, AWC, YRAA
Chris Kim	CBP
Max Edwards	GSA
James Walker	CBP/DO
Jaime Hernandez	ADEA
Karen Handfield	GSA
JOHN COURTES	Yuma Co. Chamber of Commerce

Focus Group 2: Connectivity

1) Introductions

The Consultant Team, Federal Partners, City Staff and participating stakeholders introduced themselves.

2) Discuss issues and concerns and potential design and policy alternatives

The consultant team provided a brief overview of the two conceptual options:

- Option 1: Juan Sanchez as Primary Outbound Traffic Route
- Option 2: U Street as Primary Outbound Traffic Route

Some of the issues that were discussed during Focus Group 1 were reiterated. The four key locations to address issues associated with connectivity and safety were identified as:

- Archibald Street and 1st Street
- U Street (and pedestrian, bicycle and auto conflicts on it)
- Main Street
- Path of travel of students to schools

The following issues were brought up during the discussion:

- The lack of connection between the two ports (San Luis I and San Luis II) was identified as a concern. The group discussed possible streets that could establish connection between the two ports. It was finally suggested that the combination of County 24 and Avenue E could be a potential candidate as the group did not want to consider Juan Sanchez Boulevard for this purpose.

- It was pointed out that redirecting most of the port traffic to 2nd Avenue as well as 4th Avenue (as suggested in Option 1) may have issues associated with increased number of conflicts between pedestrians (especially school children) and vehicles. Hence, the group veered towards Option 2.
- In exploring options for an outer loop road for San Luis, the group suggested that the near-term solution could include exiting the port traffic on U Street and connecting it to US-95 by diverting traffic north via 10th Avenue and west via County 22nd Street or a combination of County 21st Street and County 21st ½ Street. The latter would require investment in closing the gaps between 10th Avenue and County 21st Street/County 21st ½ Street and paving them as they are currently dirt roads. However, the group mentioned that these improvements could be made without impacting agriculture. The group cautioned that this option would require safety enhancements along 10th Avenue as it provides access to three charter schools.
- The long-term solution for Option 2 was suggested to use a combination County 24, Avenue E, and Avenue B to connect back to US-95 to create the outer loop. This assumed the establishment of connection between the two ports.
- The group requested the following issues be accounted for during the design and construction of new LPOE:
 - Provision of bus lanes between US-Mexico.
 - Manage traffic during construction, especially pedestrians and farm workers.

Focus Group 3: Economic Development

1) Introductions

The Consultant Team, Federal Partners, City Staff, and participating stakeholders introduced themselves.

2) Discuss Issues and Concerns

The consultant team provided a brief overview of the two conceptual options:

- *Option 1: Juan Sanchez as Primary Outbound Traffic Route*
- *Option 2: as Primary Outbound Traffic Route*

The following issues and concerns were discussed:

- The City mentioned that it was considering setting up an incubator program to launch new businesses on Main Street with the intention of capitalizing on the assets that exist in the downtown. However, one of the key issues is that it is hard to obtain loans for businesses to setup/expand in the downtown area as the banking industry did not acknowledge and account for the residents across the border using the services in Downtown.
- The ownership of land in and around San Luis is disproportional, with 70% belonging to state and federal agencies and 30% belonging to the City which included agriculture.
- During the winter months, the traffic is bad due to agriculture planting and harvesting seasons and it has become worse over the years. It was suggested that the congestion at Highway 2 in Mexico (one block south of LPOE I) is the main reason that traffic is exacerbated in Downtown San Luis. This discourages residents from visiting the downtown during evenings and the weekends.
- Most of the major streets (Archibald, 1st Street, 2nd Street, Cesar Chavez Boulevard, and Main Street) are all clogged because of the presence of a lot of pedestrians, especially agricultural workers, and the lack of proper crossing protocols is having an impact on the flow of traffic as well.
- One of the other primary issues in the City is the lack of a post-al delivery to homes and business, although it is believed the City exceeds the population threshold for having mail home delivered. This causes all the residents and employees to go to the post office (which is located at the intersection of Juan Sanchez Boulevard and Main Street, both of which provide access to LPOE) to get their mail, thereby adding further congestion to the already clogged streets.
- It was pointed out that the growth in recent years has been along 10th Avenue, but the City's aim is to make downtown a more accessible location for residents to visit. With limited land, one of the challenges to be tackled is to ensure the growth of retail within the City.
- The lack of designated locations for agricultural buses (shuttles) to board/alight passengers was pointed out as another major issue. It was suggested that agricultural companies should find locations for their shuttles and invest in facilities for parking and restrooms. The shuttles also preferred to be closer to the border, as their riders need to access the downtown as well.
- The City commented that their intention is to move the shuttles away from Main Street and downtown. However, it was pointed out that it would be detrimental to the large set of transit riders (23,000) crossing the border on foot.
- Parking in and around the downtown continues to be an issue. People park in various locations, including residential areas due to the lack of a policy associated with parking management (through permits, meters, etc.). The City indicated that they had a conceptual parking plan developed for the area between Juan Sanchez Boulevard and D Street and had conceptualized plans for a parking structure at Friendship Park. However, those plans were scrapped with the new design for LPOE I. The on-street parking meters in downtown have been a success and the City's hope is to eventually build a multi-story parking structure through a Public Private Partnership.

