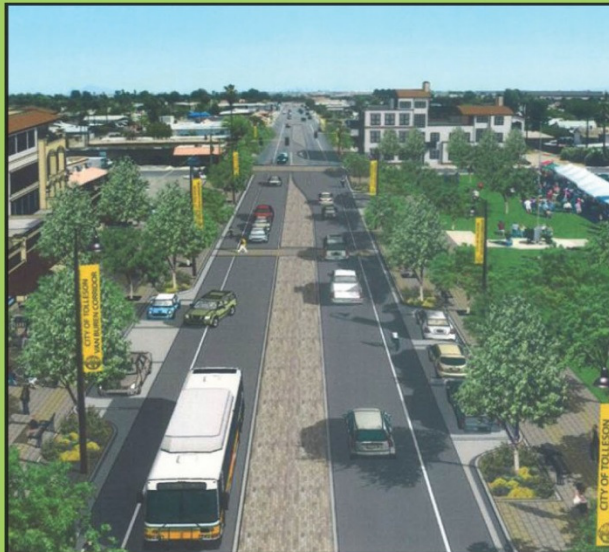




City of Tolleson Redevelopment Plan



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Tolleson Redevelopment Plan
as Approved by Council 11/17/14

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Redevelopment Plan

Introduction

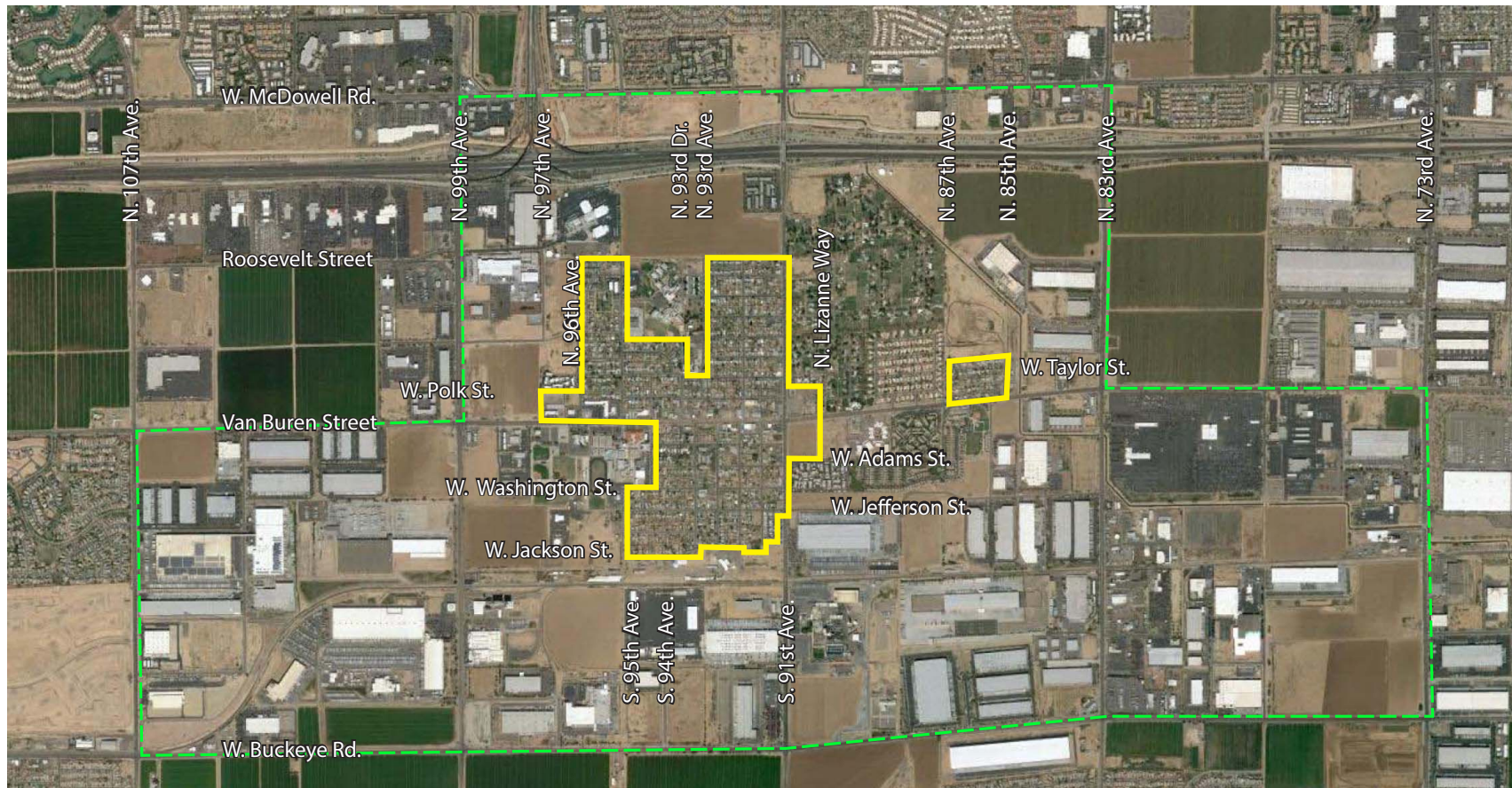
City of Tolleson leaders are committed to ensuring housing and businesses throughout the City meet city codes and are safe, clean, and contribute to the community. This redevelopment plan provides goals and actions that promote a safe, healthy, and sustainable environment in which residents can experience a high quality of life and feel proud to call Tolleson home.

