



### 3. Economy

*A strong and healthy economy is the backbone for vibrant, thriving communities, and the driving force for improved quality of life. Employing a proactive approach to economic development fosters long-term prosperity in a continually changing regional and global economy. The Economy Theme covers three elements that provide a foundation for growing and sustaining a strong economy in San Luis: Economic Development, Community Revitalization, and Arts & Culture.*



## Economic Development

Successful economic development fosters thriving businesses, industries, residents, and visitors alike, creating vibrant communities. Sales tax constitutes 50 percent of the City’s revenue, 70 percent of which originates from Mexican shoppers. Targeted and proactive economic development initiatives customized for San Luis will help grow and sustain a healthy local economy that benefits all community members.

## Regional Economic Characteristics

Economic development is impacted by regional influences. The City of San Luis is uniquely positioned in proximity to numerous economic assets, all of which contribute to the local economy. The cumulative economic impact of local and regional agri-businesses, international border crossings, the maquiladora industry, and proximity of the sister city of San Luis Rio Colorado, Mexico provides the City of San Luis with unique opportunities to capitalize and leverage these assets to grow into the future.

A regional economic development effort established 4FrontED in 2014. This effort brings both public and private sector leaders together along the United States (U.S.) and Mexico border, between Arizona, California, Baja California, and Sonora. According to 4FrontED, there are multiple assets that contribute to economic development in the region, including the following:

- Senior water rights on the Colorado River (San Luis has a 100-year assured water supply)
- Two industrial parks, both of which are in San Luis and total 220 acres
- An international business incubator in San Luis that contains 20,000 square feet of space and is available to small manufacturing businesses
- Industrial land, including over 2,000 acres of industrial property available in San Luis Rio Colorado

To participate in the economic growth of the broader region, San Luis has established strategic partnerships with a variety of economic development entities. These are important partners that are tasked with recruitment of companies to Arizona and the Greater Yuma Metropolitan Area and provide incentives for business relocation. These partners include:

- **Arizona Commerce Authority (ACA)** – the state’s economic development organization with the mission to grow and strengthen Arizona’s economy



## Key Topics

- ◆ **Facilitating and Capitalizing on Ports of Entry**
- ◆ **Growing and Expanding Businesses and Industries**
- ◆ **Supporting Rolle Field**
- ◆ **Marketing Foreign Trade Zones**



- Greater Yuma Economic Development Corporation (GYEDC) - the Yuma region’s premier economic development agency whose mission is to attract quality businesses to Greater Yuma from around the world
- 4FrontED - an effort of the binational megaregion encompassing the U.S.’s southwest corner and Mexico’s northwest communities near the border to promote economic development, job growth, tourism, and education.

**Businesses and Industries**

The top industry in San Luis is agriculture, which makes up approximately 25% of the City’s economy. San Luis also has high employment in the educational industry. Currently, the top employers are the Arizona Department of Corrections, primarily due to the proximity of the Arizona State Prison Complex and the Gadsden Unified School District, as listed in Table 3-1.

**Table 3-1 Major Employers – City of San Luis**

Employer	Jobs	% of Total
Arizona State Prison	949	26.5%
Gadsden Unified School District	885	24.7%
ACT Call Center	661	18.5%
Factor Sales	410	11.4%
City of San Luis	265	7.4%
Walmart	251	7.0%
San Luis Facility Development Corporation	161	4.5%

Source: City of San Luis, 2019

While these employers contribute to the economic vitality of the City, San Luis should focus on opportunities related to establishing a diversified economy that is in line with the targeted industries the city wishes to pursue.