Sustainable Economic Development Technical Assistance

San Luis, AZ

San Luis LPOE- Improving Community Connections Focus Group #3: Economic Development

NAME	AGENCY
José Garcia	US EPA
Ruth Kroegeer	US GSA
Scott Stollan	EPA
Louie Galaviz	City of San Luis
RALPH VELEZ	City of San Luis
LARRY Killman	Town of Wickenburg
Mario Treviño	San Luis Ind. Park
MICHAEL JONES	ADOT - Southwest District
John Starkey	N/A
Luis Ramirez	RAI-N / City of San Luis
Jose A. Guzman	City of San Luis P&Z
Eulogio Vera	City of San Luis
Juan O. Villa	TTI

San Luis LPOE- Improving Community Connections

~~Feasibility Study- Mexican Partners-~~

Focus Group #3 con't.

NAME	AGENCY
DELAURIE MCKENZIE	YMPO
Chris Kim	CRP
Marta Gamiz	Rep. Raúl M. Grijalva
Scott Kerns	Bureau of Reclamation
Anna Chauke	ARS
GENE DALBEY	YUMA REGION BICYCLE COALITION
Tim O'Connell	USDA Econ Development
JACK MACHIAS	Economic Dev't Admin
Duvi Rodriguez	Compepinos Sin Fronteras
Julie Engel	Greater Yuma BDC

Focus Group 4: Implementation

1) Introductions

The Consultant Team, Federal Partners, City Staff, and participating stakeholders introduced themselves.

2) Overview of potential improvements

The consultant team provided a brief overview of the two conceptual options:

- *Option 1: Juan Sanchez as Primary Outbound Traffic Route*
- *Option 2: U Street as Primary Outbound Traffic Route*

The following discussion identified tasks, programs, and policies that could help the city and its partners implement the design options that were presented. The opportunities are broken down into seven categories, which included:

- Transportation:
 - USEPA/GSA indicated they have examples of successful TIGER grants. USEPA could also reach out to HUD/DOT to present San Luis' case as U Street could be a priority corridor due to its vicinity and tie to the Land Port of Entry.
 - ADOT indicated that they could assist with local project agreements with federal improvements. ADOT has limited amounts of gas tax money that could be shared with local agencies. ADOT also indicated they had City of San Luis/LPOE on their radar and are happy to assist with technical assistance and TIGER Grant application support. ADOT informed that they also have funds for roads of regional significance outside city limits if there is a matching grant available.
- YMPO mentioned that they carried out in-house traffic counts and could make them available to the City for their projects. Also, YMPO could assist the City in raising local funds for transportation activities. YMPO has funds for advancing projects at design phase to construction phase that may be in the YMPO program.
- State LRTP Funds are available for maintaining and modernization, but not for widening roadways.
- Federal funds are available for Federal Aid Eligible routes (which include US-95, US-195 and Juan Sanchez Boulevard). It was indicated that with the City's request, certain routes may be eligible to be upgraded to be categorized under Federal Aid Eligible routes.
- Surface Transportation Block Grant (up to \$1m)
- CMAQ funds are only available for projects in the Phoenix metropolitan area and may not be available for this project.
- Highway Safety Funds are available for highway corridors with accident history and may not be available for this project.
- INFRA grants are available for big projects.
- Federal Land Highway Grants might be available due to the City's proximity to border.
- Placemaking:
 - City could consider applying to various National Endowment for the Arts (NEA) grant programs such as ART WORKS and OUR TOWN.

Sustainable Economic Development Technical Assistance

San Luis, AZ

- Downtown Revitalization/Small Business Support Grants:
 - USDA has small loans/grants to provide technical assistance, training, and other activities leading to development or expansion of small private businesses as part of their Rural Business Development Program. Examples include a feasibility study for parking structures or garages.
 - EDA has grants to provide assistance to programs that support job creation, job retention, industrial parks or business incubators. These grants are competitive and need to be specifically requested.
 - City indicated the concept of a Downtown Business Improvement District would be covered in the soon to be developed Downtown Revitalization Plan.
- Smart Cities/Connected Cities
 - EPA has various technical assistance programs available, including Smart Cities/Cool Cities.
- Public Health/Local food initiatives
- Brownfields:
 - City could consider applying to various grants associated with environmental assessment and clean-up work. USEPA provides Assessment Grants to assess a site that may not be redevelopable because of perceived or actual contamination by hazardous substances and pollutants (including lead, asbestos, petrochemicals, etc.). Cleanup grants are also provided to clean up at such brownfield sites. Potential candidate sites include parking lots and businesses that want to expand.
 - USEPA provides grants to fund research and technical assistance and/or training activities that facilitate brownfield inventory, site assessments, remediation, or site preparation on an area-wide level such as a downtown district or neighborhood in the form of Area-Wide Community Grants. These are generally provided to properties that facilitate economic development.
 - HUD administers CBDG grants (up to \$300,000) which are available to properties that facilitate redevelopment and have community benefits. Examples include parks and schools.
 - USEPA provides Environmental Quality Grants to State agencies, of which Arizona DOT is one of the recipients. The City can leverage this grant from the State by showing a need for development. No matching funds are required.
 - The group felt that with the General Plan Update, strong demographics, and community, San Luis was a good candidate for these funds.
- Public Private Partnership (PPP)
 - City could approach ADOT which has statutory authority to do Public Private Partnership projects. PPP examples include parking structures and mixed-use developments.
 - The group suggested that the City could consider a licensing agreement with the agricultural companies as a revenue stream as their shuttles use city resources. It was also suggested approaching the philanthropic arm of agricultural companies to obtain maintenance funds for issues such as lack of restrooms and trash receptacles, and cleaning sidewalks.

