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Yuma High Neighborhood Revitalization Plan



*“Focusing on a prosperous future
through strategic investment”*

I. Executive Summary

In 2003, the City of Yuma Neighborhood Services staff began working on a comprehensive plan to revitalize the approximately 214.5 acre Yuma High Neighborhood (YHN). Using input from residents and businesses, the staff identified the following goals: 1) Safety and security 2) Neighborhood appearance 3) Housing 4) Infrastructure 5) Social services 6) Workforce development, and 7) Economic development.

The YHN consists of residential, commercial, governmental and vacant lots. Demographically, the neighborhood is more diverse and has a lower average median income than the City as a whole. The neighborhood's substandard housing conditions also need attention including the physical condition of the house and overcrowding and occupation of residence beyond financial capacity.

Economic development goals include: 1) Encourage small business development 2) Help stimulate job creation 3) Revitalize underutilized or deteriorated commercial properties. The Yuma High neighborhood has two commercial districts: the Third Street corridor, west of Fourth Avenue to Avenue A, and the Fourth Avenue corridor, south from First Street to Sixth Street. These commercial districts offer opportunities for public and private investment to help stabilize, upgrade, and improve the entire Yuma High neighborhood.

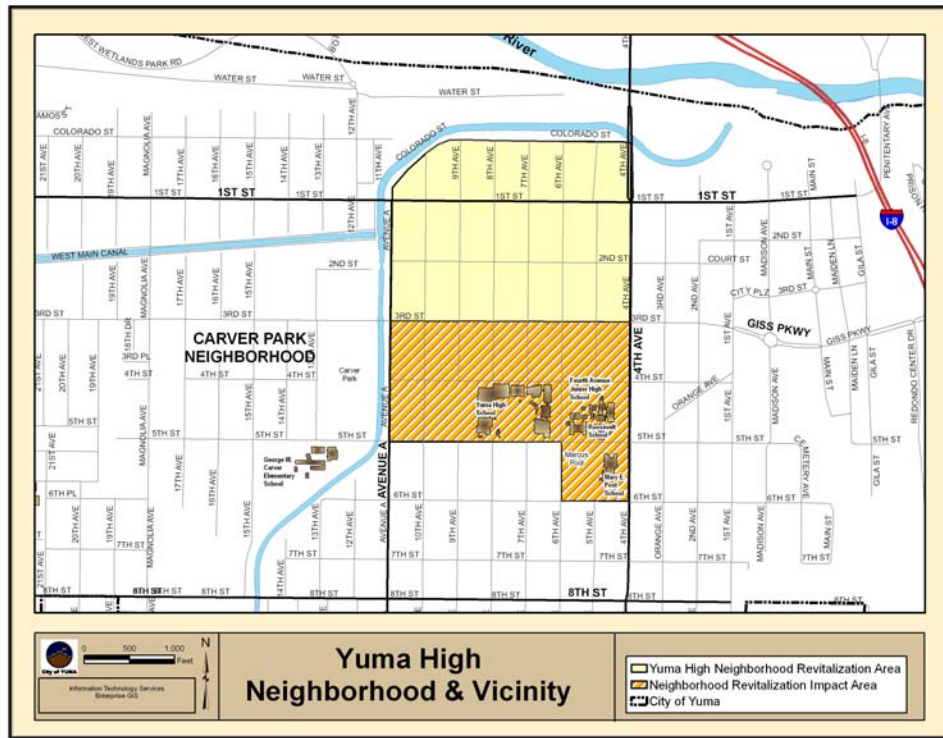
Residents of the YHN also identified community facilities needing improvement including infrastructure, recreation facilities, education, police and fire/emergency protection, and health care. By investing in housing and economic and neighborhood facilities, the City can revitalize and preserve the YHN.

II. Introduction

The Yuma High Neighborhood is a 32-block area bound by Colorado Street on the north, Fifth Street on the south, Avenue A on the west, and Fourth Avenue on the east. The neighborhood is approximately 214.5 acres and is home to 2,510 residents.

It is a historical neighborhood with most of its streets lined with single-family detached homes built over a seventy year period, from the early 1900's to the late 1970's. Although the YHN is primarily residential, there are many education institutions including a high school, a middle school and an elementary school. The YHN also has a host of cultural, employment, recreational and educational opportunities, making it desirable for reinvestment.

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The YHN is near the Carver Park Neighborhood, which the City of Yuma designated a Neighborhood Revitalization Strategy Area (NRSA) in 2000. The City successfully leveraged close to \$25 million dollars in federal, state, local, and private resources to revitalize the Carver Park Neighborhood. The City envisions a similar outcome for the YHN.

Land

The residential area of the YHN represents over 80.5 percent of the parcels and 57.3 percent of the total land area. Typically, homes are constructed on compact lots averaging five to six thousand square feet, although some residential streets are platted with home sites of a quarter acre or larger.



There are several commercial corridors in the neighborhood, including Fourth Avenue and Third Street. These areas are opportunities for revitalization with potential to provide housing, commercial, and community facilities in a mixed-use development strategy.

Government controlled land only occupies four percent of all parcels but makes up over 28 percent of the total

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land area. The majority of it is used by the Yuma Elementary School District and the Yuma High School. Streets, canals and related right-of-ways are not included in this analysis.

Vacant lots within the neighborhood account for a total of 48 lots, representing eight acres or 5.5 percent of the total land area in the neighborhood. The parcels are scattered throughout the neighborhood with an average size of .17 acres (Diagram 1)

Diagram 1
Yuma High Parcels by Land Use

Land Use	Parcels		Land Area	
	Number	Percent	Acres	Percent
Single family residential	359	62.3	60	40.8
Multiple family residential	105	18.2	24	16.5
Mobile home residential	1	0.2	0.2	0.1
Commercial	20	3.5	6	4.2
Industrial	1	0.2	0.5	0.3
Government	23	4.0	41	28.3
Service businesses	7	1.2	3	2.0
Vacant	48	8.3	8	5.5
Religious/non-profit	11	1.9	3	2.1
Heavy Business	1	0.2	0.3	0.2
Total	576	100	146	100

Source: City of Yuma

Demographics

Diagrams 2 and 3 suggest the demographics of the YHN are diverse and differ from the City as a whole. The YHN population is younger and has higher incidence of poverty than the City. It also has a smaller percentage available to work which impacts employment and poverty in the neighborhood. The YHN is also fairly diverse with only 45.2 percent of the population being white compared to 68.3 percent for the City as a whole.

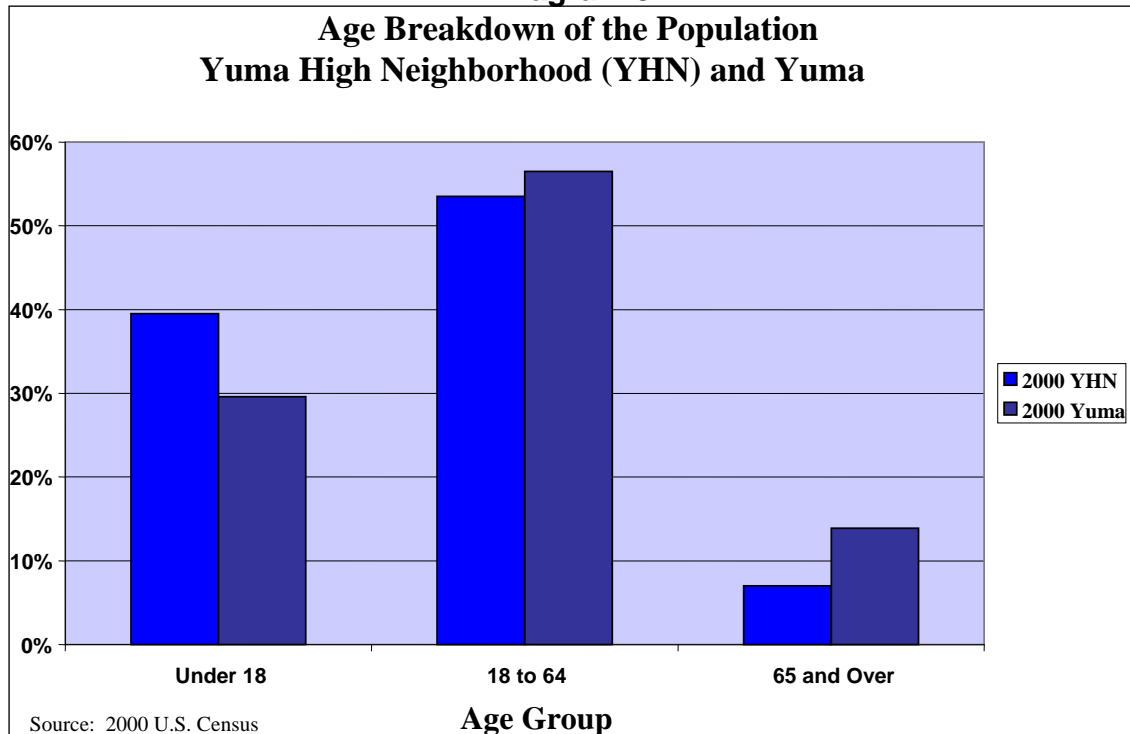
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Diagram 2
Population, Gender, Race, Ethnicity and Poverty
2000 YHN, Yuma, Arizona, and National

	YHN	Yuma	Arizona	National
Population	2,510	77,515	5,130,632	281,421,906
Gender				
Males	48.4%	49.8%	49.9%	49.1%
Females	51.6%	50.2%	50.1%	50.9%
Race¹				
White	45.2%	68.3%	75.5%	75.1%
Black	2.6%	3.2%	3.1%	12.3%
American Indian	3.2%	1.5%	5.0%	0.9%
Asian/Pacific Islander	0.00%	1.7%	1.9%	3.7%
Other Race	48.7%	21.4%	11.6%	5.5%
Ethnicity¹				
Hispanic or Latino	80.0%	45.7%	25.3%	12.5%
People Living In Poverty	23.5%	12.1%	9.90%	9.22%

Note: 1. Census totals by block group can vary by trait measured. Percentages by race and ethnicity are based on the percentage of the total population as Described in aggregate racial data collection.
 Source: 2000 U.S. Census

Diagram 3
Age Breakdown of the Population
Yuma High Neighborhood (YHN) and Yuma



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The YHN also makes up a significant amount of the City's total low-moderate income population. In 2000, the YHN had 1540 persons with low or moderate incomes, equating to 47.2% percent of the total YHN population (Diagram 4).

Diagram 4
Yuma High Neighborhood Low-Moderate Population, 2000

Block Group ¹	Block Group Totals	Yuma High Neighborhood	
	Total Population	Low-Moderate Population	Percent Low-Moderate
001	1,845	1,126	63.6%
002*	1,331	414	30.7%
		TOTAL: 1,540	AVERAGE: 47.2%

Note: 1. Census Tract #2

*Neighborhood Impact Area

Sources: 2000 U.S. Census and the U.S. Department of Housing and Urban Development Phoenix Field Office

Through public input sessions, students, residents and business owners identified major needs of the YHN, which the City used these issues as the basis for its goals and strategies. They include the following categories:

- A. Safety and Security
- B. Neighborhood Appearance
- C. Housing
- D. Infrastructure
- E. Social Services
- F. Workforce Development
- G. Economic Development

Specific issues, which could inhibit the plan's success include:

- ♦ *Property Acquisition:* A major component of the plan is the redevelopment/rehabilitation of vacant and/or underutilized private and commercial properties. While property owners are usually willing to participate in publicly sponsored redevelopment plans, funding could be difficult. The City does not have unlimited funding and when utilizing Federal and State funding, public agencies must adhere to Real Property Acquisition policies.
- ♦ *Public Investment:* Significant public financing will be necessary to encourage private investment. The success of the plan is therefore contingent on local, state and federal participation.
- ♦ *Overlay multi-family zoning:* Almost 42 percent of the neighborhood has had a multi-family zoning designation despite being predominantly single-family residences. The neighborhood stabilization goals in this plan could be

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undermined if single-family homes are replaced with multi-family developments in areas inappropriate for that land use.

Since both the City and the YHN support the plan, the issues above are not insurmountable. The City of Yuma Neighborhood Services team will work with community-based organizations, federal, state and local governments, and the private sector to leverage resources and enact and finance the plan.

This plan is based on the premise that only through comprehensive evaluation and planning can substantial change be realized in the YHN.

III. Background and Process

The City of Yuma Neighborhood Services Division began the planning process for the Yuma High Neighborhood (YHN) revitalization in November 2003. The goal of the project can be summed up in the following statement from the Department of Housing and Urban Development (HUD) in their notice regarding the development of neighborhood revitalization strategies:

“Comprehensive community revitalization strategies seek to create partnerships among federal and local governments, the private sector, community organizations and neighborhood residents. The Department seeks to create communities of opportunity in distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents.”

-Notice CPD-96-01, HUDS

Staff held public input sessions and administered surveys to students, residents, property owners, and faith-based organizations to identify issues important for revitalization and positive and negative aspects of the community. Based on this input, the City developed a comprehensive three-year plan. These methods allowed stakeholders to recognize the positive and negative aspects of the neighborhood. The general consensus is the YHN, despite its issues and challenges, has a rich architectural character and history and is full of potential.

IV. Housing

High unemployment and low earning potential suggest a need for more affordable housing. Age, language, education, and occupation impact a resident's ability to earn wages. Diagram 5 suggests Spanish is the primary language of 74.1 percent of residents; 37.9 percent do not speak English well. Of residents 25 years and older, almost 57 percent have less than a high school diploma or equivalent, compared with 26.8 percent citywide and 19 percent statewide and nationally. For example, management and professional

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occupations are typically on a higher pay scale than farming or retail jobs. Diagram 6 compares employability in the YHN to the City as a whole.

