



Yuma North End, 16th Street &
4th Avenue Redevelopment Plan

Redevelopment District Adopted with Resolution No. R2012-03, February 15, 2012
Redevelopment Plan Adopted with Resolution _____



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ACKNOWLEDGEMENTS

City of Yuma

Yuma City Council

Mayor Alan L. Krieger
Deputy Mayor Paul B. Johnson
Councilmember Cody Beeson
Councilmember Bobbi Lewis
Councilmember Leslie L. McClendon
Councilmember Jerry Stuart
Councilmember Edward Thomas

Yuma Planning & Zoning Commission

Richard Sorenson, Chairman
Marty Carter, Vice Chairman
Tony Brockington
Del Cave
Karen Conde
David Koopmann
Clinton Underhill

16th Street & 4th Avenue Redevelopment Plan Leadership

Charles Flynn, Executive Director, YCNHAC
Noah Cullis, Senior Planner, Community Development Department

Yuma City Staff

Greg Wilkinson, City Administrator
Community Development – Laurie Lineberry, Director
Dan Sanders, City Traffic Engineer
City Attorney – Steven Moore
Police – John Lekan, Chief
Fire – Jack McArthur, Chief

Yuma North End 4th Avenue and 16th Street Redevelopment Area

Planning Area Advisory Committee

David Beckham
Bob Beeler
Jim Carruthers
Pat Conner
Kay Figueroa
Jovani Ford
Rick Gittins
Johnny Grable
Hal Hong
Ken Hong
Russell McCloud
Tom Pancrazi
Maria Vargas
Mikel White
John Weigel
Robert Wyndelts

“We would like to acknowledge and thank all members of the City Council, Planning & Zoning Commission, the members of the Planning Area Advisory Commission, City Staff and the community for their participation and invaluable contributions to the preparation of this Redevelopment Plan.”

DFPD / RSP Planning Team

RESOLUTION NO. R2012-03

A RESOLUTION OF FINDING OF NECESSITY BY THE CITY COUNCIL OF THE CITY OF YUMA, ARIZONA, FINDING THE EXISTENCE OF A SLUM OR BLIGHTED AREA IN THE COMMUNITY AND THAT REDEVELOPMENT OF THE AREA IS NECESSARY IN THE INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS OR WELFARE OF THE RESIDENTS OF THE MUNICIPALITY AND DIRECTING CITY STAFF TO PREPARE A REDEVELOPMENT PLAN

WHEREAS, Title 36-1471 *et seq.* of the Arizona Revised Statutes provides for the establishment of slum or blighted redevelopment areas within municipalities; and,

WHEREAS, such statutes require that certain findings be made by the governing body of a municipality prior to the exercise of powers granted thereby; and,

WHEREAS, the predominance of structures and properties that exist within the boundaries of the area shown on the map in the attached Exhibit A are deficient by reason of building or improvement dilapidation, deterioration, age or obsolescence, inadequate provision of street improvements, improper or obsolete platting, unsanitary or unsafe conditions, or the existence of conditions that endanger life or property by fire and other causes; and,

WHEREAS, the City has caused to be researched city and county records and the collection of field data indicating that the area within the boundaries of the map in Exhibit A meets the criteria for redevelopment as stated in Arizona Revised Statutes §36-1471; and,

WHEREAS, the City has given proper notice to the owners of record of real property within the proposed redevelopment area as prescribed in Arizona Revised Statutes §36-1473.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Yuma as follows:

Section 1: That there exists in the City of Yuma a slum or blighted area which constitutes a serious and growing menace, injurious and inimical to the public health, safety, morals and welfare of the residents of the City of Yuma. Such area is delineated on the map in Exhibit A, attached hereto and made part of hereof by reference.

Section 2: That the redevelopment of the area which is delineated on the map attached as Exhibit A, is necessary in the interest of the public health, safety, morals or welfare of the residents of the City of Yuma.

Section 3: That the conditions within this area are beyond remedy and control solely by regulatory process in the exercise of the police power and cannot be dealt with effectively by the ordinary operations of private enterprise without the aids provided in the Arizona Revised Statutes.

Section 4: That the improvement or elimination of the slum or blighted conditions that qualify the area as a redevelopment area or preventing the recurrence of these conditions in the area, the removal of structures and improvement of sites, and any assistance which may be given by the City of Yuma in connection with these activities are public uses and purposes for which public money may be expended.

Section 5: That the necessity in the public interest for the provision and designation of this redevelopment area described in Exhibit A as the Yuma North End - 16th Street and 4th Avenue Redevelopment Area is declared as a matter of legislative determination by the Yuma City Council, and that City staff is hereby directed to develop or cause to be developed a redevelopment plan for the Yuma North End - 16th Street and 4th Avenue Redevelopment Area.

Section 6: If within twelve months of the effective date of this resolution, the City of Yuma has not adopted a Redevelopment Plan pursuant to Section 5, this Resolution of Necessity is null and void.

Section 7: That it is determined to be in the public interest that within this Yuma North End - 16th Street and 4th Avenue Redevelopment Area, the use of the City's power of eminent domain for solely economic development purposes is expressly prohibited.

Adopted this 15th day of February, 2012.

APPROVED:



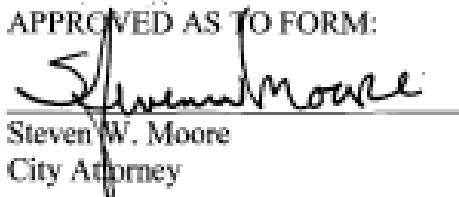
Alan L. Krieger
Mayor

ATTEST



Lynda L. Bushong
City Clerk

APPROVED AS TO FORM:



Steven W. Moore
City Attorney

RESOLUTION NO. ??????

A RESOLUTION OF THE COUNCIL OF THE CITY OF YUMA, YUMA COUNTY, ARIZONA, APPROVING A REDEVELOPMENT PLAN FOR THE 16TH STREET & 4TH AVENUE YUMA REDEVELOPMENT AREA.

WHEREAS, the Yuma City Council on February 15, 2012 adopted Resolution No. R2012-03 making the statutory legislative findings and declaration of need as required by A.R.S. 36-1472; and,

WHEREAS, Title 36 of the Arizona Revised Statutes requires the City to prepare and adopt a Redevelopment Plan for a redevelopment area prior to the exercise of powers granted thereby; and,

WHEREAS, the City Staff, in accordance with Resolution No. R2012-03 have developed or caused to be developed a Redevelopment Plan (the “Redevelopment Plan”) for the Yuma North End, 16th Street & 4th Avenue Redevelopment Area, met with various business and property owners and conducted open house meetings and referred the Redevelopment Plan to the Planning and Zoning Commission for review and consideration of the Redevelopment Plan’s conformance with the City of Yuma’s adopted 2012 General Plan; and,

WHEREAS, the Yuma Planning and Zoning Commission has reviewed such Redevelopment Plan for the Yuma North End, 16th Street & 4th Avenue Redevelopment Area and have submitted their written findings that the Redevelopment Plan is in conformity with the 2012 General Plan for the City of Yuma; and,

NOW, THEREFORE, be it resolved by the Council of the City of Yuma, Yuma County, Arizona, as follows:

Section 1. The City Council finds that the Yuma North End, 16th Street & 4th Avenue Redevelopment Plan is feasible and in conformity with the 2012 General Plan for the development of the City of Yuma as a whole.

Section 2. The Yuma North End, 16th Street & 4th Avenue Redevelopment Plan is hereby approved and adopted.

ADOPTED by the Council of the City of Yuma, Yuma County, Arizona this ____ day of _____, 2013.

Mayor

City Administrator

ATTEST:

APPROVED AS TO FORM:

City Clerk

City Attorney

I. INTRODUCTION

A. Area History and Overview:

Historic Crossroads

The intersection of 16th Street & 4th Avenue has been the scene of the City of Yuma's economic growth from a small southwestern town on the Colorado River to the seventh largest City in Arizona. This began after the construction of these two major gateways, which have brought visitors to Yuma and the ability to export fresh produce and other commodities farmed in the Yuma area.

After the completion of the Yuma Heights neighborhood to the west, the need for closer and larger commercial development became apparent. In addition, the ability to connect to enterprising markets outside of Yuma was also promising to the small community. As 16th Street & 4th Avenue were constructed along the alignments of U.S. Highway 95 and Old Highway 80 and the ability to extend as far north to the Canadian – U.S. boarder has proven advantageous to the Yuma Area.

4th Avenue was designed to offer a direct route between the City's northern gateways from California to the southern commercial corridor. Also, as a portion of the historic Old Highway 80, 4th Avenue provided the City of Yuma with the ability to connect to the growing economies of San Diego and Phoenix.

Seasonal winter visitors arrive and depart these gateways in all manner of recreational vehicles from as far distant places like Calgary, Montana, and Alaska. Visitors come to enjoy the mild and pleasant winter season and provide a boost the local Yuma economy.

To the local residents 16th Street and 4th Avenue continue to be the main business thoroughfares when traveling out of town or just to the local stop at the bank or shopping center. Either way, these two gateways have proven their worth to the community both culturally and economically.

II. REDEVELOPMENT PROGRAM

A. REDEVELOPMENT PROGRAM PURPOSE

This Yuma North End, 16th Street and 4th Avenue Redevelopment Plan (hereafter referred to as this “**Redevelopment Plan**”) is a comprehensive document integrating many elements into one program. Although each of these elements is distinct, their goals and objectives overlap and reinforce each other. The over-riding goal of redevelopment of the Yuma North End, 16th Street and 4th Avenue Redevelopment Area (the “**Redevelopment Area**”) will be accomplished by a multitude of incremental steps or actions of development. Substantial and ongoing private reinvestment in the Redevelopment Area will be necessary to create a “critical mass” of mixed-use development that will ultimately provide the goal of sustainability. Although many individual, private reinvestments will be required to achieve this over-riding goal, it will be the

recent and continued public investment in transportation, streetscape and other public facilities and infrastructure improvements that will link these individual, private reinvestments into a cohesive, identifiable and sustainable place, vital to the community.

B. COMMUNITY VISION STATEMENT:

Contained within the 2012 General Plan (the “General Plan”) of the City of Yuma, which was approved by the voters in November 6, 2012 election, is the Community Vision Statement. This Redevelopment Plan was envisioned to be an outgrowth of the General Plan and an implementation tool for the revitalization of the 16th Street Corridor and the 4th Avenue Corridor as envisioned in the General Plan. Therefore, it is vitally important that the Community Vision Statement, as contained in the General Plan, be the genesis of this Redevelopment Plan. *(The following section contains direct excerpts from the General Plan)*

Our Vision... Building on our heritage, our vision for Yuma is a community that is livable and competitive.

Yuma is a Healthy; Vibrant Community *Where people feel safe, basic human needs are met, Diverse educational opportunities are available, diversity is cultivated, citizens are interested, informed and involved, the environment is clean and aesthetically appealing, the arts, culture and recreational offerings flourish.*

Yuma has a Sustainable, Diverse Economy *where educational opportunities support and promote economic development, existing businesses are nurtured, the environment supports new business development, the community thinks globally, and older neighborhoods remain vital.*

General Plan: *(excerpt)*

“The purpose and intent of the General Plan is to provide general guidance for the future development of the City of Yuma. No Objective, Goal, Policy, Action Item or other material in this General Plan shall be effective unless it was previously adopted by the official passage of an Ordinance or Resolution of the City of Yuma, or it is an individual amendment to this plan that is separately approved by official action of the Yuma City Council during the consideration of this General Plan. The General Plan is a policy document and guide to where Yuma wants to be in the future. It provides comprehensive direction for the growth and development of the City of Yuma. The plan is intended to be both long range and visionary and to provide guidance for actions to be taken in the next ten to twenty years. Building on local conditions, needs and desires and following state guidelines, the General Plan is many things:

- A local decision about the kind of community Yuma wants to be. The plan has been developed here in Yuma, not by legislators in Phoenix or Washington.*
- A growth guide that steers development to appropriate locations and away from places where it could harm major community economic assets, such as farming and military operations.*
- A compilation of coordinated plans for land use, roads, parks, fire stations, police facilities and utilities we will need as Yuma grows.*
- A means of support and protection for older, established neighborhoods.*
- And an essential component of the City’s efforts to attract new jobs to Yuma.*

The plan does not legislate any new fees, taxes or changes to development and building codes. The General Plan was developed for a variety of reasons. First and foremost, it is a way for Yuma to prepare for the future. By identifying where development will occur, the City can allocate resources and provide infrastructure in a timely and cost effective manner. The Plan can help the City identify and develop solutions for complex urban problems. For example, through the Housing Element the City can identify older neighborhoods that may be on the verge of deterioration or neglect and offer solutions to the residents to maintain the quality of their local community. The Plan allows the City to better manage resources through the identification of potential shortfalls in services or resources for future residents and businesses. The Plan helps sustain the community's long term economic vitality and quality of life through the protection of important community assets."

The Community Vision Statement and the General Plan purpose, restated above, was the product of considerable community discussion. The Community Vision is the community's philosophy and unique image of the future that would be better in some ways than what now exists. It is a future statement, a description of a desired future state for the community. While the 2008-2011 nationwide economic crisis and subsequent economic recession will have a dramatic impact on the timing of the realization of the community's vision, the vision statement still represents the community's desired future state. Contained within the Elements of the General Plan and in particular the Redevelopment Element are the Goals, Objectives and basic Policies for redeveloping the older declining areas of the community. Several of these Goals, Objectives and basic Policies express the community's vision for redevelopment of the older, "North End", areas of the community, including calling for the preparation of Revitalization Plans for the 16th Street Corridor and 4th Avenue Corridor areas of the community and are a foundation for this Redevelopment Plan:

General Plan - Redevelopment GOALS, OBJECTIVES AND POLICIES: (emphasis added)

Goal 1.0: Encourage residential neighborhoods and commercial and industrial sites in older areas of our community that thrive and attract a mix of residents and businesses.

Objective 1.1: Fully develop the Historic North End area, including the river's edge, while protecting historic sites and buildings.

Objective 1.2: Prepare **Revitalization Plans** for the following areas:

Phase One

4th Avenue Corridor

Big Curve

Old Town South

16th Street Corridor

Phase Two

West Main Canal Corridor

N. Arizona Avenue Corridor

S. Arizona Avenue Corridor

8th Street Corridor

Policy 1.2.1: Develop Neighborhood Strategies that include residential design standards and promote a neighborhood identity.

Objective 1.3: Complete the construction the projects and facilities identified in the National Heritage Area Plan, which is inclusive of the Old Town Riverfront Area.

Objective 1.4: Prepare Neighborhood Strategies for the following residential neighborhoods:

Phase One

Phase Two

Central Yuma Area
First Avenue Area
Yuma High Area

West Riverfront Area
South Avenues Area

Objective 1.5: Create a system to monitor conditions in mature neighborhoods to identify trends or opportunities, and develop strategies accordingly.

Policy 1.5.1: *Coordinate **revitalization** efforts with code enforcement, public safety and utility companies to mitigate abandoned structures.*

Objective 1.6: Maximize the amount of Federal, State or private funds to pay the costs of constructing the facilities or programs contained in the Heritage Area Plan, **revitalization plans** and neighborhood strategies.

Objective 1.7: Leverage City funds with Federal or State funds to pay for the operation and maintenance of facilities built as a result of the Heritage Area, **revitalization plans**, and neighborhood strategies.

Objective 1.8: Revise land development rules and codes to encourage investment or reinvestment consistent **with revitalization plans** or neighborhood strategies.

C. STATEMENT OF REDEVELOPMENT GOALS & OBJECTIVES:

In addition to the broad-based goal and primary objectives and policies established in the Redevelopment Element of the General Plan, this Redevelopment Plan further defines specific redevelopment area potential actions to further the community's vision for the Redevelopment Area. City of Yuma Staff, working in conjunction with the Redevelopment Area Project Area Advisory Committee (the "PAAC"), a committee comprised of 16th Street and 4th Avenue business owners, property owners and residents; and the consulting team of D.Fackler Planning & Development / RSP Architects (the "DFPD / RSP" team) developed the following goals and objectives and potential actions to restore, transform and redefine the Redevelopment Area into a central corridor of Yuma containing revitalized commercial, governmental, employment, cultural, recreational and housing activities vital to the community.

The primary objective of this Redevelopment Plan is to improve the Redevelopment Area through redevelopment and rehabilitation of substandard and deficient buildings. This will include the elimination of blighting influences; encouragement of the development of new commercial and employment uses; the mitigation of environmental concerns; and the modification and improvement of infrastructure and transportation systems. These objectives will be accomplished through voluntary and cooperative efforts between the public and private sector.

GOAL 1: STRENGTHEN THE ECONOMIC VITALITY OF THE 16th STREET & 4th AVENUE AREA:

New higher quality development of private office, entertainment, retail, hospitality, and financial institution structures is necessary to revitalize the Redevelopment Area to prevent economic decline and promote sustainability.

The following actions will be undertaken and will involve private developers, investors, financial institutions, the City, and property owners. Private financing, industrial, revitalization and municipal development bond financing, intergovernmental grants-in-aid, tax abatement and other economic development incentives and the cooperation among developers, property owners, financial institutions and the City will be primary tools.

Objective: Provide a hospitable and secure environment for private investment. Enhance the 16th Street and 4th Avenue Area's position as a vibrant commercial and employment area by pursuing and encouraging substantial outside investment and development.

Potential Action:

- Work with the community to identify needed goods and services businesses to support existing North End and community residents that could be enhanced or newly developed within the Redevelopment Area.
- Create and continually update the Economic Development Strategic Plan. Conduct a Marketing Study to determine an appropriate business strategy in order to attract the additional goods, services and employment opportunities needed by the community and encourage their development or relocation within the Redevelopment Area.
- Prioritize the use of the City's Economic Development Incentives to encourage the development or relocation of these goods, services or employment opportunities within the Redevelopment Area.
- Encourage office uses, entertainment/retail uses, and non-retail service uses to provide more of the identified goods and services desired in this Redevelopment Area.

Potential Action: Identify, track and promote locations as they come up for sale or lease to attract and assist needed businesses to locate in the Redevelopment Areas and provide additional assistance as necessary.

Potential Action: Assist interested entertainment/retail and hospitality developers and investors in the acquisition of buildings, property, development planning and securing financing and securing necessary permits for development in the Redevelopment Area.

Potential Action: Assist interested office building and employment developers in the processes of project identification, economic feasibility analysis, and acquisition of property, development planning, securing finance and obtaining necessary permits for development of projects in appropriate locations within the Redevelopment Area.

GOAL 2: ENHANCE OVERALL REDEVELOPMENT AREA APPEARANCE.

The Redevelopment Area is located within and adjacent to the oldest sections of the City and contains structures and other improvements that have been constructed over decades. A few of the commercial and residential structures in the 16th Street and 4th Avenue Corridors are in disrepair, beyond rehabilitation and are located in locations appropriate for new development.. Most of the structures and improvements represent investments made in the past that still yield an acceptable return. These structures and improvements represent part of the evolution of the City of Yuma and these corridors should be conserved and enhanced through appropriate renovation. Elimination of blighting influences and renovation of existing structures and improvements will not only improve their appearance, but will encourage renewed business activity within the Redevelopment Area.

Primary Tools Available:

The following actions will be undertaken, when and where feasible, and will involve individual property owners, business tenants, financial institutions, the City, and design professionals. Business and financial institution cooperation, property owner and tenant commitment, voluntary participation and private sector funding, economic development incentives and intergovernmental grants-in-aid.

Objective: Redevelop and Revitalize Roadway and Streetscape Improvements

Potential Action:

- As part of the public infrastructure improvements planned, create an overall and ongoing program to improve roadway and streetscape design, construction and maintenance in the Redevelopment Area that helps to unify the entire Area.
- Improvements should also provide for human comfort in our climate while promoting the integration and linkage between the Redevelopment Area, adjacent residential neighborhoods and the community.

Potential Action: Redevelop the intersection of 16th Street and 4th Avenue to enhance traffic flow, while providing safe and efficient access to adjoining properties and providing an enhanced streetscape including landscaping, public art, directional signs, unique street and signal lighting, street furniture, and paving accents.

Potential Action: On a project-by-project basis or as larger funding opportunities are created, continue to redevelop and enhance the roadway and streetscape improvements to all roadways within the Redevelopment Area.

Potential Action: Encourage, through voluntary and cooperative actions, economic development incentives and, when appropriate, the augmentation of existing landscaping on properties along rights-of-way within the Redevelopment Area consistent with the City's Zoning Ordinance.

Potential Action: Encourage businesses to open toward sidewalks, pedestrian plazas and public transit facilities.

Objective: Improve the quality of building and property conditions within the area to preserve the value of properties within and adjacent to the Redevelopment Area.

Potential Action: Encourage, through voluntary and cooperative actions and economic development incentives the upgrading of the building stock of the Redevelopment Area through rehabilitation, storefront reconstruction, new construction, interior remodeling and business expansion. Emphasize volunteer policies for business owners.

Potential Action: Encourage, through voluntary and cooperative actions, economic development incentives and, when appropriate, code enforcement actions, the elimination of unsightly, deficient, sub-standard, underutilized and obsolete residential, commercial or non-conforming uses, which detract from the aesthetic appearance and economic welfare of the Redevelopment Area.

Potential Action: Encourage, through voluntary and cooperative actions and economic development incentives the increased development of attractive parking lots and areas, both public and private, by encouraging the paving of unimproved lots, improving landscaping, increasing lighting, restriping pavement, and regularly sweeping and maintaining the lots.

Potential Action: Encourage, through voluntary and cooperative actions and economic development incentives the upgrading of alleys and improving their maintenance and other utility corridors. Actions might include under-grounding of utilities, alley cleanup, and standardization of refuse facilities, development or redevelopment of off-alley parking facilities, paving, lighting, reconstruction of walls and fencing, etc.

Potential Action: Focus limited building and zoning code enforcement resources in the Redevelopment Area on clearly derelict structures and properties that represent blighting influences to adjacent properties; encourage the creation of individual Phased Improvement Plans through a cooperative partnership between City of Yuma inspection services and Redevelopment Area property owners and businesses.

Objective: Enhance Public Parking Availability. Parking availability has been identified as a significant influence in the future revitalization and redevelopment within the Redevelopment Area. Many structures, originally constructed decades ago, still have significant economic value, but lack site area for development of parking in support of private rehabilitation, expansion and change of use revitalization efforts. Development of additional public and quasi-public parking facilities could support and encourage these revitalization efforts.

Potential Action: Encourage reinvestment, rehabilitation and redevelopment of existing buildings and properties by the reconfiguration of Redevelopment Area roadways, where appropriate and supported by adjacent business owners, to provide additional on-street

parking opportunities. Where opportunities are identified acquire additional land for and develop additional off-street public parking, both temporary and permanent, in concert with the needs of existing uses and new development.

Potential Action: Develop and implement a plan, in cooperation with area businesses and employers, for the provision of off-site long-term employee parking in locations that will leave prime, short-term on-street and off-street parking spaces available for visitors and customers.

Potential Action: Publicize the availability of and access to available public parking through improved street signage and improved vehicular and pedestrian access.

Potential Action: Increase the level of maintenance on new and existing parking lots by improving landscaping, increasing lighting, restriping pavement and regularly sweeping the lots.

GOAL 3: ENHANCE INFORMATION, COMMUNICATION, BUSINESS ASSISTANCE, PROMOTION, MAINTENANCE AND PUBLIC RELATIONS FOR THE REDEVELOPMENT AREA

Existing businesses represent the greatest Redevelopment Area asset. Improvement in the operations and profits of these businesses will improve the Redevelopment Area. Efforts will be made to assist businesses by attracting people to the area and by offering advice to improve services. Maintaining effective communications with and providing up-to-date accurate information to the public, government and private sector decision-makers, business people and potential investors and developers is critical to a comprehensive redevelopment program. Efforts should be made to keep all interested individuals and organizations apprised of trends, developments and activities related to the Redevelopment Area in order to raise pertinent issues, develop consensus and maintain progress.

The following actions will be pursued and will involve business people, financial institutions, the Chamber of Commerce, property owners, the City and other government entities, private developers and investors. The primary tools, planning process, local news media, publication of specific information, technical assistance, business cooperation and the City's continued participation in the Community Development Block Grants Program will be employed.

Objective: Streamline the development process within the 16th Street & 4th Avenue Redevelopment Area.

Potential Action: Charge the City Administrator and the assigned City staff with leading a City Team with the responsibility to implement this Redevelopment Plan and to encourage investment specifically in the Redevelopment Area.

Potential Action: Continue to implement the City's Economic Development and Incentives Policy and explore incentive options to promote the location of sales tax

generating businesses, commercial service uses and the development of larger scale employment development to the Redevelopment Area.

Potential Action: Through project specific planning, design and the targeted provision of economic development incentives to local entrepreneurs, provide opportunities for local business ownership that result in keeping revenues in the community.

Potential Action: Encourage expansion and rehabilitation of existing Redevelopment Area businesses through project specific planning, design and the targeted provision of economic development incentives to assist with infrastructure improvements.

Potential Action: Promote the location of larger-scale employers and offices development to create more and higher paying employment for the community and to provide additional close-by customers for 16th Street & 4th Avenue entertainment/retail and service businesses. Encourage the installation of the latest in telecommunications infrastructure and available throughout the Redevelopment Area to encourage employers to locate within the area.

Potential Action: Provide incentives, such as joint-use shared parking, development of additional public parking and Redevelopment Area specific parking policies to encourage existing businesses to expand and new businesses to locate in the Redevelopment Area.

Potential Action: Provide development application fee waivers, deferrals or reductions for targeted projects that support the implementation of this Redevelopment Plan.

Objective: Attract people (consumers) from the surrounding neighborhoods and the community to the Redevelopment Area.

Potential Action: Solely at the request of Redevelopment Area property owners, consider the creation of an Enhanced Municipal Services District, also known as a Business Improvement District, for the Redevelopment Area to provide the organization and funding to carry out a comprehensive program of management and promotion of the Area. This action would only be considered with the overwhelming support of property owners and businesses

Potential Action: Add identity signs for Redevelopment Area at strategic locations.

Potential Action: Establish joint marketing and promotional strategies among 16th Street & 4th Avenue Area businesses and the City on radio, television, and newspapers.

Potential Action: Promote regional accessibility of the Redevelopment Area through advertising and other marketing means, targeting the larger Yuma County metropolitan area.

Potential Action: Enhance access for all persons to information concerning zoning, building codes, property maintenance enforcement, neighborhood clean ups, rehabilitation programs, City services, City facilities, and other public and private resources available to the community.

Potential Action: Consider the creation of a “one stop shop” within the City government to facilitate private development within the district;

Potential Action: Publish a periodic online newsletter which will report on current activities, happenings, and accomplishments associated with the Redevelopment Area.

Potential Action: Publish online the yearly results of the Redevelopment Plan. The online publication should include summaries of all the base data collection and analysis, marketing information, inventories of property ownership, parking, retail, office and residential space, employment levels, existing land use, existing structures, individuals and firms in business and others, the current problems identified, the development strategy selected, a description of projects to be undertaken to implement the strategy, the costs and benefits of implementation and the implementation schedules as known.