The Tolleson Redevelopment Plan was prepared in conjunction with the Tolleson General Plan 2024 and focuses on strategies to stabilize and improve housing and revitalize commercial areas within the Redevelopment Area that have been affected by declines in the condition and maintenance of housing and other buildings. The General Plan 2024 includes additional information that also applies to this Redevelopment Plan and the General Plan 2024 shall be consulted when implementing this plan. This plan was developed in accordance with A.R.S. §36-1479 and addresses appropriate land uses and building requirements in the proposed areas. Adoption of this plan will provide a path through which the City can apply for public and private funding.

This redevelopment plan does not propose changes to the adopted General Plan, City of Tolleson Zoning Ordinance and Building Code, or other adopted City ordinances. This plan does not propose acquiring private land or propose new financing tools in addition to those currently used by the City for redevelopment. This plan does not propose relocation of any residents.



FIGURE 1: REDEVELOPMENT AREA BOUNDARIES



LEGEND

- Redevelopment Area Boundary
- - - City of Tolleson Municipal Boundary



October 15, 2014

Redevelopment Project Area Boundaries

The redevelopment plan includes approximately 260 acres. It encompasses the CORE zoning district and residential and commercial properties shown in Figure 1: Redevelopment Area Boundaries. The Redevelopment Area includes two locations;

The residential area generally bounded by W. Taylor and W. Van Buren Streets on the north and south respectively, and 87th and 85th Avenues on the west and east respectively.

1. The area generally bounded on the:

- **North** by W. Roosevelt St. between N. 96th and N. 95th Avenues; the alley north of W. Fillmore Street between N. 95th Avenue and N. 93rd Drive, W. Taylor Street between N. 93rd Drive and N. 93rd Avenue, and W. Roosevelt Street between N. 93rd and N. 91st Avenues.
- **West** by N. 95th Avenue between W. Buckeye Road and W. Washington Street; N. 94th Avenue between W. Washington St. and W. Van Buren St., and N. 97th Ave. between W. Van Buren Street and W. Polk Street (extended), and N. 96th Avenue between W. Polk Street (extended) and W. Roosevelt Street.
- **South** by Jackson Street between N. 95th Avenue and the east and north fence lines of the manufactured home subdivision and residential lot on the east side of N. 91st Drive.
- **East** by S. 91st Avenue from the south fence line south of W. Jefferson Street to N. 91st Avenue and W. Roosevelt Street.

Figure 1: Redevelopment Area Boundaries is a map of the Redevelopment Area.

Redevelopment Area Existing and General Plan Land Use and Zoning

Existing Land Use

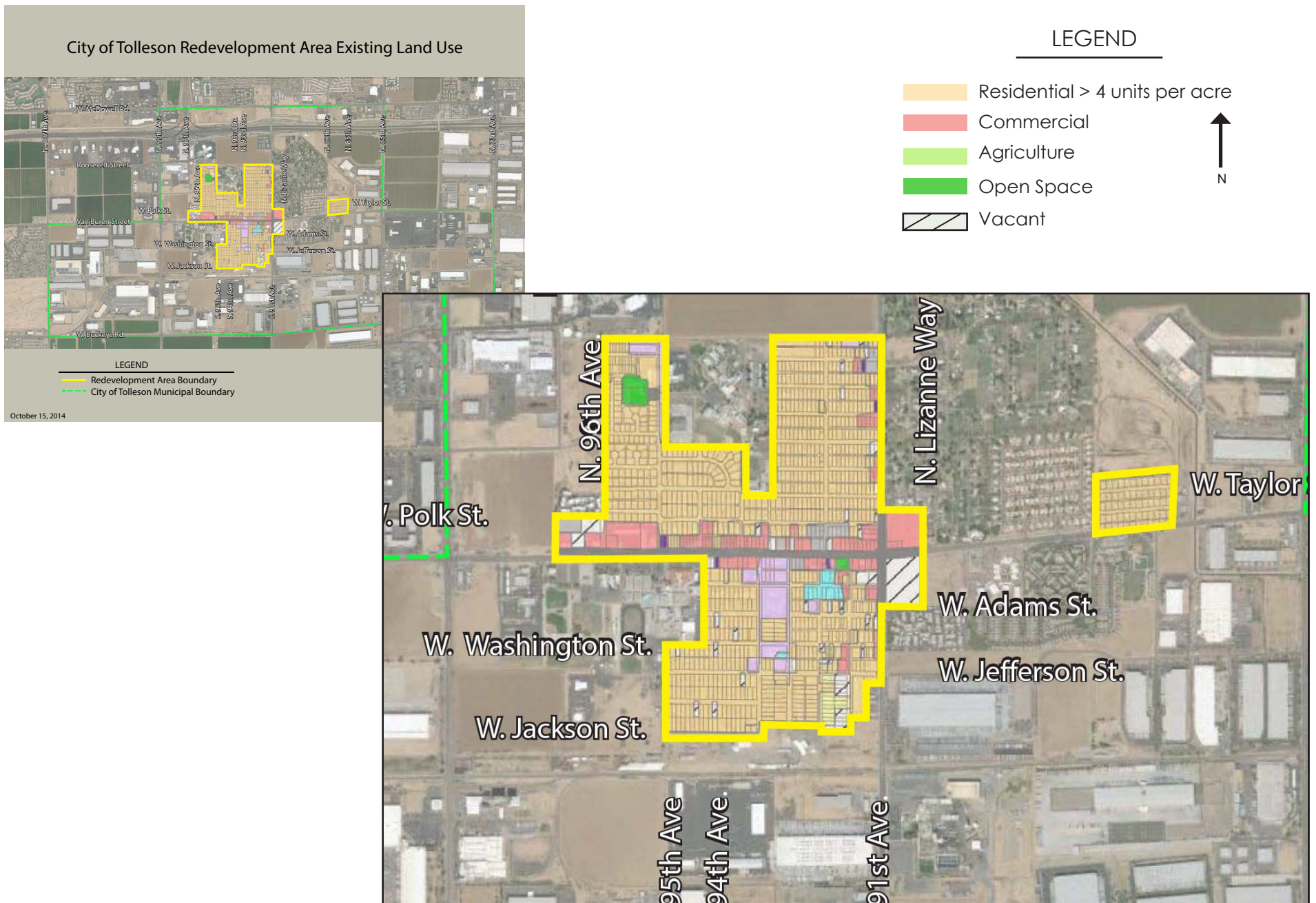
The majority of the Redevelopment Area is developed with residential uses. (Figure 3: Redevelopment Area Existing Land Use and Figure 4: Redevelopment Area Zoning.) Almost half of the areas currently developed with residential uses are zoned for multifamily development. Vacant areas are primarily located on the periphery of the Redevelopment Area. Commercial uses are generally located along Van Buren Street and 91st Avenue. Existing Redevelopment Area Land Use is described in Table 1: Redevelopment Area Existing Land Use and in Figure 2: Redevelopment Area Existing Land Use.