Diagram 5
Language Spoken at Home and Education
2000 YHN, Yuma, Arizona, and National

	YHN	YUMA	ARIZONA	NATIONAL
Language				
English Only	24.4%	60.6%	74.1%	82.1%
Spanish	74.1%	36.8%	19.5%	10.7%
Spanish "Speak English less than Very Well"	37.9%	15.5%	9.1%	5.2%
Languages other than English or Spanish	1.5%	2.6%	6.4%	7.2%
Education				
Less than 9th Grade	28.5%	11.8%	7.8%	7.6%
9th to 12th Grade; no diploma	28.4%	15.0%	11.2%	12.1%
High School Graduate	20.6%	25.1%	24.3%	28.6%
Some College, no degree	15.7%	26.1%	26.4%	21.0%
Associate Degree	1.4%	5.9%	6.7%	6.3%
Bachelor's Degree	4.2%	9.7%	15.2%	15.5%

*Percentages are Spanish speakers who speak English less than "Very Well" from Total Population
 Source: 2000 U.S. Census

Diagram 6
Labor Force, Unemployment and Occupations
2000 Survey and 2000 CPN and Yuma

	2000 YHN	2000 Yuma
Labor Force ¹	1,254	33,904
Total Employed	986	28,024
Unemployment Rate	21.4%	17.3%
Occupation²		
Management, professional, and related occupations	22.3%	30.2%
Service occupations	14.0%	18.8%
Sales and office occupations	21.5%	28.7%
Farming, fishing, and forestry occupations	8.0%	2.5%

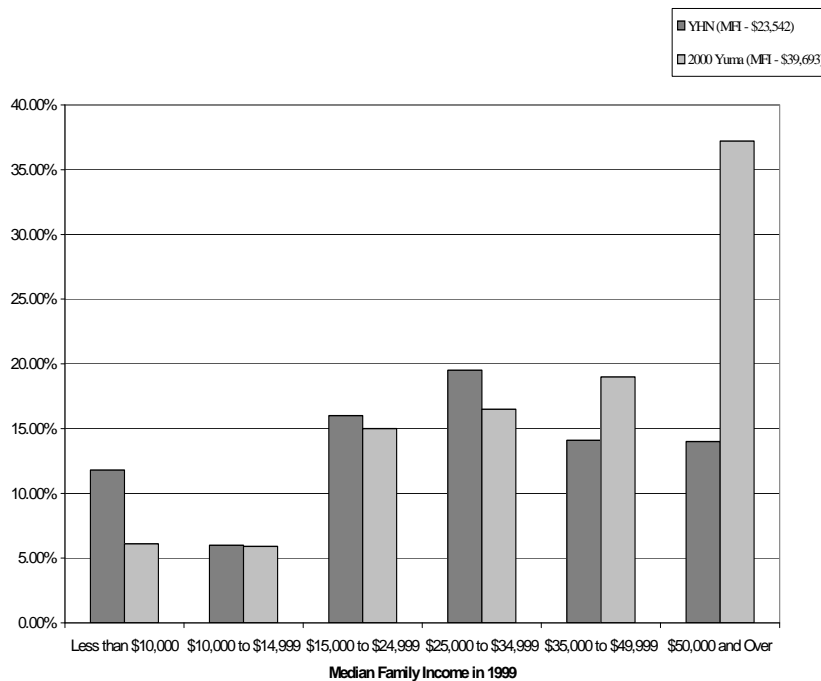
Note: 1. Labor force was calculated based on total employment in the areas listed plus unemployment

Note: 2. Percentages reflect the percentage of employed persons; also note that occupational categories differ from Census categories

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Diagram 7 illustrates the YHN family income from 1999. The results from the 2004 Resident Survey should be viewed with caution for a variety of reasons. First, no adjustment has been made for inflation to the Census data, which was recorded five years prior. This indicates a likely understatement of current incomes. Second, income is often overstated on surveys. The U.S. Census Bureau overcomes this problem by performing data quality analysis when it analyzes aggregated IRS documents and Bureau of Economic Analysis national income accounts. Third, due to a low survey response rate, the income percentages may not be an accurate reflection of actual incomes.

Diagram 7
Median Family Income in 1999
2000 Yuma High Neighborhood (YHN) and Yuma



Source: 2000 U.S. Census, 2004 Resident Survey

¹ Understated by employment before the age of 18 or past the age of 64 due to limitations in data availability

The Census data demonstrates that household income in YHN is lower than the City as a whole. 53 percent of households in the YHN have annual incomes lower than \$35,000 compared about 43 percent for the City. Only 14 percent of Yuma High residents have household annual incomes greater than \$50,000 as opposed to 37 percent for the City.

Improving substandard housing conditions is important in revitalizing the Yuma High Neighborhood. Substandard housing indicators include not only the

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physical conditions of a house but also overcrowding and occupation of a residence beyond financial capacity. Identifying substandard housing conditions involves examining the following factors: number of units and occupation status, housing tenure, age of house, housing type, and housing costs.

Number of Units and Occupation Status

The number of dwelling units and occupation status are important factors in examining a housing environment. In the YHN, the percentage of owner-occupied homes (42%) is slightly less than the percentage of renter-occupied (45%). Diagram 8 suggests the YHN has a much larger proportion of renter-occupied units than the City as a whole. While the percent of vacancies in the City of Yuma (22.7%) is higher than the YHN (12.6%), the City's vacancies are likely due to units owned by seasonal visitors. While vacancies in the YHN are lower than the City as a whole, they are still significant. This situation suggests there is a need for a housing program that will improve affordability and create opportunities for infill housing.

The average household size of owner-occupied and renter-occupied households in the YHN is greater than those in the City as a whole. Of survey respondents, 15 percent had household sizes of five or more. Survey results and neighborhood comments indicated the problem of overcrowded housing units is especially important in terms of rental units.

Diagram 8
Proportion of Vacant, Owner-and Renter-Occupied Dwelling Units

2000 Yuma High Neighborhood (YHN) and Yuma

	YHN	YUMA
Housing Type		
Vacant	12.6%	22.7%
Owner-Occupied	42.4%	49.1%
Renter-Occupied	45.2%	28.2%
Average Household Size of Occupied		
<i>Housing Unit by Type</i>		
Owner-Occupied	3.68	2.80
Renter-Occupied	3.42	2.78

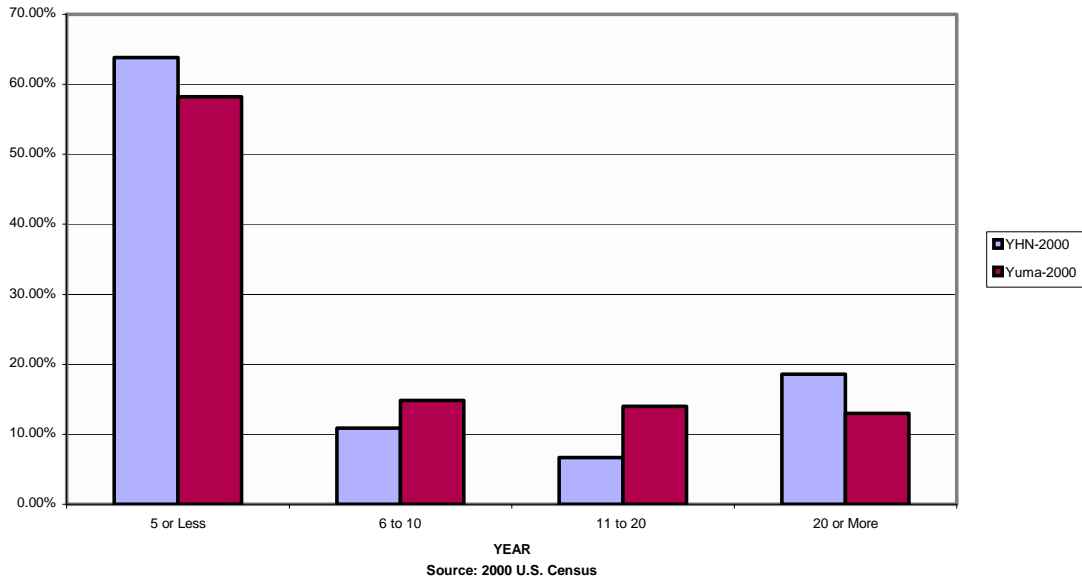
Source: 2000 U.S. Census

Housing Tenure

Housing tenancy is also an important factor in analyzing housing quality. Almost 26 percent of YHN respondents have lived in the same dwelling for more than ten years. Due to this longevity, these households tend to have lower mortgage and rent. Diagram 9, shows the YHN's housing tenure is slightly higher than the City.

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**Diagram 9
Housing Tenure
2000 YHN and Yuma**



Age

The age of the homes is also important in neighborhood revitalization. More than half of the YHN houses were constructed before 1969 compared to only 29 percent in the City and twenty-two percent in the State of Arizona (Diagram 10).

**Diagram 10
Age of House
2000 YHN, Yuma, Arizona, and National**

Year Structure Built	YHN	Yuma	Arizona	National
1939 or Earlier	13.6%	2.5%	2.2%	15.0%
1940 to 1959	27.1%	13.4%	9.6%	20.0%
1960 to 1969	9.8%	12.7%	10.6%	13.7%
1970 to 1979	12.8%	23.7%	23.6%	18.5%
1980 to 1989	19.9%	21.9%	24.7%	15.8%
1990 to 1994	7.2%	10.2%	10.5%	7.3%
1995 to 1998	6.9%	12.3%	13.7%	7.3%
1999 to March 2000	2.6%	3.2%	5.1%	2.4%

Source: 2000 U.S. Census

Housing Types:

The type of housing in the YHN needs to be identified to focus revitalization resources on areas where they will have the largest impact. Diagram 11 describes the housing types in the YHN.

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The YHN contains a larger percentage of single-family detached structures than the City, State and nation. When correlated with poverty levels and age of housing, this data suggests rehabilitation programs targeting single-family homes will improve housing stock, neighborhood conditions and affordability.

**Diagram 11
Housing Type**

	YHN	Yuma	Arizona	National
Units in Structure				
Single Family Attached	66.5%	42.5%	56.8%	60.3%
Single Family Detached	7.0%	5.8%	6.0%	5.6%
2 or More Units	21.1%	21.1%	22.1%	26.4%
Mobile Home	0.0%	25.1%	13.8%	7.6%
Other	5.0%	5.4%	1.3%	0.2%

2000 U.S. Census and City of Yuma Data

Housing Costs:

Yuma experienced a housing boom in the early 2000's that led to a dramatic increase in the cost of housing. In 2000, the average price for a single family home was \$102,000. In 2005, it increased to \$212,221. While most of these increases occurred in newer subdivisions, prices in the older neighborhoods also experienced substantial appreciation.

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During 2008, the housing market collapsed. The current average price of homes in the area is now \$107,000, reflecting the national downward trend in the housing market. The plunging home value suggests many residents of the YHN that purchased their homes in the last few years may have mortgages that exceed their homes values. Combined with the growing unemployment rate, the low home values are a sign of a growing economic crisis.

The industry standard among home mortgage lenders is that no more than 28 percent of a household's gross income should be spent on a home payment. Among renters, the standard for affordable rent is no more than 30 percent of household income. Households that pay more than 30 percent of their income towards rent often have difficulty paying for other basic necessities, including utilities, food, clothing and transportation.

Diagram 12 suggests 16.1 percent of the Yuma High Neighborhood are paying 25 to 34 percent of their household income on monthly owner costs, and 24.2 percent are paying 35 percent or more on housing costs. These figures exceed the City as a whole, the State and the Nation. Among renters, 21 percent of YHN residents pay 25 to 34 percent of their household income on rent and 28.4 percent pay 35 percent or more. These figures also exceed the City as a whole, and the percentage of renters paying 25 to 34 percent also exceeds the State and the Nation.

Diagram 12
Housing Characteristics
2000 YHN, Yuma, Arizona, and National

	YHN	Yuma	Arizona	National
Owner-Occupied Units				
Selected Monthly Owner Costs as a Percentage of Household Income¹				
Less than 15 percent	29.6 %	36.0 %	34.8 %	36.5 %
15 to 24 percent	28.7 %	31.9 %	31.8 %	31.4 %
25 to 34 percent	16.1 %	15.5 %	16.3 %	15.4 %
35 percent or more	24.2 %	15.8 %	16.2 %	15.8 %
Not Computed	1.34 %	0.66 %	0.90 %	0.80 %
Renter-Occupied Units				
Gross Rent as a Percentage of Household Income¹				
Less than 15 percent	19.5 %	16.8 %	15.8 %	18.1 %
15 to 24 percent	17.4 %	26.7 %	26.9 %	27.1 %
25 to 34 percent	21.0 %	16.6 %	18.8 %	17.7 %
35 percent or more	28.4 %	26.4 %	30.9 %	29.5 %
Not Computed	13.8 %	13.5 %	7.71 %	7.55 %

Note: 1. Percentage of Household Income in 1999
Source: 2000 U.S. Census

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Affordable housing is a key factor in any revitalization strategy. Homes that exceed the cost of the market tend to deteriorate as owners struggle to maintain them. This downward spiral can lead to a dilapidated neighborhood. One method of determining affordability is annual income needed to purchase a house without being cost-burdened. For example, at the beginning of 2008, the average cost of a house in the Yuma High Neighborhood was \$104,000. The monthly principal, interest, taxes & insurance would be \$722, assuming a 10 percent down payment, 7 percent interest over a 30 year mortgage and taxes and insurance of \$100 per month. The owner would need to earn an annual income of \$28,872 to avoid using more than 30 percent of his or her monthly income on housing payments.

In 2000, the Medium Family Income (MFI) in the YHN was only \$23,542 and 34 percent of the neighborhood earned less than \$25,000 annually. From 2000 to 2008, the overall MFI of the City increased by 7 percent. Assuming that wages in the YHN increased correspondingly, then the MFI in 2008 would have been \$25,189. Therefore, a family earning the MFI in the YHN would not have been able to afford a home.

Housing Conclusion

While the YHN faces significant challenges, with the appropriate strategies and partnerships, effective improvements are feasible. There are numerous vacant parcels available for redevelopment. The population is relatively young, however, the percentage of the overall population living in poverty is higher than in the City as a whole. There is a need to develop the employment and educational skills of the neighborhood through such actions as English and GED classes. The unemployment rate is relatively high, but it can be improved with appropriate workforce development opportunities.