Appendix B – Existing Conditions

The following maps represent existing land use and circulation plans from the City of San Luis General Plan and Zoning Map.

Existing Conditions: Land Use

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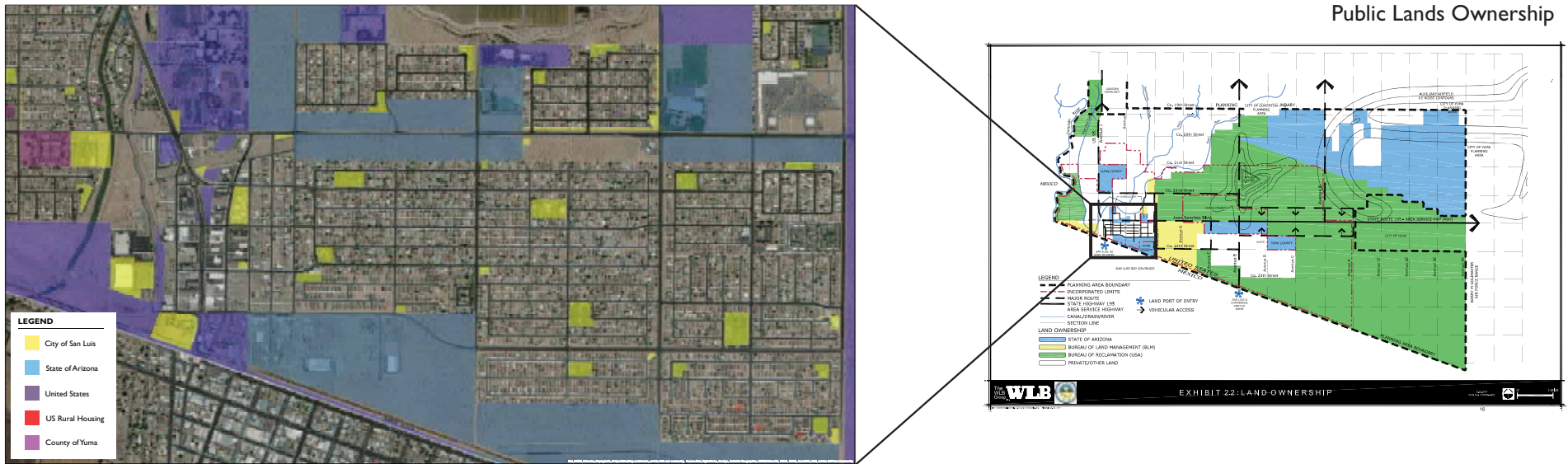
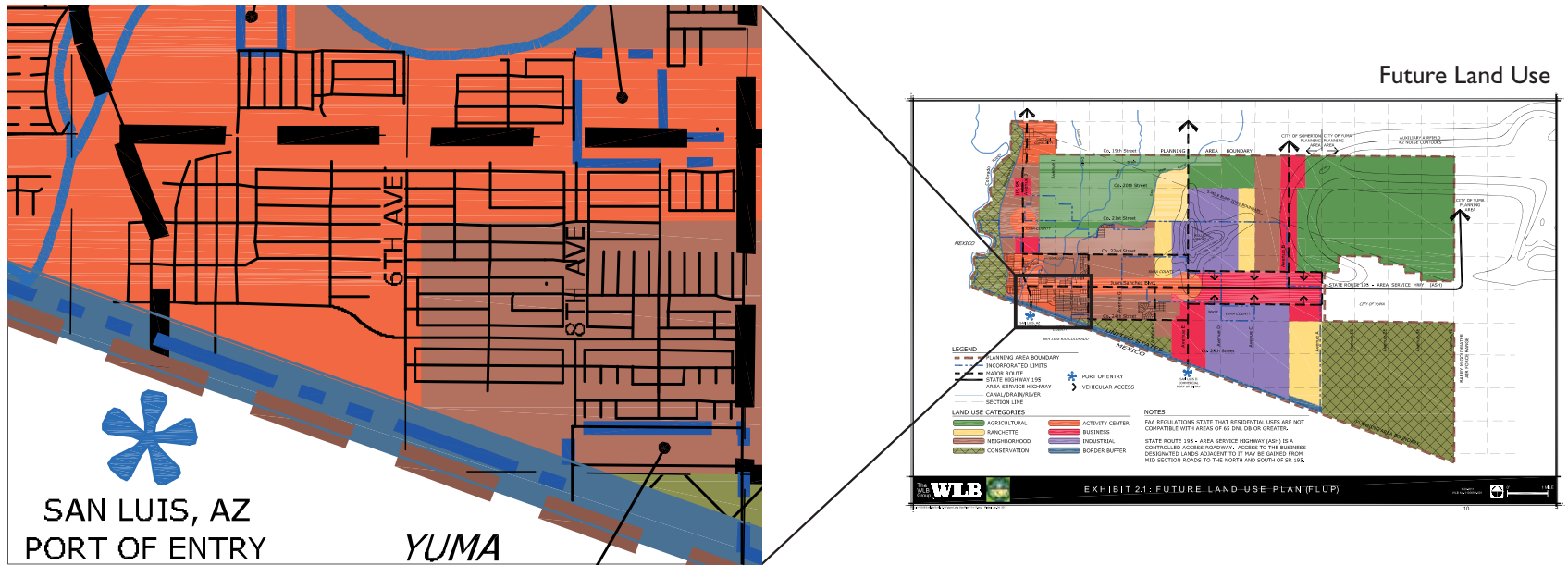