TABLE 1: Redevelopment Area Existing Land Use*					
Existing Land Use Category	Acres	Percent	Existing Land Use Category	Acres	Percent
> 4 houses per acre (high density)	191	74.3%	Commercial	20	7.8%
Education/Religious	10	3.9%	Public/Special Event	2	0.8%
Vacant	32	12.5%	Park	2	0.8%

* Acres are approximate



FIGURE 2: REDEVELOPMENT AREA EXISTING LAND USE



General Plan Land Use

The Redevelopment Area is mostly designated La Comunidad (community) in the General Plan. The General Plan El Centro land use coincides with the CORE zoning district. General Plan land uses are shown in [Figure 3: Redevelopment Area General Plan Land Use](#). Both of these General Plan land use categories encourage development that is walkable, scaled to existing neighborhoods, and includes local services, retail, and entertainment uses.

Existing Zoning

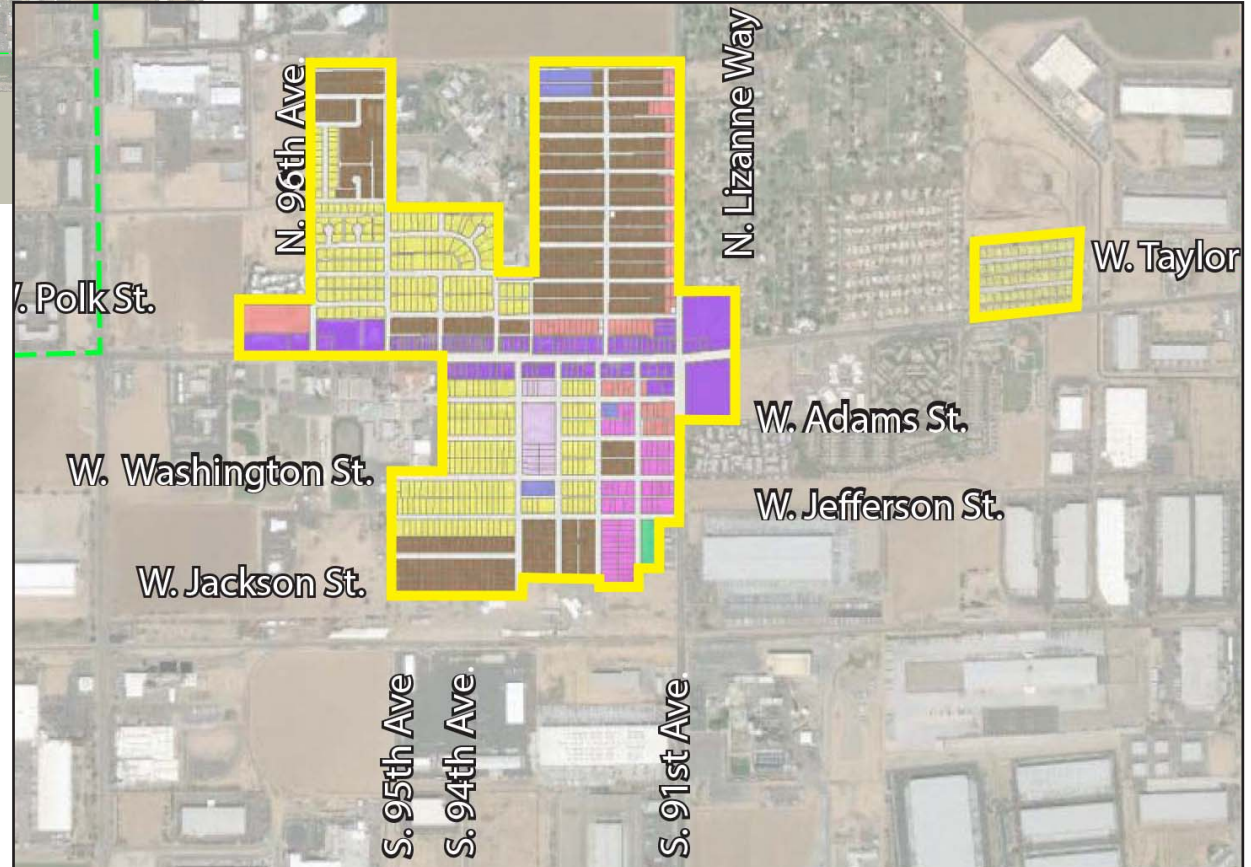
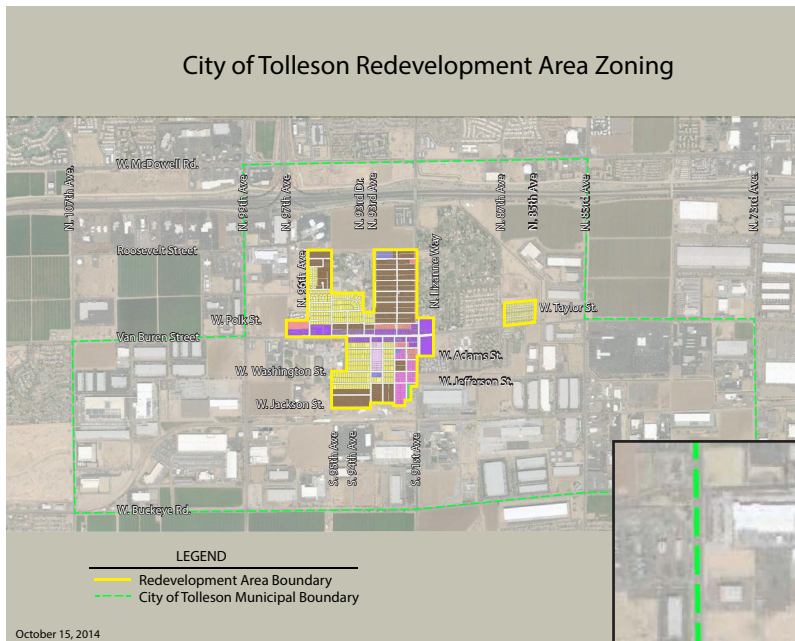
The majority of vacant land in the Redevelopment Area is zoned for commercial uses (C-1 or C-2) or CORE. Existing Redevelopment Area zoning is described in [Table 2: Redevelopment Area Zoning](#) and shown in [Figure 4: Redevelopment Area Zoning](#).