The housing stock is older indicating that a housing rehab program would be effective in the area. In addition, occupants are cost burdened, so programs that reduced housing costs, including energy efficiency improvements, could have a significant positive impact on the neighborhood. There are many rental units in the YHN. As part of the revitalization plan, the City's Rental Inspection program will ensure that residents meet all Housing Quality Standards.

V. Economic Development

The economic engines of Yuma are agriculture, military and tourism. Agribusiness contributes \$1.3 billion into the local economy and accounts for 90 percent of the nation's winter lettuce supply.

Two prominent defense facilities, the Yuma Proving Ground (YPG) and the Marine Corps Air Station (MCAS-Yuma) are also located within the community. MCAS-Yuma provides virtually all training for Marine fighter pilots, and YPG is

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one of the Army's premier experiment and evaluation facilities. It is also the largest single civilian employer in the County.

Tourism is also important with 300,000 visitors a year and nearly 90,000 winter visitors supplementing the City's population in the winter months. The winter visitor impact on commercial businesses is dramatic, especially in the areas of general retailing, food service, automotive and leisure activity sales.

Secondary economic drivers include medical services and Native-American owned gaming and other tourism attractions including the Yuma Territorial Prison State Park, St. Thomas Mission, the Colorado River and its associated activities. In 2007, Expansion Management Magazine honored Yuma as one of America's fifty hottest cities. Factors considered in selecting Yuma included business environment, workforce quality, operating costs, incentive programs, workforce training programs, and the ease of working with the local political and economic development community. In 2006 and 2007, Yuma was also first and second, respectively, on Inc. Magazine's list of the Top 20 Boomtown Small Cities.

In 2004, the Yuma Palms Regional Shopping Center opened, which includes a 16-screen Harkins cinema and Yuma's largest retailers and restaurants. The Yuma Palms development has impacted commercial activity across the City including the YHN.

It has created a competitive challenge for existing commercial activity centers such as the Downtown District which the City has been working to redevelop. The City anticipates the opening of the Pivot Point hotel and conference center, a 150-room hotel and 18,000 square foot business conference center currently under construction on the Downtown's riverfront, which will offset the challenges of the Yuma Palms and attract new business activity there.

Economic development goals include the following:

- Encourage and promote small business development
- Help stimulate job creation
- Revitalize underutilized or deteriorated commercial properties
- Promote and enhance the ability of business owners to secure necessary capital to finance start-up ventures or business expansion projects.

A strong business community will lend stability to the YHN and provide job opportunities for its residents. While economic development marketing and recruitment in Yuma is primarily the responsibility of the Greater Yuma Economic Development Corporation (GYEDC), City of Yuma staff assists GYEDC in

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economic development efforts occurring within the City. At the neighborhood level, the City helps stabilize older neighborhoods and promote economic growth.

For example, the Neighborhood Economic Revitalization and Development strategy was developed by the City of Yuma and included establishing a City Participation Loan Fund (PLF) program to encourage small business development in revitalization areas. The goal of the fund is to help stimulate job creation and revitalize underutilized or deteriorated commercial properties. The PLF can be funded by the U.S. Department of Housing and Urban Development (HUD), CDBG, or matching funds from local private financial institutions.

The Yuma High Neighborhood

The Yuma High Neighborhood has two commercial districts: the Third Street corridor, west of Fourth Avenue to Avenue A, and the Fourth Avenue corridor, south from First Street to Sixth Street. These commercial districts offer opportunities for public and private investment to stabilize and upgrade them and improve the entire Yuma High Neighborhood.

In recent years, there have been a number of major development activities adjacent to the YHN including:

- The renovation of the Yuma County public library, on the southeast corner of Fourth Avenue and Third Street.
- The Hilton Garden and Conference Center, located in the area northeast of First Street and Fourth Avenue, is currently under construction and is anticipated to be completed in 2009. The hotel will include 150 rooms, a conference center and a restaurant.
- A new 50,000 square foot Federal Courthouse is planned for the eastern area across from First Street and Fourth Avenue.
- The City of Yuma's Heritage Area Corporation is currently making improvements north of the YHN, which include the western and eastern wetlands recreation area. The Heritage Area Corporation works collaboratively with other agencies such as the National Park Service, Arizona State Parks and the City of Yuma to develop and improve the Yuma Crossing National Heritage Area.
- As part of the City's downtown redevelopment strategy, Main Street was reopened with new parking spots and unrestricted traffic. The Del Sol Hotel is also planned to be redeveloped into a multi-modal transportation center or new retail and office space.
- Mr. G's, a popular, locally-owned restaurant located on Fourth Avenue, recently expanded its operation into a brand new building.

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- A Family Dollar Store was recently built on Fourth Avenue.
- The owners of the Best Western Coronado purchased and renovated the dilapidated Yuma Inn Hotel located in the YHN.

The Yuma Heritage Area Corporation is seeking funding sources to transform the current weigh station, located in the northeast section of the YHN (Fourth Avenue gateway), into a Welcome and Visitor Center.



The success of commercial activity is also visible through the continued success of businesses such as the Del Sol Market at Third Street and Fourth Avenue, and the River City Grill and La Flor restaurants along Third Street. Despite these successes, there are still many commercial businesses along the Fourth Avenue and Third Street Corridors that are dilapidated or vacant. Infusing public development dollars into

these structures will help strengthen the economic base of the area allowing it to successfully compete against the new, larger shopping attractions.

As a major vehicular artery within the City, Fourth Avenue is the north/south Interstate 8 Business Route through the City. During both the morning and evening commuter travel times, traffic along Fourth Avenue is heavy. Even during non-peak hours, Fourth Avenue carries a medium volume of both business and non-business traffic. This traffic makes Fourth Avenue unfriendly for pedestrians and nearly all commercial uses along Fourth Avenue are vehicular dependent.

The Third Street corridor is much more pedestrian “friendly”. Third Street is a main east/west thoroughfare serving the residents of the Yuma and Carver Park neighborhoods. The street’s other major users are destination travelers seeking a specific business or other activity center, located along Third Street. In addition to the businesses noted earlier, there are also several existing basic neighborhood service businesses such as a tire shop, a laundry mat, a beauty parlor and a furniture store. The Yuma County Area Transit bus system also has only two bus stops along Third Street.

One issue to consider in redeveloping Third Street is the City’s future plans to widen the Street as part of the 2005 Roadways Plan. The Roadways Plan

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identifies Third Street as a future 80' wide collector street. As only 60' of right-of-way currently exists, this will require the City to acquire a portion of right-of-way land on either side of Third Street causing both existing commercial buildings and land to be entirely demolished or reduced in size. However, a revised Roadways Plan is pending, and this widening may not occur.

Additionally, it is problematic, costly, and at times unfeasible, to bring older, existing sites into conformity with modern development standards. The City requires that if a commercial building has been vacant for more than two years or redeveloped for a new purpose (i.e. office to retail store), then the property must conform to the City's site development codes before it can be used again.

These codes make the redevelopment of older properties difficult. For example, modern parking, on-site retention, landscaping, and building setback standards can often not be met without reducing or demolishing the building.

Fourth Avenue Corridor Recommendations

The following are recommendations from Enterprise Real Estate Services, Inc. that would stabilize the northern end of the Fourth Avenue commercial district and greatly improve the services provided to the residents of the Yuma High Neighborhood:

- The Del Sol Market should be secured for redevelopment. This project should be the focus of redeveloping the corridor.
- Provided the right-of-way issues can be resolved, a retail-based shopping center of approximately 45,000 to 50,000 square feet capable of addressing the expanded needs of the Del Sol Market should be created.
- Del Sol Market should be allowed to develop a larger facility while maintaining its current location.
- The River's Edge Plaza Shopping Center and the four residential properties behind the complex should be secured for redevelopment. The River's Edge Plaza Shopping Center is outdated and underutilized property located along Fourth Avenue north of the Del Sol Market.
- Additional land for redevelopment should be secured as is possible along the east side of Fifth Avenue between Second and Third Streets.
- Using the above properties, a single land parcel (approximately 180,000 to 200,000 square feet, running along Fourth Avenue from the current Jack in the Box, south to Third Street) could be assembled for redevelopment. The City of Yuma should vacate the section of Second Street that runs from Fourth Avenue to Fifth Avenue and include it in the above land parcel.

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- The redevelopment project should be developed in a way that reflects the heritage of the Yuma community.

First and Third Street Corridor Recommendations

First Street is one of the oldest streets in the city and a major east-west thoroughfare. While the majority of the street is residential, there are three retail businesses. This area is not a historic district, however, some of the structures may have historic features and some of the homes and businesses are in need of repair. While the majority of the buildings are not commercial the City should still include the corridor in its redevelopment.

Third Street is another commercial corridor in the YHN. The street has a strong commercial presence with four retail establishments, two restaurants, two churches, one tavern/dance club and one community service facility.



One deterrent to commercial development is the number of vacant retail spaces and lots. The City recently conducted a survey of the Third Street corridor and found a total of five (5) vacant lots and three (3) parcels with vacant structures. Presently, two of the vacant lots are situated within a floodplain. While being located in a floodplain does not necessarily preclude development, it does increase its cost. Another

obstacle is the City's desire to widen Third Street. The widening may result in acquisition and/or demolition of existing structures which deter redevelopment.

The goal for redeveloping Third Street is establishing a vibrant commercial center that serves the needs of the surrounding neighborhoods. A secondary goal for the redevelopment of Third Street is providing social services for residents of the YHN and the surrounding neighborhoods. Examples of social services include career education, job training, urgent medical care and adult day care. Several cities around the country have discovered different ways to combine these services into one facility. For example, a city could combine adult day care and youth programs at night to increase efficiency and lower costs.

The City must take aggressive action along Third Street to promote commercial activity and infuse social services into the corridor. An example of such a program is a low-interest loan and property tax credit for sole proprietors and owners of independent, non-franchise businesses. Low interest loans can defray

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start up costs for the new location and property tax credits can help with rent costs. Similar aggressive programs have been successfully used in cities to attract commercial businesses such as TV and appliance repair shops, insurance agents, plumbing and electrical service shops, food service outlets, auto service/repair or carpet cleaning/housekeeping services. The City will explore some of these programs for the YHN.

The City could provide a similar program for businesses that move into the Third Street corridor for a specified time period. The business must be City approved (Adult Video/Pawn Shops/Check Cashing, etc. are excluded), remain open for a minimum period of time, owned and staffed by a specific individual or family (limited partnerships/non-working majority owners, etc. are excluded) and be either the business' primary location or an expansion outlet.

The City should also increase its efforts to replace trailer parks along Third Street with more traditional type housing. While these parks are located outside of the YHN, their proximity to the area can deter revitalization. While a recent City trailer park study showed that replacing the trailers is not feasible, the City should investigate potential alternative solutions.

Economic Development Conclusion

The City should broker partnerships between the commercial owners in the area to promote development. However, the actual development is secondary to the goal of stabilizing and revitalizing the Yuma High Neighborhood. Active leadership is the most important factor at this time. A major commitment by the City is required to implement the above recommendations and stabilize the YHN. Failure to act within the next year or two may result in further eroding of the Yuma High retail and businesses base.

VI. Community Facilities and Services

The City of Yuma and the YHN stakeholders commented on the current status of community facilities and services. The following is a summary of their feedback.

Building and Zoning Codes

Survey respondents ranked code violations as one of the top three major issues. Examples of violations include:

- ◆ Families living in unsafe housing
- ◆ Too many housing units on a single lot
- ◆ Rental units without smoke detectors
- ◆ Abandoned vehicles
- ◆ Vacant houses
- ◆ Unkept yards
- ◆ Outdoor business activities taking place on residential lots (e.g. an auto repair business in the driveway)
- ◆ Graffiti

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♦ Littering

Consequences of these violations range from reduced property values to serious safety issues. For example, outdated wiring in a house poses a fire hazard for its residents and surrounding neighbors. Abandoned vehicles, while visually unpleasing, can also be dangerous for children who play in them. All of these factors contribute to the quality of life in the YHN.

The Yuma City Council previously approved funding to add a code enforcement officer for the Carver Park Neighborhood but has expanded the service to include the YHN. This is charged with identifying and citing building and zoning code violations in the neighborhood. In the past year, the Code Enforcement Program performed 1,290 inspections and as a result, eliminated 768 code violations. After this plan is approved by City Council, the City will be able to start the Rental Inspection Program in the YHN.

The City has also coordinated a clean-up program for the neighborhood. The last clean-up occurred from July-September 2008 with volunteers from the City and the Yuma community. The effort focused on cleaning vacant lots and properties. Volunteers removed trash, tree trimmings, broken appliances and old furniture. The clean-up produced 27 tons of trash, and 11 properties owners were assisted.

Infrastructure

The City's Department of Public Works recently conducted a review of the neighborhood's infrastructure to determine when and where upgrades are needed.

City Water and Wastewater

All the homes and businesses in the neighborhood are on the City sewer system. The residents surveyed indicated that most residents felt drainage and flooding concerns did not impact the neighborhood. The City has replaced 2,700 linear feet of pipes as a result of issues with stoppages, overflows, and tree root obstruction.

Streets

While there has been some enforcement of speed limits on First Street, speeding is the most important issue for residents. They stated that although signs are clearly posted, violators ignore them especially around school area. Many neighbors also expressed concerns about blocked driveways. Overall, respondents rated the condition of the streets average.

Street Lighting

Inadequate street lighting and a slow response time for maintenance is also a problem. A standard residential block in this area is 660 feet by 330 feet. In general, the City installs street lights in and around the YHN every 330 feet.

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North of First Street exist old, decorative street lights that may have some historical value, but these streetlights are not operable. However, the City could repair and relocate them along Third Street.

Recreation and Neighborhood Facilities

Marcus Park/Pool

Marcus Pool is the only municipal, heated pool that operates year round. It is a L-shaped, 25 yard long, 10 lane, competitive pool, with a diving well that has a one-meter diving board and a 15 feet tubular slide. Separate from the main pool is a wading pool with a slide for small children. It also hosts a bathhouse with showers and restroom facilities.