Potential Action: Maintain a continuing dialogue with Federal, State, County and local government decision-makers, private developers and investors. Articulate and develop understanding of the needs, assets and opportunities in the Redevelopment Area with potential investors like business owners, property owners, service organizations, and residents for the Redevelopment Area development activities. Public presentations, speeches and media presentations will be developed for this activity.

GOAL 4: ENCOURAGE IMPROVEMENT OF EXISTING HOUSING STOCK

Objective: Strengthen the Residential Land Use Component of the Area.

Potential Action: Encourage the preservation of existing housing located in transitional and residential zoning districts within the Redevelopment Area if desired by the individual homeowners. Target homeowner rehabilitation efforts in areas where deficient conditions are most prevalent. Use the City’s Community Development Block Grant (CDBG) Program funding to provide targeted housing rehabilitation grants, deferred interest loans and below market interest loans to encourage the targeted rehabilitation or replacement of single-family owner occupied within the Redevelopment Area and close by adjacent residential neighborhoods.

Potential Action: Encourage the relocation/replacement of existing housing located in commercial zoning districts within the Redevelopment Area, if desired by the individual homeowners and funded by CDBG or by private sources

Potential Action: Within the limits of the City's resources, promote programs for housing rehabilitation and beautification, while enforcing the City's code and ordinances

Potential Action: Consistent with the General Plan designation of the North End as a Growth Area and where appropriate land is available, promote the development of new multi-family housing opportunities in the Redevelopment Area in conjunction with commercial development. Allow higher residential densities near commercial and employment uses.

Potential Action: Develop the Redevelopment Area in a sensitive manner that blends lower intensity adjacent residential land use with higher intensity mixed-use, commercial and employment uses.

Potential Action: Facilitate the location and long-term maintenance of commercial services catering to Redevelopment Area and adjacent neighborhood residents.

Potential Action: Assist interested housing and mixed-use developers to identify projects, analyze economic feasibility, planning, and obtaining necessary permits and economic incentives, when appropriate, for development projects in appropriate locations within the Redevelopment Area.

GOAL 5: CREATE AN EFFICIENT MULTI-MODAL CIRCULATION SYSTEM

Objective: Enhance and improve auto and pedestrian access into the 16th Street & 4th Avenue Redevelopment Area.

Potential Action: As the community continues to grow, target the 16th Street and 4th Avenue corridors as important future locations for multi-modal public transportation exchange point(s) and improvements. Specific locations for these improvements should not interfere with existing business activity or pedestrian travel.

Potential Action: Convenient, safe, well-lighted, and well-marked, pedestrian walkways should be designed between buildings where feasible to enhance connections between activity areas and to provide safe convenient access to off-street parking facilities and public transit opportunities.

Potential Action: Complete the pedestrian / bicycle orientated linkages recommended by the City's Bicycle Master Plan that will improve access into and through the Redevelopment Area. These linkages should be strategically placed to optimize the connections between the existing neighborhoods surrounding the Redevelopment Area.

GOAL 6: PUBLIC DEVELOPMENT FRAMEWORK

The City, County, State and Federal Governments may in the future consider capital construction projects in the Yuma area. Efforts should be made to encourage the public sector to construct capital projects in the Redevelopment Area, where appropriate

Objective: Target Public Investment within the Redevelopment Area.

Potential Action: Continue to improve the streetscape landscaping & street trees, seating and other street furniture, parking, provision of shade structures (both public & private), street and pedestrian lighting and public art along both the 16th Street and 4th Avenue corridors as both public and private funding is available.

Potential Action: Continue to improve and enlarge storm water retention facilities within the Redevelopment Area.

Objective: Improve Public Safety in the Area.

Potential Action: Create a “neighborhood / business watch” program or clean and safe program as part of the planning for an Enhanced Public Services District or Business Improvement District established for the Redevelopment Area.

D. APPROACH TO ACHIEVE GOALS AND OBJECTIVES

City of Yuma Staff, working in conjunction with the PAAC and the DFPD / RSP consulting team has developed this Redevelopment Plan to provide direction to the City on steps that can be considered to protect and enhance the Redevelopment Area. Some of the more specific steps for public improvement include the infrastructure and roadway improvements planned for the intersection of 16th Street and 4th Avenue. Other public actions will include improving safety by providing for improved streetscape, upgraded lighting and pedestrian ways, resolving poor drainage conditions, providing for additional commercial and employment development opportunities, and generally enhancing the quality of the Redevelopment Area. For business and property owners within the Redevelopment Area boundaries, this Redevelopment Plan outlines access to Federal, State and local monies to assist in the improvement and revitalization of their property for the betterment of the community.

The General Plan establishes key community goals for the 16th Street and 4th Avenue corridors. With the guidance of the PAAC, these community goals have been further refined to provide the basis for action in improving the health, safety and well-being of the community through a concentrated effort to preserve, enhance and revitalize the Redevelopment Area. This Redevelopment Plan has been developed as a “tool” to be used by both the public and private sectors in partnership to achieve the goals and objectives of the General Plan and this Redevelopment Plan to revitalize the Redevelopment Area.

The boundaries of the Redevelopment Area are shown in the following Map 1. The Redevelopment Area has an irregular shaped boundary, for a more complete description of the area boundaries; please refer to the written boundary description for the Redevelopment Area located in Exhibit 1 attached to and incorporated into this Redevelopment Plan.

This Redevelopment Plan proposes that the Redevelopment Area continue to be defined as it has been historically and within the General Plan, as two specific character areas, which are the 16th Street Corridor and the 4th Avenue Corridor. Each area will continue to define and characterize certain types and intensities of land use to create a synergy of economic strength and community value. As a result, these areas as a whole will be more sustainable than the individual uses that are currently identified. The boundaries of the Redevelopment Area and these two character areas (“**Character Areas**”) and the General Plan designated Land Use designations also appear on **Maps 1A and 1B** and are defined as follows:

16th Street Corridor:

The 16th Street Corridor is that portion of the Redevelopment Area including properties approximately one block deep along 16th Street and roughly bounded by Maple Avenue on the East, 6th Avenue on the West, 15th Street on the North and 17th Street on the South.

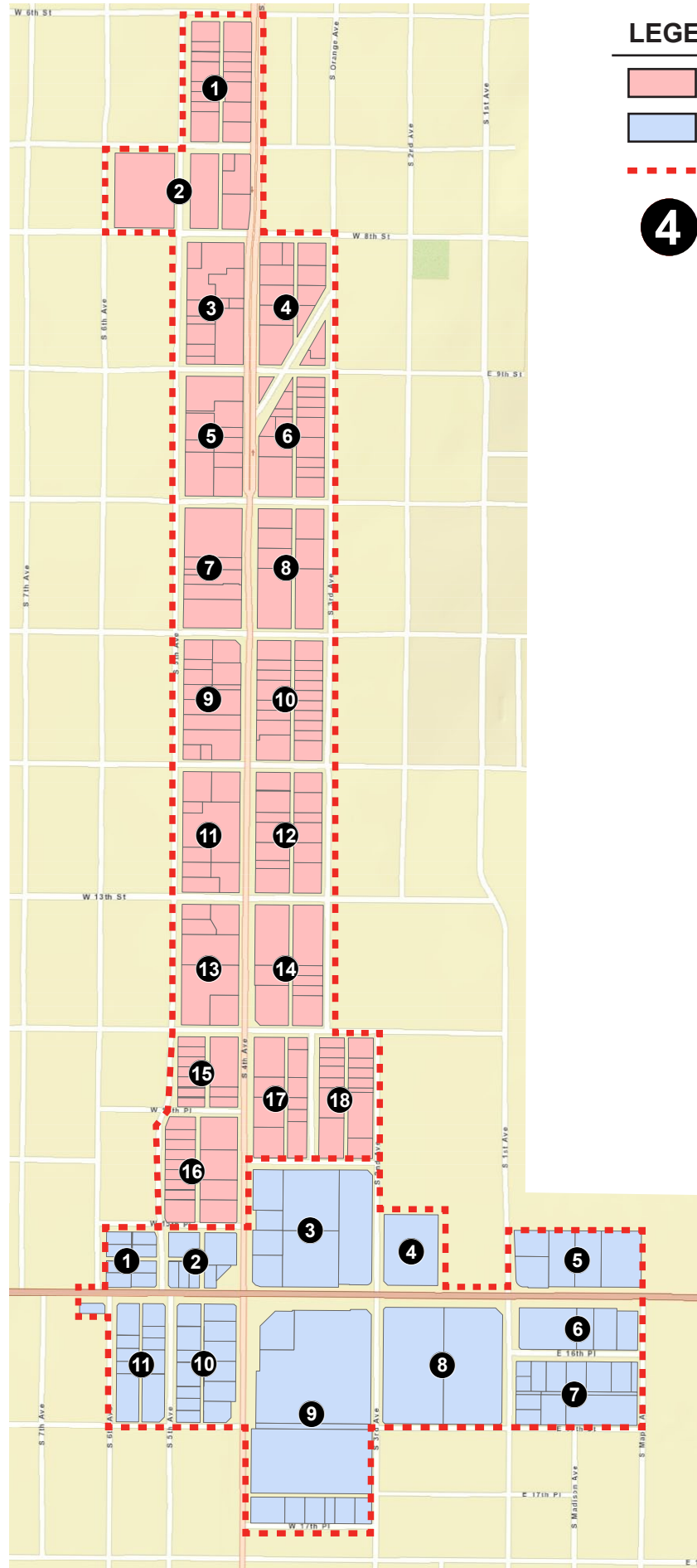
4th Avenue Corridor:

The 4th Avenue Corridor is that portion of the Redevelopment Area including properties approximately one block deep along 4th Avenue and roughly bounded by 3rd Avenue on the East, 5th Avenue on the West, 6th Street on the North and 15th Street on the South.



LEGEND

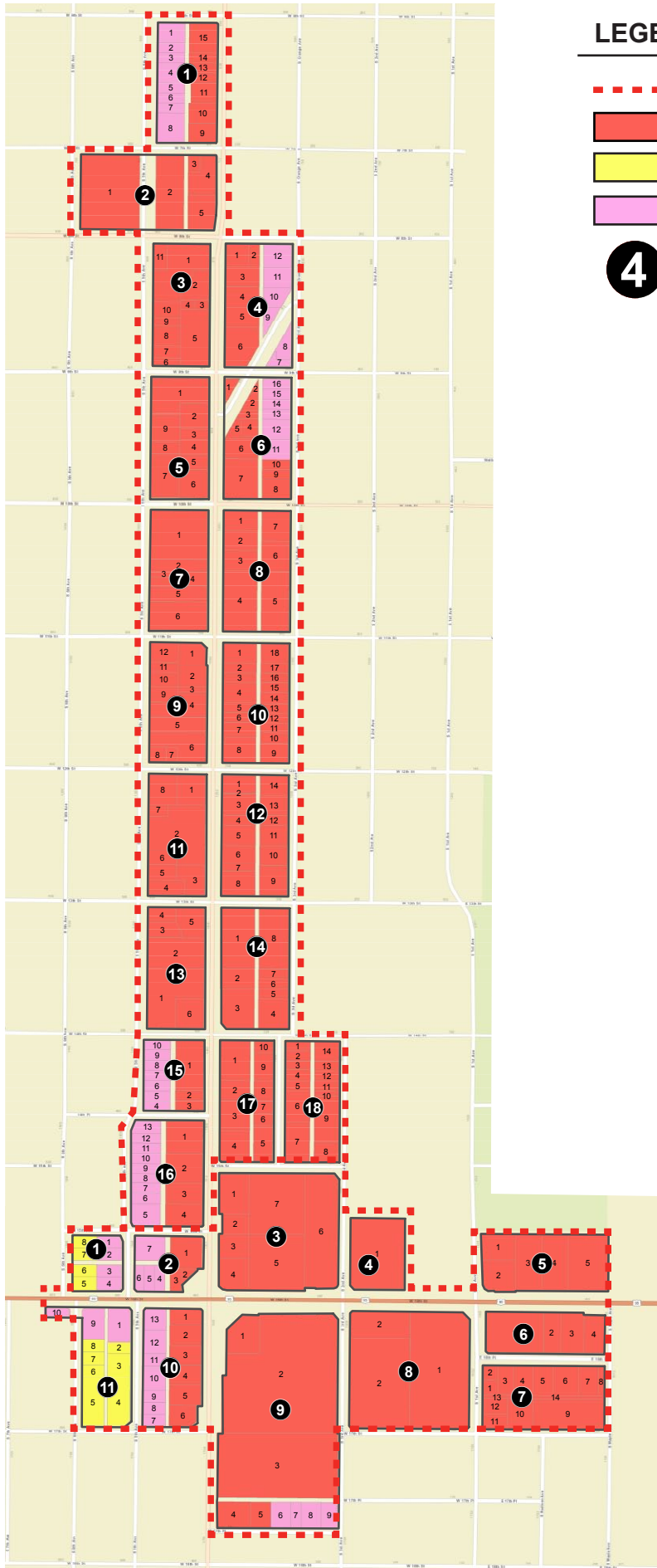
- 4th Avenue Redevelopment Area
- 16th Street Redevelopment Area
- Redevelopment Boundary
- 4 Block Numbers





LEGEND

-  Redevelopment Boundary
-  Commercial
-  Low Density Residential
-  Mixed Use
-  Block Numbers



E. EXISTING LAND USE AND CONDITIONS

Depicted on the following **Maps 2-1 through 2-5** are the existing Land Uses contained within the boundaries of the Redevelopment Area. The Redevelopment Area is comprised of primarily four types of land uses: (a) Vacant - vacant and underutilized parcels; (b) Residential - older mostly single-family residential; (c) Commercial Industrial - small commercial, service and industrial properties, and: (d) Public - civic uses. Existing Land Uses within the Redevelopment Area are further defined and discussed below:

a) Vacant and Underutilized:

The majority of the large-parcel vacant and underutilized developable property is located within the 16th Street Corridor and was included within the Redevelopment Area for the explicit purpose of encouraging and fostering the development of a significant commercial, office and employment base within the Redevelopment Area. Other smaller vacant or underutilized parcels of land are scattered throughout the Redevelopment Area, including existing surface parking lots and storage lots, which could transition into future infill development projects. Assembling these smaller parcels of land, which may be in separate ownership, into development sites will be key to the successful infill redevelopment within the Redevelopment Area.

b) Residential:

Existing residential land use within the Redevelopment Area (47 units) is primarily single-family homes (40 units) located along 3rd and 5th Avenues. While there is a predominance of deficient residential properties (90%) within the Redevelopment Area, approximately seventy percent (70%) of these deficient properties are feasible for rehabilitation. On the other hand, there are 12 residential units that are classified as substandard that should be removed. A large portion of the future success of the Redevelopment Area will be based on the continued rehabilitation of the residential structures that remain viable, both within the Redevelopment Area and more importantly the adjacent neighborhoods. These continued improvements will help to increase residential property values within the Redevelopment Area and adjacent residential neighborhoods, reduce crime, improve neighborhood and commercial relations, and are and will continue to be a large component of the daily market support of 16th Street and 4th Avenue businesses.

c) Commercial/Industrial:

Commercial and industrial land use is the predominant land use within the Redevelopment Area. Within the 4th Avenue Corridor most of this commercial land use takes the form of highway commercial oriented toward vehicular access, composed primarily of retail, restaurant and personal and vehicular service uses. Not surprisingly given its highway-origins, most commercial land use in the 4th Avenue Corridor is oriented toward 4th Avenue, backing up to more industrial and residential land use along the 3rd and 5th Avenue frontages. Commercial land use in the 16th Street Corridor, while still vehicular access oriented, is comprised largely of office, large scale retail and financial uses. Industrial land use in both Character Areas is similar in nature; with automotive service and repair, construction yards and transport businesses.

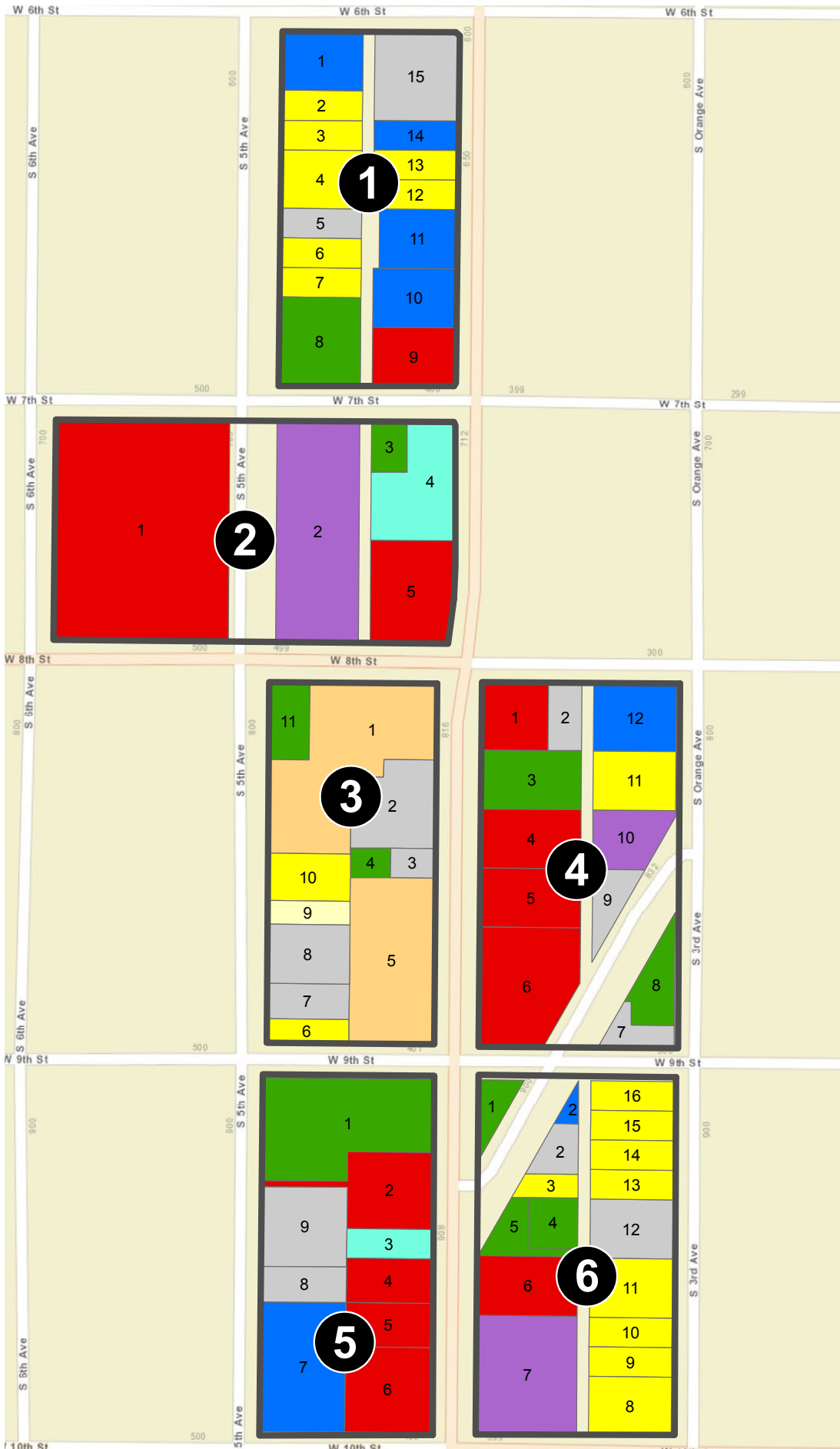
d) **Public and Civic:**

Parks and Open Space Facilities:

Within the Redevelopment Area the City currently does not own any parks or significant open space.

Municipal Service Complex

Although not technically within the Redevelopment Area the approximately 14 acre municipal service complex fronting on 16th Street at 1st Avenue includes the Central Police Station, Municipal Court, Humane Resources, City Engineering and Public Works Departments. This complex represents the largest employer within the Redevelopment Area.

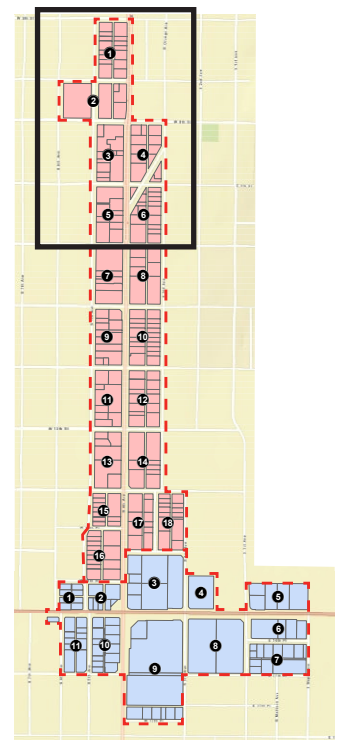


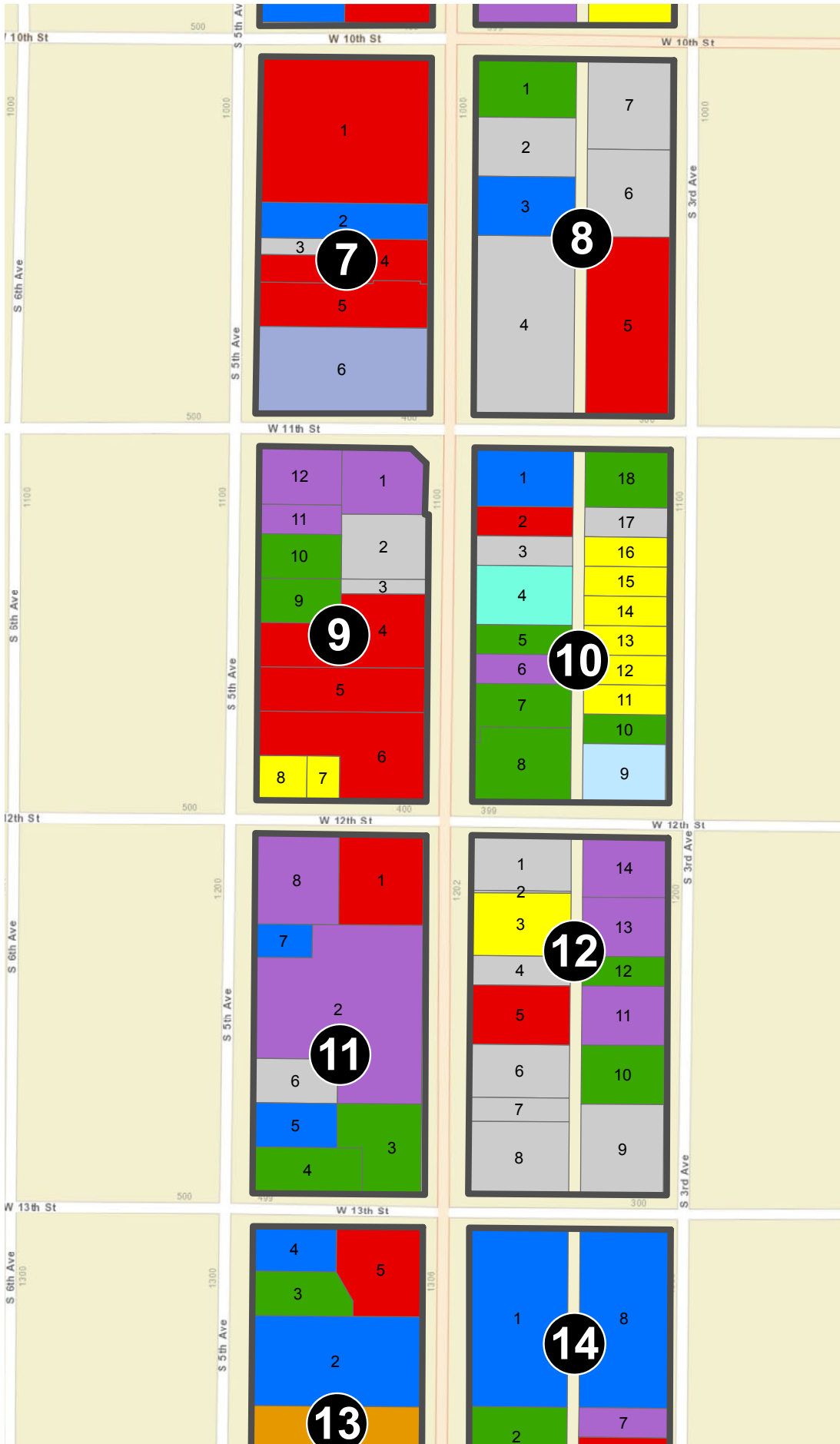
USE CODES

- Retail
- Retail / Restaurant
- Residential
- Service
- Office
- Industrial
- Parking
- Restaurant
- Office / Service
- Religious
- Service / Parking
- Industrial / Parking
- Retail / Parking