TABLE 2: Redevelopment Area Existing Zoning*					
Existing Zoning	Acres	Percent	Existing Zoning	Acres	Percent
Residential Single Family (R-7)	91	35.4%	Neighborhood Commercial (C-1)	17	6.6%
Residential Multi-family (R-2)	98	38.1%	General Commercial (C-2)	16	6.2%
Residential Manu. Home Park (R-MHP)	1	0.4%	Park	1	0.4%
CORE	27	10.5%	School	6	2.3%

* Acres are approximate



FIGURE 4: REDEVELOPMENT AREA EXISTING ZONING



Redevelopment Sub-Areas

Within the Redevelopment Area, both sides of Van Buren Street are designated El Centro. This designation reflects the function of this area as the central business district for the Redevelopment Area, as well as the entire city. The CORE zoning district, which corresponds to areas designated El Centro in the General Plan, is designed to encourage redevelopment and mixed land uses at densities higher than other areas within Tolleson. The balance of the Redevelopment Area primarily consists of single family residential uses that form the heart of the city. While many of the homes within this area are in need of some type of repair, the intent of this plan is to identify opportunities to stabilize this area and maintain its residential character. Because the goals for these two areas are so different (redevelopment vs. stabilization), this Redevelopment Area Plan addresses the area zoned CORE separately from the residential area designated El Centro in the General Plan. These two areas are described as follows:

1. **Residential Sub-Area:** Focused on housing improvements. This area corresponds to areas designated La Comunidad on the General Plan Land Use Map.
2. **CORE District Sub-Area:** Focused on retail improvements in the downtown corridor. This area corresponds to El Centro land use category on the General Plan Land Use Map.

Residential Sub-Area

Boundaries and Demographics

The Residential Sub-Area includes the entire Redevelopment Area except the Van Buren Street business corridor between 83rd and 99th Avenues, which is addressed in the following section. Overall, the Residential Sub-Area is approximately 350 acres in size.

The Residential Sub Area is a significant part of Tolleson and includes housing for half of the City's population. According to the 2010 U.S. Census, the majority of households (76%) are family households and 55% of households are owner-occupied, indicating a community committed to their neighborhoods, but in some cases, may lack the resources to maintain their properties. Within the Redevelopment Area there are a large number of households with children (45%) and seniors (42%). Forty-seven percent (47%) of households with children are single parent households.

Census data does not provide median income for the specific Redevelopment Area and listed housing values were used as a proxy for income. In 2013, housing values in the Redevelopment Area were an average of 50% lower than outside the area. These demographics make the area particularly suited for state and federal housing funds, which prioritize the increase of available and affordable decent housing for low-income households.