Yumans utilize the facility November through August. The pool is home to the City of Yuma co-sponsored, non-profit, competitive swim program, the Yuma Heat. The Yuma Heat is made up of children ages four through adult. Currently, the group has approximately 100 youth swimmers year round, but the numbers increase during the summertime. Marcus Pool is also the only facility in the City that the local high schools use for their competitive swim teams.

The City Parks and Recreation Department provides a myriad of aquatic programming for all ages at Marcus Pool. They offer fitness programs year round and include Swim For Fitness, a lap swim program; Adapted Aquatics, an exercise program geared for participants with arthritis or physical handicaps; Water Exercise Training, a low impact water aerobics class; and Senior Fun Swim, an open swim program for adults 50+.

Adjacent to the pool is a small neighborhood park with picnic tables and a swing set. Since this park is designed only for the residents of YHN, its amenities are

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minimal. Many residents do not have an opinion on the recreation and park facilities but of those who did comment, rated them poorly.

Neighborhood Facilities

The residents and a City assessment of the neighborhood indicate a need for additional neighborhood facilities. Many of the families in the YHN are young and there is a need for more activities for children and single parents. When rating youth programs, senior programs, day care and community facilities, many residents responded that they were unaware of these programs. And if they were, they rated them poorly. Comments included: “the need for something productive for the youth to do”, “children need attention, often unsupervised”, “youth programs not good in this area, better in other parts of the city”.

Suggestions from neighborhood meetings include building a recreational teen center, a skate park and a bicycle route. There is also a need for improved social services, including a health clinic.

Education

Defining features of the YHN are the Yuma Elementary School District One and the Yuma Union High District 70 education facilities, which consist of 17 percent of the YHN land (36.55 acres out of the total 210.04 acre area). These facilities include Yuma High School, Roosevelt Elementary School, and Fourth Avenue Jr. High School. Overall, the academic buildings are in need of restoration.

Yuma High School was built in 1913. Before the current school was constructed, classes were held at the Yuma Territorial Prison, giving the institution a rich and unique history. The school’s mascot, the Yuma Criminal, has been rated one of the top 5 in the country. The school has had renovations over the years to accommodate the growing population as well as to maintain its facilities. During 2008, enrollment was 2,571.

Yuma High School also has the Snider Auditorium. Fine arts and performing arts groups throughout the community use the facility including Ballet Yuma, the Missoula Children’s Theater, Yuma Ballet Theater and other schools. The school estimates that the auditorium is open to the general public 40 percent of the time, and many residents want it open to them even more. The auditorium seats 750 and is over 80 years old. It needs renovation and the district intends to upgrade it in the next several years.

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Fourth Avenue Junior High School teaches grades six through eight and enrolls 465 students. The 83,553 square foot building was built in 1920 and is in good condition. It has undergone numerous additions in the 1970's and 1980's. In 1985, the school constructed a multipurpose gymnasium and cafeteria. The last renovation was completed in 1996 and included new windows, refrigeration, lighting, ceilings, carpeting and the installation of a sprinkler system. However, the building is not handicapped-accessible. Due to the extensive and expensive requirement, no such upgrades are planned at this time.

Roosevelt Elementary School currently enrolls 344 students and teaches Kindergarten through Fifth grade. The 33,717 square foot building was built in 1926 and is in good condition. There have been several additions over the years with the last one in 2003, but there are no plans for future renovations.



The Yuma Educational Technology Consortium is also located in the Yuma High Neighborhood. The Consortium provides single-point technological and phone system resources to both the Yuma Elementary School District One and the Yuma Union High School District #70. The Consortium also provides a Student Information System, a grading and recordkeeping tool for faculty that interfaces with the Arizona State system. The Technology Consortium also provides training, repair, server management, help desk and desktop hardware and software assistance for both school districts.

In 2008, there were significant changes in the use of the buildings and the distribution of students in the YHN. Due to declining enrollment, failure to pass the District's budget override, and State funding shortfalls, the Yuma Elementary School District faces large budget restrictions. The District closed Mary Elizabeth Post Elementary School, a 39,881 square foot institution, and moved its 258 students to Roosevelt Elementary School and Fourth Avenue Junior High. It is now used as administrative offices. In addition to the financial constraints, the

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District has failed to meet Adequate Yearly Progress (AYP), as defined by the No Child Left Behind (NCLB), for three consecutive years for Fourth Avenue Junior High. Many residents expressed concerns about the schools including the need for more teachers and smaller classes. Students also need more interactive classes to prepare them for the 21st Century. Classes need to cater to all types of students and provide accelerated and advance placement options.

The above issues have increased the pressure on the schools to meet the needs of its students. In order to maintain and improve its service to the students, Yuma Elementary School District One should collaborate with the City, the High School District and other neighborhood stakeholders. Such collaborative efforts have proven successful in the Carver Park Neighborhood, resulting in an improvement in student attendance and test scores at Carver Elementary School.

Police Protection

According to the Yuma Police Department, calls in the Yuma High Neighborhood tend to focus on three areas: domestic issues, gang disturbances and drugs. Among residents, substance abuse and theft were the biggest issues. They also indicated that prostitution, loitering, domestic violence and speeding were concerns.

The police have identified five active gangs in the neighborhood. Some of the strategies employed to reduce the gang presence include a graffiti abatement program, the dispersion of known gang members throughout the City to prevent them from acquiring a dominant influence in one area, and mandatory uniforms for Yuma High. The City also deploys a Police Liaison in Yuma High School to monitor youth gang activity. Many of the students commented that uniforms have been effective in improving the discipline of the student and that the police have a visible presence on campus and blend in well with the school community. However, many believe the police need to establish a lock down plan and more stringent drug enforcement.



Police and residents comment that bicycle patrols deter crime. However, command usually only assigns a limited number of officers to patrol and relocates them frequently. Both instances can lead to an increase in criminal activity. Overall, the community believes the City needs to increase its police presence.

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The neighborhood does not have a block watch program and at the community meetings there was little interest in forming one. Residents commented that they fear retaliation from reporting crimes. The reluctance to form a neighborhood block watch is likely tied to this sentiment.

Fire/Emergency Protection

Diagram 13 compares the Yuma High Neighborhood emergency medical service (EMS) and fire calls to the City as a whole for the years 2000 and 2005. In 2000, the neighborhood had 250 EMS calls compared to 5,622 for the City, equating to 37 percent more calls per 1,000 residents.

The neighborhood also had 64 fire calls in 2000 compared to 1,176 for the City, equaling 68 percent more on a per 1,000 residents basis. The drastic difference in fire calls may be related to having approximately five commercial calls to every residential, and that the Yuma High Neighborhood has a significant commercial corridor. There are also four schools in the neighborhood and some of the additional fire calls may be false alarms.

Diagram 13
Yuma High Area and City of Yuma EMS and Fire Calls 2005

	EMS		Fire	
	Total Calls	Per 1,000 Residents	Total Calls	Per 1,000 Residents
YHN	242	96.41	95	37.85
City	8,386	108.19	1,657	21.38

The Yuma Fire Department's biggest concerns for the neighborhood are an inadequate amount of residential smoke detectors and outdated wiring in the older homes. The city estimates that 90 percent of the homes in the neighborhood lack a smoke detector. Although not required for owner-occupied units, rental units must have smoke detectors. If the city's estimates are correct then there are likely a large number of rental units not meeting this building code. In the surveys and community meetings, residents did not indicate that fire or EMS services were a problem. However, some residents expressed concern that, with so many older homes, there is not an adequate community plan to handle a large scale fire.

Health Care

The Yuma High Neighborhood has a high percentage of enrollees in Arizona Health Care Cost Containment System (AHCCCS) (25.5%) as compared to Yuma County and the State of Arizona. Kids Care (AHCCCS health insurance for children under age 19) enrollees (2.5%) are less in the YHN than in Yuma County, but higher than enrollees in Arizona. This data suggests while a significant percentage of YHN residents do not have private insurance coverage,

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they are enrolled in alternative medical insurance (Diagram 14). Overall, healthcare needs to be more readily available to those who can't afford it.

Medicare beneficiaries (7.9%) are also lower in the YHN than in Yuma County or in Arizona. One reason for these results could be a lower elderly population in the YHN than Yuma County or Arizona (Diagram 14).

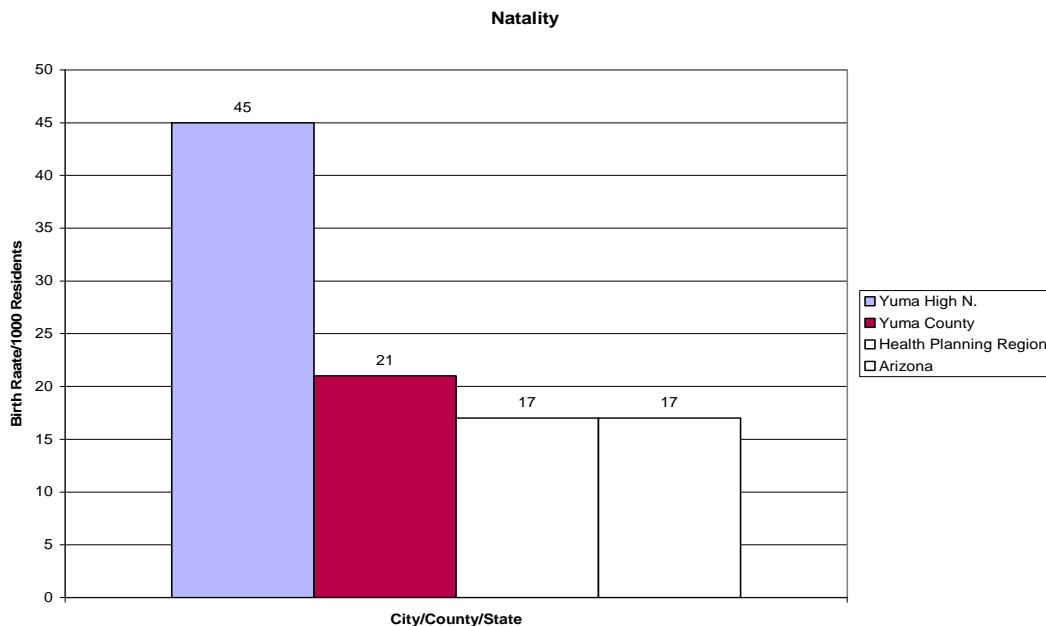
Diagram 14

Program	Percent of population enrolled			
	YHN	Yuma County	Health Plan Region	Arizona
AHCCCS Enrollees, 2003*	25.5%	22.9%	20.5%	14.9%
Kids Care Enrollees, 2003*	2.5%	3.5%	2.2%	2.0%
Medicare, 2000**	7.9%	9.7%	13.1%	10.8%

Source: *2002 AHCCCS
**2000 USDHHS

The YHN also has a higher birth rate than Yuma County, the area's Health Planning Region, and Arizona (Diagram 15). However, it also has a higher percentage of mothers who never obtain prenatal care or wait until the second trimester to receive care (Diagram 16). An increase in education, on the importance of prenatal care, for females between the ages of 15-44 would be beneficial.

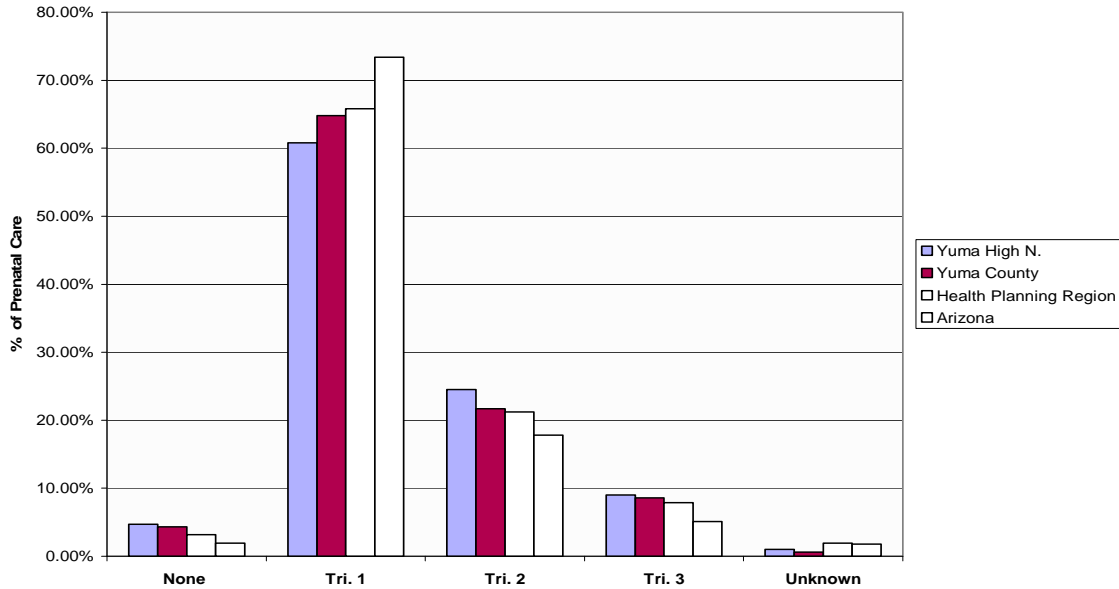
Diagram 15



Note: Birth Rate Live births per 1,000 populations, average for 1994-2001. Source: 2001 ADHS

Diagram 16

Prenatal Care

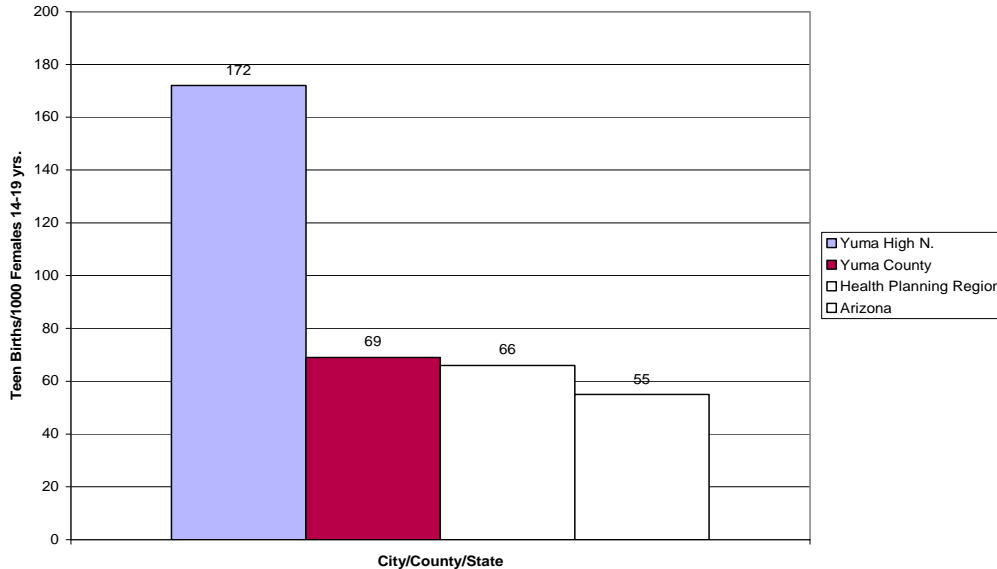


Note: Prenatal Care Began Percent of birth mothers beginning prenatal care by trimester, average for 1994-2001.
Source: 2001 ADHS

Another major health issue in the YHN is the high teen pregnancy rate. According to the 2004 Yuma County profile of the Arizona Department of Health Services, teens aged 15 – 17 in Yuma County had by far the highest rate of pregnancies in the State (Diagram 17). Diagram 17 illustrates the number of teen births per 1,000 females 14-19 years of age as compared to the county, health planning region and the State. With such a large amount of teen mothers, there is a necessity for affordable day care. One solution to this problem is to assess the effectiveness of the sexual education classes and use Yuma High School to educate students about abstinence and safe sex.