4 Block Numbers

KEYPLAN



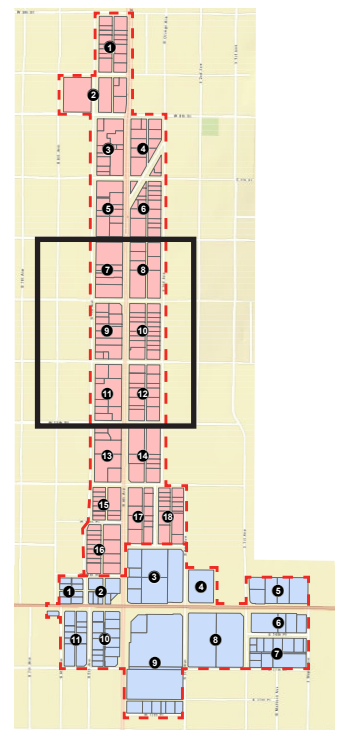


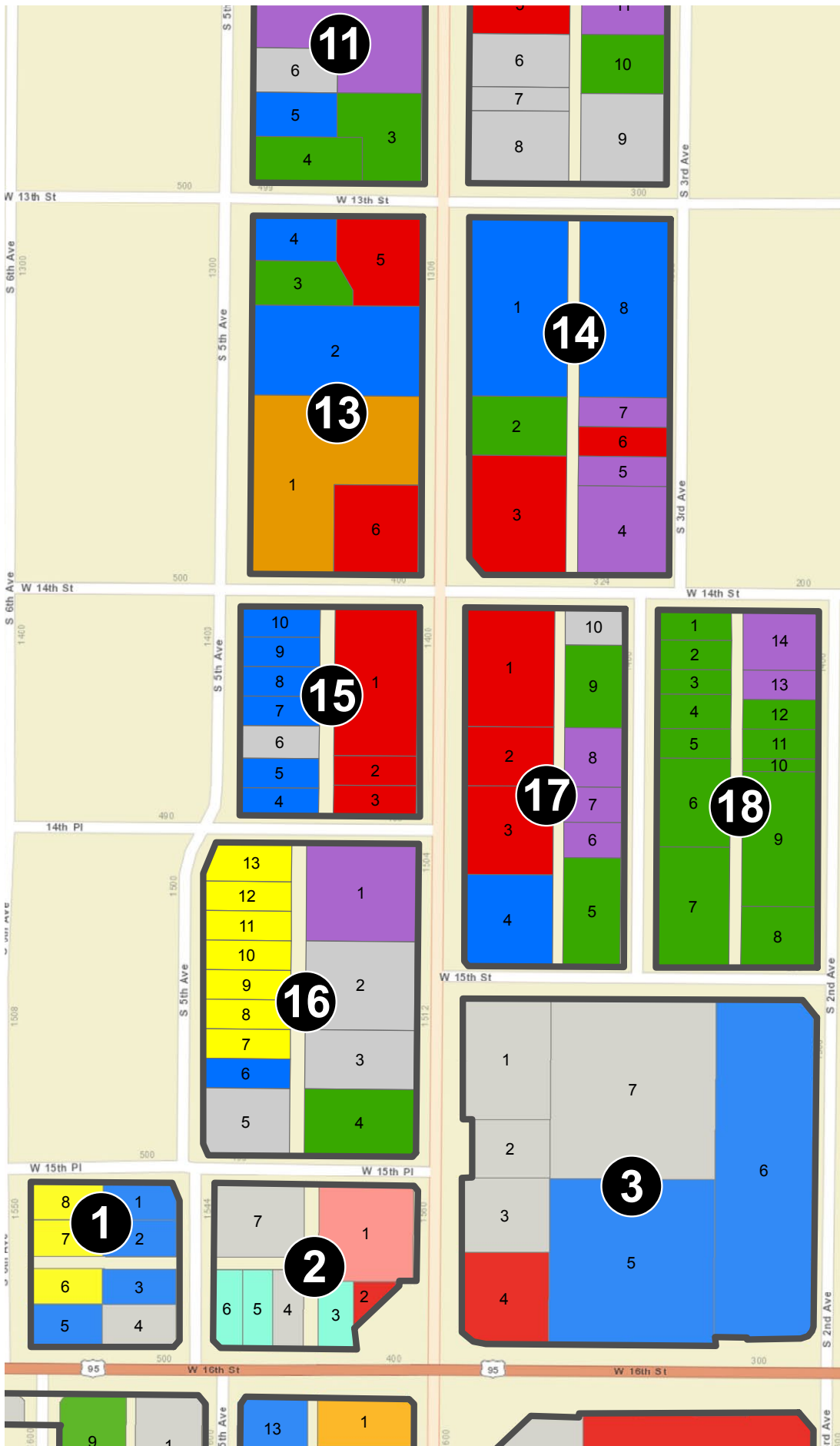
USE CODES

- Retail
- Retail / Restaurant
- Retail / Office
- Restaurant
- Office
- Office / Industrial
- Service
- Office / Service
- Industrial
- Parking
- Residential
- Residential / Parking
- Service / Parking
- Industrial / Parking
- Religious
- Retail / Parking

4 Block Numbers

KEYPLAN



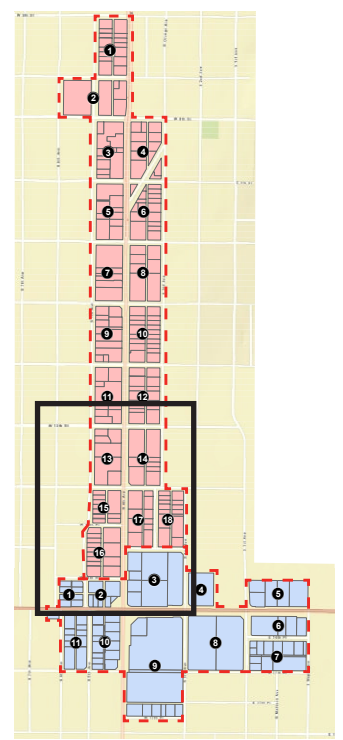


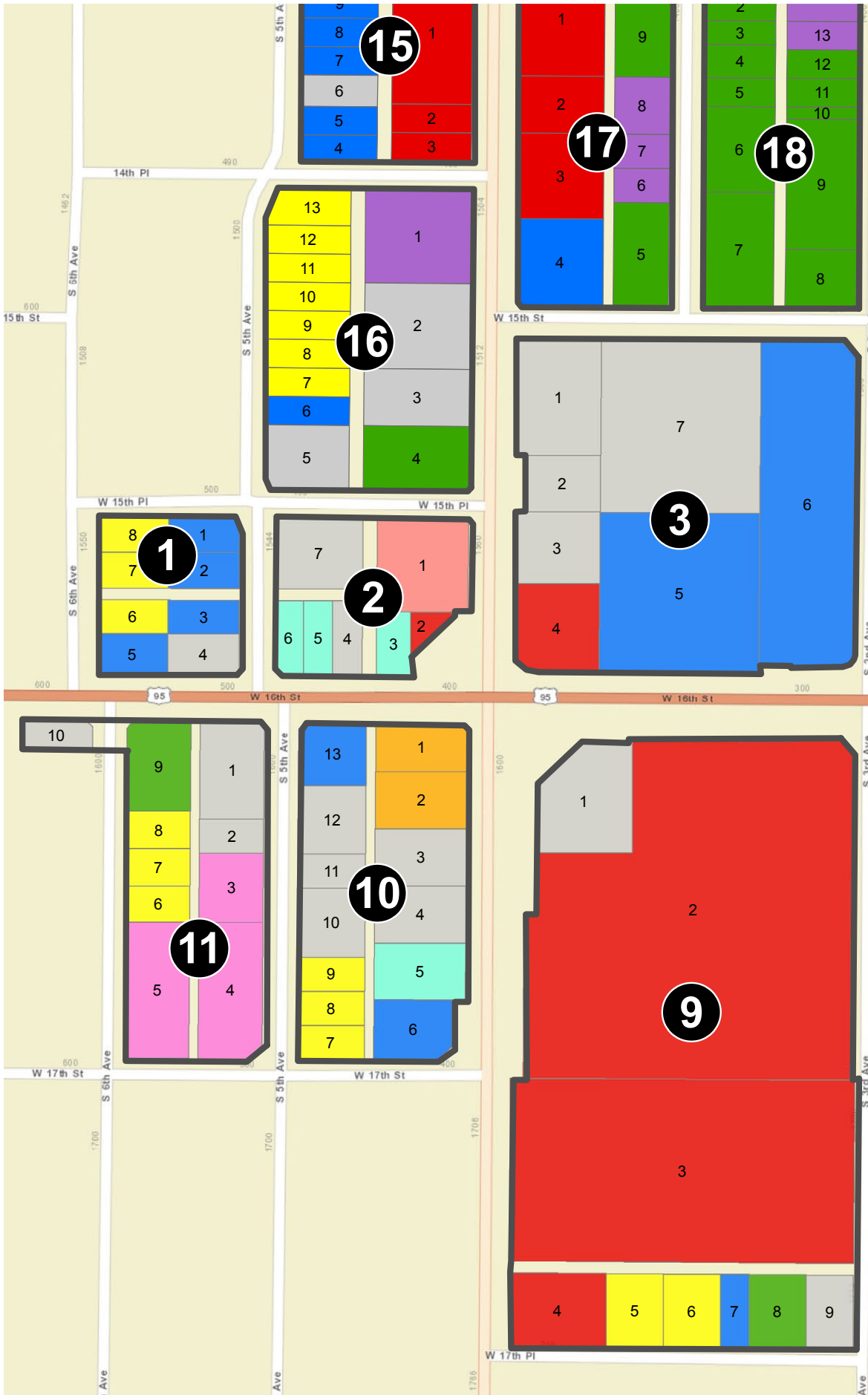
USE CODES

- Retail
- Retail / Restaurant
- Retail / Office
- Restaurant
- Office
- Office / Industrial
- Service
- Office / Service
- Industrial
- Parking
- Residential
- Residential / Parking
- Service / Parking
- Industrial / Parking
- Religious
- Retail / Parking

4 Block Numbers

KEYPLAN





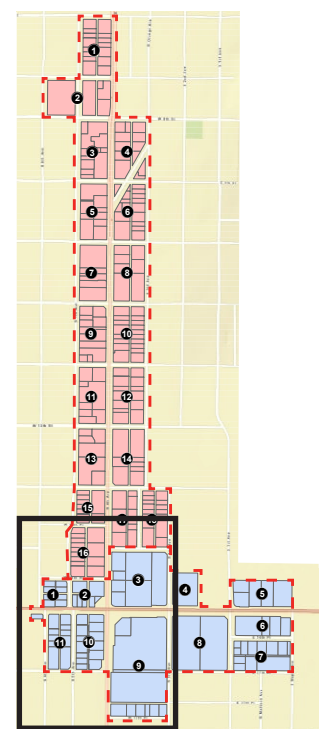
0 200'

USE CODES

- Retail
- Retail / Restaurant
- Retail / Office
- Restaurant
- Office
- Office / Industrial
- Service
- Office / Service
- Industrial
- Parking
- Residential
- Residential / Parking
- Service / Parking
- Industrial / Parking
- Religious
- Retail / Parking

4 Block Numbers

KEYPLAN





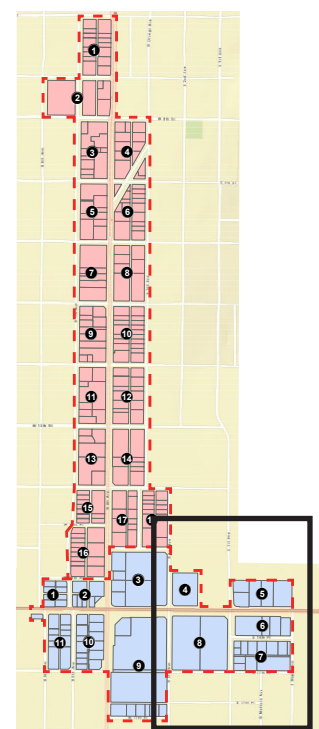
0 200'

USE CODES

- Retail
- Retail / Restaurant
- Retail / Office
- Restaurant
- Office
- Office / Industrial
- Service
- Office / Service
- Industrial
- Parking
- Residential
- Residential / Parking
- Service / Parking
- Industrial / Parking
- Religious
- Retail / Parking

4 Block Numbers

KEYPLAN



e) Building Conditions and Property Survey

This Plan is an implementation tool to be used to build upon community direction laid out in the 2012 General Plan Update and the authority to develop this Plan is based on current Arizona State Statutes authorizing the City to access the economic development tools provided by the State after following certain steps in determining the necessity for the establishment of the area. The process began with the preparation of a Building Conditions and Property Survey. The existing building and property conditions were surveyed and documented in the **“Yuma North End, 16th Street and 4th Avenue Study Areas, Building Conditions and Property Survey Report”** (the **“Survey”**) prepared for the City by the DFPD / RSP consulting team and approved and adopted by the City Council by their Resolution No R2012-03 establishing the Yuma North End, 16th Street and 4th Avenue Redevelopment Area. The Survey was conducted in October 2011 for the then potential 16th Street and 4th Avenue Redevelopment Area, to identify and determine if the existing property conditions qualified the 16th Street and 4th Avenue study areas as a redevelopment area under the definitions of State Statutes (ARS 36-1471 et. al.). The City Council with its passage and adoption of a Finding of Necessity contained in Resolution No. R2012-03, on February 15, 2012, authorized City Staff to develop or cause to be developed this Redevelopment Plan.

The Survey evaluated an area of approximately 178 acres (excluding public right-of-ways) of central Yuma, approximately one block deep along both sides of 4th Avenue and 16th Street. The 4th Avenue Survey Area is roughly bounded by 3rd Avenue on the east; 5th Avenue on the west; 6th Street on the north and 15th Street on the south. The 16th Street Survey Area is roughly bounded by Maple Avenue on the east; 6th Avenue on the west; 15th Street on the north and 18th Street on the south. Included within the Survey Area are approximately 44 acres of vacant or underutilized parcels.

General Survey Definitions:

Below are the general definitions of the five survey categories that properties within the Survey Area were placed in as the result of observed conditions.

Condition A - Standard Condition:

Property and all structures located on the property are in a condition that meets current codes and ordinances of the City of Yuma. The property is well landscaped and maintained, free of uncontained storage, refuse, etc. Property is fully utilized for its General Plan or Zoning Ordinance designated land use.

Condition B - Deficient–Rehabilitation Feasible: Property and structures located on the property do not fully meet current codes and ordinances and have minor to moderate deferred maintenance issues, i.e. deteriorated roofing, peeling paint, dead or missing landscaping, inadequate or unsurfaced parking areas, etc. All structures appear structurally sound. (Residential rehabilitation costs should not exceed \$30,000)

Condition C - Deficient–Rehabilitation Questionable:

Property and structures located on the property do not fully meet current codes and ordinances and have multiple and major deferred maintenance issues, i.e. deteriorated roofing, peeling paint,

dead or missing landscaping, inadequate or unsurfaced parking areas, etc. Rehabilitation of the property and structure may approach or exceed 50% of its replacement cost. Property contains non-conforming land uses, which may not be economically feasible to rehabilitate or permitted under current code. (Residential rehabilitation cost may exceed \$30,000)

Condition D - Substandard: Property and structures located on the property do not fully meet current codes and ordinances and have multiple and major deferred maintenance problems, i.e. deteriorated roofing, peeling paint, dead or missing landscaping, inadequate or unsurfaced parking areas, excessive accumulation of uncontained storage and refuse, etc. Structures display evidence of structural problems, i.e. sagging or slopping roofs, missing or deteriorated foundation, excessive wall cracking, etc. Property contains non-conforming land uses which would not be economically feasible to rehabilitate. Property may contain environmental hazards that will need to be mitigated prior to reuse. (Residential rehabilitation would exceed 50% of replacement cost)

Condition E - Vacant or Underutilized Condition:

Property that is vacant or underutilized for its General Plan or Zoning Ordinance designated purposes was placed in this category.

Condition P – Designated Parking: Surface parking areas, whether or not the parking has been developed in accordance with City codes and ordinances are placed in the Designated Parking category, for the purposes of the Survey.

Identification of Survey Findings:

Of the 275 properties located within the Survey Area, 37 properties (13%) were rated as Standard. There are also 69 Vacant or Vacant/Parking properties (25%) within the Survey Area. The remaining properties surveyed were placed in non-standard condition categories as follows:

- 105 properties (38%) Deficient-Rehabilitation Feasible
- 56 properties (20%) Deficient-Rehabilitation Questionable
- 8 properties (4%) Substandard

The Survey results are depicted on the following **Parcel Data Base** and keyed to Maps **3-1 through 3-5:**

PARCEL DATABASE

4th Avenue Redevelopment District

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
601 S 5TH AVE	B	1	1
617 S 5TH AVE	B	1	2
621 S 5TH AVE	B	1	3
633 S 5TH AVE	C	1	4
653 S 5TH AVE	E	1	5
661 S 5TH AVE	D	1	6
669 S 5TH AVE	D	1	7
490 W 7TH ST	C	1	8
633-58-007	C	1	9
682 S 4TH AVE	A	1	10
650 S 4TH AVE	A	1	11
642 1/2 S 4TH AVE	B	1	12
632 S 4TH AVE	B	1	13
624 S 4TH AVE	B	1	14
600 S 4TH AVE	E	1	15
550 W 8TH ST	B	2	1
491 W 7TH ST	E	2	2
435 7TH ST	C	2	3
712 S 4TH AVE	B	2	4
796 S 4TH AVE	A	2	5
419 W 8TH ST	C	3	1
816 S 4TH AVE	E	3	2
850 S 4TH AVE	E	3	3
838 S 4TH AVE	C	3	4
880 S 4TH AVE	C	3	5
897 S 5TH AVE	C	3	6
887 S 5TH AVE	E	3	7
850 S 5TH AVE	E	3	8
867 S 5TH AVE	D	3	9
851 S 5TH AVE	D	3	10
423 W 8TH ST	C	3	11
801 S 4TH AVE	B	4	1
325 W 8TH ST	E	4	2
825 S 4TH AVE	B	4	3
835 S 4TH AVE	B	4	4
873 S 4TH AVE	C	4	5
895 S 4TH AVE	B	4	6
899 S ORANGE AVE	E	4	7
887 S ORANGE AVE	C	4	8
832 S ORANGE AVE	E	4	9
830 S ORANGE AVE	C	4	10
826 S ORANGE AVE	C	4	11
301 W 8TH ST	A	4	12
900 S 4TH AVE	A	5	1
914 S 4TH AVE	B	5	2
940 S 4TH AVE	C	5	3
948 S 4TH AVE	C	5	4
950 S 4TH AVE	C	5	5
998 S 4TH AVE	C	5	6

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
995 S 5TH AVE	A	5	7
945 S 5TH AVE	C	5	8
940 S 4TH AVE	E	5	9
901 S 4TH AVE	B	6	1
901 S ORANGE AVE	B	6	2
905 S ORANGE AVE	B	6	2
907 S ORANGE AVE	B	6	3
965 S 4TH AVE	E	6	4
965 S 4TH AVE	C	6	5
965 S 4TH AVE	B	6	6
965 S 4TH AVE	B	6	7
350 W 10TH ST	B	6	8
665-03-066	E	6	9
958 S 3RD AVE	B	6	10
956 S 3RD AVE	C	6	11
953 S 3RD AVE	E	6	12
920 S 3RD AVE	B	6	13
914 S 3RD AVE	B	6	14
912 S 3RD AVE	B	6	15
334 W 9TH ST	C	6	16
1002 S 4TH AVE	A	7	1
1020 S 4TH AVE	B	7	2
1051 S 5TH AVE	P	7	3
1054 S 4TH AVE	B	7	4
1066 S 4TH AVE	B	7	5
1098 S 4TH AVE	C	7	6
1001 S 4TH AVE	B	8	1
1007 S 4TH AVE	P	8	2
1043 S 4TH AVE	B	8	3
1095 S 4TH AVE	P	8	4
1091 S 4TH AVE	B	8	5
665-11-165B	E	8	6
665-11-165A	E	8	7
1102 S 4TH AVE	B	9	1
1114 S 4TH AVE	E	9	2
1150 S 4TH AVE	E	9	3
1150 S 4TH AVE	B	9	4
1152 S 4TH AVE	A	9	5
1198 S 4TH AVE	B	9	6
466 W 12TH ST	C	9	7
1195 S 5TH AVE	C	9	8
1111 S 5TH AVE	P	9	9
1107 S 5TH AVE	B	9	10
1105 S 5TH AVE	C	9	11
457 W 11TH ST	C	9	12
1101 S 4TH AVE	E	10	1
1111 S 4TH AVE	A	10	2
1111 S 4TH AVE	P	10	3
1145 S 4TH AVE	B	10	4

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
1155 S 4TH AVE	B	10	5
665-11-182B	E	10	6
1165 S 4TH AVE	B	10	7
1185 S 4TH AVE	B	10	8
1198 S 3RD AVE	B	10	9
1180 S 3RD AVE	D	10	10
1168 S 3RD AVE	C	10	11
665-11-302	A	10	12
1158 S 3RD AVE	B	10	13
1154 S 3RD AVE	A	10	14
1146 S 3RD AVE	A	10	15
1140 S 3RD AVE	C	10	16
912 S 2ND AVE	E	10	17
1100 S 3RD AVE	B	10	18
1202 S 4TH AVE	C	11	1
1220 S 4TH AVE	A	11	2
1250 S 4TH AVE	C	11	3
1291 S 5TH AVE	C	11	4
1263 S 5TH AVE	B	11	5
1263 S 5TH AVE	C	11	6
1215 S 5TH AVE	B	11	7
1209 S 5TH AVE	E	11	8
1201 S 4TH AVE	E	12	1
665-19-026A	D	12	2
1215 S 4TH AVE	D	12	3
1235 S 4TH AVE	E	12	4
1245 S 4TH AVE	C	12	5
665-19-023B	E	12	6
665-19-023E	E	12	7
1297 S 4TH AVE	E	12	8
665-19-022B	B	12	9
1246 S 3RD AVE	B	12	10
1246 S 3RD AVE	B	12	11
1230 S 3RD AVE	B	12	12
1216 S 3RD AVE	B	12	13
1200 S 3RD AVE	B	12	14
1330 S 4TH AVE	B	13	1
1314 S 4TH AVE	B	13	2
1311 S 5TH AVE	D	13	3
475 W 13TH ST	B	13	4
1306 S 4TH AVE	C	13	5
1350 S 4TH AVE	E	13	6
1313 S 4TH AVE	B	14	1
1325 S 4TH AVE	C	14	2
1349 S 4TH AVE	A	14	3
1366 S 3RD AVE	C	14	4
1362 S 3RD AVE	C	14	5
1360 S 3RD AVE	C	14	6
1350 S 3RD AVE	C	14	7

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
1310 S 3RD AVE	A	14	8
1400 S 4TH AVE	B	15	1
1460 S 4TH AVE	B	15	2
1480 S 4TH AVE	B	15	3
1425 S 5TH AVE	C	15	4
1421 S 5TH AVE	B	15	5
1417 S 5TH AVE	P	15	6
1413 S 5TH AVE	B	15	7
1409 S 5TH AVE	B	15	8
1405 S 5TH AVE	C	15	9
1403 S 5TH AVE	B	15	10
1504 S 4TH AVE	C	16	1
1512 S 4TH AVE	E	16	2
1514 S 4TH AVE	E	16	3
1522 S 4TH AVE	B	16	4
1525 S 5TH AVE	E	16	5
665-26-064	A	16	6
1517 S 5TH AVE	B	16	7
1509 S 5TH AVE	B	16	8
1501 S 5TH AVE	B	16	9
1457 S 5TH AVE	B	16	10
1449 S 5TH AVE	B	16	11
1443 S 5TH AVE	B	16	12
1441 S 5TH AVE	C	16	13
1401 S 4TH AVE	E	17	1
1455 S 4TH AVE	A	17	2
1473 S 4TH AVE	B	17	3
1495 S 4TH AVE	B	17	4
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1460 S 3RD AVE	B	17	7
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1400 S 3RD AVE	E	17	10
1401 S 3RD AVE	C	18	1
1410 S 3RD AVE	B	18	2
1425 S 3RD AVE	B	18	3
1427 S 3RD AVE	B	18	4
1435 S 3RD AVE	B	18	5
1465 S 3RD AVE	C	18	6
1495 S 3RD AVE	B	18	7
300 W 15TH ST	C	18	8
1430 S 2ND AVE	B	18	9
1430 S 2ND AVE	B	18	10
1410 S 2ND AVE	B	18	11
1408 S 2ND AVE	C	18	12
1410 S 2ND AVE	C	18	13
1406 S 2ND AVE	E	18	14

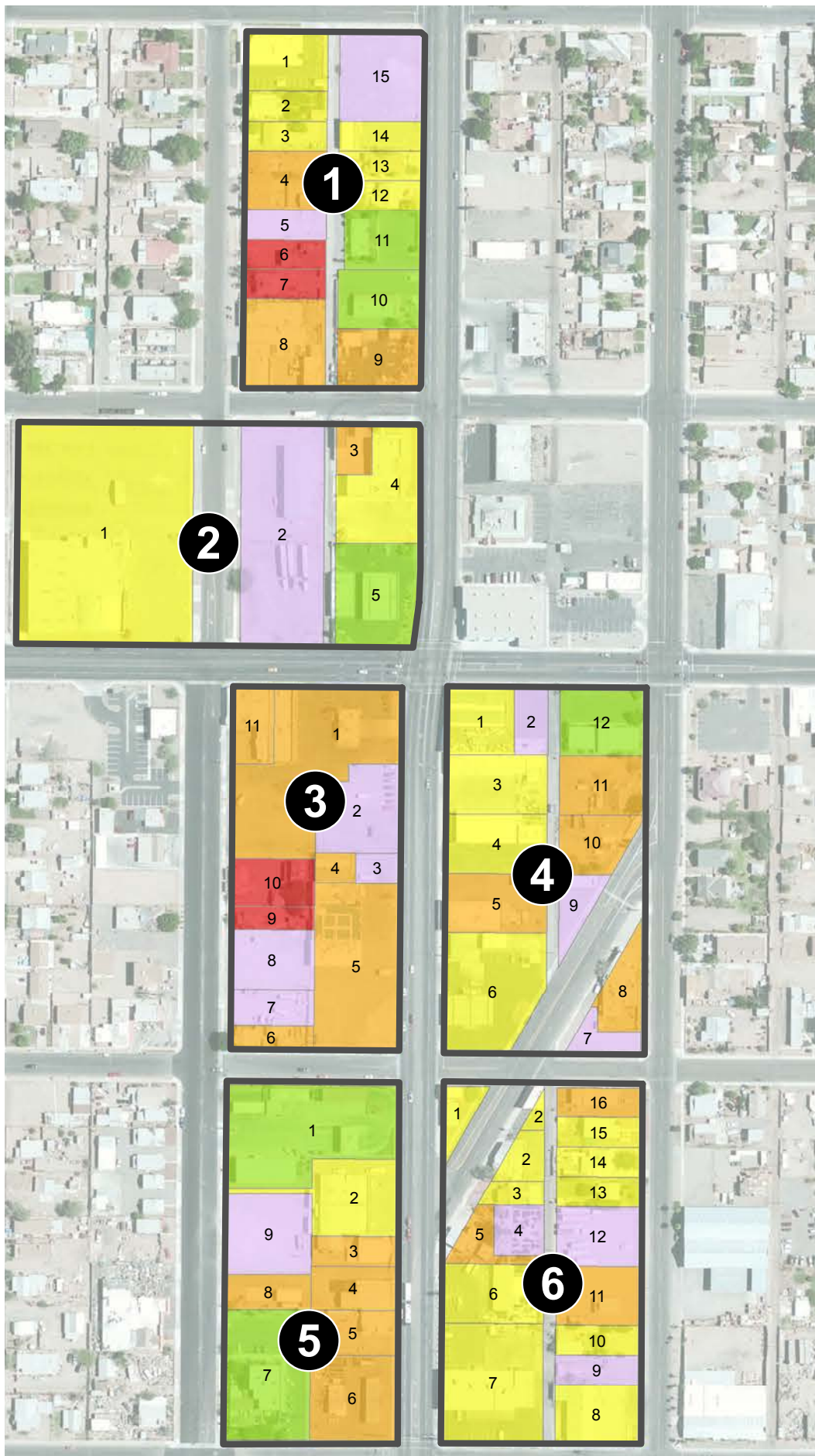
16th Avenue Redevelopment District

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
1550 S. 5th Ave	B	1	1
1560 S. 5th Ave	A	1	2
1580 S. 5th Ave	A	1	3
1584 S. 5th Ave	E	1	4
550 W. 16th St	B	1	5
1581 S. 6th Ave	A	1	6
1561 S. 6th Ave	B	1	7
1551 S. 6th Ave	B	1	8
1560 S. 4th Ave	B	2	1
400 W. 16th St	B	2	2
414 W. 16th St	B	2	3
665-26-053C	P	2	4
490 W. 16th St	C	2	5
480 W. 16th St	C	2	6
665-26-052	E	2	7
1501 S. 4th Ave	E	3	1
1541 S. 4th Ave	E	3	2
665-27-032	P	3	3
1599 S. 4th Ave	B	3	4
350 W. 16th St	B	3	5
665-27-038	A	3	6