**Targeted Industries**

The City of San Luis and the broader 4FrontED economic region have identified several targeted sectors that are designed to diversify its economy. The targeted sectors are based on the region’s strengths as well as recognized needs to improve the local economic environment. These industries are:

- Advanced manufacturing
- Agribusiness
- Renewable energy
- Aerospace
- Food processing
- Logistics
- Tourism



San Luis developed its own targeted industries for recruitment through the 2015 Economic Development Strategic Plan. These industries are similar to the regional targeted industries and include the following:

- Logistics and distribution
- Maquiladora
- Food technology and agribusiness
- Aviation and defense testing
- Industrial manufacturing
- Renewable energy
- Medical

The 2015 Economic Development Strategic Plan provides strategies for strengthening San Luis' economy and should continue to be updated to ensure that strategies reflect the current conditions and needs of the community. The goals and policies within the Economy theme focus on diversifying the industries in San Luis and expanding upon and enhancing existing industries.

### ***Incentives and Assets***

San Luis has many factors that make it an ideal location for business operations. In addition to the city's location in relation to the greater Yuma region and Mexico, the City has put a number of incentives in place to attract new businesses and industries to the city. One of the most recognized incentives is that San Luis does not currently have a property tax. This is a unique incentive for businesses that are looking to relocate to San Luis.

Another incentive that San Luis can offer industries is its location within a Foreign Trade Zone (FTZ). Foreign Trade Zones are designated geographic areas that are considered to be outside of U.S. Customs territory, providing opportunities for the removal or reduction of tariffs, minimizing processing fees, and expediting the transport of goods from POEs. Activities that are permitted within the Foreign Trade Zone include testing, storage, mixing, relabeling, processing, sampling, salvage, and destruction or other manipulating of merchandise. By providing these incentives through a Foreign Trade Zone, companies are encouraged to maintain and expand their operations in the U.S.

Some advantages of the Foreign Trade Zone include:

- While in the zone, merchandise is not subject to U.S. duty or excise tax. Certain tangible personal property is generally exempt from state and local ad valorem taxes.
- CBP duty and federal excise tax, if applicable, are paid once merchandise is transferred from the zone for consumption.
- Goods may be exported from the zone free of duty and excise tax.
- CBP security requirements provide protection against theft.