Diagram 17

Teenage Pregnancies



Note: Teen Births
Live births per 1,000 women aged 14-19, average for 1994-2001.
Source: 2001 ADHS

Community Facilities Conclusion

The survey of community services in the YHN from staff and residents indicate opportunities for improvement. By investing in the neighborhood, the City could start to see a decrease in the fire, EMS, and crime calls, an improvement in education, and the preservation of one of the most historic areas in Yuma.

The lack of insurance coverage, specific health issues, prenatal care needs and a high teen pregnancy rate in the neighborhood indicate that a neighborhood based health facility or clinic may be beneficial to the area.

VII. Vision Statement

At the initial development of the strategy plan in the Carver Park Neighborhood, community meeting participants were asked to provide their vision and ideas as to what they wanted their neighborhood to become. Their comments were synthesized into the following vision statement which has been adopted by Neighborhood Services for subsequent strategy plans and all aspects of their mission:

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To create a neighborhood which is both livable and viable; a place where people feel safe, which is drug free and encourages the enriching interaction of its residents, and is made up of well kept homes and businesses which provide employment opportunities for the benefit of all.

VIII. Strategic Plan

The strategic plan is a three-year plan, which has the broad goal of revitalizing the Yuma High Neighborhood. Each goal is organized under one of the preceding categories, and is followed by specific strategies or tasks. Each strategy/task is followed by a cost estimate (when available), implementing partners, timeframe and benchmark measurements. It is expected that this plan will be revisited each year to remove the goals which have been accomplished and to add new goals as appropriate.

A. Security and Safety

Goal Statement: 1. Improve fire prevention in area homes.

Funding Sources: CDBG, State of Arizona, Private Donations

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Inspect all rental units for working smoke detectors or fire extinguishers	See Strategy C3a	Neigh Services	Immediate	No inspections	100% of rental units inspected & detectors installed
1b. Provide free or subsidized smoke detectors for all low-mod income owner-occupied households	\$10.00 per detector	Neigh Services, Fire Department, Red Cross	Immediate	30% of single family homes have smoke detectors	90% of single family homes with smoke detectors

Goal Statement: 2. Make the neighborhood safer by reducing the speeding.

Funding Sources: City of Yuma, DOJ

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Every two months set up a speed monitoring device which shows the posted speed limit and the speed vehicles are actually traveling	No additional funds	Police Department	Immediate	None	6 times per year
2b. Increase Law Enforcement Presence	\$5,000	Police Department	Immediate	Not applicable	Not applicable

Goal Statement: 3. Reduce the prevalence of gangs and other illegal activity such as intimidation, drug sales and prostitution.

Funding Sources: City of Yuma, CDBG, HUD, US Department of Justice

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Increase the profile of the City's graffiti paint over program through increased advertising (e.g. fliers)	\$1000	Parks and Recreation Department	Immediate	Unknown	Identification, notification and removal of graffiti within 48 hours
3b. Increase Law Enforcement, Gang & Drug Task Force presence in the neighborhood	\$50,000	Police Department	Immediate	Not applicable	Not applicable
3c. Increase the number of Block Watch/Crime Prevention programs in the neighborhood	No additional cost	Police Department, Neigh Services	Immediate	3 Block Watch groups	6 total Block Watch groups
3d. Conduct Prostitution Stings	\$10,000	Police Department	Immediate	Unknown	Elimination of prostitution within 2 years

B. Neighborhood Appearance

Goal Statement: 1. Improve Neighborhood Appearance through the enforcement of Public Nuisance Codes. (Anti-Ugly Ordinance)

Funding Sources: City of Yuma, CDBG

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Inventory neighborhood and inform residents of Annual Spring Clean-up.	\$5,000	Neighborhood Services	Immediate	Annually	Removal of junk, trash and debris.
1b. Contact the property owners and inform them of public nuisance code violations and available options.	\$5,000	Neighborhood Services	Immediate	Not Applicable	100% of violators contacted
1c. Enforce public nuisance codes. (Yuma City Code, Chapter 134 Nuisances)	\$150,000	Neighborhood Services City Attorney's Office	Immediate	Reactive Enforcement	100% of violations enforced
1d. Implement Abandoned Vehicle Program.	\$5,000	Neighborhood Services	Immediate	Limited citywide program	Neighborhood specific program implemented

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Goal Statement: 2. Improve Neighborhood Appearance by eliminating the presence of substandard/dilapidated structures.

Funding Sources: City of Yuma, CDBG

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Inventory neighborhood for substandard/dilapidated structures.	See Strategy B1a	Community Development	Immediate	No inventory exists	Inventory completed
2b. Contact the owners of substandard/dilapidated structures and inform them of building code violations and available options.	See Strategy B1b	Community Development	Immediate	Not applicable	100% of violators contacted
2c. Enforce building codes, up to and including condemnation and/or demolition of non-compliant structures. (Yuma City Code, Chapter 150 Building Regulations)	See Strategy B1c	Community Development, City Attorney's Office	Immediate	Reactive enforcement	100% of violations enforced
2d. Develop a funding mechanism to abate (secure, repair or demolish) substandard/dilapidated structures.	\$50,000	Neighborhood Services	2 nd year	Limited citywide program	Neighborhood specific program developed

Goal Statement: 3. Improve Neighborhood Appearance through the enforcement of zoning codes.

Funding Sources: City of Yuma, CDBG

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Inventory neighborhood for zoning code violations.	See Strategy B1a	Community Development	Immediate	No inventory exist	Inventory completed
3b. Contact the property owners and inform them of the zoning code violations and available options.	See Strategy B1b	Community Development	Immediate	Not applicable	100% of violators contacted
3c. Enforce zoning codes. (Yuma City Code, Chapter 154 Zoning).	See Strategy B1c	Community Development, Attorney's Office	Immediate	Reactive Enforcement	100% violations enforced

C. Housing

Goal Statement: 1. Stabilize the neighborhood through the construction and acquisition/rehab of single family, owner-occupied housing.

Funding Sources: CDBG, HOME, State of Arizona, Financial institutions, Private Investment, YouthBuild

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Identify vacant land and structures for revitalization	\$5,000	Neighborhood Services	Immediate	No inventory exists	Update inventory annually

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1b. Implement Government Fee Reduction Program in YHN to use incentives such as reduced permit fees, subsidized water tap and sewer fees for the construction and acquisition/rehab of single homes	\$240,000	City of Yuma, CBDO	Immediate	Program exists	Total of 12 homes
1c. Secure funding and promote the City's First Time Home Buyers Program in the YHN which focuses on new in-fill construction and acquisition rehab.	\$3,000,000	Neighborhood Services, Private Non-Profit Developer, State of Arizona, Financial Institutions	Immediate	No program exists	Total of 12 homes
1d. Continue apprenticeship program for at risk-youth (e.g. Youthbuild) to construct new housing or to rehab existing housing	\$500,000	Neighborhood Services, YPIC, YNDO, AWC, Project PPEP	2 nd Year	No program exists in YHN	3 homes completed
1e. Provide homeownership counseling to first-time homebuyers	See C1c	Non-profit Housing Providers	Immediate	Linked to C1c	12 families
1f. Implement the IDA Program to encourage affordable homeownership	\$24,000	YNDO, Nogales DCD	Immediate	Program exists in CPN	6 individuals

Goal Statement: 2. Improve the quality of existing owner-occupied residential structures in the neighborhood.

Funding Sources: CDBG, HOME, HUD, State of Arizona, Financial institutions, Private Investment

Yuma High Neighborhood Revitalization Strategy

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Secure funding and promote City of Yuma's Owner-Occupied Housing Rehab Program	\$1,500,000	Neighborhood Services, HUD, State of Arizona	Immediate	No program dedicated to YHN	40 homes rehabbed
2b. Provide lead-based paint testing and possible abatement on homes rehabilitated in Housing Rehab Program	\$50,000	Neighborhood Services, HUD, State of Arizona	Immediate	No program dedicated to YHN	10 units painted/repaired
2c. Provide homeowner maintenance counseling	Included in C2a	Neighborhood Services	Immediate	Not applicable	40 homeowners counseled

Goal Statement: 3. Improve the quality of rental properties in the YHN

Funding Sources: CDBG, HOME, State of Arizona, Financial Institutions, Private Investment

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Implement the Rental Registration/Inspection Program in the YHN	\$150,000	Neighborhood Services, Building Division and Yuma Fire Dept.	Immediate	No program exists in the YHN	Register and inspect all rental properties
3b. Implement the Rental Rehabilitation Program in the YHN	\$75,000	Neighborhood Services, Property Owners	Mid-term	No program exists in the YHN	Rehabilitate 5 units

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3c. Create an abatement/demolition program for substantially substandard, vacant and illegally-used rental units, including dilapidated mobile homes & rv's	See B2d	Neighborhood Services, Building Div., YPD, YFD, Yuma Co. Adult Prob.	Immediate	No program exists in the YHN	Demolish all of the substantially substandard rental units

D. Neighborhood Facilities/Infrastructure

Goal Statement: 1. Improve the street lighting in the neighborhood.

Funding Sources: City of Yuma, CDBG, APS

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Inventory existing streetlights per City standards	No additional funding	Department of Public Works, APS, YPD	Immediate	Unknown	Complete Inventory
1b. Install new street lights to meet minimum standard.	TBD	Department of Public Works, APS	Mid-term	Unknown	Number of street lights installed to bring to minimum standard
1c. Identify areas requiring additional lighting beyond the minimum standard (dead spots)	No additional Funding	Neighborhood Services, YPD, Neighborhood Watch	Mid-term	Unknown	Complete survey

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1d. Install additional lights as identified in D1c.	\$2,500 per light	Department of Public Works, APS	Mid-term	Dead Spots	Install additional lights as needed per D1c.
1e. Investigate the re-use of decorative street lights currently located north of 1 st Street	\$1,000	Department of Public Works, APS	Immediate	N/A	Based on research

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Goal Statement: 2. Invest in the Yuma High Neighborhood (Marcus Park) as a point of pride in the neighborhood.

Funding Sources: City of Yuma, CDBG

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Marcus Park – install larger slide, picnic tables and benches	\$12,000	Parks and Recreation Department	2 nd year	Inadequate	Appropriate
2b. Upgrade security lighting – Marcus Park	\$6,000	Parks and Recreation Department, Engineering Department	2 nd year	Inadequate	Adequate lighting
2c. Resurface parking lot – Marcus Park	\$50,000	Public Works Department	3 rd year	Deteriorated	Resurfaced Parking Lot

Goal Statement: 3. Enhance street, sidewalk and parking facilities in the neighborhood

Funding Sources: City of Yuma, State of Arizona, ADOT, Yuma Union High School District

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Construct/reconstruct sidewalks on a spot basis, as needed	\$200,000	Community Development Department, Public Works Department	2 nd year	Deteriorated	Bring all sidewalks up to city standards

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Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3b. Provide additional parking near Yuma High School	\$300,000	Public/Private	3 rd year	Insufficient Parking	Create 50 add'l parking spaces

Goal Statement: 4. Support Development of Neighborhood Facilities.

Funding Sources: HHS, CDBG, State of Arizona, DES, Private Investment

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
4a. Assist in development of affordable child care facility	See E1d.	Neighborhood Services, Non Profit/For Profit, Faith Based Organization	3 rd year	No Facility Exists	Facility Exists
4b. Assist in the development of Medical Health Clinic	See E4a	Regional Center for Border Health	3 rd year	No Facility Exists	Facility Exists
4c. Create additional recreational venues in the Yuma High Neighborhood	\$100,000	Parks and Recreation Department, Yuma County Flood Control, Neighborhood Services	2 nd year	Limited Recreational venues exist	Recreational facilities developed

E. Social Services

Goal Statement: 1. Support additional programs for neighborhood residents.