Figure 27.

Figure 28.



Appendix C – Multimodal Circulation Maps

The following maps illustrate preferred alternative plan short-term and long-term circulation modes individually or mixed together:

Preferred Option: Urtuzastegui Street as Primary Outbound Traffic Route - Bicycle Circulation

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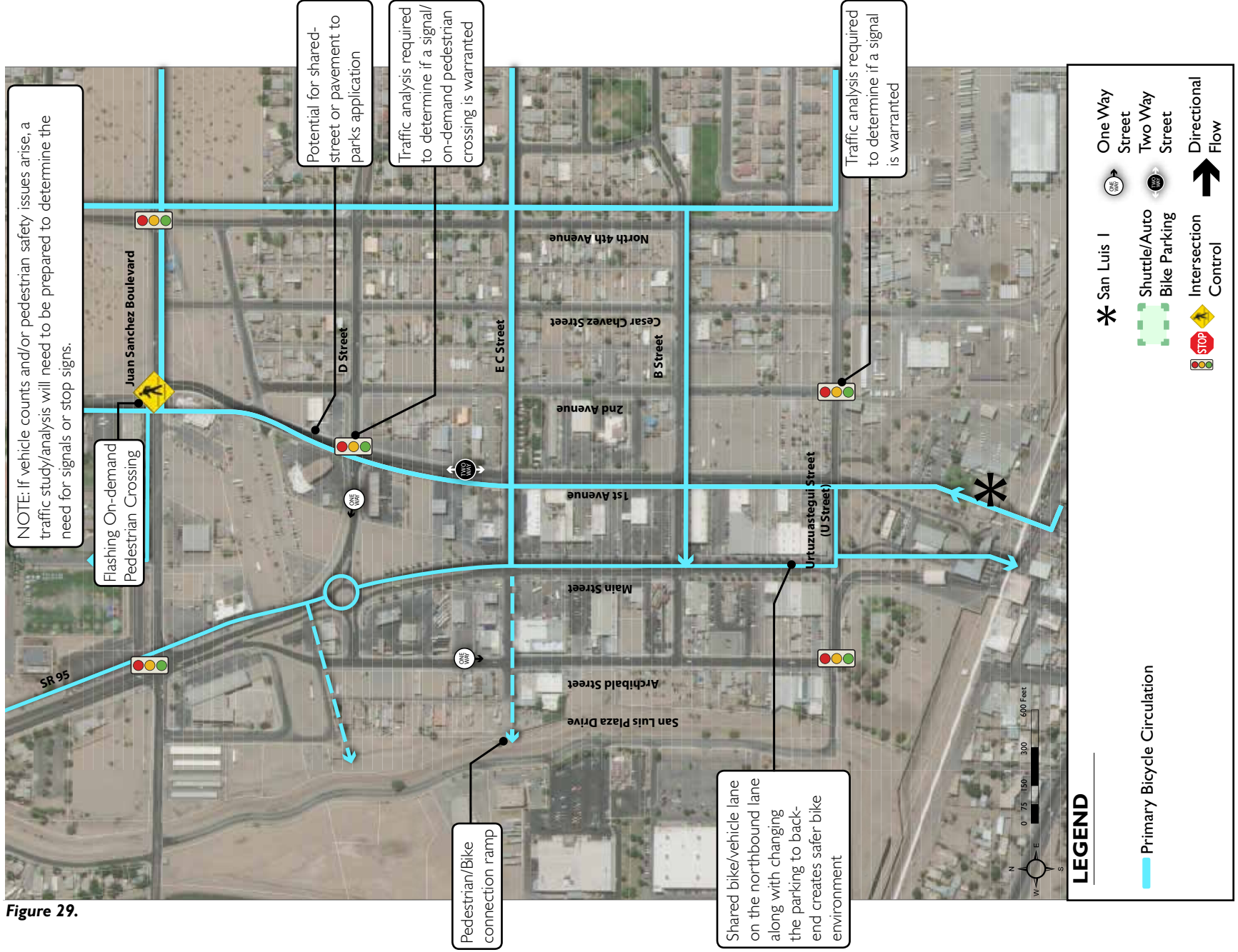


Figure 29.