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
665-27-036	E	3	7
170 W. 16th St	A	4	1
1595 S. 1st Ave	A	5	1
138 W. 16th St	A	5	2
200 E. 16th St	A	5	3
220 E. 16th St	A	5	4
182 W. 16th St	A	5	5
101 E. 16th St	A	6	1
1 E. 16th St	P	6	2
41 W. 16th St	B	6	3
665-36-002A	B	6	4
1661 S. 1st Ave	B	7	1
1651 S. 1st Ave	B	7	2
49 E. 16th Pl	B	7	3
53 E. 16th Pl	E	7	4
8 E. 16th Pl	E	7	5
53 E. 16th Pl	E	7	6
665-36-009	E	7	7
665-36-010	E	7	8
53 E. 16th Pl	E	7	9
665-36-012	E	7	10

ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
1699 S. 1st Ave	C	7	11
1681 S. 1st Ave	B	7	12
665-36-048	E	7	13
53 E. 16th Pl	E	7	14
105 W. 16th St	B	8	1
151 W. 16th St	E	8	2
151 W. 16th St	A	8	2
1601 S. 4th Ave	E	9	1
1655 S. 4th Ave	B	9	2
1721 S. 4th Ave	B	9	3
1755 S. 4th Ave	C	9	4
326 W. 17th Pl	C	9	5
322 W. 17th Pl	E	9	6
312 W. 17th Pl	B	9	7
310 W. 17th Pl	C	9	8
300 W. 17th Pl	P	9	9
1600 S. 4th Ave	B	10	1
1604 S. 4th Ave	B	10	2
1628 S. 4th Ave	E	10	3
1660 S. 4th Ave	E	10	4
1676 S. 4th Ave	A	10	5

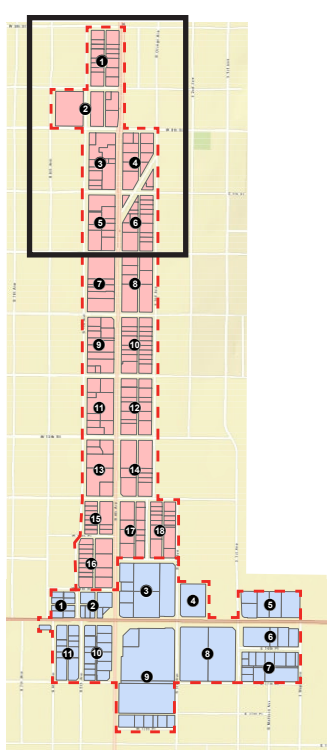
ADDRESS OR ASR'S PARCEL	OVERALL CONDITION	DISTRICT	
		BLOCK ID	LOT ID
169 S. 4th Ave	A	10	6
1695 S. 5th Ave	B	10	7
1687 S. 5th Ave	B	10	8
1679 S. 5th Ave	B	10	9
665-34-016	E	10	10
1233 W. 17th Pl	E	10	11
665-34-016	E	10	12
475 W. 16th St	B	10	13
551 W. 16th St	P	11	1
665-34-041	P	11	2
1648 S. 5th Ave	A	11	3
1680 S. 5th Ave	A	11	4
1681 S. 6th Ave	A	11	5
1651 S. 6th Ave	A	11	6
1649 S. 6th Ave	A	11	7
1639 S. 6th Ave	B	11	8
551 W. 16th St	A	11	9
551 W. 16th St	E	11	10

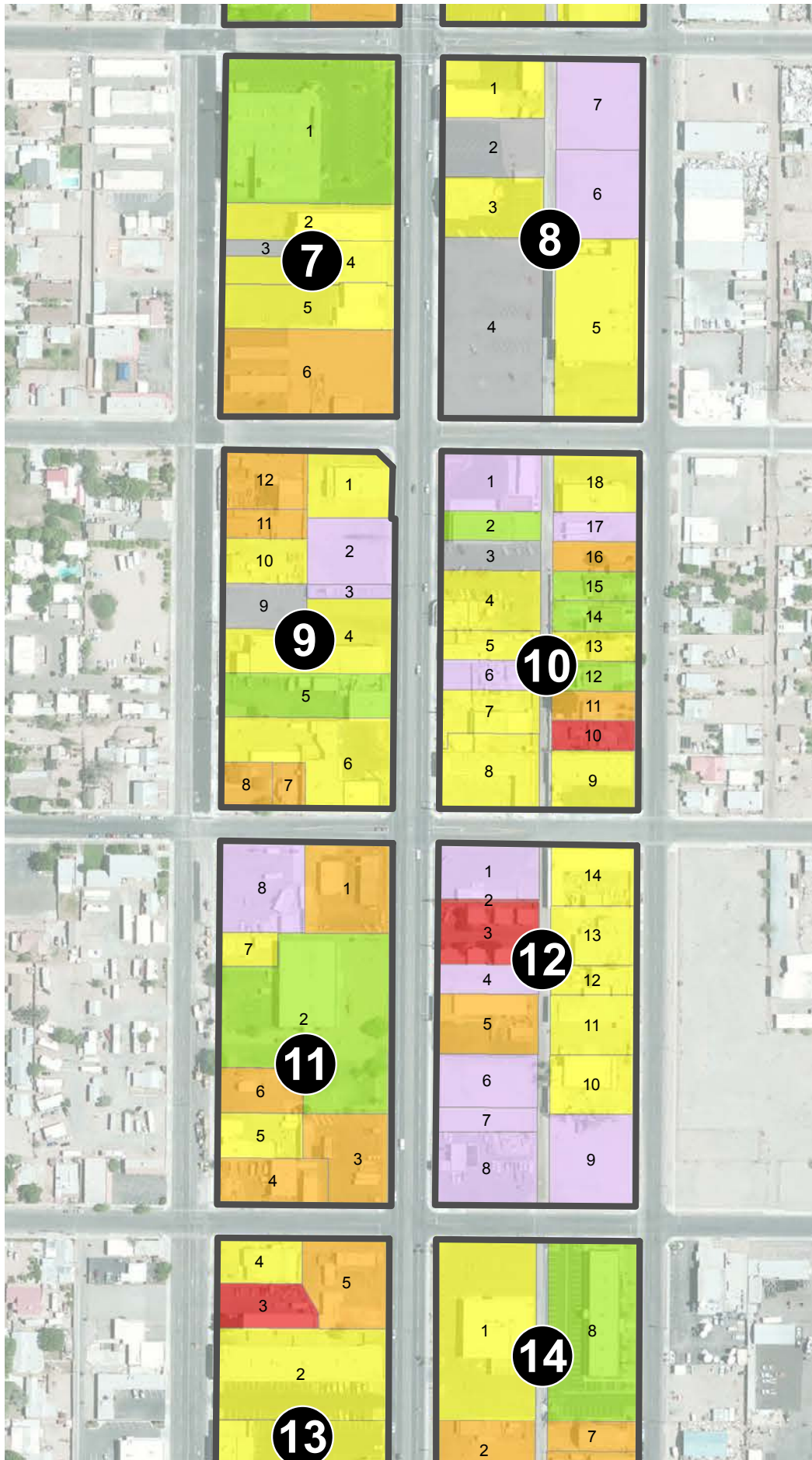


LEGEND

- A-Standard Condition
 - B-Rehabilitation Feasible
 - C-Rehabilitation Questionable
 - D-Substandard
 - E-Vacant or Underutilized
 - P-Designated Parking
- 4** Block Numbers

KEYPLAN

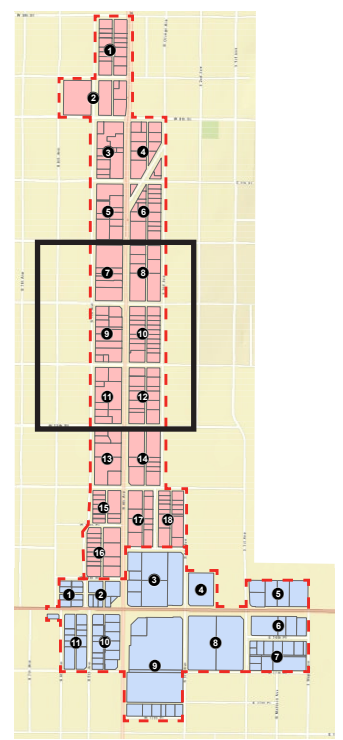


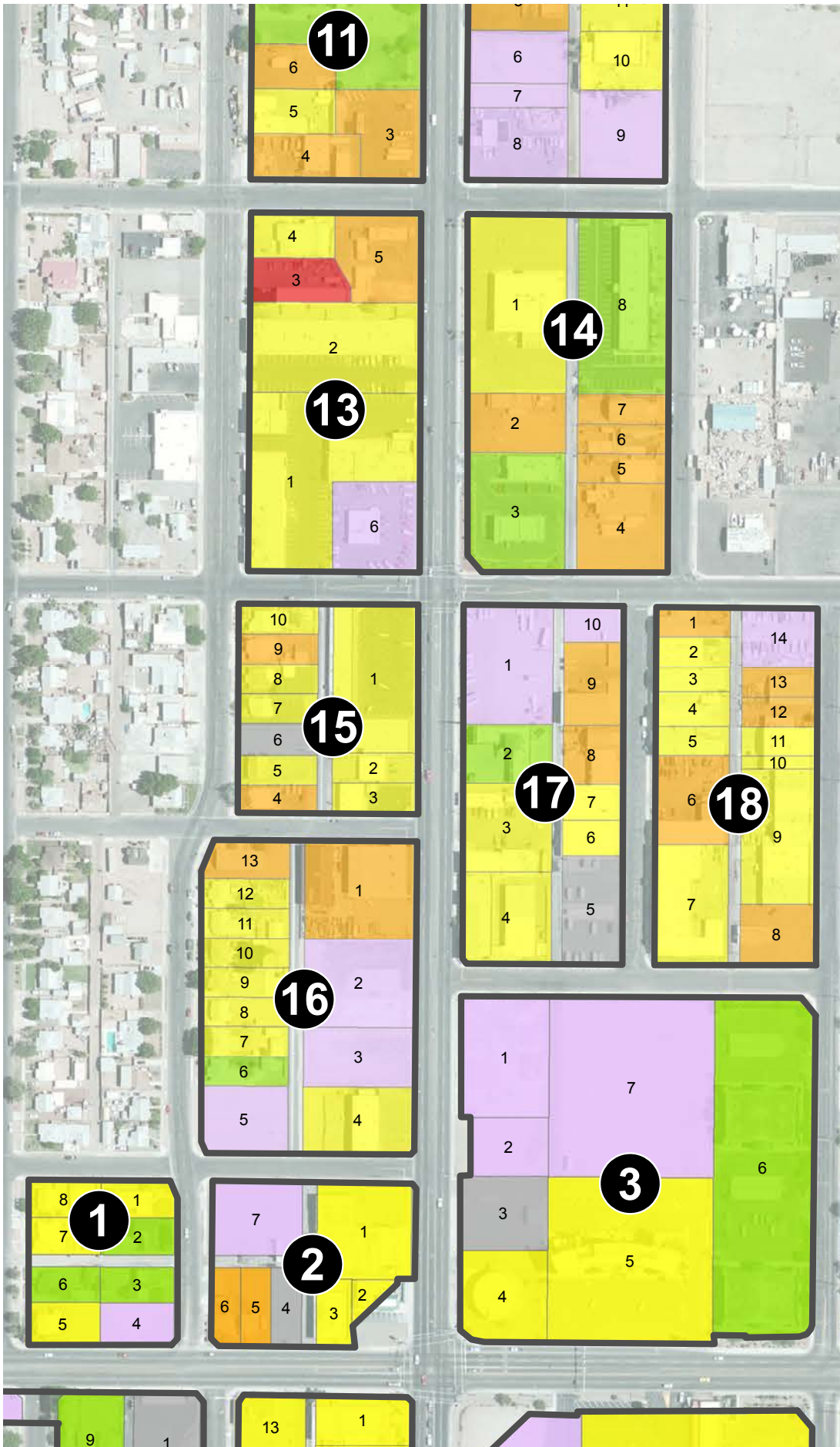


LEGEND

- A-Standard Condition
 - B-Rehabilitation Feasible
 - C-Rehabilitation Questionable
 - D-Substandard
 - E-Vacant or Underutilized
 - P-Designated Parking
- 4** Block Numbers

KEYPLAN



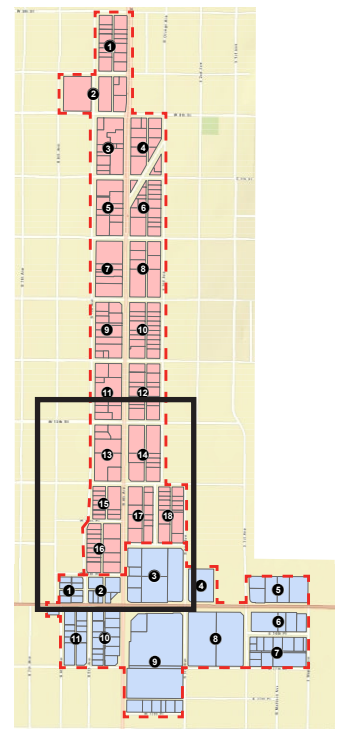


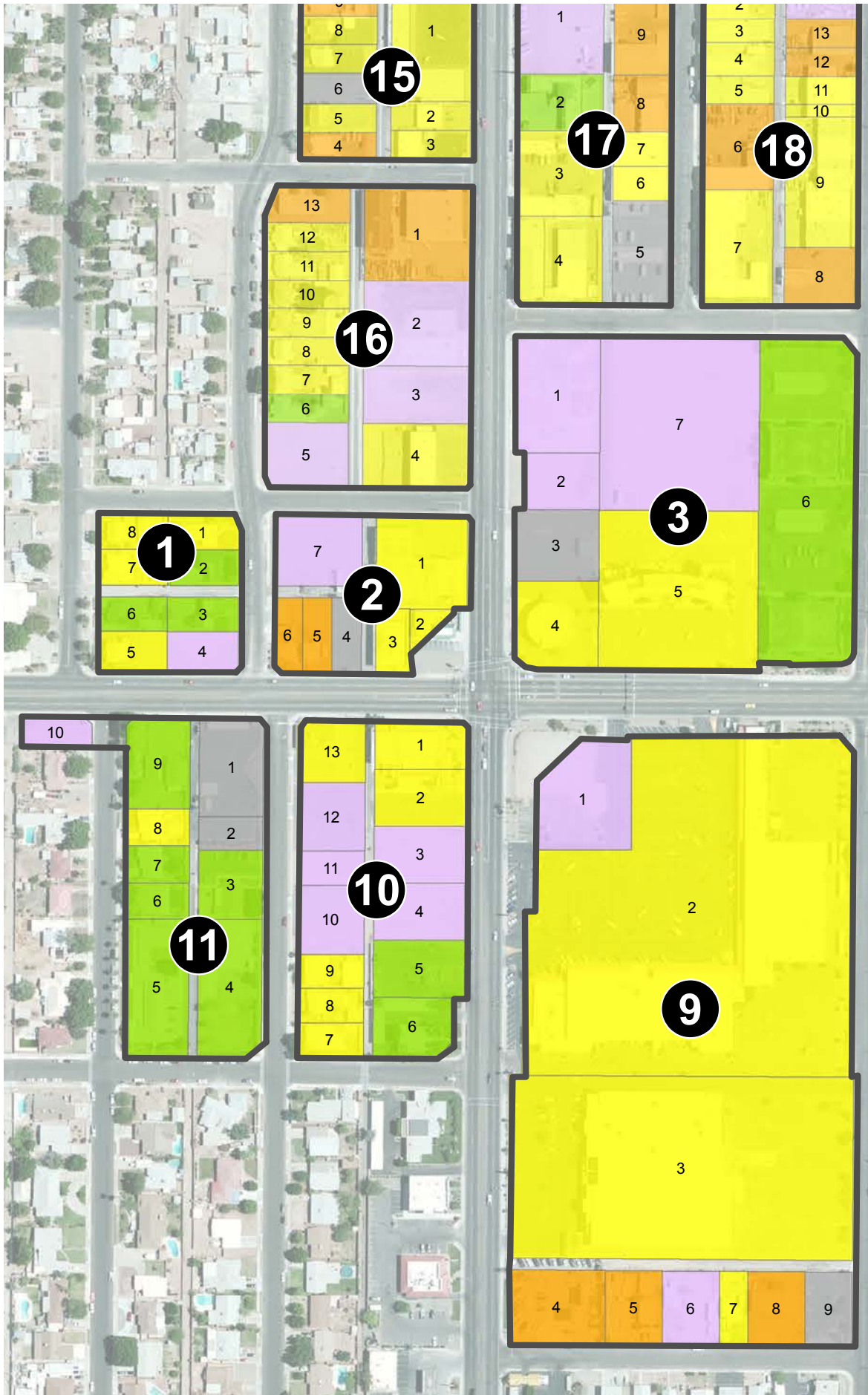
LEGEND

- A-Standard Condition
- B-Rehabilitation Feasible
- C-Rehabilitation Questionable
- D-Substandard
- E-Vacant or Underutilized
- P-Designated Parking

4 Block Numbers

KEYPLAN

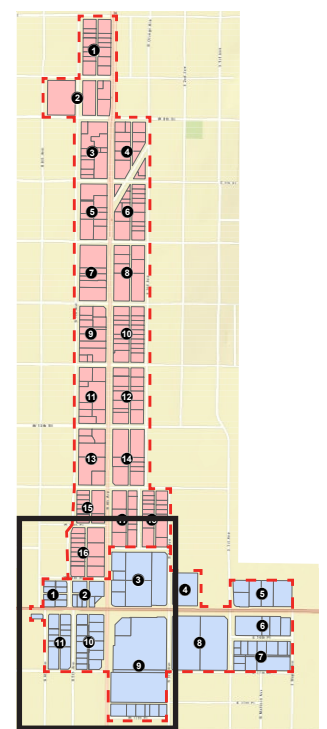


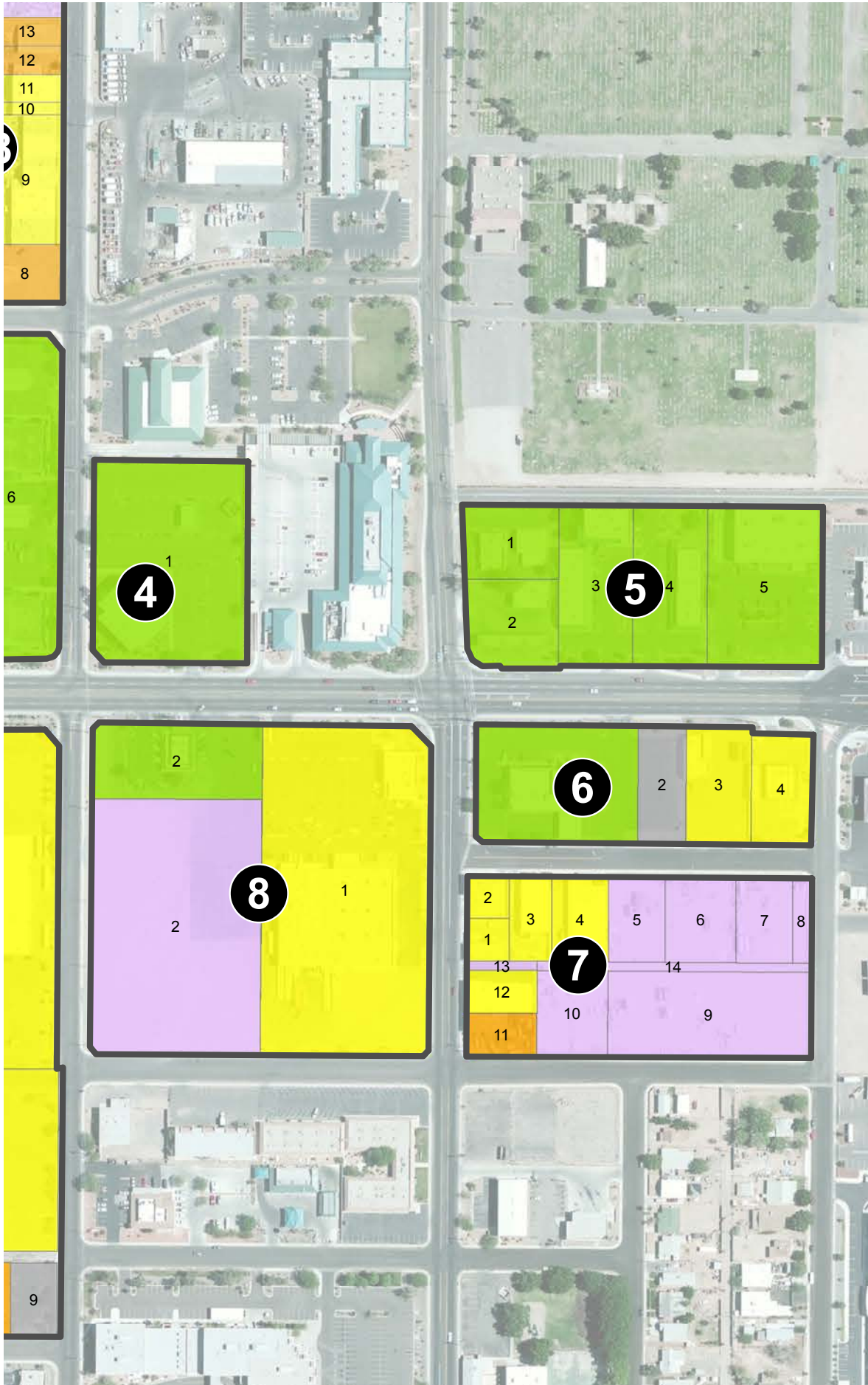


LEGEND

- A-Standard Condition
 - B-Rehabilitation Feasible
 - C-Rehabilitation Questionable
 - D-Substandard
 - E-Vacant or Underutilized
 - P-Designated Parking
- 4** Block Numbers

KEYPLAN



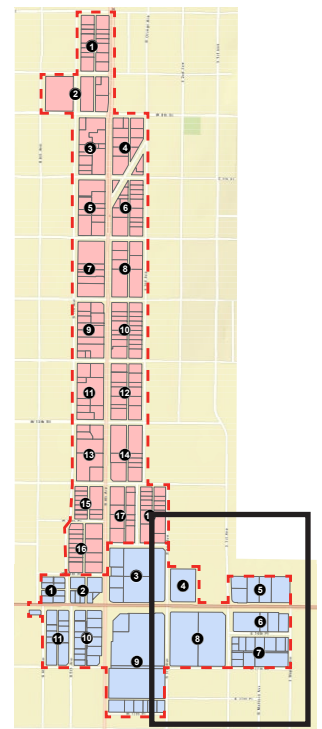


LEGEND

- A-Standard Condition
- B-Rehabilitation Feasible
- C-Rehabilitation Questionable
- D-Substandard
- E-Vacant or Underutilized
- P-Designated Parking

4 Block Numbers

KEYPLAN



F. PROPOSED LAND USE

The General Plan encourages the development of a variety of commercial and mixed uses in the Redevelopment Area in an attempt to encourage investment and reinvestment in the Redevelopment Area. This Redevelopment Plan conceptually proposes the in-fill redevelopment of a mixture of entertainment retail and restaurant uses; service commercial; office and other employment uses connected along a system of revitalized roadways, pedestrian friendly, transit friendly sidewalks throughout the Redevelopment Area.

Following the lead of the General Plan, this Redevelopment Plan recognizes the individual characters of the two “corridors” located in the Redevelopment Area and identifies them as “Character Areas”. These two Character Areas have unique aspects to their development that will be promoted. The distinction of these “Character Areas” is subtle, but each area has a different form and intensity to offer that should be enhanced as the 16th Street and 4th Avenue Character Areas redevelop.

The overriding goal of this Redevelopment Plan is:

- Improve public infrastructure within and adjacent to the Redevelopment Area.
- Utilize the City’s economic development policies and incentives.
- Support the revitalization of the existing base of entertainment/retail, service and office uses within the Redevelopment Area.
- Assist in the removal or rehabilitation of blighting influences and backfill or infill with entertainment/retail and service uses that support the needs of the adjacent residential neighborhoods.
- Develop a strong office, financial and employment base that becomes a sustainable, vibrant and activity-filled hub of the community, where both neighborhood and community needs are met.

A higher intensity and quality of commercial, office and service development focused on the intersection of 16th Street and 4th Avenue will create a core area (the “*Core*”) to anchor the investment necessary to spur revitalization and redevelopment of the entire Redevelopment Area, planned to serve not only the neighborhoods surrounding the 16th Street & 4th Avenue area, but a more community-wide market. It will also push/necessitate the acceleration of the intersection improvement needs.

While the proposed land uses in both Character Areas is primarily the same there are and will continue to be differences in the type and intensity of that proposed land use within each of the two Character Areas proposed by this Redevelopment Plan. The following character and design policies will further define the Redevelopment Area, the Character Areas and adjacent neighborhoods as envisioned by this Redevelopment Plan.

1. General 16th Street & 4th Avenue Redevelopment Area Design Policies:

Revitalizing and expanding on the unique character of the 16th Street and 4th Avenue Character Areas and their adjacent residential neighborhoods is very important to Yuma residents. The area should look, feel, and function differently than any other part of the community and have its

own unique character. Blending the existing and revitalized uses with new development must be carefully encouraged.

a) General 16th Street and 4th Avenue Character and Design Policies

- Design, develop and maintain a unique and attractive retail and office Core development at all four corners of the intersection of 16th Street and 4th Avenue for neighborhood residents and visitors to enjoy by providing for a revitalization of both public infrastructure and private development in the Core surrounded and connected to the remainder of both the 16th Street and 4th Avenue Corridors and to the traditional residential neighborhoods surrounding the Redevelopment Area.
- Establish and implement unique standards for public streetscape improvements within each of the Character Areas that provide shade, street furniture, and pedestrian and transit conveniences (e.g., lighting, directional signage, benches, landscaping features). The standards should include suggested landscape palettes and approved plant materials, unique to each area. The Character Areas will be connected to each other by common sidewalk, lighting and street furniture elements.
- Encourage the design of new, varied and interesting building facades to compliment the eclectic mix of existing buildings throughout the Redevelopment Area. New buildings should be designed to reflect the use, function and character of the Character Area in which they will be located.
- Provide for attractive and functional signage that is in scale with the buildings and uses and reflect the functional requirements of their unique Character Area.
- Promote and encourage rehabilitation of deficient residential and commercial properties, and promote and encourage clearance and redevelopment of substandard properties.
- Encourage and support 16th Street and 4th Avenue small businesses that are locally owned and operated.
- Provide public art opportunities within the right-of-ways of both 16th Street and 4th Avenue, including the use of “artist designed” streetscape and transit elements.

2. 4th Avenue Character Area Guidelines and Policies:

This area along both sides of 4th Avenue is a hub of personal services, automotive services and highway commercial services for the Redevelopment Area. Included in this area are such uses as convenience and small scale community retail; service stations; social service agency thrift stores, medical clinics, restaurants with and without drive-throughs, automotive repair and sales, and storage and transportation facilities.

This “*Service Center*” includes numerous existing auto-oriented uses which provide a valuable service to the adjacent neighborhoods and the community at-large. Therefore, this type of use fits well into the overall Redevelopment Plan. However, aesthetic enhancements should be encouraged, through voluntary and cooperative actions and economic development incentives whenever possible.