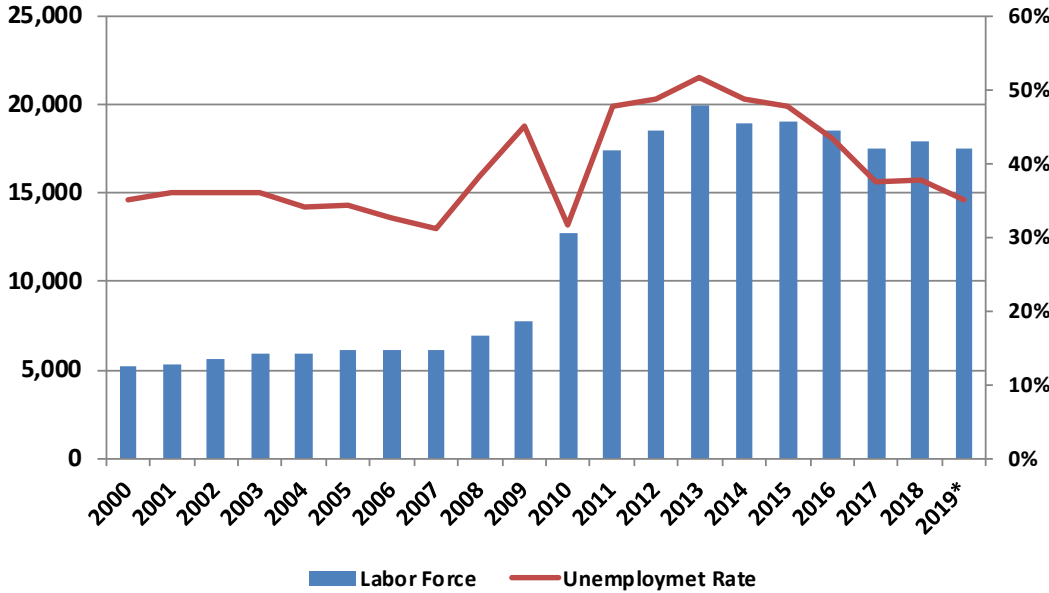


- The rate of duty and tax on the merchandise admitted to a zone may change as a result of operations conducted within the zone. So a zone user who plans to enter the merchandise for consumption to CBP territory may normally elect to pay either the duty rate applicable on the foreign material placed in the zone or the duty rate applicable on the finished article transferred from the zone, whichever is to the user’s advantage.
- Merchandise imported under bond may be admitted to a FTZ for the purpose of satisfying a legal requirement of exporting the merchandise.

In addition to the incentives that San Luis has for recruiting and retaining businesses and industries, the city is also unique in that it has a robust labor force to support growing industries. As shown in Figure 3-1, employment growth over the last several years has been strong, typically matching or outpacing the broader region and state. Additionally, the labor force is bolstered by Mexican Nationals who cross the border daily to work, significantly increasing the labor force in San Luis.

With such a robust labor force in San Luis, it is imperative to ensure that the necessary training and education is available to keep the labor force competitive in the targeted industries. The City should continue to work with local businesses and educational institutions to ensure that training and education related to the targeted industries is available to the labor force.

**Figure 3-1 San Luis Labor Force & Unemployment Rate, 2000-2019**



Source: Office of Economic Opportunity, 2019



## Ports of Entry

The City of San Luis has two international land border crossings, or Ports of Entry (POEs), between the United States and Mexico, which connect the City of San Luis to its sister city San Luis Rio Colorado in Sonora, Mexico. San Luis I Port of Entry (POE I), located near downtown San Luis, processes over three million vehicles, over two and a half million pedestrians, and over 30,000 commercial trucks carrying over one billion dollars in commodities each year. Port of Entry II (POE II) is located approximately five miles east of POE I and currently only services commercial vehicles. Both POEs direct very a significant number of people and large amounts of goods through San Luis each year.



Presently, POE I is the most used port of entry in San Luis. Traffic from the border flows through downtown San Luis, providing an opportunity to increase the commercial services to strengthen this historical commercial core. Such commercial services could include retail, accommodations, and tourism-related services.

POE II, located in eastern San Luis, only accepts and processes commercial vehicles crossing the border; however, there is potential to open this crossing to pedestrians and passenger vehicles to relieve demand on POE I. With the potential traffic increase at POE II, there is an opportunity to expand economic development efforts in this area, providing additional commercial uses to service traffic coming into San Luis, which could include retail and accommodations. Additionally, there is potential to develop industrial facilities to support the commercial trucking that passes through this POE, especially if POE II expands to accommodate additional trucking. Industrial facilities could include centers for logistics, distribution, food processing, and manufacturing.

Both POEs contribute to the economic vitality of San Luis and, as such, San Luis should consider the potential impacts associated with increased traffic through POE II. Additional traffic through POE II may have benefits, such as decreased wait times at POE I and increased economic development near POE II. Conversely, the City should consider that this could also lead to less traffic and thus less economic revenue at POE I. A balance is necessary to ensure that both POEs continue to thrive as the city grows.

Future economic development strategies should focus on capturing the market of people and goods flowing through the border. The goals and policies in the Economy Theme provide guidance to facilitate enhanced border crossings, such as reducing wait times to encourage more crossings, strengthening partnerships to advance border planning, and improving placemaking to attract and retain more people crossing the border. A comprehensive border strategic plan should



be developed to holistically strategize methods of attracting people crossing the U.S. – Mexico border into San Luis.

## Rolle Airfield

Rolle Airfield is a general aviation airport located within the City of San Luis and is located on land owned by the U.S. Bureau of Reclamation. The airport has numerous support roles, serving general aviation needs in Yuma County and providing support for customers of Yuma International Airport’s aerospace industrial base, including government, civilian, and military operations.