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route - Pedestrian Circulation

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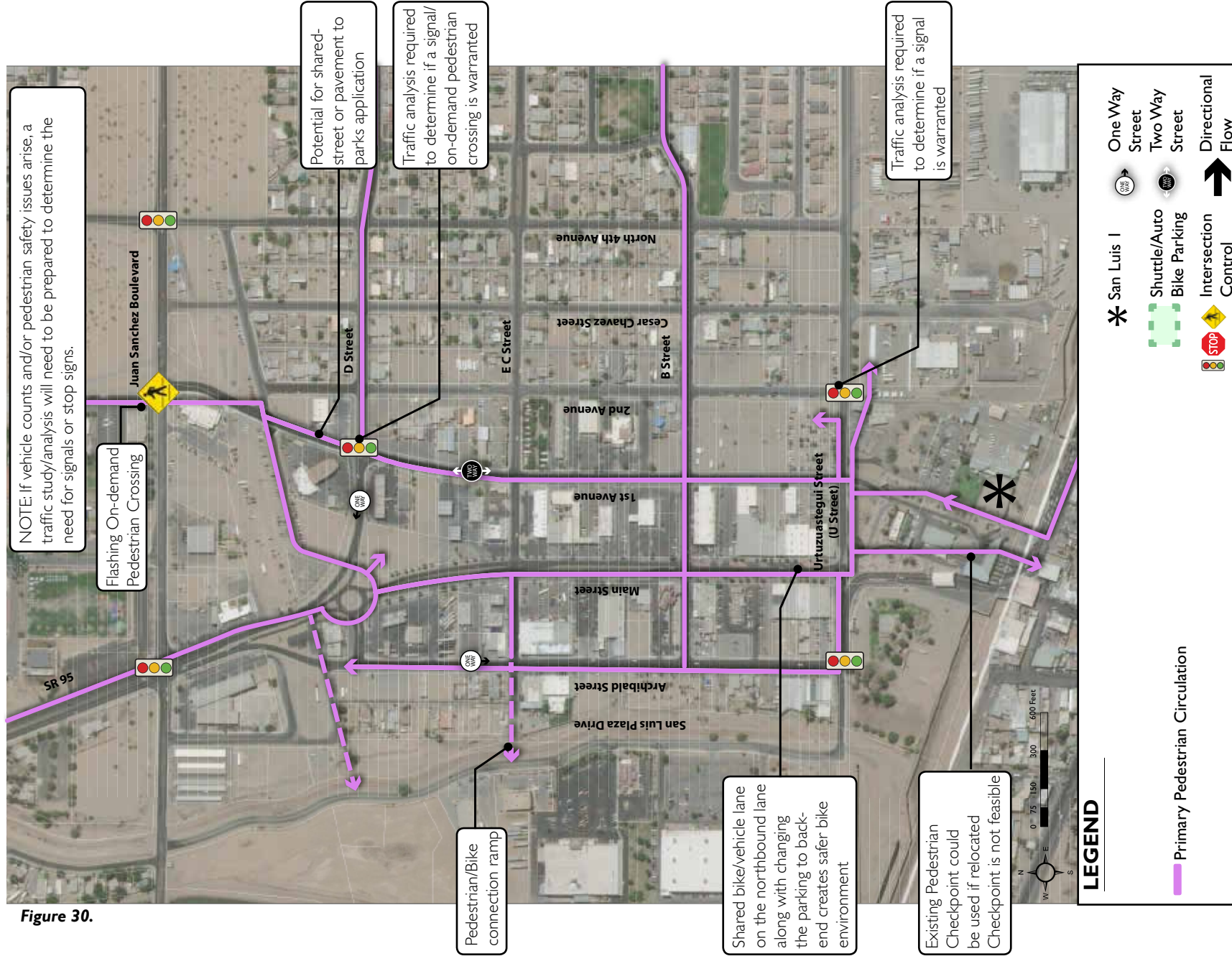


Figure 30.