Frontage properties on 4th Avenue in the Service Center are an “eclectic” mix of buildings fronting on the sidewalk, with side or rear parking, providing a more pedestrian appearance and

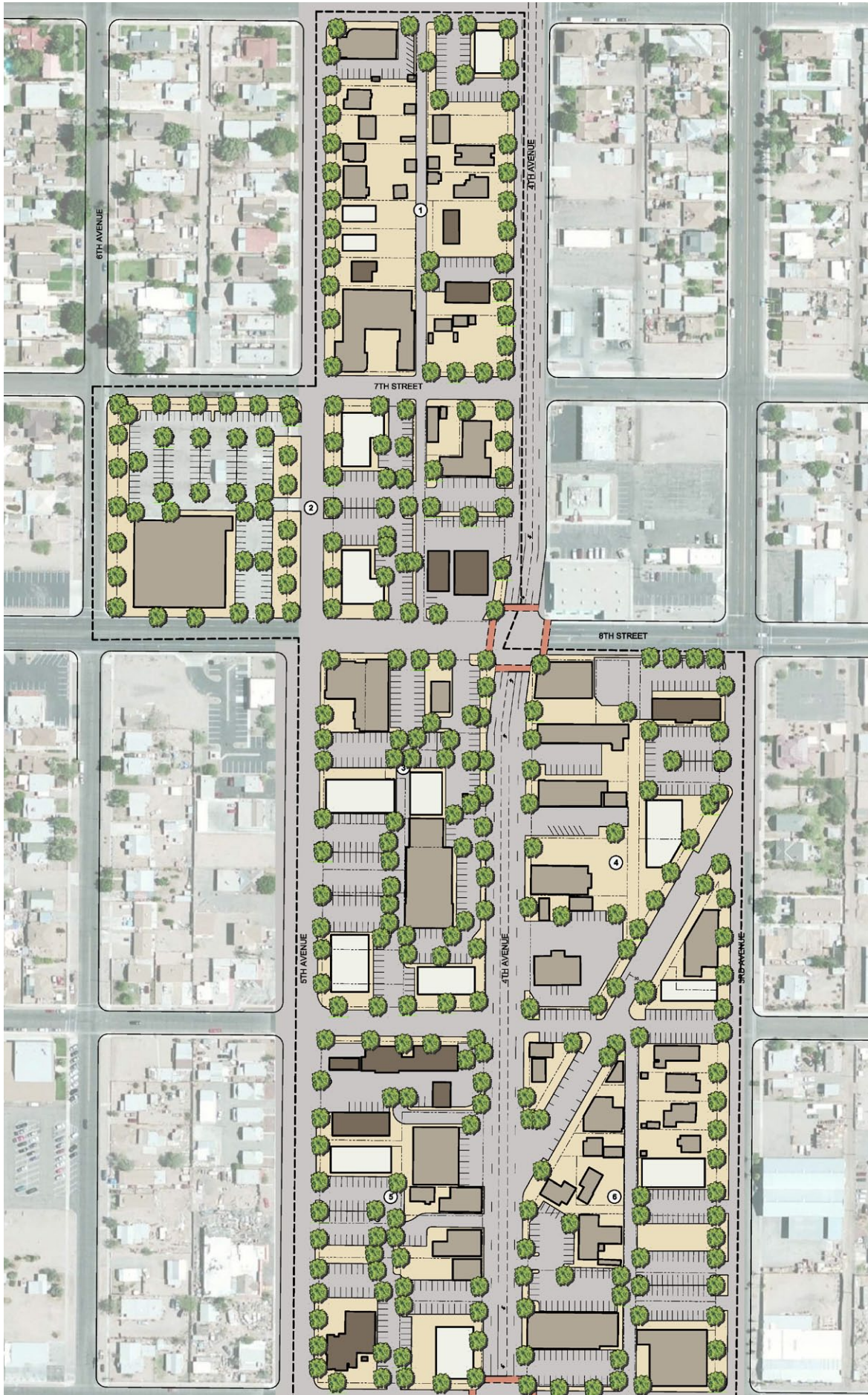
by properties characterized by street-front parking with buildings set back behind the parking lots. In both configurations, business are primarily accessed by customers and patrons from the parking lots and are primarily destination businesses with very little pedestrian connection or movement between businesses.

a) **4th Avenue Character and Design Policies**

- Promote and encourage the rehabilitation, relocation, redevelopment and new infill and backfill construction of additional convenience, personal and community services and additional automotive and highway services to the 4th Avenue frontages of this Character Area, which will help to establish the Area as the community's premiere Service Center.
- Promote and provide multimodal access to the Service Center to provide access from adjacent neighborhoods and all areas of the community; so people can walk from home or drive, bike, or ride public transportation to the Service Center from all parts of the community.
- Create a safe and attractive pedestrian streetscape system along 4th Avenue to connect the Service Center to the remainder of the Redevelopment Area and to parks, schools, commercial, employment and services, and to the adjacent neighborhoods. Promote and encourage the construction of new street-front buildings or the development of pedestrian plazas or strong design connections from the streetscape system to the entryways of adjacent businesses and new development. Thus providing a stronger pedestrian/transit connection to 4th Avenue from the adjacent service developments in this manner.
- Promote the design of new varied and interesting building facades to compliment the eclectic mix of existing buildings throughout the Service Center. New buildings should be designed to reflect their varied service uses and provide functional character appropriate to the auto-oriented destination character of the Service Center, while still promoting pedestrian and transit connections.
- Provide "bait parking" at the street front of buildings and place the majority of parking at rear and sides of businesses in landscaped parking areas (bait parking is a small amount of parking near the street, which serves as "bait" to attract customers and patrons).
- Along 3rd and 5th Avenues, within the Service Center, provide for the continued rehabilitation of existing residential land uses, while encouraging their transition to personal service or office uses that compliment and encourage quality non-residential development along 4th Avenue. Ensure compatible land uses and appropriate buffering between existing residential uses and proposed non-residential land uses.

b) **4th Avenue Character Area -Conceptual Development Plan:**

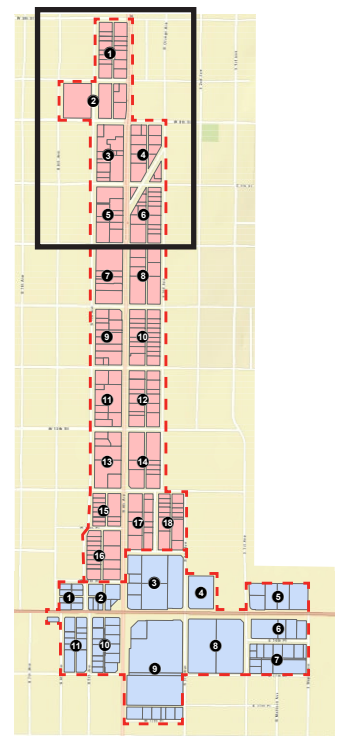
The following **Maps 4-1 through 4-3** are Conceptual Development Plans which graphically depict how the 4th Avenue Character Area might redevelop over time through rehabilitation of existing buildings and new construction within the Area.

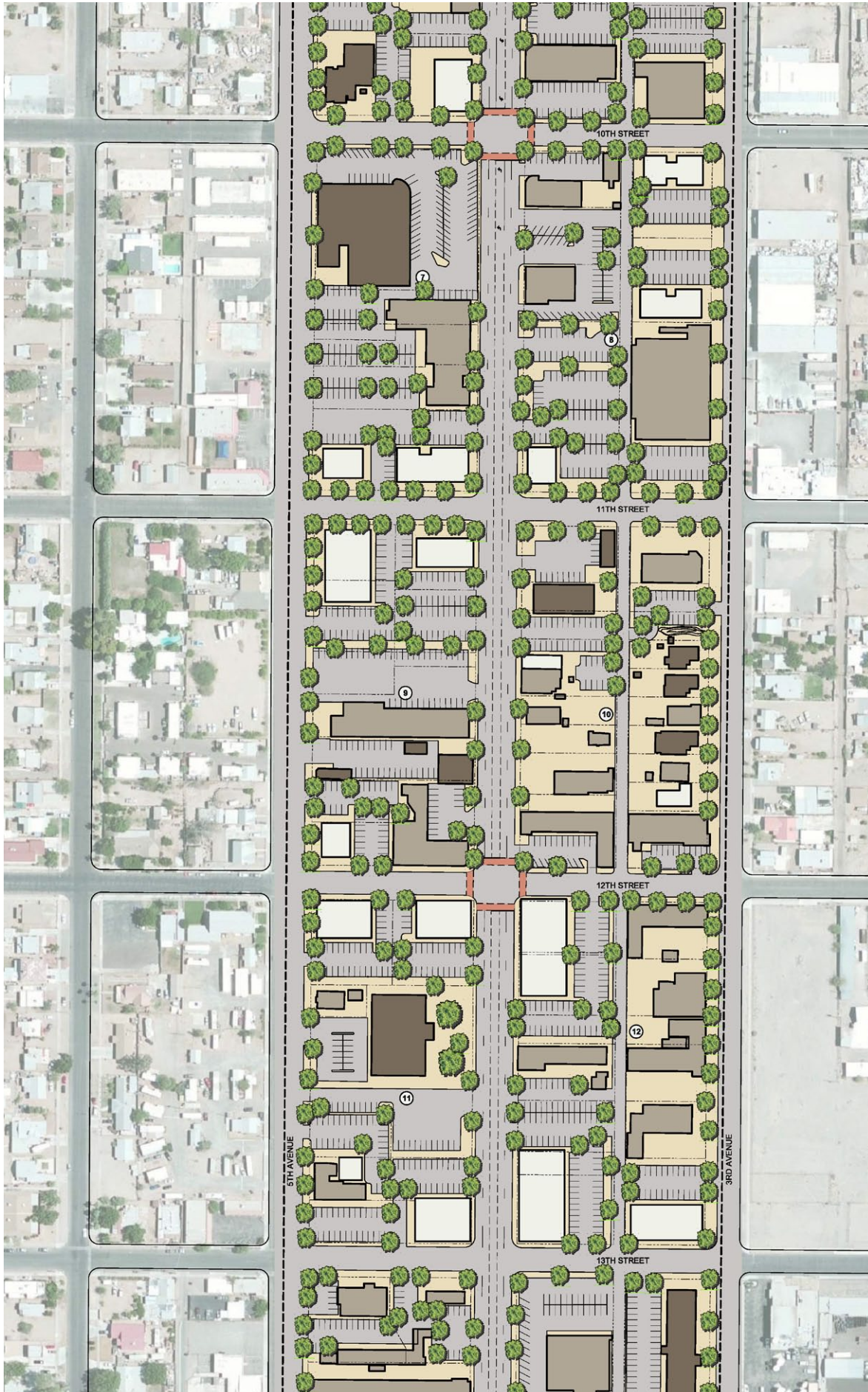


LEGEND

- Existing Building
- Renovated Building
- New Building

KEYPLAN

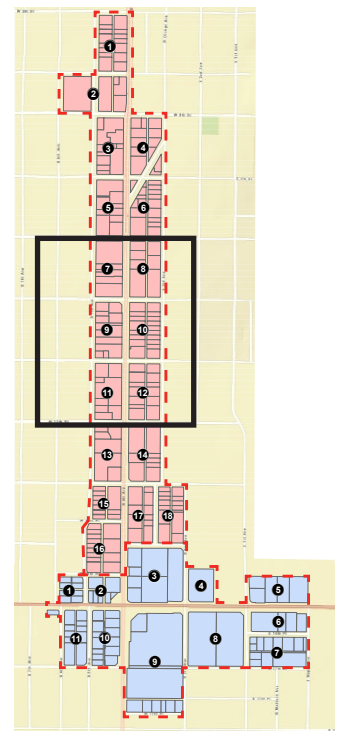


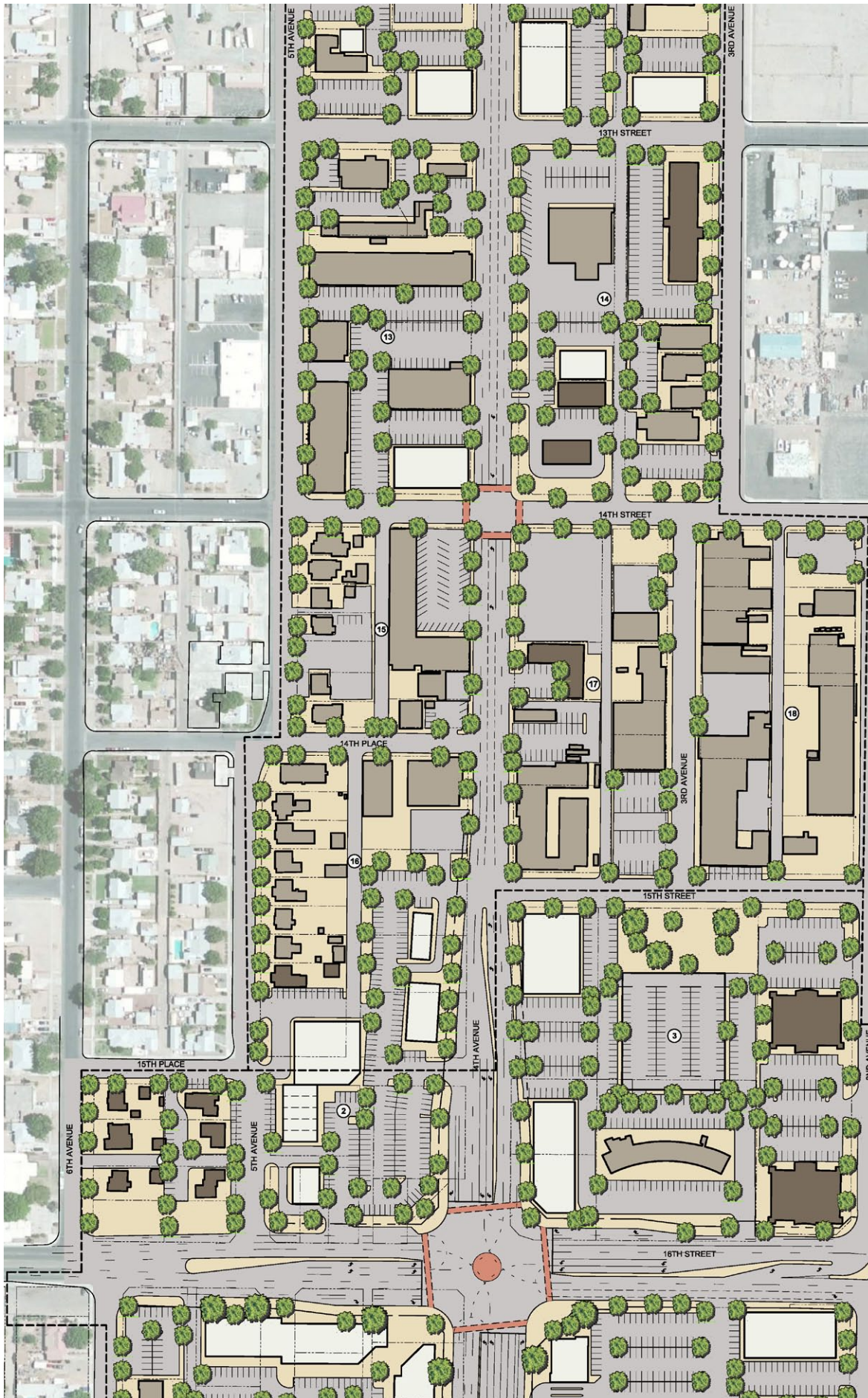


LEGEND

- Existing Building
- Renovated Building
- New Building

KEYPLAN

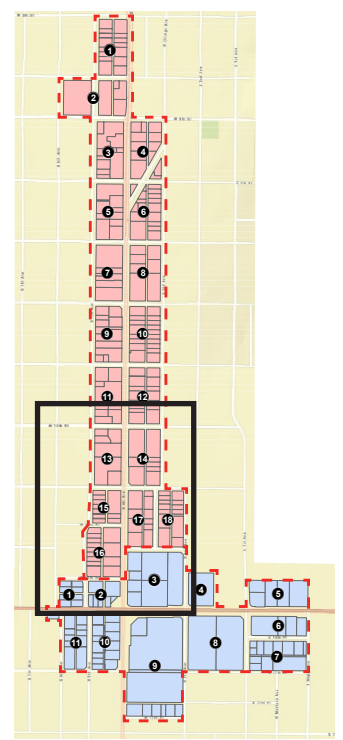




LEGEND

- Existing Building
- Renovated Building
- New Building

KEYPLAN



3. 16th Street Core Character Area Guidelines and Policies:

The primary focus for redevelopment of this area, as stated previously, will be encouraging the design, development and maintenance of a unique and attractive retail and office Core at all four corners of the intersection of 16th Street and 4th Avenue . This area will contain a mixture of large scale and in-line retailers, financial institutions, multi-story office locations with ground level shops, restaurants, sidewalk cafes and entertainment businesses. Moving away from the Core Intersection, along 16th Street the corridor portion of this Character Area will provide a mix of financial institutions, offices, municipal uses and service retail and restaurants.

A key component to the Core will be its architectural character which is intended to be pleasing to the eye, high quality, functional, and respectful of Yuma's physical southwest location and complementary to the past. It is not intended to be a forced "theme park" type motif that limits design creativity and uniqueness. The existing architectural character of the Core, like that of the 4th Avenue Service Center, is best described as an eclectic mix of styles having evolved over many decades of slow development. There isn't a clearly dominate architectural style in the Core and the imposition of a strict homogeneous building theme seems inappropriate; in that there could and should be differing, compatible styles in the Core area.

Improving the pedestrian/public transit environment within the Core by encouraging new development to provide direct pedestrian access to the primary intersection and its improved roadway geometry and aesthetics is at the conceptual core of the future improvements to this area and is paramount to the success of this Redevelopment Plan. The intersection street and streetscape improvements of the Core are meant to provide for safe and efficient traffic flow, while providing a more comfortable pedestrian-transit connected environment than exists today, but still acknowledging that primary access to existing and future businesses will be by automobile.

a) 16th Street Core Character and Design Policies

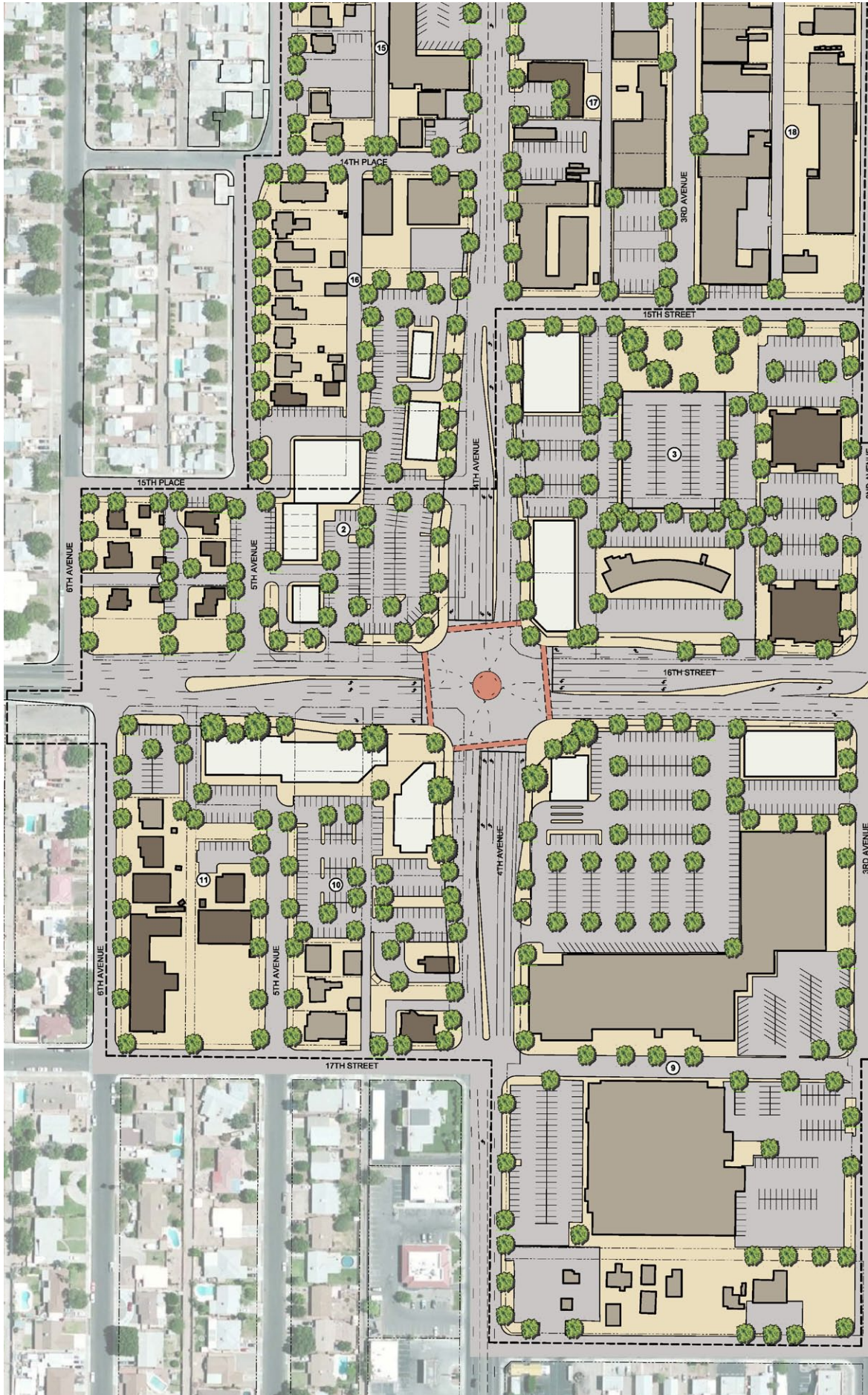
- Develop the Core area to include a mix of large and small retail shops, restaurants, offices, financial, entertainment, and possibly including residential, all fostering pedestrian interaction amongst these uses and their connection to the adjacent neighborhoods and the community.
- Design varied and interesting building facades to compliment the eclectic mix of existing buildings, with ground floor retail, service and entertainment uses where possible, and upper level offices. Encourage second and third story activities (balcony/patio dining, view decks, and residential patios) in appropriate areas.
- Design a pedestrian/transit-oriented character for new buildings developed within the Core. Zero setbacks bring buildings close to the street and promote pedestrian/transit activity. Promote and encourage the construction of new street-front buildings or the development of pedestrian plazas or strong design connections from the streetscape system to the entryways of adjacent businesses and new development.
- Creative use of structures, canopies, plantings, and materials should provide a mix of sunny and shady areas for people throughout the year. A combination of

covered and partially covered overhangs, ramadas, and canopies is desired including the use of different building materials and plants.

- Landscaping, hardscape and streetscape design will provide a unique feel for the Core area. Landscaping that complements the built environment, provides shade, and creates a relaxing and enjoyable environment is critical to the overall appeal of the area.
- Design wide sidewalks and enhanced intersection treatments within the Core with pedestrian amenities, including shade structures and covered walkways, benches, bicycle parking, seat walls, decorative surface treatments, artistic features, outdoor cafes, drinking fountains, water features, pedestrian scale lighting, canopy trees, and landscape planters separating pedestrians from automobiles.

b) 16th Street Character Area -Conceptual Development Plan:

The following **Maps 5-1, 5-1A and 5-2** are Conceptual Development Plans which graphically depict how the 16th Street Character Area might redevelop over time through rehabilitation of existing buildings and new construction within the Redevelopment Area.