Rolle Airfield is licensed to and operates under the auspices of the Yuma County Airport Authority to serve a mixture of military training activity, commercial jet, and business jet operations; however, there are no accommodations for



commercial or business jet operations at this time. The airfield is currently non-towered and unattended, meaning there are no permanent, on-site employees to manage day-to-day operations.

Although the airport is currently unattended, there is potential for the airport to expand its operations to service communities in southwestern Yuma County. The demand for general aviation facilities in this area is likely to increase due to the projected continuation of economic and population growth, such as in San Luis. Along with the potential for increased business and corporate aviation activity, there could also be an increase in the number of personal or recreational general aviation aircraft owners and pilots in conjunction with a growing population.

The expansion of operations at Rolle Airfield would also support a future growth area in San Luis, which is centered on the commercial POE II. Rolle Airfield, which is two miles north of POE II, is a factor of future commercial and industrial growth in this area. As noted in the 2015 Airport Master Plan, Rolle Airfield is positioned to become a testing and development center for various aviation activities, including operational testing of unmanned aircraft systems as an extension of activities associated with the Defense Contractor Complex at the Yuma International Airport. The location of Rolle Airfield and its potential for expansion provide an opportunity for economic growth related to aviation.



## Community Revitalization



### Key Topics

- ◆ **Enhancing Downtown San Luis**
- ◆ **Encouraging Infill Development**
- ◆ **Strengthening the Community Identity**

As communities age over time, some developments may begin to deteriorate or become obsolete. Proactive community revitalization efforts help to reduce or reverse the effects of aging communities through adaptive reuse and other strategies to maintain active, relevant, and thriving places. There are opportunities for revitalization efforts in Downtown San Luis as well as some revitalization opportunities through infill development throughout the city. Through these efforts, the identity of the community can be better reflected.

### Downtown San Luis

Downtown San Luis, located just north of POE I, has historically been the cultural center of the community. As the City has grown and expanded, much of the new development has been focused in the newer growth areas, whereas Downtown has experienced little redevelopment over time. Reinvigorating Downtown San Luis through community revitalization and



redevelopment efforts is a key component to enhancing the City's economy.

Downtown San Luis has the potential to be revitalized and redeveloped as the City's cultural and commercial gathering place for residents and visitors alike. There are several federal and state tools available for

revitalization efforts, including federal Opportunity Zones, state redevelopment area designations, and various grants and funding opportunities. This plan provides guidance for the development of a Downtown Master Plan that incorporates targeted funding and redevelopment strategies for implementation.

### Infill Development

Infill development is the process of developing vacant parcels in an otherwise already developed area or enhancing underutilized properties, such as surface parking lots. Such properties are often in close proximity to or already served by public infrastructure, making it ideal for development. As such, infill development is beneficial for the City of San Luis to maximize the use of existing infrastructure, as opposed to the cost of extending new infrastructure development to the fringes of the community.



As a young, growing community, San Luis has many properties that have been passed over by development for various reasons. Many of these vacant properties are owned by state or federal agencies, such as the Bureau of Land Management and Arizona State Land Department. The City should work with state and federal agencies, as well as private developers to encourage infill development of these properties that is mutually beneficial and that is consistent with the character and scale of the surrounding neighborhood.

The downtown area is a prime area for infill development as it contains large areas of underutilized surface parking lots that detract from the pedestrian experience, character, and sense of place. Providing opportunities for property owners to redevelop these surface parking lots as productive, revenue generating uses that contribute to the Downtown experience is mutually beneficial for the property owner and for the City of San Luis. Infill development envisioned in downtown San Luis should be explored further and incorporated in the Downtown Master Plan as recommended in the goals and policies of this theme.

### **Community Identity & Preservation**

To build a strong community, it is important that San Luis provides a sense of place that residents can identify with. Community identity can be shaped by encouraging neighborhood development that has a unique character, but that is also interconnected to other existing neighborhoods. Additionally, individual neighborhoods and the city as a whole can implement placemaking methods that further enhance the character of a place through public art installations, distinctive design standards, and gathering spaces.