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route -
Near Term Transit and Shuttle Circulation

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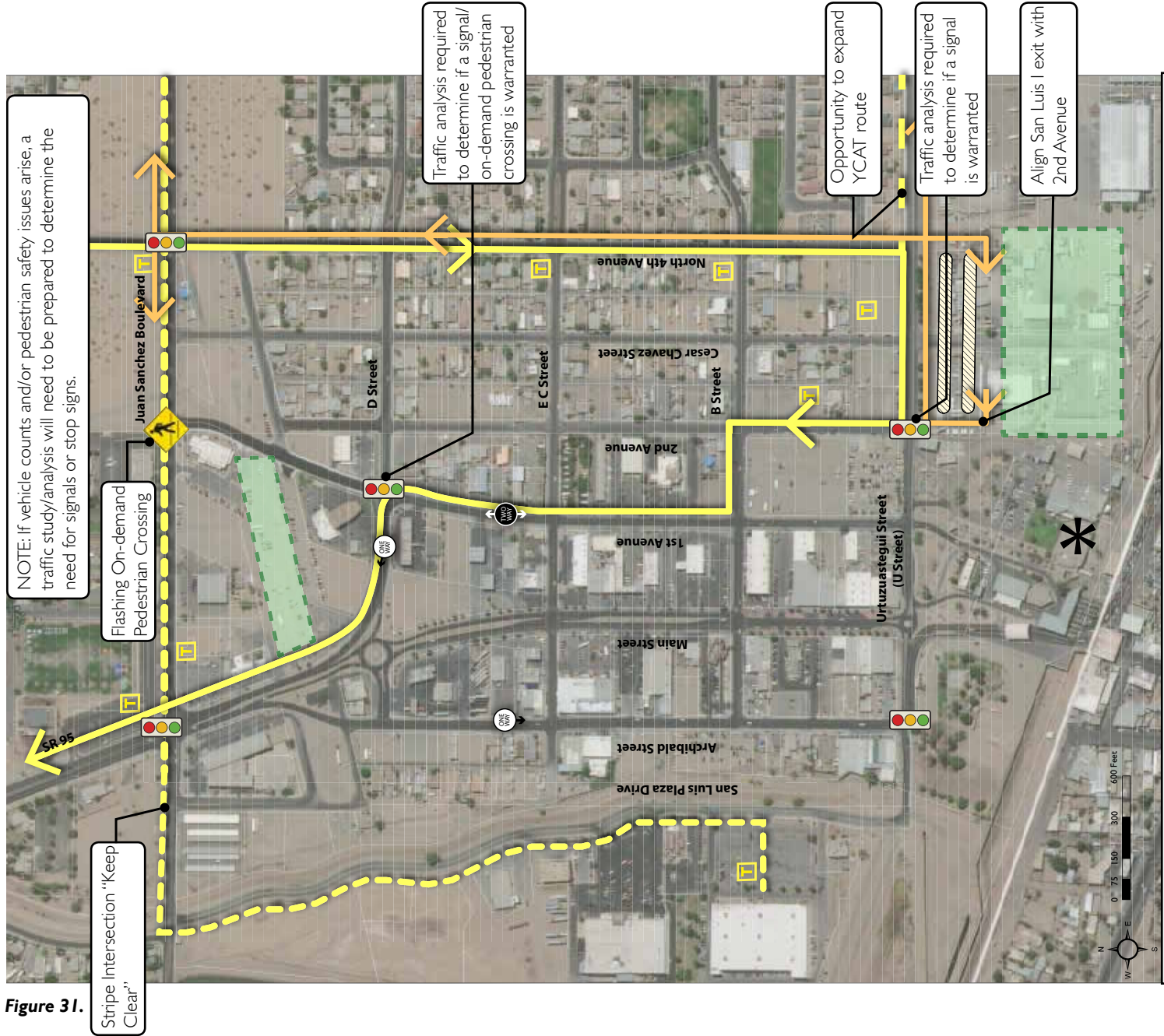


Figure 31.

NOTE: If vehicle counts and/or pedestrian safety issues arise, a traffic study/analysis will need to be prepared to determine the need for signals or stop signs.

Stripe Intersection "Keep Clear"

Flashing On-demand Pedestrian Crossing

Traffic analysis required to determine if a signal/on-demand pedestrian crossing is warranted

Opportunity to expand YCAT route

Traffic analysis required to determine if a signal is warranted

Align San Luis I exit with 2nd Avenue

LEGEND

- YCAT (Yuma County Area Transit) Yellow Route 95
- YCAT Select Service Only
- YCAT Bus Stops
- Primary Pedestrian Circulation
- Shuttle Outbound Circulation
- Shuttle Pick-Up/Drop-Off
- San Luis I
- Shuttle/Auto Bike Parking
- Intersection Control
- One Way Street
- Two Way Street
- Directional Flow

Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route - Long Term Transit and Shuttle Circulation

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Preferred Option: Urtzuastegui Street as Primary Outbound Traffic Route - Near Term Automobile Circulation