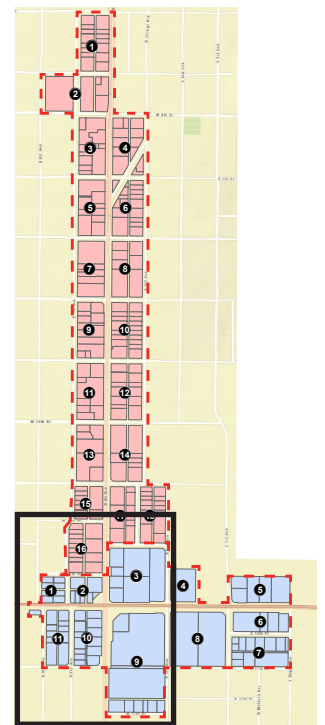
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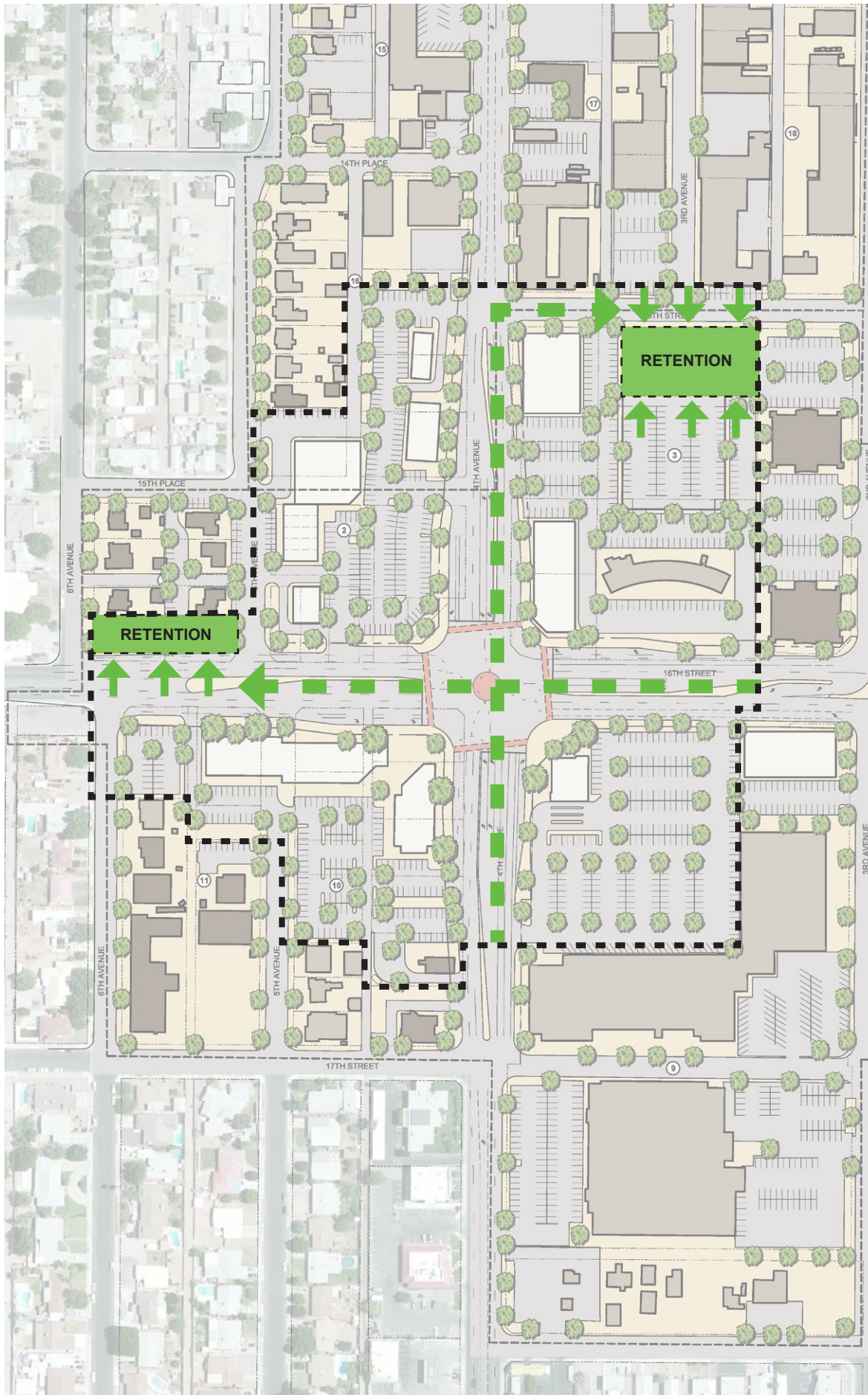


LEGEND

- Existing Building
- Renovated Building
- New Building

KEYPLAN

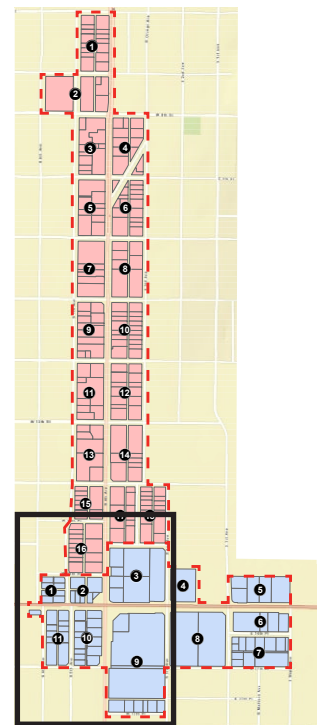




LEGEND




- Existing Building
- Renovated Building
- New Building
- Storm Drain Retention Design Area

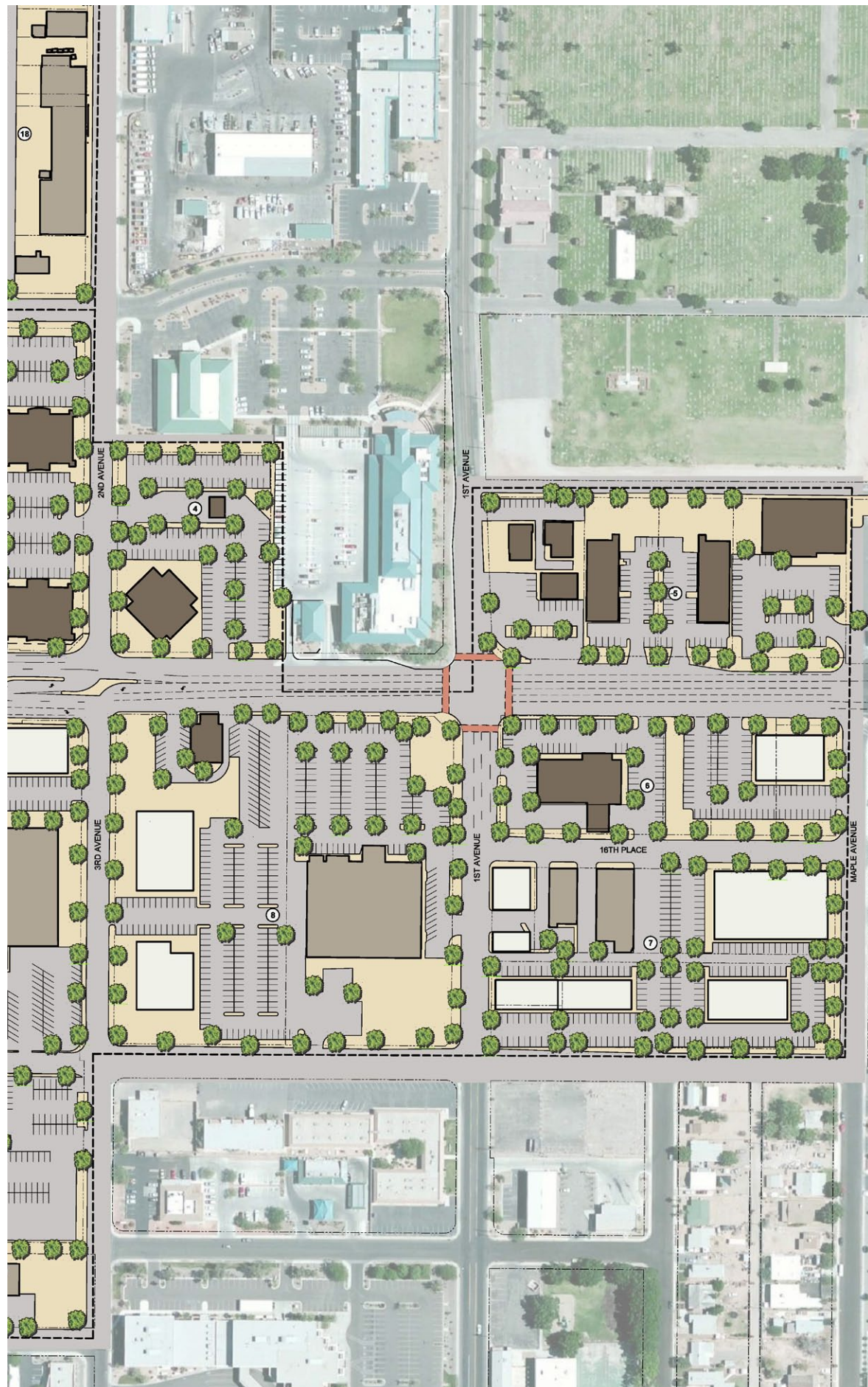
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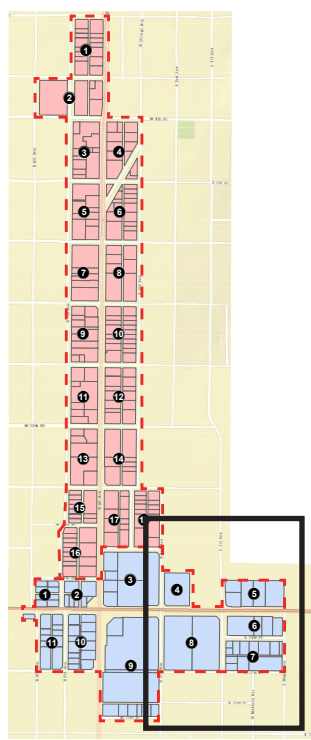


LEGEND

-  Existing Building
-  Renovated Building
-  New Building



KEYPLAN



4. Adjacent Neighborhood Character:

The existing residential neighborhoods located adjacent to or in close proximity to the Redevelopment Area are vitally important to the sustainability of the Redevelopment Area. These areas should be maintained as lower density residential accommodating a variety of single-family detached and attached housing and low density multi-family housing. As housing stock located in these areas continues to age, home improvements and neighborhood revitalization efforts should be encouraged to maintain and improve the quality of these adjacent neighborhoods.

These adjacent neighborhoods should be buffered from non-residential development on the periphery of the Redevelopment Area. Higher density/intensity development must take into consideration adequate and appropriate buffering from the existing single family development. The City of Yuma is committed to maintaining the residential character of these areas.

- Encourage the preservation of existing housing within residential areas immediately adjacent and close proximity the Redevelopment Area. Continue to use of and promote programs funded through the Community Development Block Grant Program for housing rehabilitation and beautification in these adjacent residential neighborhoods.
- Provide for residential lot layout and home architecture, with street character and house styles, consistent with the neo-traditional concept. Where possible design high quality in-fill residential in these neighborhoods that utilize the neo-traditional concepts and principles, such as front porches and side or rear parking, to help connect individual residents to their neighbors and neighborhoods. Provide for safe and convenient circulation, open space and recreational opportunities, and a pedestrian network in the residential neighborhoods. Include adequate open space that will be linked to schools, commercial and employment centers, parks, and other neighborhoods by safe and attractive pedestrian ways, bicycle paths, trail systems, and residential scale streets.
- Provide for the development of a range of housing types and densities within these adjacent neighborhoods based upon orderly development patterns.

G. OTHER PROGRAM COMPONENTS

1. Connections –Roadways / Bikeways / Transit

a) Existing Roadway System

The Redevelopment Area is connected to its surroundings by a grid pattern of arterial, collector and local roadways as outlined in the General Plan below:

- i) **Principal Arterial:** 16th Street (US Highway 95) is designated the General Plan as a Constrained Principal Arterial roadway within the boundaries of the Redevelopment Area. The Principal Arterial roadway classification is intended for major carriers of cross-town traffic that typically have 6 through traffic lanes. Access from private property is limited and controlled. Intersections can be at-grade or grade-separated with other major roads. This classification of roadway is design to provide continuity

and length for cross-region trips (five miles or more). Where existing development or terrain limitations require a reduced right-of-way design, as is the condition of 16th Street within the Redevelopment Area, a Constrained Principal Arterial may be constructed.

This Redevelopment Plan conceptually proposes that the City's Capital Improvement Program (CIP), for a minimum of the next five years, include the reconstruction of the intersection of 16th Street and 4th Avenue to reflect a Principal Arterial configuration to the extent possible given right-of-way and budget constraints. Because the intersection reconstruction may not be made to full Principal Arterial standards, during this initial five year period, 16th Street will continue to be designated as a Constrained Principal Arterial roadway.

ii) **Minor Arterial:** Within the boundaries of the Redevelopment Area a number of roadways are General Plan designated as Minor Arterial Constrained. These roadways include:

- 8th Street (from 1st Ave to 5th Ave, and beyond) - Existing 5 lanes
- 12th Street (from 1st Ave to 5th Ave, and beyond) - Existing 2 Lanes
- 1st Ave (from 16th St to 12th St) - Existing 4 Lanes
- 4th Ave (from 6th St to 18th St, and beyond) - Existing 4 Lanes, with continuous left-turn lane

Within the General Plan Minor Arterials roadways are designated as major carriers of cross-town traffic that typically have four through traffic lanes. Access from private property is limited and controlled. Intersections can be at-grade or grade-separated with other major roads. Continuity and length for cross-town trips (three miles or more). Where existing development or terrain limitations require a reduced right-of-way design, such is the case within the Redevelopment Area; a Constrained Minor Arterial may be constructed. While the General Plan designates these roadways as Minor Arterials Constrained; this Redevelopment Plan within its twenty-year planning period does not anticipate that these roadways will require or achieve Arterial status. The roadways currently range from 2 to 5 lanes and have a level of service of "D" or better.

iii) **Collectors:** Within the boundaries of the Redevelopment Area a number of roadways are General Plan designated as Collectors. These roadways include:

- 3rd Ave (from 14th St north to 6th St)
- 5th Ave (from 14th St to 6th St)
- 10th St (from 1st Ave to 5th Ave and beyond)
- 14th St (from 4th Ave to 6th Ave)
- 7th Ave (from 5th St to 16th St)

Within the General Plan Collector roadways are carriers of local traffic that funnel vehicles from local roads to minor and principal arterials. Typically they have two to four through traffic lanes. Access is at grade from local and major roads. Access from private property is discouraged. Preferred continuity and length of more than one mile. While the General Plan designates these roadways as Collectors; this Redevelopment Plan within its twenty-year planning period does not anticipate that these roadways will

achieve or require Collector status and will continue to function as **Local Roadways**, as will the remaining roadways within the Redevelopment Area. These local streets are carriers of local traffic with a primary purpose to provide access to private property; they have and require only 2 through traffic lanes and on-street parking lanes, which are not typically permitted on other street designations.

iv) **Bikeways:**

The vision of the Yuma Bicycle Facilities Master Plan is a unified system that provides bicyclists with safe, convenient, accessible facilities. The system promotes bicycling through a well-marked, mapped and publicized bike network. The Bicycle Facilities Master Plan identifies the routes, lanes, and paths needed to provide a safe and convenient bike system and includes existing and proposed Bike Routes on the following roadways within the Redevelopment Area:

- 3rd Avenue (14th St to 1st St)
- 5th Avenue (14th St to 1st St)
- 8th Street (5th Ave west)
- 1st Avenue (12th St north)
- 14th Street (1st Ave to 6th Ave)
- 6th Avenue (14th St to 17th St)

The Bicycle Facilities Master Plan includes a higher density of bikeways in the urban core and more widely spaced bikeways in the outlying areas. This bikeway system is intended to provide adequate and convenient bicycle commuting and recreation possibilities for citizens and visitors throughout the area.

v) **Transit:**

The General Plan recognizes that public transit adds flexibility to the transportation system, represents an energy efficient way to travel, and increases mobility of the young, the poor, the elderly, and individuals with disabilities. Additionally, public transit also is an alternative mode of transportation for many professionals and college students in Yuma.

The Yuma County Intergovernmental Public Transportation Authority (YCIPTA) provides public transit services through the Yuma County Area Transit (YCAT) and Greater Yuma Area Dial-A-Ride. The YMPO 2033 Regional Transportation Plan includes specific Short and Long Range Transit Plans to provide enhanced accessibility to the system. These plans include increasing service frequencies on existing routes, creating new circulator routes in Yuma, San Luis, Foothills, Mesa Del Sol and Wellton, designing and constructing a multi-modal transit center, and establish a Transit Authority. YCAT identifies two transit routes currently in operating within the Redevelopment Area:

- **Red Route:** serves Central Yuma through a counterclockwise circulator route via 4th Avenue and connects to the Del Sol Hotel Transit Center located in Downtown Yuma.
- **Yellow Route:** provides a connection to the cities of Somerton and San Luis via a route connecting to the Yuma Palms Transit Center along 16th Street (US

Highway 95) to 4th Avenue then south along 4th Avenue to 32nd Street, then west on 32nd Street to highway 95 and then south on to San Luis.

Proposed and Future Facilities

Proposed and future roadway improvements within the Redevelopment Area will specifically include the following: (See **Map 6** below)

- **16th Street and 4th Avenue Intersection Improvements:** – This Arterial Intersection is the primary traffic hub in the Redevelopment Area and is currently operating at near capacity during peak periods of the day. The Conceptual Development Plan for this intersection proposes the initial reconstruction of the intersection to include:
 - Three through travel lanes in both directions on the 16th Street and 4th Avenue legs of the intersection.
 - All four legs of the intersection will include double left-hand turn bays and single right-hand turn lanes.
 - Sidewalks will be constructed adjacent to the roadways and will be a minimum of 8 feet in width to accommodate pedestrians.
 - Where right-of-way permits, landscaping will be provided between the sidewalk and adjacent buildings and parking areas.
 - Enhanced landscape, street furniture and other transit amenities, street and pedestrian lighting and signage will be included.
 - Necessary improvements to sewer and water facilities and to storm water drainage, including storm water retention facilities, will also be constructed.

- **16th Street Roadway Improvements:** 16th Street within the Redevelopment Area, beyond the its intersection with 4th Avenue, (6th Avenue to Maple Avenue) is currently planned to be reconstructed to a full 6-lane Principal Arterial standard within the next 5-15 years as increased demand, community priorities and financial capabilities warrant the further improvement of the roadway.

- **4th Avenue Roadway Improvements:** 4th Avenue within the Redevelopment Area, beyond the intersection with 16th Street, (6th Street to 18th Street) is currently designated in the General Plan to remain as a four-lane Minor Constrained Arterial roadway. However, as community priorities and available funding permit rehabilitation and enhancement to the existing roadway facilities should be undertaken to include:
 - Enhanced street and pedestrian lighting
 - Where right-of-way width permits or on-site landscape areas and easements allow, enhanced landscape should be installed.
 - Transit facilities and enhanced streetscape elements should be added.

While the constrained nature of the 4th Avenue right-of-way currently limits the type and locations of any significant roadway and streetscape enhancement, as both public and private rehabilitation and redevelopment project are undertaken along 4th Avenue, roadway enhancements should also

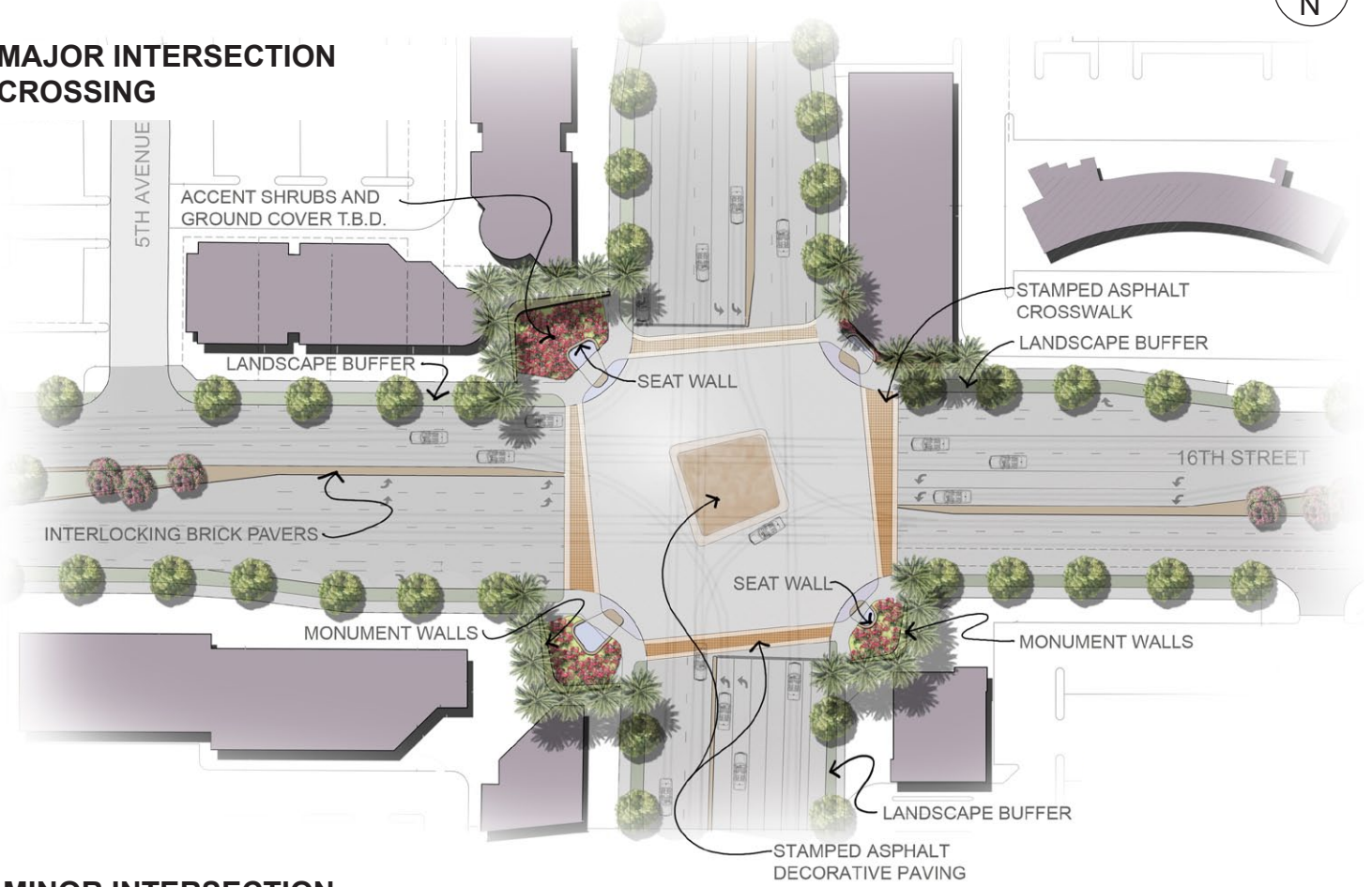
be undertaken on a project-by-project basis, in voluntary cooperation with private property owners.

- **Other Collector and Local Roadways:** Other non-arterial roadways within the Redevelopment Area are configured and have basic improvements which meet their roadway classifications, although as mentioned earlier, certain of these roadways are significantly over-classified for their current and planned utility as envisioned in this Redevelopment Plan. The community should guard against the over-construction of these local streets within the Redevelopment Area, especially the over development of these roadways that might lead to the creation of socio-economic barriers separating the Redevelopment Area from its surrounding neighborhoods and service markets. Pedestrian connections to these adjacent neighborhoods should be enhanced not inhibited; this is especially true for the north-south avenues within the Redevelopment Area.

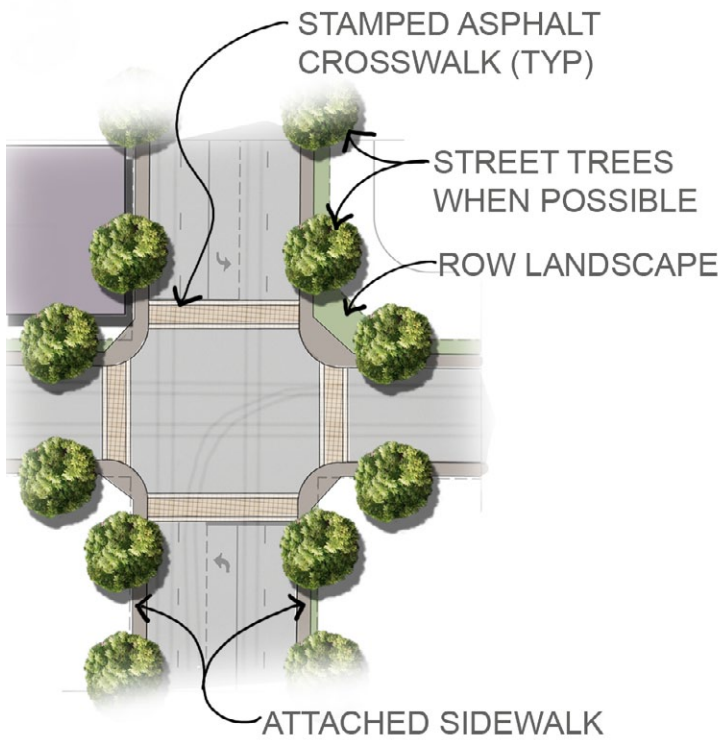
Wherever possible and practical, these non-arterial roadways within the Redevelopment Area should be configured and marked to provide as much on-street parking as possible. This is especially true of those roadways which have been over-developed, but which could be reconfigured and marked with angled on-street parking. The restriping of these roadways will not only provide additional parking, allowing for additional development within the area, but also provides the added benefit of reducing the width of the roadway making it easier for pedestrians to cross and calming traffic.



MAJOR INTERSECTION CROSSING



MINOR INTERSECTION CROSSINGS



STAMPED ASPHALT WITH COLOR SEALER EXAMPLE



CHARACTER IMAGES

2. Storm Water Drainage (Includes excerpts from 2012 General Plan)

The Yuma County Flood Control District is responsible for managing the floodplains throughout the County working in cooperation with local cities and towns. The District directs, plans, designs, constructs and maintains various district flood control and drainage facilities throughout the County.

Stormwater control is accomplished with a network of City of Yuma and Yuma County Flood Control District basins. The basins can take the form of either retention basins, which dispose of stormwater through percolation, or detention basins, which provide for temporary holding of storm waters and eventual pumping to storm sewer pipelines for discharge to the Colorado River. Discharge to the Colorado River can be by a direct storm sewer outfall such as the Madison Avenue Outfall, or indirectly to a canal or drain, such as the East Main Canal, with eventual discharge into the Colorado River.

The City of Yuma provides stormwater control efforts in conformance with the Yuma County Flood Control District master plans, through the construction of facilities specific to City infrastructure improvements and stormwater retention or detention requirements for new developments. This will be the case with the planned reconstruction of the 16th Street and 4th Avenue intersection, which will include significant storm water improvements. As part of this roadway project the City will also provide land for and construct an approximately one acre storm water retention facility on land adjacent to the south side of 15th Street at its intersection with 3rd Avenue. A second retention facility will also be considered at the northeast corner of 5th Avenue and 16th Street, if final development and construction plans, both public and private warrant its construction. These proposed retention facilities and the drainage area that they will service are shown schematically on the **Map 5-1A** Conceptual Development Plan for the 16th Street Core Character Area. These new retention facilities will be fully landscaped and might also provide passive recreation open space. These new facilities should alleviate any localized storm water issues in the area and provide additional storage capacity for future development within the area.

The City of Yuma requires all new developments to provide stormwater retention facilities for the 100 year, 24-hour event runoff event. However, within the Redevelopment Area this Plan proposes, to the extent possible, that where off-site facilities exist or are planned that on-site storm water is conveyed to off-site retention facilities and that these off-site retention facilities are developed as more useable open space.

Water and Wastewater (includes excerpts from 2010 general plan update)

3. Water:

The City of Yuma is the provider of potable water within the General Plan Planning Area and the dedicated provider for the Redevelopment Area. According to the City of Yuma 2008 Integrated Master Plan (which identifies short and long term water infrastructure and resource needs and capital improvement and implementation of plans to support the City's vision), the primary source of water for the City of Yuma is the Colorado River.

Treatment of this water from the Colorado River for customer delivery occurs at the two treatments plants, the primary plant for treatment and delivery of water to the Redevelopment Area is the Main Street Water Treatment Facility (WTF) in downtown Yuma. The Main Street (WTF) has the capacity to purify 40 million gallons a day. Usage based on 2010 production data determined an average citywide daily total production of 22.3 million gallons a day. Thus the City can provide an assured water supply for existing and future infill development within the Redevelopment Area.

The Redevelopment Area is served by the City's water distribution system which has been designed and constructed to service existing and planned development within the Redevelopment Area. This main distribution system was designed to accommodate the future uses and intensity of development projected by the 2012 General Plan and regulated by the Zoning Ordinance. On a project-by-project basis some localized water supply facilities may need to be replaced or enlarge to accommodate primarily the fire protection needs of future redevelopment projects.

4. Wastewater:

The City of Yuma is the provider of wastewater collection service and treatment within the Redevelopment Area. Treatment for the Redevelopment Area is completed at the Figueroa Avenue Water Pollution Control Facility. Wastewater treatment at the Figueroa Plant involves primary treatment, with primary clarifier removal of solids, and secondary treatment, disinfection and secondary clarifier removal of solids, prior to discharge to the Colorado River. All bio-solids removed in the treatment process are disposed of through land application. The Figueroa Avenue plant has the capacity to treat 12 million gallons a day.

The Redevelopment Area is adequately served by the City of Yuma wastewater infrastructure and treatment facilities; improvements and extensions to the existing systems to service individual redevelopment projects may be needed on a project-by-project basis

5. Private Utilities

Throughout the Redevelopment Area are existing above ground and below ground utility lines, accommodating electric, and gas and communications facilities. Where applicable and economically feasible, the goal is to underground these utilities, while maintaining and enhancing service to the residential and commercial users. Above-ground electrical and communication lines create aesthetic conflicts with the Redevelopment Plan and 2012 General Plan goals and substantially impact the character of commercial and residential properties. The existing utilities distribution and capacities in the Redevelopment Area appear to be adequate to meet the needs of the proposed future development depicted on the Conceptual Development Plans for these Areas (**Map Groups 4 & 5**). Ensuring that the Redevelopment Area provides the most state-of-the-art power and communications infrastructure will provide a sound basis for marketing this area to the type of commercial and office development desired in this area.