Yuma High Neighborhood Revitalization Strategy

Funding Sources: City of Yuma, CDBG, State of Arizona, Private donations, Foundations, other federal sources

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Expand youth programs at public, nonprofit and faith-based facilities	\$200,000	City of Yuma, Schools, Non-profits and Faith-based Organizations	Immediate	Limited Activities	Increase participation by 50%
1b. Work with local non-profit and faith-based organizations to improve access to programs and services in the neighborhood	\$1,500,000	Local Non-profits, Faith-based Organizations	Immediate	Seventh Day Adventist Community Svcs. Center, Grace Fellowship Baptist Church	Bring three additional programs to the neighborhood
1c. Create an after school latch-key program	See E1b	Yuma Elementary School District #1 and Faith-based Organizations	2 nd year	No program exists	Program instituted
1d. Develop an affordable childcare facility and program	\$400,000	Non-profit or For-profit entity, Faith-based Organization	2 nd year	No program exists	Facility Developed and svcs. provided

Yuma High Neighborhood Revitalization Strategy

Goal Statement: 2. Build neighborhood unity through neighborhood events.

Funding Sources: Private donations, CDBG, City of Yuma

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Conduct monthly events/meetings including neighborhood fairs to disseminate housing, social, employment, education and crime program information	Based on donations, \$5,000	Neigh. Services, Residents, Local businesses, Neigh. Justice Alliance, Non-profit, Faith-based Orgs	Immediate	Events exists only in the Carver Park Neighborhood (CPN)	Conduct monthly events/meetings in YHN and/or CPN

Goal Statement: 3. Provide outreach to inform residents of available services, community and neighborhood events.

Funding Sources: City of Yuma, CDBG

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Continue to publish and distribute neighborhood newsletter to residents of the YHN	\$30,000	Neighborhood Services, Yuma County Juvenile Court	Immediate		Increase awareness of neighborhood activities.
3b. Consolidate and disseminate housing program and fair housing information to residents of the YHN	\$12,500	Neighborhood. Services, Yuma County Juvenile Court, Community Legal Services	Immediate	No publication exists	Increase awareness of housing programs and fair housing rights.

Yuma High Neighborhood Revitalization Strategy

Goal 4. Provide affordable health services to the medically underserved.

Statement:

Funding Sources: CDBG, HHS, State of Arizona, YRMC, Foundations, Yuma County, other federal funds

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
4a. Develop a medical facility and provide affordable medical services	\$750,000	Regional Center for Border Health, YRMC	3 rd year	No facility or services exist	Facility development and services provided

F. Workforce Development

Goal 1. Raise the basic skill level of area residents to prepare for employment opportunities.

Statement:

Funding Sources: HSIAC, CDBG, YPIC, Department of Education

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Provide basic and college preparatory level ESL courses and adult basic education courses for residents of the neighborhood	\$100,000	AWC, Yuma Reading Council, Yuma Elementary School District #1, Yuma Union High School District, YPIC	Immediate	Only basic level courses exist	120 students complete basic and advanced English courses and adult basic education

Yuma High Neighborhood Revitalization Strategy

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1b. Provide residents with work related education and vocational training	\$60,000	YPIC, AWC	2 nd year	No program exists	30 students will participate in work-related preparation training

G. Economic Development

Goal Statement: 1. Create a Neighborhood Economic Revitalization and Development Program to stimulate economic growth and revitalization.

Funding Sources: CDBG, HUD, Local Financial Institutions, and Private Investment

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1a. Establish a Participation Loan Fund (PLF) Program to encourage small business development, help stimulate job creation and revitalize underutilized or deteriorated commercial properties.		Local Financial Institutions, Private Investors, Neighborhood Services	Immediate	No YHN/CPN targeted program	5 loans made to YHN & CPN business owners and residents
1b. Promote an Entrepreneurial Training Program through the IDA Program to assist business owners and residents within the YHN & CPN in preparing business plans.		AWC SBDC, Neighborhood Services, YNDO	Immediate	No YHN/CPN targeted program	25 entrepreneurs participants

Yuma High Neighborhood Revitalization Strategy

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
1c. Develop and promote special economic development activities (e.g., outreach & marketing efforts, reviewing and underwriting loan applications, IDA).		AWC SBDC, GYEDC, Chamber of Commerce, Neighborhood Services	Immediate	No YHN/CPN targeted program	Assist 15 businesses/individuals

Goal Statement: 2. Identify/Redevelop underutilized commercial properties for neighborhood-serving uses

Funding Sources: CDBG, HOME, LIHTC, New Market Tax Credits, Private Investment, Financial Institutions

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2a. Identify/Redevelop underutilized commercial property for affordable housing/mixed-use (if the site does not have specific commercial uses in the overall revitalization plan)		Property Owners, Developers, Entrepreneurs, Neighborhood Services	2 nd year	No mixed-use development in the YHN	Mixed-use development projects in the YHN
2b. Identify/Redevelop underutilized commercial property for community facility use, such a medical clinic or affordable child care facility		Property Owners, Developers, Neighborhood Services, Non-profit Organizations, Faith-Based Orgs.	2 nd year	No medical clinic or affordable child care facilities in the YHN	Medical clinic or affordable child care facilities in the YHN

Yuma High Neighborhood Revitalization Strategy

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
2c. Identify/Redevelop underutilized property for neighborhood-serving businesses		Property Owners, Developers, Entrepreneurs, Neighborhood Services	2 nd year	Underutilized properties	Developable neighborhood-serving businesses

Goal Statement: 3. Identify and attract neighborhood-serving businesses desiring to locate or expand in the target area

Funding Sources: City of Yuma

Strategy/Project	Cost Estimate	Partners	Timing	Benchmark	
				Baseline	Projection
3a. Engage current residents and business owners in the redevelopment planning process, and implement strategies to attract, develop and expand neighborhood-serving businesses		GYEDC, Chamber of Commerce, City of Yuma, Yuma Crossing National Heritage Area	2 nd year	Limited attraction efforts	5 new and/or expanded neighborhood-serving businesses

APPENDIX A

Sign in Sheets

Residents Meetings

November 13, 2003

December 6, 2003

January 10, 2004

January 31, 2004

March 10, 2009

APPENDIX B

Sign in Sheets

Commerce Meetings

December 11, 2003

January 8, 2004

February 12, 2004

October 21, 2004

SIGN IN SHEET 12/11/03

	NAME	ADDRESS	PHONE
1	Rick Seitzler Grace Bible Fellowship	300 S. 4th Ave.	783-0133
2	BHARAT PATEL	344 S 7th Ave	782-7571
3	Thomas D. Rusher	460 W. 6th St	782-6581
4	Bob Weatherwax	230 2nd Ave	783-3983
5	Fred Dima	543 W. 3rd St	783-1424
6	Peggy Lund	450 W. 6th St	343-0800 x 344
7	JEFF MATHIS	601 W. 7th St	782-1881
8	Margaret Swindler	1238 9th Ave	783-6110 ext 100
9	Arturo Villaverde	230 W. Marshall St	782-1465
10	Dale Sandahl	11699 S. FORTWORTH BLVD	855-5000
11	Humberto Sainza	10015 RINGWOOD DR	782-7995
12	GARY WARRER	601 W 3rd St	782-4947
13	Ruby Nelson	281 W. 2nd St 134	244-7850
14	Jack Cole	1001 W 3rd St.	783-2001
15	Jim	200 4th Ave	783-0131
16	Opheya Young	253 4th Ave	783-4453

SIGN IN SHEET

JAN 8/09

	NAME	ADDRESS	PHONE
1	Thomas D. Resnik	450-6 th St	782-6581x308
2	Pappy Lamb	850 6 th St	543-0800 x364
3	Frankie Bruno	168 So. 4th	343-9550
4	Rose Cade	5 th Ave	530-642-9998
5	BOB DARTON	ERES	470-954-3605
6	Jean Soto	1001 W 3 rd St	787-2001
7	Dave Egelberg	2779 S. 4th Ave	783-3354
8	Randy Nelson	281 W. 24 th St #134	341-1850
9	STAY WARRIOR	601 W 3 rd St	782447
10	WILHELM GARDNER	1238 9 th Ave	323-6111
11	JAN SEFF	200 7 th Ave	7132151

SIGN-IN SHEET

FEB. 12, 2004
THE YOUTH CENTER
5:30 PM

	NAME	ADDRESS	PHONE
1	Juan P. [unclear]	543 W 31 st	783-1424
2	Juan Soto	1001 W 38 th	783-2001
3	Randy Nelson	281 W 24 th St	341-1650
4	John & Lydine Leach	233 4 th Ave	783-4453
5			
6			
7			
8			
9			
10			
11			
12			

Yuma High Neighborhood
Revitalization Meeting

October 21, 2004

Name	Organization/Business	Address	Phone	Email
Joy Crist	CITY OF YUMA	NEIGHBORHOOD SVCS	373-5187	joy.crist@ci.yuma.az.us
Dale Sandahl	The Foothills Bank	11689 S. Foothills Blvd 85367	305-5000	dale@thefoothillsbank.com
Hayley Jones	Greater Yuma EDC	374 J Main St 85304	783-0193	Hjones@GYEDC.org
Rich Sepp	Grace Bible Fellowship	500 S. 1st Ave.	783-0133	Rsepp@gracebible.org
Nikki Hoogendoorn	City of Yuma	NS	373-5187	Nikki.Hoogendoorn@ci.yuma.az.us
Margaret Guideo	3d Street Family	1238 3rd Ave	783-5004	MGuideo@ci.yuma.az.us
Karla Garibay	AWC / SBDC	281 W. 74th St #134	341-1650	Karla.garibay@arizona.edu
Tom Catal	Desert Rose Gallery	711 W. 3rd St	783-0254	tcatal@yumaed.org
John C. Ramon	Harvest Power Dev Group	10653 Pearl Ave	342-7448	chemist043@yahoo.com
Margaret Ramon	K-Teacher	10653 Pearl Ave	342-7448	NO
Marisela Valle-Edwards	City of Yuma	ONE CITY PLAZA	373-5187	Marisela.Valle@ci.yuma.az.us
JANET H. MORNES	CITY OF YUMA	ONE CITY PLAZA	373-5187	janet.h.mornes@ci.yuma.az.us
Martina Anderson	COY	1st St Plaza	373-5187	
Eula King	APAL Truck	1575 AVE YUMA	627-5767	

APPENDIX C

Sign in Sheets

Student Meetings

March 25, 2009

SIGN-IN SHEET
Yuma High Neighborhood
Yuma High School
Wednesday, March 25, 2009

Name
1. Kenna R. León
2. Marilyn Rubio
3. Corinne Webb
4. Arielle Leal
5. Jazmine Rojas
6. Andrew Herrarte

APPENDIX D
Resident Survey

NEIGHBORHOOD IMPROVEMENT SURVEY

Are you a resident of Yuma High Neighborhood? Yes _____ No _____

Occupation _____ Retired _____ Unemployed _____

Place a check by the following in which you would like to receive more information on in your area:

- | | |
|--|--|
| <input type="checkbox"/> Resume Building | <input type="checkbox"/> Business Skills Development |
| <input type="checkbox"/> Career Advancement | <input type="checkbox"/> GED |
| <input type="checkbox"/> Computer Skills Development | <input type="checkbox"/> Services for Seniors |
| <input type="checkbox"/> Services for Youth | <input type="checkbox"/> Health Services |
| <input type="checkbox"/> Family Life Skills | <input type="checkbox"/> Tobacco addiction |
| <input type="checkbox"/> Alcohol Addiction | <input type="checkbox"/> Drug Addiction |
| <input type="checkbox"/> Food Addiction | <input type="checkbox"/> Day Care |

Is the crime in your neighborhood? _____ High _____ Low _____ Do not know

What types of crime exist in your neighborhood? _____

Is your home in need of repair?

- Exterior
- Interior
- Roofing
- Energy Efficiency
- Electrical
- Other _____

Are you interested in purchasing a home? Yes _____ No _____

What are your concerns for and/or what challenges are facing the Yuma High Neighborhood?

(The following information is optional)

How long have you lived at this address? _____

Apartment _____ Single Family Home _____

Rent _____ Own _____

How Many Adults _____ Children _____

Annual Household Income _____

Would you be interested in volunteering? Yes _____ No _____

Name: _____

Address: _____

COMMENTS: _____

ENCUESTA: MEJORANDO LA VECINDAD

¿Es usted residente de la vecindad Yuma High? Si ___ No ___

Empleado _____ Retirado _____ Desempleado _____

Por favor indique la área de interés para usted o si le gustaría recibir mas información:

- | | |
|---|---|
| <input type="checkbox"/> Preparando un resume | <input type="checkbox"/> Avansamiento en su carrera |
| <input type="checkbox"/> Diploma de equivalencia general (GED) | <input type="checkbox"/> Servicios para adultos |
| <input type="checkbox"/> Desarrollo de habilidad en computadora | <input type="checkbox"/> Servicios de Salud |
| <input type="checkbox"/> Servicios para jóvenes | <input type="checkbox"/> Adicción al tabaco |
| <input type="checkbox"/> Desarrollo de habilidad en familias | <input type="checkbox"/> Adicción a drogas |
| <input type="checkbox"/> Desarrollo de habilidad para negocios | <input type="checkbox"/> Adicción al alcohol |

¿Su opinión al crimen en la área de Yuma High? ___ Alto nivel ___ Bajo nivel ___ No se

¿Tipo de crimen en su vecindad? _____

¿Necesita Mejoramiento de Vivienda?:

- Exterior
- Interior
- Techo
- Afeminación de energía
- Eléctrico
- Otro _____

¿Se interesa en comprar una vivienda? Si ___ No ___

¿Cual es su mayor preocupación o desafío a lo que concierne a su vecindad? _____

(esta información es opcional)

Tiempo en esta residencia _____

Apartamento _____ Casa _____ Rentar _____ Comprando _____

Numero de Adultos en su casa _____ Numero de Menores en su casa _____

Ingresos anuales en su casa (total) _____

¿Le interesara ser voluntario? Si ___ No ___

Nombre: _____

Domicilio: _____

Comentario: _____

APPENDIX E
Business Survey

Yuma High Neighborhood Business Survey

Business Name: _____ Date: _____
 Commercial Property Address: _____
 Phone Number: _____

The City of Yuma is conducting a business survey that will be used in the development of a neighborhood revitalization strategy for the Yuma High Neighborhood. All answers you give will be kept strictly confidential and used only in the aggregate. Any questions about "the neighborhood" refer to the area bordered by East Main Canal on the north, Avenue A on the west, 5th Street on the south, and 4th Avenue on the East, known as the Yuma High Neighborhood.