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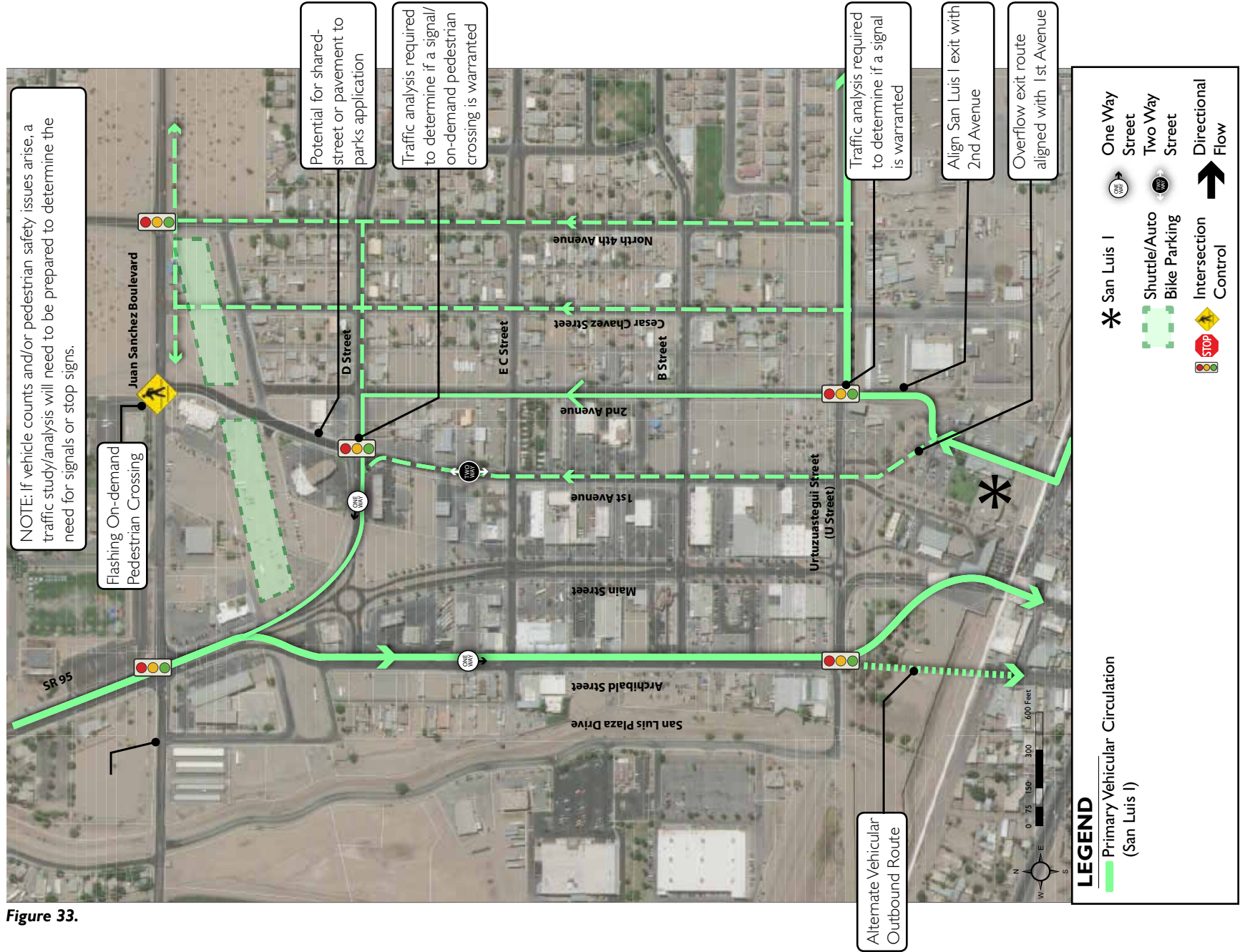
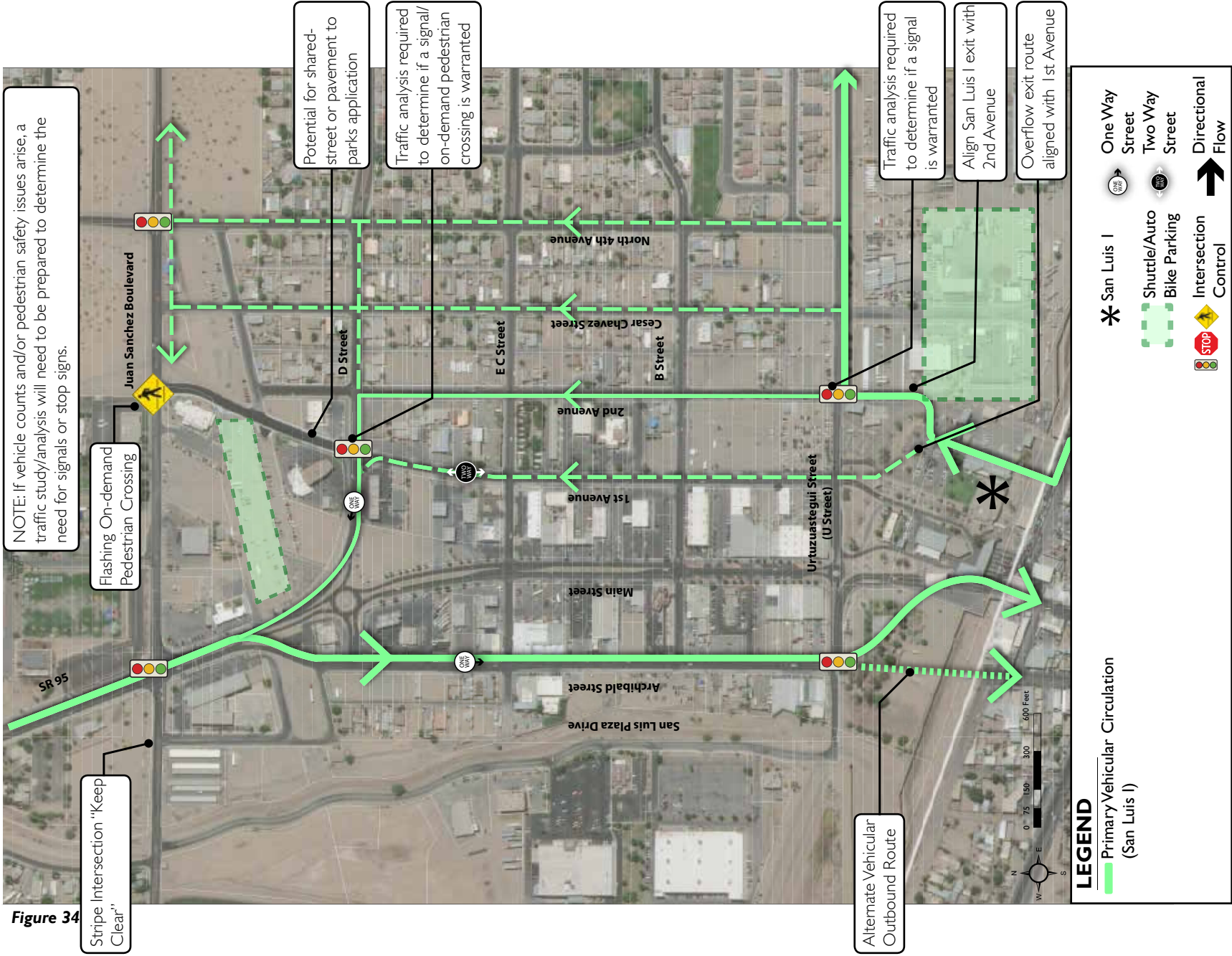