Reinforcing community identity can lead to stronger neighborhood pride and may lead to increased investment and revitalization into neighborhoods. Such revitalization efforts help to maintain neighborhoods and keep them from deteriorating in the future. The City currently enforces compliance with the City's property maintenance code; however, the City should evaluate other best practices for addressing neighborhood preservation. This could include implementing community maintenance events and educational programs for property assistance that is available to homeowners.



## Arts & Culture

Much of the history and heritage of San Luis is steeped in agriculture and ties to San Luis Rio Colorado through the port of entry. The arts are a way to illustrate the shared culture and heritage of San Luis, creating a sense of identity in the community. Arts, cultural values, and the history of San Luis can be expressed through different avenues, including the display of public art and community festivals and events, both of which provide opportunities to celebrate the City’s heritage and history.

### Arts

The arts provide an opportunity to display San Luis’ heritage, as well as provide social and recreational activities. The city offers art programs through the Cesar Chavez Cultural Center where residents can participate in the arts by taking various art instruction, music, and dance classes. The City should continue to offer these classes to its residents and expand upon them as community interests evolve. Additionally, the City should continue to pursue joint partnerships with public agencies to expand art programs. For example, the City could partner with public and private educational institutions for use of performance facilities.



### Key Topics

- ◆ **Creating a Sense of Place Through Art**
- ◆ **Strengthening Cultural Ties Within the City and with San Luis Rio Colorado**
- ◆ **Preserving Historically Significant Places**



Another way to promote art in the community is by displaying public art. Public art can help create a sense of place within the community and can create places for social gathering. At present, the City does not have a public art program to facilitate the exhibition of art throughout the city. One method in which this can be accomplished is through a City-led public art program in which a percentage of costs for public projects is set aside for public art. This program can be initiated through an Arts and

Culture Plan, which would identify opportunities for public art installations throughout the city and opportunities for cultural programs.

### Cultural Events

Cultural programs in San Luis can create an opportunity to provide information about the city’s heritage to the community and celebrate traditions. The City of San Luis provides many community events throughout the year to bring the community together in celebration. Such annual events include a 4<sup>th</sup> of July Celebration, Day of the Dead Festival, Holiday of Lights Parade,



Mascota Mania, Arte en La Calle, and Día del Niño Celebration. Additionally, the City celebrated its 40<sup>th</sup> Anniversary in the fall of 2019 and celebrated with a parade and festival at Joe Orduño Park.

These events bring residents together in a shared space where everyone can celebrate the diversity of the community. The City should continue to hold these events and should collaborate with San Luis Rio Colorado on future events to strengthen community ties. Through coordination with San Luis Rio Colorado, the area could become a regional center for international tourism based on the integration of Mexican and American culture.

### **Historic Preservation**

At present there are no properties in San Luis that are listed on the National Register of Historic Places; however, in the future, the City may choose to deem buildings or structures as historically and/or culturally significant. For example, many of the buildings in downtown and near the port of entry have historical relevance related to the inception of the city. The City could choose to develop standards to preserve the historical integrity of such buildings.



## Goals and Policies

### **Goal E-1**      **San Luis has a robust and diversified economy that leverages local and regional economic assets to provide commercial services and high paying jobs.**