Existing Land Uses

Presently, the Residential Sub-Area consists of primarily residential uses interspersed with educational/religious and commercial uses as shown in Figure 2: Redevelopment Area Existing Land Use. The majority of residential uses are single family detached houses and small apartment complexes (e.g., duplex, triplex). The area also includes one large apartment complex, a senior apartment complex, and two mobile home parks located in the southeast portion of the Redevelopment Area. Educational/religious uses include a high school, elementary school, school athletic facilities, Boys and Girls Club, several religious institutions, and a small park. Commercial uses are primarily located on the 91st Avenue border of the Redevelopment Area.

Future Land Uses

The area falls almost entirely within the 2024 General Plan La Comunidad land use category, with the exception of the vacant lots directly east of 99th Avenue, which are designated El Paseo, as shown in Figure 3: Redevelopment Plan General Plan Land Use. The vacant lots designated El Paseo border Avondale business park land uses.

Existing Conditions

The Redevelopment Area contains several structures that demonstrate “deterioration of site or other improvements,” and are classified as blighted in accordance with A.R.S. §36-1471. While a number of the properties in the area are well-maintained, a windshield survey of the area conducted in 2013 found the majority of residences require structural repairs. Approximately one-third of homes (32%) were built before 1950. Vacant buildings and lots are interspersed throughout the area, contributing to the blighted appearance of many blocks. Shade along neighborhood streets is rare, creating an harsh environment for walking and biking, especially during summer months.

Residential Sub-Area Housing Condition Survey

As a part of this redevelopment plan, a housing condition survey was conducted in 2013 to assess the physical exteriors of residential properties. The survey rated six features of each parcel: roof, gables/eaves, siding, windows/doors, driveway, and yard. Ratings were given on a scale of 1 to 5, with 1 being the lowest score. If any feature was absent or not visible, it received the average rating of 3, based on the rest of the properties surveyed.

The ratings were then used to identify the condition of the house: Vacant, Consider for Removal, Substantial Structural, Major Structural, Substantial Non-Structural, Cosmetic, and Code Enforcement; as described in [Table 3: Housing Condition Survey Ratings Chart](#). Vacant properties received an overall rating of 0.

Residential Sub-Area Housing Condition Survey Findings

1. A shortage of housing of sound standards and design, adequate for family life, exists in the municipality.
 - Of the properties surveyed, 48% were either vacant, recommended to be considered for removal, or in need of substantial or major structural repair (shown in [Figure 5: Housing Condition Survey Results](#)).
 - Recurrent issues included cracked walls, fascia, and windows; weathered roofs; peeling/missing paint; an absence of landscaping; and driveways in need of repaving.
 - The yard feature received the lowest average score in the survey, due to landscaping issues and clutter. Cars, trash, appliances, and other inappropriate materials were frequently noted in the front yard.
 - 87% of properties are over 30 years old and need rehabilitation.
2. Vacant buildings and lots within the Redevelopment Area need to be cleared and developed in order to deter blight and crime, and stimulate healthy, prosperous neighborhoods.
3. Many edge residential properties, particularly along 91st Avenue and the southern edge are in poor/vacant condition.
4. Many residents living within the Redevelopment Area need financial and technical aid to rehabilitate their properties.
 - 47% of households are led by a single parent.
5. The vacant spaces directly east of 99th Avenue present opportunity for El Paseo land use developments.
 - Higher density housing and retail options are needed to support and provide daily services for Tolleson residents.