- 1 What type of business is this? _____
- 2 What is your title? _____
- 3 How old is your building? Less than 3 yrs 3 to 5 5 to 10 10 to 15 More than 15 yrs
- 4 Do you own or rent space? Own Rent How many square feet? _____
- 5 How long has your business been located there? _____ Years _____ Months
- 6 Why did you decide to locate there? _____
- 7 How many full and part-time people does your business employ? _____ FT _____ PT
- 8 What percent or how many are employed from the Yuma High Neighborhood?
 _____ Percent _____ Number _____ Don't Know
- 9 On a scale from 1 to 5 (with 1 being the best), how would you rate the residents in the neighborhood in terms of job skills and employability? (circle one)
 1 2 3 4 5 Don't Know
- 10 What are your hours of operation?
 M-F _____ am to _____ pm Sat _____ am to _____ pm Sun _____ am to _____ pm
- 11 Do you have plans to expand at the current location in the near future? Yes No
- 12 Do you have plans to move or relocate in the next 6 months, year or 2 years? Yes No
 _____ 6 months _____ 1 year _____ 2 years _____ Don't plan to move
 If yes, when? _____
- 13 Do you feel that the location of your business has any impact on your ability to get a loan? Yes No
 If yes, elaborate. _____
- 14 Are any of the following items currently impacting your business?

A. Violent Crime	Y	N	DK	H. Recruitment of Qualified Employees	Y	N	DK
B. Property Crime	Y	N	DK	I. Retention of Qualified Employees	Y	N	DK
C. Seasonal Sales	Y	N	DK	J. Zoning Enforcement	Y	N	DK
D. Declining Sales	Y	N	DK	K. Building Code Enforcement	Y	N	DK
E. Traffic Issues	Y	N	DK	L. Drainage/Flooding	Y	N	DK
F. City Water	Y	N	DK	M. Sewer	Y	N	DK
G. Loitering	Y	N	DK	N. Graffiti	Y	N	DK
- 15 What is the biggest issue facing your business? It could be one that we have already discussed or something else.

Please print your name.

Thank you for your time.

APPENDIX F

Tabulation of Resident Survey

Yuma High Neighborhood
Survey Results

Yuma High Neighborhood	Zone 1	Zone 2	Zone 3	Zone 4
Surveys Returned (92 Total)	26 surveys	12 Surveys	22 Surveys	32 Surveys
English (66) 72%	77% (20)	83% (10)	73% (16)	62.5% (20)
Spanish (26) 28%	23% (6)	17% (2)	27% (6)	37.5% (12)
Employment				
Employed	65%	67%	77%	62%
Unemployed	23%	8%	23%	25%
Retired	12%	25%	0%	13%
Level of Crime				
High	19%	25%	19%	15%
Low	46%	58%	48%	44%
Don't know	35%	17%	33%	41%
Resident status				
Home Owner	50%	75%	60%	48%
Renter	50%	25%	40%	52%
Avg. # of years owners reside at address	20.8 years	35.5 years	15.9 years	12.5 years
Avg. # of years renters reside at address	3.8 years	2.2 years	5.5 years	4.7 years
Avg. # of adults per house hold	2.5 adults	2 adults	2.5 adults	2.5
Avg. # of children per house hold	1.5 children	<1 child	<1 child	1.5 children
Interested in home purchase.	23% interested	58% interested	41% interested	22% interested
Average annual household income	\$30,543.00	n/a	\$35,850.00	\$24,963.00
Homes in need of repair?				
Yes, repair needed in 3 or more areas	35%	0%	23%	6%
Yes, repairs needed in under 3 areas	23%	25%	27%	53%
No repairs needed	42%	75%	50%	41%

* Out of 26 Spanish surveys returned, only 7 listed an annual income. One of which reported \$74,000 annual income all others averaged \$20,500.00. Total average = \$28,000.

Yuma High Neighborhood Survey Results

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Surveys Returned (92 Total)	26 surveys	12 Surveys	22 Surveys	32 Surveys
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Resident status				
Home Owner	50%	75%	60%	48%
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Avg. # of children per house hold	1.5 children	<1 child	<1 child	1.5 children
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Yuma High Neighborhood Survey Results

Area 1 Comments/Concerns

- Drunk drivers
- Sided walks and streets finishing
- More community policing needed
- Future gangs
- Traffic on 1st street is awful
- Need more stop signs
- House are deteriorating
- Boredom
- Parties/traffic at neighbors house
- Don't want north end to go down hill.

Area 2 Comments/Concerns

- Speeding
- Need stop signs
- Injured dogs by speeding cars
- Crime
- Humane society should patrol area more- some neglect
- Need cops to do their jobs
- Not enough activities for kids
- Nothing for teens to do
- Very old neighborhood
- No new development
- Drugs
- The men who molest kids in and out of the area
- Less child molesters in the neighborhood.

AREA 3 Comments/Concerns

- Kids dropping out of school
- Crime
- Security
- Security
- Funding for teachers
- Community policing
- Danger for kids
- Prices of homes
- To be safe
- Do not feel kids are safe around the neighborhood
- Cleanup neighborhood needed
- Street lighting
- Open computer labs

Yuma High Neighborhood Survey Results

Area 1 Comments/Concerns

- Drunk drivers
- Sided walks and streets finishing
- More community policing needed
- Future gangs
- Traffic on 1st street is awful
- Need more stop signs
- House are deteriorating
- Boredom
- Parties/traffic at neighbors house
- Don't want north end to go down hill.

Area 2 Comments/Concerns

- Speeding
- Need stop signs
- Injured dogs by speeding cars
- Crime
- Humane society should patrol area more- some neglect
- Need cops to do their jobs
- Not enough activities for kids
- Nothing for teens to do
- Very old neighborhood
- No new development
- Drugs
- The men who molest kids in and out of the area
- Less child molesters in the neighborhood.

AREA 3 Comments/Concerns

- Kids dropping out of school
- Crime
- Security
- Security
- Funding for teachers
- Community policing
- Danger for kids
- Prices of homes
- To be safe
- Do not feel kids are safe around the neighborhood
- Cleanup neighborhood needed
- Street lighting
- Open computer labs

Yuma High Neighborhood
Survey Results

Volunteers				
	Zone 1 Volunteers	Zone 2 Volunteers	Zone 3 Volunteers	Zone 4 Volunteers
Name: Address:	Lupe Garcia 161 N. 7 th Ave (O)	Roberto Garcia 650 W. 2 nd St. Apt. D (R)	Omar Pacheco 1600 W. 12 th St. #3112 (R)	Maria Armida 332 S. 7 th Ave (O)
Name: Address:	Claudia Robles 177 N. 7 th Ave (O)	Sarah Boknecht 650 W. 2 nd St. Apt. A (R)	Tereza Villarreal 263 S. Ave A (R)	Alma Bon 360 S. 7 th Ave (O)
Name: Address:	Rosa Diaz 160 N. 5 th Ave (O)	David Berg 125 S. 10 th Ave #43 (R)	Alfonso Gill Jr. 200 S. 6 th Ave (O)	Rafael Martinez 500 W. 4 th St. (R)
Name: Address:	Edith Padilla 193 N. 6 th Ave (R)	Brenda Wilson 125 S. 10 th Ave #36 (R)	Alma Rodriguez 225 S. 6 th Ave #3 (R)	Bob Monson FAJH Principal 3975 S. Truman Way
Name: Address:	Aurora Gutierrez 145 N. 7 th Ave (O)		Mayra Sanchez 274 S 6 th Ave Apt. 3 (R)	Ruth Gloria 218 W. 23 rd Pl Rental Property Owner
Name: Address:	Bennie Nelson 154 N. 5 th Ave (O)		Clay Harmon 274 S. 6 th Ave Apt 5 (R)	Leticia Perez 428 S. 10 th Ave (O)
Name: Address:	Marybelle Camper 744 W. 1 st St. (O)		Laura Esquivel 266 S. 6 th Ave #23 (R)	Teresa Duran 361 S. 10 th Ave (O)
Name: Address:	Maria Molles 501 W. Colorado St. (R)		Linda Hurtado 248 S. 6 th Ave (R)	Willis 381 S. 9 th Ave (R)
Name: Address:	Heriberto Valdez 192 N. 5 th Ave (R)		Wendy Lopez 200 S. 7 th Ave (R)	Aurelia Martinez 500 W. 4 th St Apt 2 (R)
Name: Address:				Stephanie Cabrales 325 S. 7 th Ave (O)

APPENDIX G

Tabulation of Business Survey

Yuma High Neighborhood Business Survey

The City of Yuma is conducting a business survey that will be used in the development of a neighborhood revitalization strategy for the Yuma High Neighborhood. All answers you give will be kept strictly confidential and used only in the aggregate. Any questions about "the neighborhood" refer to the area bordered by East Main Canal on the north, Avenue A on the west, 5th Street on the south, and 4th Avenue on the East, known as the Yuma High Neighborhood.

1. What type of business is this? _____
 1. Assisted Living Facility (Palm Ridge)
 2. Motel & Restaurant (Best Western Coronado & Yuma Landing Restaurant)
 3. Commercial rentals (Galdara Estate)
 4. Yuma Elementary School District (I. District Office, II. Mary E. Post School, III. Roosevelt Elementary School, IV. Fourth Avenue Junior High School, v. Yuma Educational Technology Center)
 5. Retail (JB's Doll Houses & Miscellaneous)
 6. Laundromat Express
 7. Regal Lodge Motel

2. What is your title? _____

3. How old is your building? ___ Less than 3 yrs ___ 3 to 5 ___ 5 to 10 ___ 10 to 15 ALL More than 15 yrs

4. Do you own or rent space? ___ Own ___ Rent How many square feet? _____
 - ALL own, except for retail facility (rent)

5. How long has your business been located there? ___ Years ___ Months
 1. 5 years
 2. 60 years
 3. 80 years
 4. I. 47 yrs; II. 57 yrs; III. 78 yrs; IV. 84 yrs; v. 84 yrs
 5. 8 yrs (rental)
 6. _____
 7. 3 years

6. Why did you decide to locate there? _____
 1. No answer
 2. Nice end of town
 3. No answer
 4. Don't know
 5. Affordable
 6. Location is good
 7. No answer

7. How many full and part-time people does your business employ? _____ FT _____ PT

	FT	PT
1.	3	2
2.	43	10
3.	N/A	
4.	I. 59	5
	II. 36	5
	III. 38	5
	IV. 59	4
	v. 29	1
5.	N/A	
6.	2	2
7.	-	1

8. What percent or how many are employed from the Yuma High Neighborhood?

	Percent	Number	Don't Know
1.	100%		
2.	80%		
3.	N/A		
4.	Don't Know		
5.	No Answer		
6.	One employee		
7.	Don't know		

9 On a scale from 1 to 5 (with 1 being the best), how would you rate the residents in the neighborhood in terms of job skills and employability? (circle one)

- 1 2 3 4 5 Don't Know
1. 3
 2. 3
 3. Don't Know
 4. Don't Know
 5. 2
 6. 4
 7. Don't know

10 What are your hours of operation?

- M-F _____ am to _____ pm Sat _____ am to _____ pm Sun _____ am to _____ pm
1. 24hrs x 7days/wk
 2. Motel: 24hrs x 7days/wk; Restaurant: 7days/wk: M-F: 6AM-9PM; SAT-SUN: 6AM-10PM
 3. No Answer
 4. I: 8AM-10PM; II: 8AM-12PM; III: 8AM-10PM; IV: 8AM-12PM; V: 8AM-10PM
 5. T-F: 10AM-9PM
 6. M-F 8AM-11PM; SAT-SUN: 5AM-11PM
 7. 24 hours/day, 7 days a week

11 Do you have plans to expand at the current location in the near future? Yes No

1. No
2. No Answer
3. Yes
4. No (ALL)
5. No
6. YES
7. YES

12 Do you have plans to move or relocate in the next 6 months, year or 2 years? Yes No

1. No
2. No
3. No
4. No (ALL)
5. No
6. YES (... year or 2 years)
7. No

_____ 6 months _____ 1 year _____ 2 years _____ Don't plan to move

If yes, when? _____

13 Do you feel that the location of your business has any impact on your ability to get a loan? Yes No

If yes, elaborate: _____

14 Are any of the following items currently impacting your business?

	Y	N	DK
A. Violent Crime	1	8	1
B. Property Crime	2	8	1
C. Seasonal Sales	2	7	0
D. Declining Sales	3	7	0
E. Traffic Issues	10	1	0
F. City Water	0	8	1
G. Loitering	7	2	0
H. Recruitment of Qualified Employees	2	8	1
I. Retention of Qualified Employees	7	3	0
J. Zoning Enforcement	3	7	1
K. Building Code Enforcement	2	8	1
L. Drainage/Flooding	0	9	1
M. Sewer	0	8	1
N. Graffiti	2	2	6

15 What is the biggest issue facing your business? It could be one that we have already discussed or something else.

Location
-Biggest issue is remodel of historic store. Next hurdle is to create on-site parking. The family conducted business at the same site for 40 years. We think it's vital to do so again.
-Neighborhood reputation and traffic congestion.
-Lack of consistent sidewalk.
-Parking Space

Thank you for your time.

APPENDIX H
ERES Report

LETTER REPORT

April 30, 2004

Mr. William Lilly
Neighborhood Services Manager
City of Yuma
Department of Community Development
Neighborhood Services
One City Plaza, P.O. Box 13013
Yuma, Arizona 85366-3013

**RE: Letter Report – Commercial Development Potentials
Yuma High Neighborhood
Third Street and Fourth Avenue “Corridors”**

Dear Mr. Lilly:

Pursuant to the Scope of Services Agreement dated January 12, 2004, and the Home PJ Technical Plan for Assistance dated February 17, 2004, Enterprise Real Estate Services, Inc. (ERES) is pleased to present its findings and recommendations for the identified Study Area (Yuma High Neighborhood/Third Street & Fourth Avenue Corridors). A site map of the “Study Area” is attached.