- Policy E-1.1**      Focus economic development initiatives and programs primarily on the following targeted economic sectors:
- Logistics and Distribution
  - Maquiladora
  - Food Technology and Agribusiness
  - Aviation and Defense Testing
  - Industrial Manufacturing
  - Renewable Energy
- Policy E-1.2**      Fund, develop, and implement an amendment to the Economic Development Strategic Plan to reflect changes in market conditions and provide updated economic development strategies to expand development and job growth in the targeted economic sectors.
- Policy E-1.3**      Market the advantages of Opportunity Zones to the business community to encourage growth in target economic sectors and to advance economic objectives as identified in the City's adopted Economic Development Strategic Plan.
- Policy E-1.4**      Promote San Luis' commercial opportunities to retail and restaurant operators through marketing materials and attendance at regional conventions.
- Policy E-1.5**      Promote the development and expansion of Rolle Airfield for new opportunities in aerospace, aviation, and defense systems development.
- Policy E-1.6**      Focus bi-national economic development efforts on capitalizing on the maquiladora industry and the economic advantages provided by the Free Trade Zone (FTZ).
- Policy E-1.7**      Market and promote the location and impact of both ports of entry to prospective industries that can capitalize on a combination of assets, such as transportation, logistics, and distribution companies.



### Goal E-2

#### The local economy leverages local and regional tourism.

- Policy E-2.1** Promote and support tourism-focused development including medical tourism, accommodations, and the expansion of businesses providing goods and services to visitors.
- Policy E-2.2** Assess and identify segments of the local tourism market and focus economic development initiatives to capture market segments and prevent leakage.
- Policy E-2.3** Initiate/participate in a bi-national forum with San Luis Rio Colorado, tourism industry representatives and developers, economic development agencies and organizations, and other relevant partners to develop strategies and implementation steps to expand tourism-related economic development opportunities within San Luis and the larger region.
- Policy E-2.4** Support development near both ports of entry that captures the commercial and employment benefits of visitor traffic including retail, accommodations, logistics, distribution, food processing, manufacturing and tourism.

### Goal E-3

#### San Luis is a community that supports local business attraction, retention, expansion and development.

- Policy E-3.1** Develop and implement a business/development outreach program to assess and improve services to the business and development community.
- Policy E-3.2** Develop, evaluate, and update as necessary, business attraction, retention, expansion and development programs to reflect best practices and to address areas of deficiency.
- Policy E-3.3** Complete an assessment of the City's Business Incubator Program and implement any recommended program improvements to reflect best practices. The assessment should identify future program expansions that advance the overall economic objectives of the City.
- Policy E-3.4** Continue business attraction efforts that focus and advance growth in the targeted economic sectors to expand the job base for residents.
- Policy E-3.5** Assess and identify priority development areas that could be served with public infrastructure through public-private partnerships. Develop and implement a strategic infrastructure plan to create development ready sites in key growth areas.



- Policy E-3.6** Initiate and pursue partnerships with public and private interests that would facilitate coordination of infrastructure to support business and industry development in identified growth areas.
- Policy E-3.7** Identify and map department coordination opportunities that increase speed to market for industries and businesses in the targeted economic sectors.
- Policy E-3.8** Develop relationships with national selection firms for business attraction in the targeted economic sectors.
- Policy E-3.9** Sponsor regular meetings with the business community to enhance communication regarding development related issues and topics.
- Policy E-3.10** Support high-tech industries by accommodating technological infrastructure, such as broadband data infrastructure.
- Policy E-3.11** Encourage workspaces that are available for small businesses.

**Goal E-4**

**San Luis has a local economy that is enhanced by local and regional partnerships that increase commerce and expand job growth in targeted economic sectors.**

- Policy E-4.1** Maintain and advance partnerships with San Luis Rio Colorado to pursue areas of mutual economic benefit and interest.
- Policy E-4.2** Collaborate with San Luis Rio Colorado on a comprehensive border strategic plan that provides strategies for attracting people through the ports of entry, including reducing wait times at the border and developing placemaking initiatives on both sides of the border.
- Policy E-4.3** Coordinate with San Luis Rio Colorado, the U.S. General Services Administration, and other relevant stakeholders to further explore the addition of passenger vehicles, pedestrians, and bicyclists through POE II.
- Policy E-4.4** Establish and expand local and regional partnerships with property owners, business interests, economic development organizations, and other related entities to advance local economic objectives identified in the City’s Economic Development Strategic Plan.
- Policy E-4.5** Sponsor and/or partner with adjacent jurisdictions, agencies, and organizations to develop a regional economic development approach to leverage bi-national economic assets for the benefit of San Luis and the larger region.