FIGURE 5: HOUSING CONDITION SURVEY RESULTS

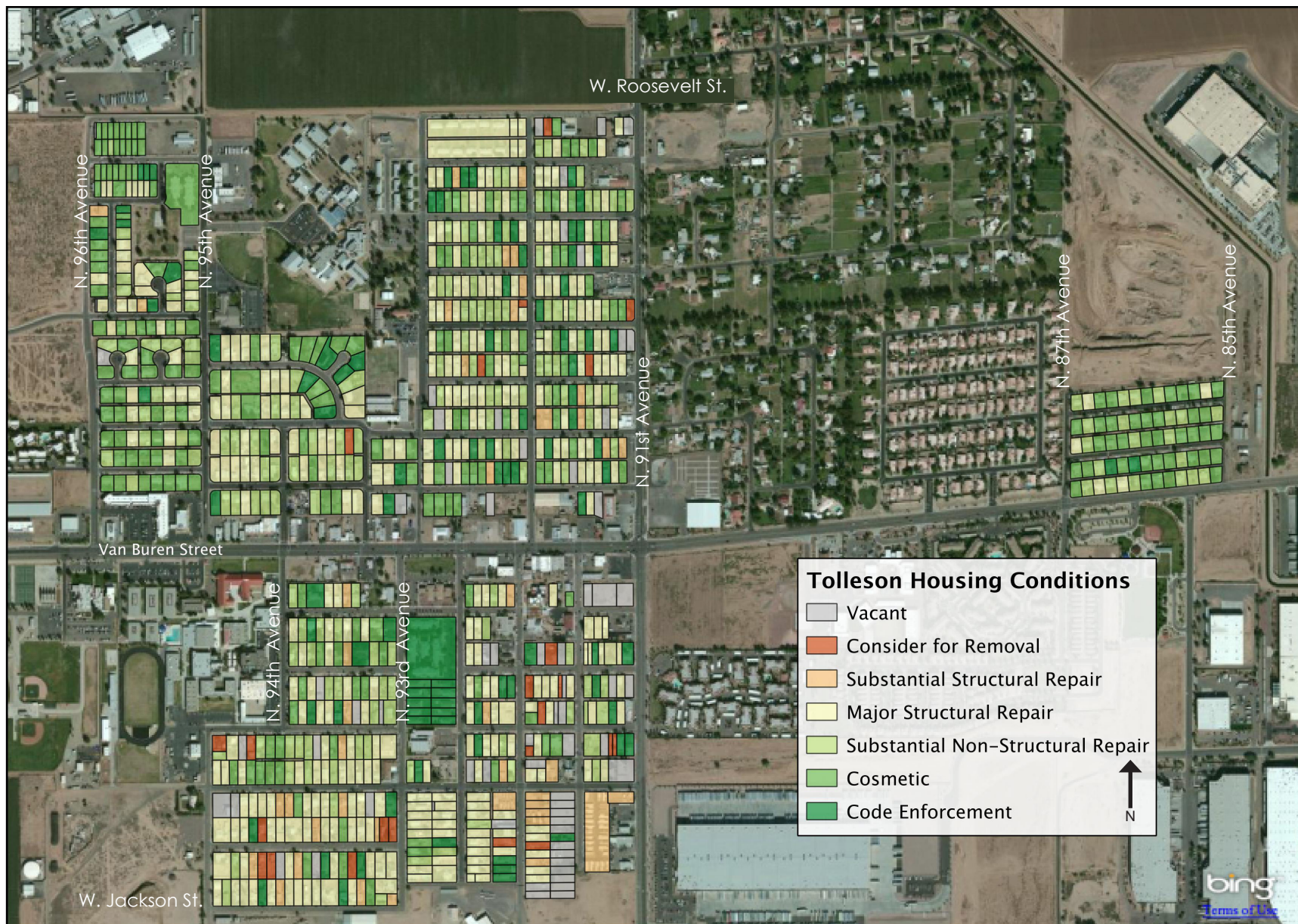







TABLE 3: Housing Condition Survey Ratings Summary Chart

CONDITION	NUMBER	PERCENT	PHOTO EXAMPLE
<i>Vacant</i> <ul style="list-style-type: none"> Lot is unoccupied 	44	5%	
<i>Consider for Removal</i> <ul style="list-style-type: none"> Building is unoccupied AND Roof needs replacement, OR Windows/doors are broken/need replacement, OR Siding needs replacement and painting 	24	3%	
<i>Substantial Structural</i> <ul style="list-style-type: none"> Roof needs replacement/major repair AND Siding needs replacement/patching and painting 	43	5%	
<i>Major Structural</i> <ul style="list-style-type: none"> Siding needs replacement/patching and painting, OR Windows/doors are broken/need replacement, OR Roof needs replacement/major repair 	331	36%	
<i>Substantial Non-Structural</i> <ul style="list-style-type: none"> Windows/doors are cracked/broken, but reparable OR Roof needs minor repair 	174	19%	
<i>Cosmetic</i> <ul style="list-style-type: none"> Gables/facia need major/minor repair OR Windows/doors need repainting/touch up 	205	22%	
<i>Code Enforcement</i> <ul style="list-style-type: none"> All others 	95	10%	

Residential Sub-Area Goals and Strategies

Goal 1: Improve housing stock and eliminate blight in the Re-development Area.

- Replace non-historic buildings with new homes when the cost of rehabilitation is greater than the cost of rebuilding.
- Remove houses that are structurally unsafe (e.g., structures which threaten public health or safety).
- Provide a streamlined process for private developers constructing affordable, sustainable, and quality homes on vacant lots and on lots with structures in need of demolition.
- Consider converting residential properties along 91st Ave to live/work or commercial uses to encourage investment in their repair and rehabilitation.

Goal 2: Update and enforce building codes and ordinances to improve the image and identity of the Redevelopment Area.

- Consider stricter requirements for the maintenance of exterior surfaces (e.g., painting, siding, windows, doors).
- Consider prohibiting inoperable vehicles on residential premises and foil in windows.
- Encourage regular roof inspections.

- Step up code enforcement for properties that diminish the residential or commercial appeal of nearby properties.

Goal 3: Improve streetscapes and street layouts.

- When possible and practical, widen neighborhood sidewalks or place bulb-out or planters within the street to provide space for pedestrians, trees, and lighting.
- Begin a shade initiative to encourage residential and public space tree-plantings (such as community gardens) to create cooler, more walkable neighborhoods and improve property values. Resources for these types of initiatives include:
 - America In Bloom. Grants will give assistance to schools and community organizations establishing or enhancing garden programs that can educate local communities on the benefits of fresh vegetable production and consumption. <http://www.americaninbloom.org/resources/Grant-Opportunities.aspx>
 - Lowe's Toolbox for Education. Lowe's Charitable and Educational Foundation will donate \$5 million to schools and school parent-teacher groups at more than 1,000 different schools during the school year. Grant applicants may request between \$2,000 and \$5,000 per school. <http://www.toolboxforeducation.com>
- 2013 Mantis Awards for Community and Youth



Gardens recognizes charitable and educational garden projects that enhance the quality of life in communities. <http://www.kidsgardening.org/node/58804>

- GRO1000GrassrootsGrants.Thegrants of upto\$1,500 are awarded to civic organizations nationwide. <http://www.grogood.com/giveBackToGro/Gro1000/Grassroots>

Goal 4: Provide residents with resources to upgrade and properly maintain their homes.