H. PROGRAM ACTIVITIES TO ACHIEVE PLAN OBJECTIVES

Project Area Development Strategy

The City of Yuma intends to complete the Redevelopment Program as presented. The strategy will be to:

- Identify the causes and severity of existing problems and potential problems.
- Prescribe approaches to resolving those problems.
- Propose a development scenario that will improve the Redevelopment Area.
- Utilize public/private partnerships wherever possible, with the emphasis on private funding.
- Use municipal incentives and state and federal statutory funding mechanisms to incentivize new private development.

The following program activities will be utilized to achieve the goals objectives of this Redevelopment Plan.

1. Transportation

Vehicular access to the redevelopment area and circulation within the area is critical to the positive development of the area. The City of Yuma will pursue transportation improvements in cooperation with other governmental agencies, private developers and businesses. The planning process, private development funds, intergovernmental grants-in-aid and the City of Yuma Capital Improvements Program are the primary tools.

The Redevelopment Area will be promoted as a public transit corridor. The preferred location for new transit facilities is on 16th Street and 4th Avenue. Transit stops should be located for maximum convenience, safety and accessibility.

2. Structural Renovation and Property Reinvestment

The Redevelopment Area is in one of the oldest sections of the City and contains structures that have been built over decades as the community grew. Some of the commercial and residential structures in the area are in disrepair. Other sites are underutilized or underdeveloped. Many businesses suffer from economic obsolescence. Renovation and expansion of these existing structures will be encouraged, where feasible. By renovating existing structures, the existing eclectic character can be reinforced and through renovation, the appearance of the area will be improved and more positive development can be attracted to the Redevelopment Area.

The following activity will be pursued and will involve individual property owners, business tenants, 16th Street and 4th Avenue financial institutions, and City and design professionals. The primary tools available include business and financial institution cooperation, property owner and tenant commitment, voluntary participation, private sector funding and intergovernmental grants.

- In voluntary cooperation with the financial institutions, the City will consider the creation and implementation of a commercial revitalization loan pool that would provide loan capital at less than market rates to property owners and/or business tenants for store front and interior remodeling and business expansion. Loan eligibility will be limited to Redevelopment Area businesses and some conditions will be applied to participation in the program.

3. Public Development Projects

When construction of new public facilities or expansion of existing facilities are considered within the community, efforts will be made to encourage the public sector to construct appropriate capital projects in the Redevelopment Area. The planning process, public financing and persuasion will be used to encourage both the public and private sectors to improve the area.

Example: As one of the initial redevelopment activities planned for the Redevelopment Area the City will fund the reconstruction of the Core Intersection of 16th Street & 4th Avenue. This reconstruction will widen the approaches to the intersection of both arterial streets to six through traffic lanes, dual left-hand turn lanes and dedicated right-hand turn lanes on each leg of the intersection. In addition to the roadway reconstruction the intersection will also receive enhanced streetscape improvements, landscape, lighting and transit facilities. The City's current estimate for the reconstruction project is that it will cost approximately \$4.1 million, with construction to begin late 2013 or early 2014. The City will use a combination of funding for this reconstruction project including previously approved 20-year bonds

4. Private Development

New development of high quality residential and commercial projects is necessary to revitalize the Redevelopment Area and prevent economic decline. The following activities will be pursued and will involve private developers, investors, financial institutions, and the City and redevelopment area property owners. The primary tools include private financing, industrial and municipal development bond financing, intergovernmental grants-in-aid, and tax abatement. Cooperation among developers, property owners, financial institutions and the City will also be promoted.

- Assist developers and investors in the process of project identification, economic feasibility analysis, acquisition of property, development planning, securing financing and obtaining necessary permits for development projects in appropriate Redevelopment Area locations.
- Identify, attract and assist appropriate businesses to locate in the Redevelopment Area. Identify appropriate locations for sale or lease to these businesses and provide additional assistance as necessary.
- Assist and encourage redevelopment area property owners to identify appropriate end uses for property, find buyers where desired, renovate existing structures and pursue new development when appropriate.

Example: It is anticipated that the Core Intersection Reconstruction Project (example section 3 above) will leverage the private redevelopment of all four corners adjacent to that intersection following the completion of the intersection improvements. In addition the City has expressed a willingness to utilize its economic development incentive tools, especially the use of the Government Property Lease Excise Tax (GPLET) abatement, to assist the redevelopment of the private property at this key Redevelopment Area intersection. *(For a further explanation of the GPLET, refer to Section 5(8) of the Implementation Strategy attached to this Redevelopment Plan as Exhibit 2)* It is estimated that the use of

the City's \$4.1 million reconstruction of the intersection together with an estimated \$3 million GPLET tax incentives to the private redevelopment projects planned for the four corners, could leverage an estimated \$24 million of new commercial construction at the intersection, creating 450 new jobs within the area. In addition to the benefit of the leveraged private construction, these new projects when combined with the rehabilitation of the existing commercial development at the intersection could provide the City with a net increase of approximately \$18 million in tax revenues from these projects over the first twenty years of the projects or approximately a three to one (3:1) return on its public investment in the area.

5. Information, Communication and Public Relations

Maintaining effective communications with and providing up-to-date information to the public, government and private sector decision-makers, business people and potential investors and developers is critical to a comprehensive Redevelopment Area development program. Efforts should be made to keep all interested individuals and organizations apprised of trends, development and activities related to the Redevelopment Area development program, in order to raise pertinent issues, develop consensus and maintain progress. The following activities will be pursued and will involve business people, financial institutions, the Chamber of Commerce, property owners, government, private developers, and potential investors. The primary tools will be the planning process, local news media publication of specific information.

- Publish a periodic newsletter which will report on current activities, happenings and accomplishments associated with the Redevelopment Area.
- Promote the Redevelopment Area by sending media releases to the local media when noteworthy events happen or when milestones are reached in the redevelopment process.
- Periodically update the specific information developed in the Redevelopment Plan to show changes and adjust as necessary.
- Maintain a continuing dialogue with Federal, State, County and local government decision-makers, developers, investors, businesses, property owners, residents and service organizations to articulate and develop an understanding of the needs, assets and opportunities in the Redevelopment Area. Develop public presentations, speeches and media presentations for this purpose.

6. Incentives for Redevelopment. When this Redevelopment Plan is formally adopted by the City Council, certain economic development tools become available for use in the Redevelopment Area. The economic development tools are included and more fully outlined in the Redevelopment Plan Implementation Strategy, attached to this Plan as Exhibit 2. Some of these tools which may be available include:

- **A temporary lessening of property taxes.** This may be in the form of a Government Property Lease Excise Tax which involves the City of Yuma temporarily holding ownership of the property and leasing back to the private developer.
- **Assembly of land parcels.** If the City of Yuma may assist in the assembly by

purchasing the parcels, disposition of the land will be through a Request for Proposals (RFP) process to select a "preferred developer".

- **Rebate, Deferral or reduction of development fees.** The City of Yuma may reduce and/or rebate development fees or any other fees required to be paid in connection with the construction, expansion or redevelopment of a commercial, employment or industrial project, including, but not limited to planning and zoning fees, engineering fees, and building permit fees.
- **City sales tax rebate** for the development of public/quasi-public infrastructure and economic development.
- **Direct financial participation** in acquisition, relocation, demolition and environmental mitigation of real estate utilizing federal or City funding as available.
- **Direct City participation** in the provision of public/quasi-public onsite/offsite infrastructure with federal or City funds as available.
- **Enterprise zone tax incentives** are available to qualified businesses that are certified by the Arizona Department of Commerce.

III. SPECIFIC TECHNIQUES TO BE USE TO ACHIEVE PLAN GOALS AND OBJECTIVES

The City of Yuma may take a wide array of other actions to achieve the goals and objectives of this Redevelopment Plan. These include but are not limited to the following actions.

A. Continuing Planning

The City shall continue efforts to assess and respond to changing market conditions, needs, and desires of residents, property owners, and institutions in the Redevelopment Area within the guidelines of this Redevelopment Plan. The City may also participate in planning efforts with other public and private interests to accomplish the objectives of this Redevelopment Plan.

B. Technical Assistance and Counseling

The City may provide technical assistance and counseling to property owners, occupants, and institutions within the Redevelopment Area regarding the methods and impacts of the implementation of this Redevelopment Plan. The City may aid in the preparation of development proposals, coordinate proposals with other agencies on a formal and informal basis, counsel property owners and tenants on available assistance, and prepare educational and informational documents which aid in the achievement of the objectives of this Redevelopment Plan.

C. Provision of Public Services

The City will provide a level of public service within the Redevelopment Area that is consistent with that provided elsewhere in the City. These services may include police, fire, health, social services, insurance, counseling, and other types of services, which support the objectives of this

Redevelopment Plan. Additionally, the City may also participate in the planning and the establishment of an Enhanced Municipal Services District (EMSD) or Business Improvement District (BID), should the property owners within the Redevelopment Area wish to establish EMSD or BID for the purposes of organized management and promotion of the District. The City will also financially participate in such a district, if established, by allowing the City owned property to be assessed in accordance with any adopted district assessment diagram.

D. Rehabilitation

1. General

Owners of property designated for rehabilitation will be encouraged to pursue rehabilitation of those structures. This is contingent upon the buildings being structurally capable of being brought up to rehabilitation standards. Also, the property must be compatible with this Redevelopment Plan and meet applicable codes & ordinances. The long term economic feasibility of such rehabilitation should be carefully evaluated.

2. Rehabilitation Standards

All properties designated for rehabilitation shall be upgraded in compliance with applicable codes and ordinances of the City of Yuma, which are incorporated by reference as part of this plan, including:

- Yuma Zoning Ordinance - as amended
- International Building Code (IBC), 2003 Edition
- International Existing Building Code, 2003
- International Residential Code for One- and Two-Family Dwellings (IRC), 2003 Edition
- Model Fire Code, NFPA1, 2003

Non-Conforming Planning Criteria and Standards

The criteria and development standards outlined above will apply in the Redevelopment Area, unless modified by this Redevelopment Plan or other standards emanating from this Redevelopment Plan. They shall provide the guidance required for such issues as density, land coverage, setbacks, building height, landscaping, parking, and other aspects of development. At the same time, existing property conditions and specific economic conditions of individual properties and uses may preclude the full and immediate compliance to all City ordinances and codes that full rehabilitation of existing buildings and uses may normally require. The City wherever possible will encourage the rehabilitation of existing buildings and uses and work with individual property and business owners toward full code compliance, while recognizing that partial or delayed compliance to non-life-safety codes and ordinances is still better than no compliance and no rehabilitation or reuse of these properties. Efforts will be made to update or supplement the City's code and plans as necessary to facilitate and provide a sound regulatory framework for encouraging the revitalization of existing properties and/or new development in accordance with the goals of this Redevelopment Plan. Some of these updates and supplements include:

- Phased Application of Development Improvement Standards for Existing Buildings and Non-Conforming Uses:

Many properties and existing buildings within the Redevelopment Area contain numerous violations or non-conformities to current City codes and ordinances. However, the full correction or elimination of these violations or non-conformities may be beyond economic capability of the property and use of the property to support. The City of Yuma may enter into Redevelopment Agreements or revitalization contracts with the property owner to temporarily reduce or phase-in compliance with such standards for an individual existing structure or use if it is determined that all of the following apply:

- a) The rehabilitation of the structure cannot feasibly be made to comply because of existing site, use, or other physical limitations.
- b) The reduction of such standard will not have an adverse effect on the Redevelopment Area.
- c) The remaining economic life of such structure shall not be less than twenty (20) years.
- d) The reduction of such standard will not otherwise adversely affect the health, life safety or welfare of the occupants of the structure or of the Redevelopment Area.

- Redevelopment Area - Off-Street Parking Provisions:

- e) Off-street parking in the Redevelopment Area shall be provided in accordance with Chapter 154 – Zoning of the City of Yuma Code and specially Article 16, Off-Street Parking and Loading regulations as modified as follows:
 - (a) For rehabilitation of buildings erected with building permits issued on or before February 1, 2012, no additional off-street parking shall be required, however any existing off-street parking previously provided for such buildings shall be maintained in accordance with the Zoning Code;
 - (b) For expansions of existing buildings not exceeding 2,000 square feet no additional off-street parking shall be required; however any existing off-street parking previously provided for such buildings shall be maintained in accordance with the Zoning Code; and
 - (c) For change of use of up to 2,000 square feet in existing buildings, no additional off-street parking shall be required, however any existing off-street parking previously provided shall be maintained in accordance with the Zoning Code; and
 - (d) For buildings containing more than 2,000 square feet gross floor area, erected with building permits issued after February 1, 2012, off-street parking shall be provided for the portion of the building in excess of 2,000 square feet as required by the Zoning Code or pay a cash-in-lieu Parking Payment on \$2500 per space for required parking not provided. The cash-in-lieu of payment shall be due at initial occupancy of the building, unless a Development Agreement or extended payment plan is approved by the City. These in-lieu-of-parking funds should be deposited in a “Special Fund” designated for parking and other improvements, within the Redevelopment Area, at the discretion of the City Council.

Additional controls and limitations may be applied to any property acquired and disposed of by the City, or for which any public assistance in development and rehabilitation is provided. Standards for building intensity, land coverage, and other features of development shall be such as to help in the achievement of Redevelopment Plan goals and objectives of this Redevelopment Plan.

E. Preparation of Land for Redevelopment

The City shall undertake a variety of actions, which support the goals and objectives of this Redevelopment Plan, within the Redevelopment Area to prepare land for redevelopment. These may include the following actions.

1. **Acquisition** - The City may, through voluntary negotiation with willing owners, purchase, lease, trade or exchange, obtain options on, acquire by gift, grant, bequest, devise, or any interest therein, together with any improvements thereon, any necessary or incidental real or personal property within the Redevelopment Area. Pursuant to the Ordinance adopting this Redevelopment Plan the City will not use eminent domain authority to acquire property or interest therein for strictly economic development purposes. However, as a measure of last resort and pursuant to State statute the City may consider and utilize its eminent domain powers when pursuing the acquisition of real or personal property for a defined public purpose, such as for roadway improvements, in pursuing the goals and objectives of this Redevelopment Plan. Such public purposes include, but are not limited to, acquisition of property for development of public and quasi-public facilities, streets, and infrastructure, necessary to carry out the implementation of this Redevelopment Plan.
2. **Clearance and Land Preparation** - The City may hold, improve, clear, or prepare for redevelopment any such property acquired by the City. The City, as a redevelopment incentive may participate in the clearance of slum and/or blighted conditions from privately owned property without the acquisition of the real property, when the removal of such conditions is necessary element of the redevelopment of the property or the elimination of a blighting influence on surrounding property.
3. **Disposition** - The City may sell, lease, exchange, transfer, assign, subdivide, retain for its own use, mortgage, and pledge or otherwise encumber or dispose of any real or personal property or any other interest therein of property owned or acquired within the Redevelopment Area.
4. **Contracts** - The City may enter into development agreements or contracts with redevelopers of property containing covenants, conditions, and restrictions regarding the use of such property for residential, commercial, or other purposes as outlined in this Redevelopment Plan.
5. **Covenants** - The City may make any of the covenants, conditions, and restrictions of the foregoing contracts to run with the land, and provide appropriate remedies for any breach of any such covenants, conditions or restrictions including the right of the municipality to terminate such development agreements or contracts and any interest in the property created pursuant thereto.
6. **Subdivision** - The City may subdivide, vacate, re-subdivide, or otherwise change the recorded arrangement of property under its control.

F. Relocation

Families and businesses displaced as a result of property acquisition by the City within the Redevelopment Area shall be relocated in accordance with the Arizona Revised Statutes and,

when Federal funds are used, the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. The City may also, but is not required to do so, provide relocation assistance to families and businesses displaced by private party acquisition of property within the Redevelopment Area, when such acquisition is integral to a redevelopment project, in which the City is a participant pursuant to a development agreement between the City and the private party acquiring the property.

G. Removal or Installation of Public Improvements and Facilities

To achieve the goals and objectives of this Redevelopment Plan may be achieved by the City through arrangement or contract for the removal, furnishing or repair, by persons or agencies, public or private, for services, privileges, works, streets, roads, landscaping, and streetscape improvements, public utilities or other facilities required. These arrangements may include contractual responsibilities of redevelopers to provide public improvements as a condition of redevelopment agreements with the City.

H. Property Disposition

Within the Redevelopment Area the City shall undertake a variety of actions to dispose of or convey an interest in property for redevelopment, which support the goals and objectives of this Redevelopment Plan. These may include the following actions.

- 1. Transfer of Property Interest** – Interest in City property owned or interest in property acquired, may be sold, leased, traded or exchanged, or otherwise transferred to any redeveloper for residential, recreational, commercial, or other uses, both public and private in support of the goals and objectives of this Redevelopment Plan. By way of example: conveyance of an interest in City owned property (easement or license) may be provided to an owner of a restaurant for the purposes of providing a sidewalk café on city owned sidewalk in support of the redevelopment of the property containing or establishing the restaurant in accordance with an approved plan and development agreement.
- 2. Transfer Restrictions** - City property may be transferred subject to such covenants, conditions, and restrictions as are deemed to be in the public interest or necessary to carry out the objectives of this Redevelopment Plan.
- 3. Fair Value** - City property shall be transferred at its fair value for uses proposed in accordance with this Redevelopment Plan. Fair value may be less than the cost of acquiring and preparing the property for redevelopment, which may not represent the commonly referred to “market value”. In determining fair value, restrictions on the property and the covenants, conditions, and obligations assumed by the redeveloper of the property shall be considered, including the economic value and development stimulus value that the project may provide directly or indirectly to the Redevelopment Area.
- 4. Public Offering** – In general, City real property within the Redevelopment Area shall be transferred only after public advertising for bids or proposals has been made for at least thirty (30) days or under such reasonable competitive bidding procedures as the City prescribes. Except that, the City, as part of its acquisition of real property to carry out this Redevelopment Plan may utilize a value-for-value real property trade or exchange without

public offering or bidding of the City owned real property being traded or exchanged. The restricted value of the City property being traded or exchanged may consider restrictions on the value of the property due to the covenants, conditions, and obligations assumed by the redeveloper of the property, including the economic value and development stimulus value that the project may provide directly or indirectly to the Redevelopment Area. Further, title to real and personal property conveyed by gift, grant, trade or donation to the City pursuant to a development agreement between the property owner as redeveloper and the City for the purposes of providing a redevelopment project with economic development incentives provided by the Government Property Lease Excise Tax provisions of State Statute (ARS 42-6201 et.al) may be reconveyed by the City to the redeveloper, or successor(s), in accordance with the State Statute and the development agreement without public offering or bidding.

5. **Temporary Use** - The City may temporarily operate and maintain acquired real property in the Redevelopment Area pending disposition of the property for redevelopment, for uses and purposes deemed desirable even though not in conformity with the Redevelopment Plan. Example: use of an acquired and cleared property as a temporary parking lot, without fully developing the parking lot in accordance with all zoning and development code requirements. The City, by City Council resolution, shall publicly define the length of the temporary utilization of the property.
6. **Other** - Additional and specific information may be included in Land Sales Offering documents pertaining to property offered for redevelopment or development agreements negotiated with private parties as the result of such offering.

I. Non-Discrimination Provision

The property within the Redevelopment Area shall not be restricted as to the sale, lease, use, or occupancy upon the basis of race, sex, religion, color, or national origin.

J. Effective Periods of Controls – Extensions

The provisions and requirements outlined in this Redevelopment Plan shall be in effect for twenty (20) years from the date of recordation of this Redevelopment Plan; except that the non-discrimination provision shall be in effect in perpetuity. The provisions and requirements, or any part of them thereafter may be extended for additional, successive ten-year periods.

K. Financing and Cost of Development Projects:

1. Financing

Financing of redevelopment activities may come from one or more of the funding sources listed below:

- a) Federal funds and grants, (Community Development Block Grants);
- b) State funds and grants, (Department of Commerce, Greater Arizona Development Authority);
- c) Redevelopment District Bonds issued pursuant to State Statute ARS 36-1481
- d) Revitalization District Bonds issued pursuant to State Statute ARS 48-6801 et.al.

- e) City General Obligation Bonds issued pursuant to a voter approved initiative in support of the 16th Street & 4th Avenue Redevelopment Area.
- f) City Development and Expansion Funds for those projects directly related to such accounts;
- g) City Development Fees;
- h) Private funding;
- i) Industrial Development Authority Financing for qualified projects;
- j) Taxes levied by an Enhanced Municipal Services District, Business Improvement District or Community Facilities District, if approved by the affected property and business owners;
- k) City and other taxing jurisdictions revenues generated within the project;
- l) Existing and new improvement districts for benefited projects;
- m) Grants and other funds received by the City for qualified projects;
- n) Any other source of funding available to the City for use for redevelopment projects.

2. Cost

It is the City’s goal to conserve public resources to the maximum extent possible, by relying on privately funded redevelopment to carry out the goals and objectives of this Redevelopment Plan whenever feasible. The City will assist private redevelopment project in accordance with federal and state laws and the codes, ordinances and policies of the City. In particular, the City will utilize its economic development incentives policies contained in the Implementation Strategy, attached to this Redevelopment Plan as Exhibit 2, to guide its support of private redevelopment investments.

M. Procedure for Changes in Approved Plan

This Redevelopment Plan may be amended from time to time upon compliance with the requirements of law, provided that, in respect of any land in the Redevelopment Area previously disposed of by the City of Yuma for use in accordance with this Redevelopment Plan, the City receives written consent of the owner of such land if the interest therein of the owner is materially affected by such amendment. Where a property has been redeveloped in conformance with the Redevelopment Plan, steps may be taken to request that City Council adopt a resolution deleting the property from the redevelopment area designation. All property owners within three hundred (300) feet of the Redevelopment Area boundaries shall be notified in writing thirty (30) days prior to a public meeting where an amendment to this Redevelopment Plan is being considered.

IV. STATUTORY REQUIREMENTS

REDEVELOPMENT PLAN CHECK LIST

The City of Yuma is complying with Arizona Revised Statute §36-1479 by including in the 16th Street & 4th Avenue Redevelopment Plan the following items and statements. **Unless specified otherwise, all supporting documentation for the statements is included in this Redevelopment Plan.**

- 1. **A statement of the boundaries of the redevelopment project area.**

2. **A map showing the existing uses and conditions of the real property therein.**
3. **A land use plan showing proposed uses of the area.**
4. **Information showing the standards of population densities, land coverage, and building intensities in the area.** These are located in published statistical data in the 2012 General Plan and the Zoning Code support data available in the City's Community Development Department.
5. **A statement of proposed changes, if any, in zoning ordinances or maps, street layouts, street levels or grades, building codes and ordinances.**
6. **A statement as to the kind and number of Redevelopment Area improvements and additional public utilities that will be required to support the land uses in the area after redevelopment.**
7. **A statement of the proposed method and estimated cost of the acquisition and preparation for redevelopment of land within the project area and the estimated proceeds or revenues from disposal to redevelopers.**
8. **A statement of the proposed method of financing the redevelopment project area.**
9. **A statement of a feasible method proposed for the relocation of families to be displaced from the Redevelopment Area.**

EXHIBIT 1

**BOUNDARY DESCRIPTION
OF
YUMA NORTH END, 16th STREET & 4th AVENUE REDEVELOPMENT AREA**

EXHIBIT 2

Implementation Strategy

For

City of Yuma

16th Street & 4th Avenue Redevelopment Plan

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Section 1: Overview

Redevelopment Area Overview

The Yuma 16th Street & 4th Avenue Redevelopment Area (the “**Redevelopment Area**”) represents two commercial corridors vital to the North End neighborhoods of the community. Revitalization of the Redevelopment Area in accordance with the Yuma 16th Street & 4th Avenue Redevelopment Area Plan (the “**Redevelopment Plan**”) will help to increase the commercial and residential property values in the Redevelopment Area and its adjacent residential neighborhoods.

Physical Environment

The completion of the reconstruction and reconfiguration of intersection of 16th Street & 4th Avenue, with its enhanced roadway and streetscape improvements will significantly improve the appearance and functionality of this key public infrastructure within the Core of the Redevelopment Area. However, the Redevelopment Area does have other street, parking, lighting and drainage improvements needed throughout the area. Within the existing budget constraints of the City of Yuma, these infrastructure improvements need to be made to accommodate current residences and businesses and to provide a strong foundation for future private sector investment. It is the intent of this strategy to facilitate and leverage private sector investment and reinvestment by initiating infrastructure improvements in the area by the City and through the use of tax incentives and other appropriate economic development tools established under state law.

The Redevelopment Plan identifies deficiencies, outlines opportunities and details a program for revitalization, meeting the requirements of Arizona State Statutes 36-1471 et.al. The Redevelopment Plan also provides the basis for initiation and coordination of a variety of public

and private actions, which will lead to substantial physical, economic and social improvement within the Redevelopment Area. These actions are designed to accomplish the community's goals of revitalizing these key commercial corridors to provide the services and employment opportunities vital to the North End.

The City of Yuma is committed to the continued reinvestment in and redevelopment of the Redevelopment Area and proposes a comprehensive and cooperative approach to achieve the desired results. It is the City's intent to redevelop and maintain the Redevelopment Area as a vital link in the economic health of the community. The long-term viability of the Redevelopment Area can be best assured by addressing the broad array of factors that will be relevant to the Redevelopment Area's future. This Strategy proposes to bring together the diverse resources of Federal, State and City governments, private business and developers, and non-profit organizations in a cooperative effort that will strengthen implementation of the adopted Redevelopment Plan.

Section 2: Implementation Strategy and Approach to Achieve Objectives:

The Redevelopment Area has remained virtually unchanged or declined for more than a decade with a few, but bright, exceptions. The 2008-2011 national and state recessions helped only to worsen the basic pattern of "disinvestment" that continues within the Redevelopment Area. Across the country and state there are great success stories where communities have redeveloped key areas of their communities. Even in the most successful instances, this takes a long time. Some of the more celebrated efforts are in their third or fourth decade of plan implementation. The Redevelopment Plan and development concepts contained therein are intended to serve the community well through the coming decades and provide the framework for decision-making. However, implementation of the Redevelopment Plan, through this Implementation Strategy (this "**Strategy**"), will need to be made dynamic and continually evolve over the coming years, as ever-changing market opportunities present themselves. Changes and modifications to this Strategy may and should be made, on an ongoing basis, with or without the necessity to formally amend the Redevelopment Plan, to ensure that implementation of the Redevelopment Plan remains responsive to opportunities that arise from the changing and dynamic environment of the Yuma area. Any future changes or modifications to this Strategy are intended to continue the implementation of the community's vision contained in the adopted Yuma 16th Street & 4th Avenue Redevelopment Plan, as may be amended from time to time. Said changes and modifications to this Implementation Strategy are therefore administrative in nature and do not require formal amendment of the Redevelopment Plan to implement.