- Policy E-4.6** Participate in collaborative efforts to promote San Luis to regional, national, and global business markets through the Arizona Commerce Authority, the San Luis Economic Development Commission, 4FrontED, the Arizona Association for Economic Development, the Greater Yuma Economic Development Corporation, and other relevant organizations.
- Policy E-4.7** Partner with local and regional economic development organizations to identify supply chain opportunities related to the logistics and distribution industry. Develop and implement strategies to attract supply chain businesses to San Luis.
- Policy E-4.8** Initiate and pursue partnerships that will engage potential targeted business startups and enhance the existing Business Incubator Program.

### Goal E-5

#### **San Luis is a community that provides best-practice based programs, services, incentives, and resources to promote economic development**

- Policy E-5.1** Continue to explore, identify, develop, and implement economic incentives and programs that advance the City's economic goals and create development and job growth in the targeted economic sectors.
- Policy E-5.2** Provide for a consistent and reliable regulatory environment that supports a business-friendly approach to development within San Luis.
- Policy E-5.2** Develop and implement improvements to streamline the development review and approval processes, including administrative review and approvals and reduced timeframes for development reviews and permitting.
- Policy E-5.3** Develop and provide public access to a database of state and federal funding sources and programs that support business development, including financing, training and services.
- Policy E-5.4** Fund, develop, and implement economic development branding and marketing program to support economic development in the community.
- Policy E-5.5** Provide web-based resources to the investment and development community including current building and site inventories and other prospective business information, programs, services and incentives.



**Goal E-6**

**San Luis offers an education system that supports and grows a skilled workforce.**

- Policy E-6.1** Develop partnerships with Western Arizona College, local education providers, and local employers to identify desired or needed employee knowledge and skill sets in targeted economic sectors and expand education curricula within local high schools and colleges with classes and programs that reflect these skills.
- Policy E-6.2** Partner with local education providers and employers to connect students with local jobs.

**Goal E-7**

**Neighborhoods in San Luis are safe, well-maintained, and contribute to a high quality of life for residents and visitors.**

- Policy E-7.1** Improve the appearance of existing neighborhoods by proactively enforcing compliance with the property maintenance code.
- Policy E-7.2** Consider pursuing alternative code enforcement methods, such as an advocacy program, to assist with code compliance rather than citations.
- Policy E-7.3** Explore best practices for programs related to addressing housing rehabilitation, such as emergency repair funds and community maintenance events, to maintain quality neighborhood conditions.
- Policy E-7.4** Continue to promote and expand neighborhood services that are provided by the City, such as the existing Community Cleanup program.
- Policy E-7.5** Educate the community on the benefits of property maintenance and enhancement, as well as the property assistance programs available to them.
- Policy E-7.6** Work with neighborhood leaders to evaluate ongoing maintenance needs.

**Goal E-8**

**San Luis is a vibrant, attractive community for current and future residents and businesses.**

- Policy E-8.1** Facilitate incentive programs for infill development in residential and commercial areas, including the downtown.
- Policy E-8.2** Continuously monitor vacant properties, underutilized properties, and aging areas to evaluate their condition and prioritize revitalization efforts.
- Policy E-8.3** Prioritize opportunities to redevelop properties that are blighted.



**Policy E-8.4** Explore opportunities to expand upon the Community Development Block Grant (CDBG) program to fund capital improvement projects that will improve the overall quality of life for residents.

**Policy E-8.5** Work with developers and property owners to enhance commercial areas as pedestrian-oriented destinations with pedestrian facilities, such as wide sidewalks and walkways, ample shade, and plazas.

**Goal E-9** **San Luis has a strong community-driven identity based on the City's rich culture.**

**Policy E-9.1** Seek opportunities to enhance and expand the City's branding throughout the community, including wayfinding signage, gateways, and other aspects of urban design.