As part of the work tasks performed by ERES personnel for this Report, an overview of the City's commercial inventory, general real estate conditions and retailing patterns was developed through the use of touring, interviews, research of existing market and demographic information and observations of current conditions. The results of this effort are outlined below and serve as the starting point for the recommendations being made in this Report.

City Overview

From a commercial real estate and development standpoint, the greater Yuma market presents a very apparent history of its development activities and offers a fairly clear outlook of its future conditions. A driving tour of Fourth Avenue from First Street to 32nd Street showed how the timing of commercial development in Yuma has occurred.

The Yuma market's main economic engine, the agricultural industry, is likely to continue its expansive growth and local economic dominance as the growing population of the nation will require more and more agricultural products for consumption. The Yuma area's second economic driver is the increasing “snow-

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bird" population that visits the area for periods ranging from three to six months every year. The estimated number of "snow-bird" temporary area residents annually is as high as 70,000. This represents a doubling of the City's year round population during the winter season. Their impact on the commercial businesses of Yuma is very dramatic, especially in the areas of general retailing, food service, automotive and leisure activity sales.

Both of these economic factors greatly contribute to Yuma's fairly stable local economic base. Secondary economic drivers offer further stabilization and include locally based factors such as a growing a medical services community, the U.S. Marine Air Base and a small up-start, but growing tourism market that includes Native American owned gaming and tourism attractions, such as the Yuma Territorial Prison State Park, St. Thomas Mission, the Colorado River and its associated activities.

From a commercial real estate and development viewpoint, the opening of Yuma Palms is going to greatly impact and change the present commercial nature and real estate patterns of Yuma. This development will present many competitive challenges to the existing older and traditional commercial activity centers of the City. Yuma Palm's "Main Street" area with a 16-screen cinema and sit-down restaurants will have a negative impact on the City's recently re-developed Downtown historic district and its cinema and independent restaurant operations.

The City's current center-point of retailing and commercial activity, the general area of 4th Avenue and 32nd Street (general area surrounding South Gate Mall), is likely to be halved in activities and relocated to an area some 2.5 miles northeast with the center-point of retailing shifted to the Yuma Palms site at 16th Street/Pacific Avenue and Interstate 8. This reorientation of retailing opportunities alone will affect all other commercial opportunities and operations across the entire City including those opportunities in the "Study Area."

OVERVIEW OF THE STUDY AREA

The Yuma High neighborhood and its two commercial districts; the Third Street corridor, west of Fourth Avenue to Carver Park and the Fourth Avenue corridor, south from First Street to Sixth Street do offer the City several opportunities to stabilize and update the area's commercial offerings as well as the entire Yuma High neighborhood. These opportunities are present today due to the City's active leadership in the area's residential re-development program and efforts. The success of the City's efforts is best indicated by the additional development activities being undertaken by the private sector in the area.

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For example, a private homebuilder is currently constructing new single family "for sale" homes at the corner of Third Street and Seventh Avenue. The success of commercial activity is clearly identifiable through the success of the Del Sol Market at Third Street and Fourth Avenue and the New City Café at Third Street and Sixth Avenue. Additional commercial development opportunities, such as the Federal Courthouse Building, should be considered for this area of the City. Such an infusion of public development dollars for a non-residential development will greatly strengthen the economic base of the area and create the needed daily support for additional commercial development.

Currently, many of the commercial components along the Fourth Avenue Corridor are dated and offer a very limited merchandise selection. There is a small shopping center known as Rivers Edge Shopping Center, a couple of older motels that are apparently renting rooms on a weekly and monthly basis, the Yuma House (a locally owned restaurant) the Del Sol Food Store and some faith-based operations just south of the food store. The main public facilities in the area are the Board of Education's facilities of Yuma High School, Roosevelt Middle School and Mary E. Post Elementary. The Public Library is adjacent to the area on the southeast corner of Fourth Avenue and Third Street. There is also a fair amount of vacant property in the southern part of the corridor located across from the Roosevelt School.

Fourth Avenue serves as a major vehicular artery within the City and is the north/south Interstate 8 Business Route through the City. During both the morning and evening commuter travel times, traffic along Fourth Street is heavy. Even during those non-peak hours, Fourth Avenue carries a medium volume of both business and non-business traffic traveling to points north and south of the City's downtown area. This traffic level and its five-surface travel lanes do not make Fourth Avenue a pedestrian "friendly" or useable street. This reality will not encourage commercial users in need a "foot-traffic" to locate along Fourth Avenue. This fact is clearly demonstrated along the length of Fourth Avenue, as the commercial uses along nearly the entire length of Fourth are vehicular customer dependent.

The Third Street corridor currently has some basic neighborhood service businesses such as a barbershop and a laundry mat plus a successful café.

Along the corridor there are some existing, vacant buildings that appear to be in usable condition for the appropriate commercial uses. Existing vacant land along the Third Street corridor in the Study Area is very limited. There are three or four Trailer Parks along Third Street that serve as permanent housing facilities for

many of the agricultural workers. This specific housing stock is clearly some of Yuma's poorest and does not reflect the advancing residential development efforts in the other areas of either the Craver Park or Yuma High neighborhoods.

Vehicular traffic use of Third Street appears to consist mainly of two types. First, Third Street is a main neighborhood east/west street serving the residents of the Yuma and Carver Park neighborhoods. The street's other major users are destination travelers seeking a specific business or other activity center located along Third Street such as the Carver Park facilities or New City Café, as examples.

A tour of the study area and interviews of area stakeholders by ERES personnel proved to be very helpful and gave support to ERES's initial observations that the study area's commercial services, when compared to the residential population of the Yuma High, Carver and Century Heights neighborhoods was very limited and undersized, therefore presenting several development opportunities. The Del Sol Market owner told ERES during an interview that he did not have the available space within his current Yuma High neighborhood store to meet all the demands of his customers and would be very interested in building a larger facility to serve the market. Additionally, ERES learned and confirmed Family Dollar, who already has four area stores, is interested in opening a fifth store (6,000 to 8,000 square feet) in the Yuma High area.

Fourth Avenue Corridor Recommendations

Below is a series of recommendations by ERES that it believes are both feasible and would stabilize the northern end of the Fourth Avenue commercial real estate development conditions while greatly improving the services being provided to the residents of the Yuma High neighborhood.

- ERES firmly believes that the first step to be taken is the firming up of Mr. Victor Salcido's support and participation in a Final Program for the redevelopment of the Fourth Avenue Corridor based on the recommendations below and Mr. Salcido's development interest. Two secondary supporters of the final redevelopment plan will need to be the owners of both the Yuma House Restaurant and the Best Western Motel, the City must learn of their future plans for these two business and their position on remaining in the neighborhood needs to be fully understood.

- As the owner of the Del Sol Market, Mr. Salcido has expressed his interest in expanding the market's business to better serve the neighborhood and the desire to develop a new retailing center along Fourth Avenue. This interest by Mr. Salcido should be the basis for achieving a redevelopment program for the corridor.
- The River's Edge Shopping Center and adjoining Yuma Motel are dated and under utilized properties along Fourth Avenue. Neither of these properties presents a correct or current reflection of the vitality currently underway within the Yuma High neighborhood. Both of these properties, as well as the four residential properties behind the River's Edge Shopping Center and along Fifth Avenue should be secured for redevelopment. Additional land for the redevelopment should be secured as is possible along the east side of Fifth Avenue between Second and Third Streets.
- Using the properties outlined above and the existing Del Sol Market location a single land parcel (approximately 180,000 to 200,000 Square Feet) and running along Fourth Avenue from the current Jack In The Box, south to Third Street could be assembled for redevelopment.
- ERES would suggest that the City of Yuma also vacate that section of Second Street that runs from Fourth Avenue to Fifth Avenue and include its land area with the land parcels from the River's Edge Shopping Center and Yuma Motel sites.
- With Mr. Salcido and private development interest, the above outlined site (see attached plan) could be scheduled, designed and programmed for development allowing the Del Sol Market to move into a larger facility to expand its product lines, while maintaining in its current location and remaining under operation until the larger store is available.
- Under a development program that addressed the entire area adjacent to the Del Sol Market, a retailing based shopping center of approximately 45,000 to 50,000 square feet capable of addressing the expanded needs of the Del Sol Market and a location to the Family Dollars Stores along with several other storefronts as permitted by the site's physical limitations.

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- Since this site would be under the control of one development entity, ERES believes an architectural design package for the project could be developed that would reflect the heritage of the Yuma community, the Yuma High neighborhood and present a much better image of the City to visitors entering the City on Interstate 8 Business and Fourth Avenue.

ERES feels a new, architecturally pleasing, re-merchandised shopping center anchored by an expanded Del Sol Market and strong general merchandiser like Family Dollar, would greatly benefit the Yuma High neighborhood, the City of Yuma and revitalize the business base of the existing Yuma House Restaurant and adjoining Best Western Motel.

A secondary benefit to the City of Yuma will be its ability to demonstrate through example the benefits of redevelopment efforts to other commercial businesses present located along Fourth Avenue south of the site to 16th Street. Much of this area is in need of a "face-lift" out of the 1960's and '70's. At present the majority of property owners are not willing to make any re-development and updating investments without strong City pressure to do so. This pressure needs to begin with a demonstration of what can be accomplished through a public/private joint effort.

Third Street Corridor Recommendations

Third Street and the re-development efforts required along its corridor from Fourth Avenue to Carver Park present a total different and unique set of challenges to the City of Yuma and the Yuma High neighborhood. Even with the success of the New City Café, it is most unlikely that other destination businesses or uses are going to be attracted to Third Street for a location. This condition might be slightly altered once the redevelopment of a revitalized Fourth Avenue occurs but most businesses in need of higher traffic counts and customer diversifications are going to look to Fourth Avenue locations.

The one exception to this observation by ERES would be the social services that would be well located along Third Street. A Third Street location would place these services within the neighborhood of the community who have the highest need for and use of their services. Social services such as career education, job training, urgent medical care center or an adult day care center are only a few of the examples of services needed by re-vitalizing neighborhoods. Several cities around the country have discovered different ways to combine many services within one facility therefore holding down costs; these combinations have been

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highly successful in combining adult day care during the day and youth programs during the evening hours and on weekends.

ERES feels the City is going to need to take aggressive action along Third Street if it wishes to see additional commercial activities along this corridor. One aggressive program ERES has seen enacted with some success is a grant and property tax credit program for sole business proprietors and owners of independent, non-franchise businesses. The City steps forward with an assistance program for those business owners willing to locate a business to this specific area and operate that business for a minimum time period, usually a 24 to 48 month period. The business must be of an approved type (Adult Video/Pawn Shops/Check Cashing, etc. are excluded) remain open for a minimum period of time each business day of the week, be owned and staffed by a specific individual or family (limited partnerships/non working majority owners, etc. are excluded) and be either the business' primary location or a legitimate expansion outlet of the business.

Investment grants are made by the City, extended to the owner to defray opening and set-up costs for the new location (within the target neighborhood) and credits are extended (annual basis) to the business owner that can be used to offset either property taxes or rental costs under a City approved lease whereas the property owner accepts a credit voucher towards the rent and then the property owner can redeem the voucher for a property tax credit. Aggressive programs like this have been successfully used in other cities to draw independent commercial businesses like TV and appliance repair shops, insurance agents, plumbing and electrical service shops, food service outlets, auto service/repair or carpet cleaning/housekeeping services.

ERES does recommend to the City that it increase its efforts to replace the trailer parks located along Third Street with a more traditional housing source as these parks are serving as a deterrent to other revitalization efforts underway by both the City and the private sector in the Yuma High and Carver Park neighborhoods.

While ERES did not conduct a detailed measurement of the available commercial space along the corridor, it did observe that the existing amount of space did exceed the neighborhood's demand for such services by likely 25% or more. Also, the Third Street corridor will lag behind the development schedule of the Fourth Avenue corridor by at least 24 months.

Other Issues & Recommendations

The City of Yuma is currently reviewing three potential sites for the location of a Federal Courthouse to be developed with the City. One of the sites being considered by the City as a location for this new Federal Courthouse is the site currently housing a Fire Station at Second Avenue and Giss Parkway. While not part of ERES's contractual responsibilities, ERES does offer its recommendation of this location for the new Federal Courthouse. ERES has several reasons for making this recommendation, they are:

- The Second Avenue and Giss Parkway location is a very centralized location within the business center of the community, less than a two block walk from the County Courthouse, City Hall, City Parking Garage, Historic District, Best Western Motel, several restaurants and the existing retailing (while limited) of the business core area.
- Locating the Federal Courthouse at the Second Avenue and Giss Parkway location does offer some limited support to the revitalization efforts of both the Historic Downtown and the Fourth Avenue Corridor efforts covered by this report. None of the other locations under consideration offer this balance support to both areas.
- The current Best Western Motel is facing very difficult market conditions and its survival as an operating quality motel may well depend on its ability to capture overnight guests from the Federal Courthouse. The City should have immediate discussions with the owner and jointly develop a marketing plan allowing the motel to pursue the Courthouse's overnight guest business. The retaining of a viable, quality, overnight guest facility within the City's core business district should be a very important real estate and economic factor supported by the City. The complete loss of such a facility will only provide further eroding of the Fourth Avenue corridor.

The implementation of the recommendations and suggestions offered by ERES will take a major commitment by the City in order to accomplish the goals of stabilizing the Fourth Avenue and Third Street corridors of the Yuma High neighborhood and returning Fourth Avenue to a proud status as the "Gateway to Yuma". Failure to act within the near future, say within the next year, with a redevelopment program with the strong leadership of the City will likely result in an opportunity lost and the tripling of associated costs.