Figure 33.

Preferred Option: Urtuzuastegui Street as Primary Outbound Traffic Route - Long Term Automobile Circulation

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Appendix D – Image Sources

The following is a list of image sources used in the report.

Figure 1

esri.com (Aerial)

Figures 2-3

CD+A

Figures 4-13

esri.com (Aerial)

Figure 14

altamanu.com (Row 1, Left)

www.solaradesigns.net (Row 1, Middle)

CD+A (Row 1, Right)

delawareriverwaterfront.com (Row 2, Left)

NACTO.org (Row 2, Middle)

safety.fhwa.dot.gov (Row 2, Right)

tempe.gov (Row 3, Left)

bloximages.newyork1.vip.townnews.com (Row 3, Middle)

Randy Norris, VDOT (Row 3, Right)

Figure 15

azplanningcenter.com (Left)

transitutopia.blogspot.com (Middle)

sf.streetsblog.org (Right)

Figure 16

esri.com (Aerial)

Figures 17-19

CD+A

Figure 20-

CD+A through *Streetmix.net*

Figure 21

CD+A (Row 1, Left)

teneyckla.com (Row 1, Right)

CD+A (Row 2, Left)

pagnet.org (Row 2, Right)

i.pinimg.com (Row 3, Left)

birdsandblooms.com (Row, 3 Right)

CD+A (Row 4, Left)

mewn.com (Row, 4 Right)

Figure 22

esri.com (aerial)

assests.inhabitat.com (Row 1, Left)

78.media.tumblr.com (Row 1, Middle)

texastrailroundup.org (Row 1, Right)

photos.smugmug.com (Row 2, Left)

archpaper.com (Row 2, Middle)

teneyckla.com (Row 2, Right)

i0.wp.com (Row 3, Left)

sometimeblogger.files.wordpress.com (Row 3, Middle)

maxresdefault-iytimg.com (Row 4, Left)

people-prod.azurewebsites.net (Row 5, Right)

Figure 23

americas.uli.org (Row 1, Left)

CD+A (Row 1, Left Middle)

americas.uli.org (Row 1, Right Middle)

new.aia.org (Row 1, Right)

tothotornot.com (Row 2, Left)

CD+A (Row 3, Middle)

luxuryconceirgeoco.com (Row 3, Right)

Figure 24

CD+A

Figure 25

watershedmg.org (Top)

conteches.com (Middle)

CD+A (Bottom)

Figure 26

CD+A (Top)

CD+A (Middle)

watershedmg.org (Bottom)

Figure 27-28

City of San Luis General Plan

Figure 29-34

City of San Luis General Plan

esri.com (Aerial)