**Policy E-9.2** Encourage developers to enhance the character of new neighborhoods through design.

**Policy E-9.3** Improve aesthetics along major roadways, such as Cesar Chavez Boulevard and Main Street, by enhancing streetscapes, public spaces, and building architecture.

**Goal E-10** **Downtown San Luis is a thriving community center for the City and its visitors.**

**Policy E-10.1** Explore opportunities to establish a redevelopment area within the downtown.

**Policy E-10.2** Develop a Downtown Master Plan that provides a vision for downtown redevelopment. The Downtown Master Plan should:

- Conduct a development suitability assessment for the downtown area
- Identify target areas for redevelopment
- Prioritize infrastructure improvements that facilitate development
- Provide strategies for redevelopment
- Identify funding mechanisms to implement the Master Plan

**Policy E-10.3** Ensure downtown San Luis is a focus area in future planning initiatives, including the Parks and Recreation Master Plan, Transportation Master Plan, and Active Transportation Master Plan.

**Policy E-10.4** Establish a Downtown Reinvestment District to help fund future infrastructure and beautification projects.



**Policy E-10.5** Conduct a market feasibility study for downtown San Luis.

**Policy E-10.6** Foster strong relationships and partnerships with community organizations in revitalizing downtown.

**Goal E-11** **San Luis has quality art and cultural programs that celebrate the diverse City, region, and community.**

**Policy E-11.1** Establish an Arts and Culture Commission for the purpose of identifying and facilitating arts and cultural opportunities in the city.

**Policy E-11.2** Develop an Arts and Culture Plan to identify opportunities for art in public spaces, such as the ports of entry, and cultural events in the community.

**Policy E-11.3** Continue to support and expand upon the programs and events at the Cesar Chavez Cultural Center.

**Policy E-11.4** Actively evaluate the community's needs related to arts and cultural programs, events, and venues.

**Goal E-12** **Public art establishes a sense of place and identity in San Luis.**

**Policy E-12.1** Consider establishing a public art program that provides guidelines, education, and funding for public art that is representative of the City's culture.

**Policy E-12.2** Set aside one percent from every Capital Improvement Project budget for public art through the public art program.

**Policy E-12.3** Collaborate with local artists and cultural organizations to display murals, sculptures, and other outdoor art installations in conjunction with the City's public art program.

**Policy E-12.4** Encourage developers to incorporate art into their development in conjunction with the City's public art program.

**Policy E-12.5** Incorporate public art into redevelopment projects, where appropriate.

**Goal E-13** **San Luis is a local and regional destination for cultural tourism based on the Mexican/American culture generated from its integration with San Luis Rio Colorado.**

**Policy E-13.1** Encourage artistic and cultural community events and festivals.



- Policy E-13.2** Continue to collaborate with San Luis Rio Colorado on opportunities to establish both cities as a regional center for arts and culture to promote international tourism and to further strengthen community ties.
- Policy E-13.3** Promote the creation of art incubator studios, exhibition spaces, and performance venues.
- Policy E-13.4** Where appropriate, partner with institutions, such as public and private educational institutions, for joint use of performance facilities.

**Goal E-14**      **San Luis preserves historic buildings, structures, and important cultural resources.**

- Policy E-14.1** Pursue Certified Local Government status through the Arizona State Historic Preservation Office.
- Policy E-14.2** Develop and adopt a Historic Preservation ordinance for the protection of buildings and structures of historic importance.
- Policy E-14.3** Develop and adopt cultural resource protection standards and requirements pertaining to the assessment and treatment of cultural resources within San Luis.
- Policy E-14.4** Survey all development sites prior to development approval or issuance of building permits for cultural resources and ensure that the results of each survey are recorded with the Arizona State Museum.
- Policy E-14.5** Preserve cultural resources within open space and riparian areas where possible.