- Offer classes and online guides, which educate residents on available home improvement financing tools. Couple these efforts with energy efficiency to reduce operating costs and create opportunities for funding assistance. Some of these opportunities include:
 - Energy efficient rebate programs available from Arizona Public Service (APS) such as the Renewable Energy Incentive Program (<http://www.aps.com/en/residential/renewableenergy/renewableenergyincentives/Pages/home.aspx>)
 - Federal and local property tax exemptions for solar water heaters, solar thermal electric, solar thermal process heat and solar space heaters. (<http://www.azleg.gov/legtext/49leg/1r/bills/hb2332s.pdf>)
 - SRP Shade Tree Program. <http://www.srpnet.com/energy/powerwise/savewithsrp/shadetrees.aspx>.
- Work with U.S. Housing and Urban Development (HUD) and other established not-for-profits such as Chicanos Por la Causa (<http://www.cplc.org/housing/housing-counseling.aspx>) to offer financial counseling for property improvement loans.

- Allow property owners to purchase adjacent vacant City-owned lots at a reduced rate for the purpose of neighborhood beautification (e.g., community gardens, mini-parks).
- Consider creating a property tax credit for home buyers who buy and restore houses in need of major rehabilitation in designated neighborhoods.

Goal 5: Encourage neighborhood shopping and services.

- Provide a streamlined review process for private developers acquiring vacant properties for small neighborhood retail and service businesses developments.
- Encourage, through reduced permitting fees, mixed use and neighborhood commercial retrofits in existing vacant residential buildings along 91st Avenue within the Redevelopment Area.
- Consider property assemblage to convert development on blocks lining major streets (Van Buren Street and 91st Avenue) to mixed use, higher density developments.
- Consider streamlining the development of mixed use development, which includes residential uses, that is proposed for the vacant spaces directly east of 99th Avenue.

Goal 6: Explore a variety of public and private financing tools to fund the redevelopment project.

- Continue and expand applications for federal, state, and private grants, such as the Arizona Department of Housing HOME Program. (http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/)

- Work with the HUD Community Planning & Development Field Officer for Region 9 to explore funding opportunities.
- Pursue public/private partnerships. (http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/about/staff/fodirectors/9/ad)
- Consider creating a not-for-profit foundation that provides funding for flexible neighborhood investments. Fund the foundation through investors who receive tax benefits for investments and contributions.
- Work with local banks to direct community reinvestment funds into the Redevelopment Area. (<http://www.ffiec.gov/CRA/>)

CORE District Sub-Area

Boundaries

The CORE District Sub-Area consists of properties along Van Buren Street from 99th Street to 91st Avenue. The area is designed to include downtown properties in need of redevelopment that, when improved or redeveloped, can spur the development of retail services and employment, contributing to economic growth and vitality in Tolleson.

Land Uses

The defined area currently contains a variety of commercial uses, government offices, and education/religious uses including Tolleson High School and athletic fields, Arizona Desert Elementary School, Veterans Park; and the Tolleson Civic Complex which includes the City Hall, Community Center and Library. Limited residential uses are located adjacent to businesses along Van Buren Street. Vacant areas are intermittently located along the south side of Van Buren Street between 91st and 83rd Avenues. Other vacant parcels are adjacent to both sides of Van Buren Street, east of 99th Avenue.

Existing Conditions

The CORE Sub-Area is the historic retail service center of Tolleson and has enormous potential for economic vitality and cultural celebration. It hosts many of Tolleson's local destinations. The CORE connects to two major commuter streets, 91st and 99th Avenues. This historic retail street includes several commercial properties that are over 30 years old and in need of repair. These buildings, and vacant buildings and lots along Van Buren Street are the basis for including the CORE Sub-Area within the Redevelopment Area.



CORE District Sub-Area Building Condition Survey

As a part of the redevelopment planning process, a windshield survey of building conditions within the CORE District Sub-Area was performed in 2013. The purpose of the survey was to assess the physical exteriors of commercial properties along Van Buren Street. Because some businesses operate on more than one parcel, the properties surveyed are identified in this plan by business. The survey rated four features of each property: siding, windows/doors, street-scape, and parking lot. Ratings were given on a scale of 1 to 5, with 1 being the lowest score. If any feature was absent or not visible, it received the average rating of 3, based on the rest of the properties surveyed. The ratings were then used to identify the condition of the building: Vacant, Consider for Removal, Substantial Structural, Major Structural, Substantial Non-Structural, Cosmetic, and Code Enforcement; as described in [Table 4: CORE District Sub-Area Business Building Condition Survey Ratings](#) and shown on [Figure 6: CORE District Sub-Area Business Building Condition Survey Results](#). Vacant properties received an overall rating of 0.

CORE District Sub-Area Findings

1. The CORE District Sub-Area has a shortage of adequately maintained properties.
 - Of the 37 businesses surveyed, 19% of the buildings surveyed were categorized as consider for removal or in need of substantial structural repair.
 - Common issues included peeling/missing paint, uneven/cracked sidewalks, an absence of landscaping, and parking lots in need of repaving.
 - The parking lot feature received the lowest average score due to poor or complete lack of pavement.
 - While the redesign of the streetscape along Van Buren Street between 91st and 95th Avenues is being addressed, the remaining streetscape in the





CORE District Area lacks pedestrian amenities such as sidewalks and shade, which discourages pedestrian traffic. Increasing the number of people who walk along this street and to this street for services and retail goods could contribute to increased business and community health.

- The vacant Stage Coach Apartments should be considered for removal and replaced with a mixed-used development that includes residential uses.
2. Vacant lots within the Redevelopment Area are not maintained and have weeds or appear unkempt. Most significant are the vacant lots at the gateways to this district located on the northeast corner of 91st Avenue and at the northeast corner of 99th Avenue.
 3. Some of the facades and signing of businesses along Van Buren Street are in need of repairs and updating.
 4. The existing commercial development along Van Buren Street includes a wide variety of uses, some of which include activities that could be conducted within a more commercial, as opposed to retail environment.
 5. Alleyways behind Van Buren Street provide a buffer between the retail and residential portions of the Redevelopment Area. They provide an opportunity to enhance the connections between these two districts and also provide areas for deliveries and parking. Enhancing these areas could improve the environment and safety along Van Buren Street.

FIGURE 6: CORE DISTRICT SUB-AREA BUSINESS BUILDING CONDITION SURVEY RESULTS



TABLE 4: CORE District Sub-Area Business Building Condition Survey Ratings

CONDITION	NUMBER	PERCENT	PHOTO EXAMPLE
<i>Vacant</i> <ul style="list-style-type: none"> Lot is unoccupied 	6	14%	Sites may include vacant lots with multiple ownership
<i>Consider for Removal</i> <ul style="list-style-type: none"> Building is unoccupied AND Windows/doors are broken/need replacement, OR Siding needs replacement and painting 	1	3%	N/A
<i>Substantial Structural</i> <ul style="list-style-type: none"> Siding needs replacement/patching and painting 	6	16%	
<i>Major Structural</i> <ul style="list-style-type: none"> Siding needs replacement/patching and painting, OR Windows/doors are broken/need replacement 	0	0%	N/A
<i>Substantial Non-Structural</i> <ul style="list-style-type: none"> Windows/doors are cracked/broken, but reparable 	1	3%	
<i>Cosmetic</i> <ul style="list-style-type: none"> Windows/doors need repainting/touch up 	11	30%	
<i>Code Enforcement</i> <ul style="list-style-type: none"> All others 	18	49%	

CORE District Sub-Area: Goals and Strategies

Goal 1: Make Van Buren Street an attraction to residents, tourists, and businesses.

- Work with local merchants to apply the physical designs of the Downtown CORE District plan to their storefronts.
- Begin a shade initiative to encourage business and public space tree-plantings to create cooler, more walkable area and improve property values.
- Support and stage at least one cultural event each month such as an art fair, food festival, or coordinated sales event that brings people downtown.

Goal 2: Encourage interim developments on vacant lots to “jump-start” the rehabilitation of Van Buren Street.

- Begin a community garden on vacant “gateway” space (corners of 91st and 99th Avenues).
- Begin a weekly farmers market on vacant “gateway” space (corners of 91st and 99th Avenues).
- Use small vacant spaces to demonstrate sustainable tactics that also contribute to the overall appearance and safety of the area. For example, work with local funders (such as the Watershed Management Group www.watershedmg.org) to fund sustainable rain gardens on vacant lots adjacent to sidewalks.
- Fence and landscape existing vacant spaces to reduce and prevent blight.

Goal 3: Support businesses, as they upgrade their properties.

- Connect business owners to technical and financial resources.
- Explore federal, state, and regional funding opportunities for downtown revitalization.
- Work with the Small Business Administration and Maricopa County to provide funds for downtown revitalization. (<http://businessloanfunds.com/arizona/maricopa>)

Goal 4: Improve connectivity in Tolleson through Van Buren Street.

- Begin an alley program that develops alleys as buffers for residential uses or connections for commercial/public space uses.
- Create a Safe School Route that follows 93rd Avenue from the Boys and Girls Club across Van Buren Street to P.H. Gonzales Elementary School. Use traffic calming tools, install signs, increase shade, and construct small parklets in the vacant and open spaces on Van Buren Street and 93rd Avenue.

Goal 5: Work towards mixed-use development.

- Implement the Downtown Tolleson CORE Zoning District.



Goal 6: Expose Van Buren Street to a wider audience.

- Create a Van Buren Street tourism website accessible through the City and Southwest Valley Chamber of Commerce websites.
- Advertise Van Buren Street at Phoenix Sky Harbor Airport.
- Form a Chamber of Commerce, Lions, or Rotary to support the downtown and promote it within the West Valley.
- Joint the West Valley Chambers of Commerce Alliance to promote downtown Tolleson. (<http://wvcca.com/>)
- Explore feasibility of a business improvement district to enhance the CORE District.
- Hire a CORE District Area coordinator to coordinate redevelopment activities and represent the Core District Area at other local and regional economic development forums.

Goal 7: Encourage sustainable development as a part of all downtown redevelopment.

- Encourage the use of sustainable techniques and materials in new construction.
- When renovating buildings, enhancing signs or performing other maintenance activities, encourage merchants to source from within Tolleson first, when practical and affordable.
- Encourage, when possible, the use of renewable energy sources. Work with Arizona Public Service (APS) to investigate opportunities to provide grants for lower-cost, energy efficient lighting and power.

Goal 8: Support local and start-up businesses in unoccupied buildings.

- Work with nearby colleges and universities to offer regular training and seminars for small businesses.
- Work with local landlords to permit the use of their buildings as incubator space for start-up retail and other business.
- Consider creating a "pop up business" night where independent entrepreneurs can operate out of vacant buildings. (<http://smallbusiness.foxbusiness.com/sbc/2012/04/02/how-to-start-pop-up-shop/>)