The central aspect of successful redevelopment plans is that they don't occur by the application of private enterprise's efforts alone. In all instances the community has "made it happen" by entering into public/private partnerships to spur redevelopment and turn a pattern of disinvestment to one of reinvestment. In most cases the community acts as "packager", putting together redevelopment and reinvestment opportunities of land and buildings and then "partnering" with private enterprise to carry out the redevelopment of the packaged project. Communities utilize a variety of redevelopment "tools" to make the economics of each individual project work in the context of the then current market economy. This Strategy seeks

to create a “**tool kit**” of economic development policies and financing tools to make the redevelopment of the Redevelopment Area happen, in accordance with the adopted Redevelopment Plan. The City of Yuma must proactively make redevelopment of this Redevelopment Area happen by using its tool kit to “level the playing field” and “bridge the gap” to reinvestment and to bring about the revitalization of the Redevelopment Area.

The City of Yuma believes that a comprehensive and cooperative approach to the redevelopment of the Redevelopment Area is necessary to achieve the desired result. A comprehensive mix of programs will be used to guide the desired change in the Redevelopment Area, as well as a cooperative partnership between the public, private and non-profit participants will be necessary to achieve the desired outcomes.

Generally, the City will work to ensure that public decisions and investments are made with an awareness of the potential positive and detrimental effects on the Redevelopment Area. The City will work to ensure that the objectives of the Redevelopment Plan are pursued and result in a beneficial outcome for the Redevelopment Area and the community as a whole. The City will work closely with property owners, financial institutions, developers, realtors, homebuilders, businessmen, and investors to identify and take advantage of opportunities for redevelopment in appropriate Redevelopment Area locations.

The City of Yuma intends to complete the Redevelopment Area Program as presented. The basic strategy will be to:

- a) Propose a development or reinvestment scenario that will improve the Redevelopment Area.
- b) Identify the causes and severity of existing problems and potential problems and further identify redevelopment opportunities throughout the Redevelopment Area.
- c) Prescribe approaches to resolving problems and pursuing opportunities.
- d) Identify economic development incentive tools required to resolve individual problem and/or provide support for implementation or pursuit of a redevelopment opportunity.
- e) Utilize public/private partnerships wherever possible, with the emphasis on private funding.
- f) Use municipal, state and/or federal funding to incentivize new private development or rehabilitation.

The following program activities will be utilized to achieve the goals and objectives of the adopted Redevelopment Plan.

Section 3: Economic Development and Redevelopment Incentive Policy:

Background:

The City of Yuma’s Infill Incentive Plan, previously adopted pursuant to **A.R.S. 9-499.10**, **which is a** to guide redevelopment activities in Downtown Yuma, will be extended to cover the Redevelopment Area with the adoption of the Redevelopment Plan, containing this Strategy. The Infill Incentive Plan presents guidelines which are intended to encourage commercial, retail, office, service and other employment development within the City’s Central Business District by

offering a package of incentives such as reduced development fees and other business assistance options. The incentives guidelines contained in the Infill Incentive Plan are intended to be used for new and/or expansion development and redevelopment projects within Yuma's defined Central Business District, which includes all of the 16th Street and 4th Avenue Redevelopment Area as well as the remainder of the North End Redevelopment Area (the "**North End**"). The term "new" projects can also mean establishing businesses in buildings that have been out of use for more than one year.

The goals and objectives contained in the Infill Incentive Plan are also the goals and objectives of the Redevelopment Plan and are hereby incorporated into this Strategy. These combined goals and objectives reflect the type of character and amenities which the community seeks and that should be incorporated into development and redevelopment projects within its Redevelopment Area and Central Business District.

The use of the City's economic development and redevelopment incentives in support of the future revitalization of its Central Business District Redevelopment Area(s) and in support of the adopted Redevelopment Plan(s) is the primary economic development tool available to the City to leverage private investment and reinvestment in the Redevelopment Area. The following incentive policy establishes the "ground rules" under which the City will administer and direct the use of its economic development incentives.

Policy:

The City will consider the following factors in determining whether the potential recipient should be granted economic development or redevelopment incentives in support of their proposed project. Applicants must meet **at least one** of the following criteria:

1. The applicant's project and/or business operation will improve or enhance the economic welfare or quality of life of the citizens of Yuma.
2. The overall benefits which the City will receive from the applicant's project in the form of increased employment at a living wage, sales taxes or generated investment in the community outweighs the economic incentive costs to the City.
3. The use of incentives will assist to further develop the economic vitality of the Redevelopment Area.
4. The applicant's proposed project or use assists the community in reaching the goals and objectives of the Redevelopment Plan.

Additionally, the City will require that the applicant agrees to **all** of the following provisions:

1. The property sought to be utilized, and the use established thereon, is a legal conforming use, per the City of Yuma Zoning Code.
2. The use is an eligible use under the provisions of this program
3. The applicant has received all necessary approvals to proceed with the proposed project.
4. The applicant has shared their business plan and/or project proforma with the City and has shown that the project requires incentives to move forward at an acceptable rate of return on investment.
5. The property to be developed, rehabilitated, expanded or redeveloped meets all applicable environmental requirements as well as fully meets all applicable City

- requirements, such as landscaping and signage codes, parking and federal ADA requirements; or
6. Existing non-conforming properties or uses must provide a plan, acceptable to the City, to work towards becoming compliant, or in the opinion of the Zoning Administrator have made every effort to come into substantial compliance.

Finally the City has the option of excluding those properties that the City determines do not require assistance due to prime location, existing/improved infrastructure, or other market factors.

Section 4: Economic Development Incentives:

It is important to understand that the following sections represent the entire “tool kit” of incentives that could be made available within the Redevelopment Area. The appropriate set of incentives for a particular project will be determined through a cost/benefit analysis and recommended to City Council on a case-by-case basis.

If the City Council determines that the criteria for assistance are satisfied, the City may enter into development agreements-- which must be individually approved by Yuma City Council-- with property owners, business owners or developers, which throughout the Redevelopment Area provide for, but are not limited to:

1. Rebate, reduce, defer or waive development fees, and/or any other fees required to be paid in connection with the construction, expansion, rehabilitation or redevelopment of a commercial, employment, light industrial or mixed-use project, including, but not limited to planning and zoning fees, engineering fees, parking fees and building permit fees.
2. Expending City resources to construct off-site public infrastructure required for the development of the project or relocation of existing infrastructure to accommodate new private development.
3. Expediting zoning and development processes, such as assistance with relocation as well as other administrative actions to expedite the development process.
4. Rebate of project-based excise taxes to encourage the development of public and quasi-public infrastructure within and adjacent to development or redevelopment projects or support such project as economic development projects, as defined in and in accordance with state statute.
5. Property improvement programs, i.e. façade improvement and energy improvement program, to include access to grants and/or low interest loans and architectural or design assistance.
6. Adjustment in parking requirements as well as implementation of City parking programs. Public parking development assistance up to and including parking facility construction and shared parking programs.
7. Reconfiguration of streets and/or traffic flow to provide traffic calming and increased public parking.
8. Fully developing the public streetscape throughout the Redevelopment Area.
9. Allowance for phased improvements to bring buildings into compliance with current codes.

10. Allowance of and/or waiver of in-lieu parking fees and extended payment plans to provide required parking for redevelopment or re-tenanting of existing buildings and infill development or redevelopment.
11. Assistance with business relocation and expansion costs.
12. Planning for and provision of both on-site and off-site storm-water solutions.
13. Assistance with real property acquisition and relocation in support of planned projects.

Section 5: Redevelopment Area Revitalization Tool Kit:

As stated earlier, the City of Yuma seeks to proactively make redevelopment of the Central Business District Redevelopment Area happen by using its tool kit to “level the playing field” and/or “bridge the gap” between disinvestment and reinvestment and to bring about the revitalization of the 16th Street & 4th Avenue Redevelopment Area. The following is an overview of some of the more impactful “tools” in the City’s economic development tool kit: **(Note: The tools are not listed here in any order of preference or use.)**

1) Acquisition & Disposition of Land. The City may acquire by gift, grant or bequeathal, negotiated purchase, trade, eminent domain, lease, obtain options upon, and then sell, exchange, transfer, assign, subdivide, devise, retain for its own use, mortgage, pledge, or otherwise encumber real property within the Redevelopment Area. **(See Arizona Revised Statutes (“ARS”) 9-401 et seq, and 36-1474 et seq.)** Real property shall be sold, leased, or transferred at its fair value (not defined as appraised fair market value) for uses in accordance with the redevelopment plan, taking into consideration the obligations assumed by the redeveloper and the objectives of the Redevelopment Plan, which may restrict the fair value to less than the City’s cost to obtain the property or rights being conveyed to the redeveloper. The City’s ability to acquire and then write-down the cost of selling or leasing land, building(s) and improvements that it owns or acquires is a significant economic incentive tool, especially in the case of rehabilitation of existing and/or historic properties. In many instances the cost burdens associated with the rehabilitation of existing or historic properties becomes such a restriction on the project that the only “private” solution may be demolition of the existing or historic structure and construction of a new building. This “restriction” on the fair value of the property burdened by the costs of rehabilitation of the existing or historic building can be overcome by the City’s acquisition and write-down of the cost of land and building to the project.

2) Capital Improvement Program Funding. The City may assist a proposed revitalization or redevelopment project by making improvements to the City’s own property or right-of-ways in the Redevelopment Area with the use of City Capital Improvements Plan (CIP) funds, consistent with the adopted Redevelopment Plan for the area. **(See A.R.S. 36-1474).** This is probably the most common economic development tool used by communities. The City annually reviews the capital improvement needs of the community as a whole and approves as part of its annual budget those capital projects that will be funded. The City’s ability and willingness to use its CIP funds to make public infrastructure improvements associated with a particular Redevelopment Area project(s) and relieve that burden from the project(s) can be a major incentive to the project(s). CIP funds can be expended by the City for any public improvements required to be constructed in association with a particular project or that benefit the

Redevelopment Area as a whole, including streetscape improvements, public and quasi-public utilities (including under grounding of existing utilities), as well as other street, parks and parking improvements.

3) Use of Federal and State Grant and Loan Funds. Community Development Block Grant ("CDBG") Funds may be available for use within the Redevelopment Area. (See **A.R.S. 36-1474 et seq.**) At least seventy percent (70%) of these funds must be expended on projects or services that directly benefit low and moderate income (LMI) people, such as Economic Development projects. The community can expend the remaining thirty percent of its annual CDBG funds on projects that eliminate slum or blight such as historic preservation. The most common use of CDBG funds is for owner-occupied single-family housing rehabilitation grants or low-interest loans to low and moderate income households to repair deficient housing. Related to historic preservation and economic development, the most common use of CDBG funds is the acquisition of property, which the community can then sell or lease for redevelopment at a reduced price to the project. The use of CDBG funds to directly fund construction require that wages be paid to construction workers in accordance with the Federal Davis Bacon Wage Act (union scale). This can significantly increase the labor costs of a project. Loaning CDBG funds on Economic Development projects require businesses to create new, permanent jobs available to LMI people within a specified time period. The business owner must document and report on jobs created and filled by LMI. In addition, to fund major infrastructure or public building construction, the City may use its Municipal Property Corporation to provide low interest loans to the City without directly impacting the City's ability to issue bonds for other purposes, which must be approved by the voters. Current City policy is that, subject to negotiation, if CDBG funds are provided for any economic development project to a for-profit business, it would be provided as a loan and not a grant. CDBG funding has been reduced by the federal government in recent years, which makes these funds extremely limited on projects that do not meet a LMI national objective, such as historic preservation for the elimination of slum/blight. Also, the Office of Inspector General is scrutinizing projects that are not meeting objectives in a timely fashion. If projects are not completed and in use fast enough, HUD is requiring the funding to be repaid by the City.

4) Infill Incentive Districts. The City of Yuma in preparation for the approval of the Redevelopment Plan, pursuant to **A.R.S. 9-499.10**, has establish the Redevelopment Area as an infill incentive district and this Strategy will augment the approved infill incentive plan to encourage redevelopment in the Redevelopment Area in accordance with the adopted Redevelopment Plan. This Strategy will allow for expedited zoning or rezoning procedures, expedited processing of plans and proposals, relief from development standards, and waiver of development fees for development activities as long as waivers are not funded by other development fees. This Central Business Infill Incentive District will provide the basis for many of the incentive benefits discussed in this tool kit. To obtain these benefits, the adopted Plan requires that the incentive criteria outlined in this Strategy are met as determined by the City Administrator or designee.

5) Sales Tax & Bed Tax Rebates. Pursuant to **A.R.S. 9-500.11**, the City may rebate transaction privilege taxes in support of economic development projects. There are numerous requirements or limitations placed on the City by the State Statues, but none the less the rebate of transaction

privilege taxes generated by a project as an incentive to encourage the development of the project is a very effective economic development tool. The most common use of this tool by cities is the rebate of a portion of the transaction privilege taxes generated by the project to repay the project for the costs associated with public infrastructure constructed by the project. However, the statute allows for the rebate of transaction privilege taxes as an economic development incentive in redevelopment areas as long as the rebate incentive is less than the transaction privilege taxes generated by the project. The statute sets out numerous legislative and administrative requirements for the use of this incentive, but again within redevelopment areas these requirements are lessened. If a project is located on a property within the Redevelopment Area, the City is not required to meet some of the requirements of the statutes. The State revenue sharing statutes under this topic limit rebates to infrastructure, redevelopment and historic preservation incentive purposes. Also, the anti-gift provisions of Arizona Constitution Article 9, Section 7 must be observed and the public benefits received by the project must be proportionately greater than the rebate incentive. The City may offer or provide tax incentives to a business entity in an area designated a redevelopment project pursuant to **A.R.S. 36-1 471 et seq.** without being penalized by an equal amount being deducted from the City's share of the State Highway User Revenue Funds under **A.R.S.42-6010** (e.g., the revenue sharing statute which forfeits a dollar for each dollar of incentive payment made to a project outside of a redevelopment district).

6) Improvement Districts ("IDs"). Pursuant to **A.R.S. 48-572 et seq.**, a City Improvement District is a designated area of the City with specific boundaries therein for which costs of specific improvements are assessed to the property owners. The use of an ID is an effective development tool, used quite often for large scale development where public infrastructure costs may exceed two million dollars, but typically the public infrastructure requirements of redevelopment projects are smaller and the costs of setting up and administering the ID outweigh the benefits of its use. The most common use of ID's in redevelopment is for the development of public parking and pedestrian improvements that are developed to benefit the area as a whole. However, as demonstrated by the negative impacts experienced by many redevelopment areas nationwide, the assessments placed on properties within an ID may prove to accelerate the decline that the ID was meant to arrest. State ID statutes do provide for the creation of a very specific type of ID that has provided significant benefits to redevelopment areas throughout Arizona; this ID is Enhanced Municipal Services District discussed below.

7) Enhanced Municipal Services District. In addition to the purposes for which an ID may be formed under the provisions of **A.R.S. 48-575**, an improvement district may be formed within a designated area to provide public services within the district at a higher level or greater degree than provided in the remainder of the community, including such services as public safety, fire protection, refuse collection, street or sidewalk cleaning or landscape maintenance in public areas, planning, promotion, transportation and public parking. This is the State Statute in use by many Arizona cities to establish their redevelopment area management districts, more commonly referred to as Business Improvement Districts (BID). Unlike most ID's the Enhanced Municipal Services District are unique to redevelopment areas and can only be created in a City's single central business district redevelopment area. The City could use this tool to support, encourage and participate in the formation of an Enhanced Municipal Services District as a financial mechanism to support and expand on the Yuma Chamber of Commerce's program

to ensure more specific and coordinated business development strategies (e.g., cooperative marketing and promotion, enhanced safety and maintenance, parking management, etc.) within and unique to the Redevelopment Area. **This tool will only be used at the sole request of the property and business owners within the Redevelopment Area (or portion thereof) to fund and support the activities of the BID to promote and market the Redevelopment Area as a whole.** The City in response to a petition of the property owners within the proposed district (typically, 50-70%) following the state statutes creates the EMSD. If at the time the district is formed, there is written protest by the simple majority of the property owners, to the extent of the district or the assessment formula(s), the district cannot be formed. Once, the EMSD is formed, individual assessments are paid by the property owners as part of their annual property tax paid and collected by the County; and typically passed-on to tenants of the property. The County then provides the City with the funds collected from the District and the City contracts with the BID organization to carry out the activities provided in the Assessment Plan created by the City and the BID organization as part of the creation of the District. The BID then carries out an annual work program described in the Assessment Plan and provides the City with an annual report of its activities. Experience in Arizona has shown that individual business's district assessments are typically small in comparison to the collective benefits provided by the BID's activities, especially in regards to collective management and promotion of the District. State Statute provides for and the City should voluntarily accept district assessments to its own land and buildings, within the Redevelopment Area, should a BID be pursued. The City should also continue maintain its current "baseline level" of municipal services currently provided within the District and use the funds collected within the District to contract with the BID to provide the desired "enhancements" to the City's services already provided.

8) Government Property Lease Excise Tax. Under the Government Property Lease Excise Tax statute ("**GPLET**") (**A.R.S. 42-6201 et seq**), when City's retain or acquire ownership of land and/or improvements and then lease it to the private sector for purposes of development or redevelopment, the improvements made to the City's property are subject to the GPLET provisions of State property tax law. Because property owned by the City is not subject to normal property taxes, the State created the GPLET as a mechanism to require private development on publicly owned property to pay a tax in-lieu of property tax. The GPLET is an excise tax, based on the square footage of the buildings constructed on the City's land, which is paid on the private improvements in lieu of the ad valorem (property tax) taxes normally collected on improvements made on privately owned land. The GPLET statute also provides that within the City's single Central Business District Redevelopment Area the City may abatement the payment of GPLET in its entirety for the first eight years following the construction or substantial rehabilitation or redevelopment of a project on City owned land. The eight year abatement of the GPLET can only be made to projects on City owned land and buildings located in the Redevelopment Area and that will increase the assessed property value of the City property by at least one hundred percent (100%). This allows the proposed project to avoid paying any form of property taxes, during this initial eight year abatement period, on those City owned parcels and reduced taxes during the extended lease period up to twenty-five (25) years. The lease agreement between the City and the project requires for the ultimate purchase by or re-conveyance to the project developer (prime lessee) at the end of the lease term, thus returning the property and improvements to private ownership and the property tax roles at its enhanced value. If the City desires to maintain ownership of the property and

continue to lease the property beyond the eight-year abatement period, the project is required to pay the GPLET to the County, who then is required to share the tax payments with the other governmental agencies as though it was property tax revenues. The lease excise tax is paid to the County, in addition to payment to the City of whatever rent has been negotiated as part of the lease agreement between the City and the project developer.

Administration of Incentive Program:

Determination of available assistance and site qualifications of specific development or redevelopment projects which may be incentivized shall be the determination of the City Administrator or the City Administrator’s designee. Approval of specific development agreements with the City shall be approved by the City Council, although the City Council may provide preapproval of the rebate, reduction or waiver of development fees for administration by the City Administrator, to expedite smaller rehabilitation or redevelopment projects not requiring more significant economic development incentives.

Section 6: Utilization of Primary Incentive Tools and Example Project:

In the development and preparation of this Strategy, three primary Incentive Tools are recognized as the tools which may provide the most incentive to leverage private reinvestment within the Redevelopment Area during the current economic climate. These primary Incentive Tools are:

- Government Property Lease Excise Tax (GPLET) Abatement
- City Fee Waivers
- Sales Tax Rebates

While these Primary Incentive Tools are included in the City’s Economic Incentive Policy and Plan, it was felt that focusing the City’s and private sector’s attentions and pursuits on these primary tools, promises to yield the greatest opportunities for reinvestment within the Redevelopment Area. What follows is an explanation of each of these primary tools, a project example demonstration of their use and steps to implement the example project using these tools.

Note: In the following hypothetical development example, the term “Developer” is used to represent the private sector investment. However, the definition of Developer includes not only the typical real estate developer, but also, property owner, business owner or other private entity wishing to make an investment within the Redevelopment Area target area.

Hypothetical Development Project Example:

In this example, a Project is hypothetically proposed for the redevelopment of an existing restaurant building within the Redevelopment Area. The 2,400 square foot restaurant while stable is also stagnant and at peak time is losing business due to a lack of parking on site and a total lack of public parking in the area. The restaurant property currently provides for approximately 48 non-conforming parking spaces, has no on-site landscaping and no on-site retention. The restaurant building itself needs complete renovation both inside and out. The restaurant owner would like to expand and update the restaurant but has been unable to do so because of a constrained site and an inability to meet all current City zoning codes related to parking, landscape, retention requirements, etc., as well as meet all current building and fire

code. In order to meet current codes the owner would need to expand the business sufficiently enough to provide the additional income to pay for the renovations and expansion. However the constrained site will not allow for expansion; a catch-22 situation.

Within the same block that the restaurant is located, there are other redevelopment needs, including the removal of an abandoned and severely substandard residential structure and the questionable rehabilitation of another residential structure. The City recognizes that the solutions to the residential issues may also provide the basis for the solution to the desired redevelopment of the restaurant as well as the potential to leverage other private improvements within the block. Existing development within the block is a mix of commercial uses fronting on 4th Avenue and primarily standard and rehabilitation-feasible residential along the 3rd Avenue frontage, except for the abandoned and questionable residential structures mentioned above.

The City, recognizing the multiple issues in the block, proposes a redevelopment strategy to address the issues:

- Abandoned Substandard Structure: First, the City using City funds it has set-a-side for removal of substandard nuisance structures and CDBG funds for housing rehabilitation acquires both the land and the abandoned substandard improvements and clears the property for new development to occur. In this example, the use of the newly cleared parcel will become a relocation resource.
- Housing Rehabilitation: Second, the City using CDBG funds begins work with the owner of the Rehabilitation Questionable (“RQ”) house towards rehabilitation of the home. The City and the owner determine that the existing structure would be too expensive to rehabilitate and should be replaced instead. In this example, this is where the City’s purchase of the abandoned parcel (described above) in this same block comes into play. The City and the owner of the home that needs to be replaced negotiate a land deal to exchange the parcels. This exchange will allow the new replacement home to be constructed on the former City lot and when the replacement home is complete the homeowner will relocate from the old RQ-house to the new replacement home. But, the homeowner in this example is low income and doesn’t have the financial means to construct the new home on the replacement lot. The City using CDBG funding acquires the homeowner’s former lot and RQ-house using CDBG funding. Because the City has acquired the Homeowner’s house and lot, the homeowner is technically “displaced” under Federal regulation and the City is also required to pay relocation costs associated with the homeowner’s relocation. Now the homeowner has funds from the sale of his home and lot and funds from relocation, with which to build his new home. However, the homeowner’s income is such that even with the proceeds from the sale and relocation, the homeowner still does not have sufficient funding to acquire the City’s replacement lot and construct the replacement home. Therefore the homeowner is still displaced. The City using CDBG statutes and funding makes the determination that the homeowner’s income is such that the City will need to use the “housing of last resort” provisions of the relocation statutes to provide the additional funding necessary to bridge the gap in funding that will allow the replacement home to be constructed on the City’s replacement lot, which lot the City provides at no cost as part of the relocation funding package. The new home is then constructed and when complete the homeowner moves into the new home. The City now owes the old RQ-house and lot and proceeds with demolition and clearance of that property.

- City Issues RFP for Public Parking and Storm Water Retention: The City now has a vacant parcel of land for redevelopment. The City could use this lot for any redevelopment purpose including its use as another relocation resource for additional housing. However, in this example the City has the goal of using the land parcel to “leverage” commercial rehabilitation of the 4th Avenue frontage commercial properties within the block. From previous conversation with the restaurant owner, the City knows that the owner would like to expand and rehabilitate the restaurant. The City issues a request for proposals (“RFP”) on the City’s lot, stating in the RFP that the City is interested in “partnering” with interested commercial property owner(s) within the block, or adjacent blocks to leverage the rehabilitation and/or expansion of their properties by utilizing the City parcel for the development of off-site parking and storm water retention in support of private revitalization projects.
- RFP Responses: Two commercial property owners within the block respond to the City’s RFP and after review of the proposal, the City, first, selects the restaurant owner to negotiate with for the redevelopment of both the public and private properties. In this proposal the restaurant proposes to expand the existing restaurant and bring the property to full code standard, if the City will sell the City property to the restaurant owner at a reduced price. The City on the other hand wishes to retain ownership of the City land and allow the restaurant owner to develop parking and retention on the City property in exchange for a non-exclusive right-to-use easement on the parking and retention developed on the City property. In addition the City proposed to provide additional economic development incentives to the project to off-set the extra development costs to the project associated with the development of the public parking and retention and the costs associated with the redevelopment of the restaurant. The second proposal submitted in response to the City’s RFP, was from a small under-parked retail business tenant who requested that the City, at City expense, build public parking on the City’s property to provide public property in support of existing businesses. In exchange the tenant/business owner would do a store-front and signage renovation to the business. The solution is to pursue both proposals.

In this example, the current market value of the restaurant land and the existing non-conforming improvements is estimated at \$465,000, with an appraised property tax value of \$381,000. The restaurant owner, now “Developer” proposes to do a major renovation to the existing restaurant building and construct a new 1,600 square foot addition and a 400 square foot outdoor dining patio. In addition the Developer will reconstruct the existing parking lot to include new pavement and striping, required landscape and lighting and provide a new freestanding sign for the business. These on-site improvements will reduce on-site parking to 40 code compliant spaces. In addition the Developer will construct 30 off-site parking spaces and off-site retention on the City’s land in exchange for a parking easement in support of the expanded business. The City property is located directly across the alley from the restaurant property and will provide easy access to employees and over-flow customers, not only for the restaurant but other businesses in the block. The Developer has agreed to develop this off-site public parking lot and retention area assuming the project proforma supports the expense. The Developer’s Project proforma indicates that he will spend \$345,000 in hard cost improvements to the existing building and its expansion and an additional \$105,000 for the reconstruction and construction of the on-site and off-site parking and site improvements. Soft Costs (fees, permits, taxes, and

financing) will add an additional \$222,000 to the project for a total cost of \$672,000. Project will require 9 months for construction, start-up and stabilization.

Developer's Proforma Analysis:

Analysis of the Developer's Project proforma indicates that even with the increased revenues from the renovated building and site the Project would fail to provide an Internal Rate of Return (IRR) or Net Profit percentages sufficient to finance the planned improvements. IRR is the percentage derived by dividing the Project's Net Operating Income by the Developer's Equity Invested. In this example it is assumed that the Developer' Equity invested includes the cost of the project site with existing buildings plus an additional cash investment of \$50,000 with the remainder of the debt being financed. The proposed Project without City incentives would provide an IRR of 7.4%, well below an assumed financing threshold of a minimum IRR of 15%-20%. In addition, given the below standard IRR, the Project would be perceived a higher risk and the income produced from the Project would be capitalized at a higher interest rate, which would in turn would produce a lower completed project value and profit. In this case the Project proforma indicates that the Project would produce a negative -3.4% profit margin, significantly below current market finance and investor targets of 20%-25%.

City Incentive Request and Analysis:

The Developer realizing that the proposed Project cannot be financed, without either additional revenue or a reduction in project costs or expenses, carries out further analysis of the Project. First, can the Project revenues be increased, but while the Project is projected to produce significantly higher revenues than the current restaurant, the proposed revenues are projected at the top of current market rates and cannot be raised. Second, the Developer "value engineers" the Project construction costs and finds that the Project costs are as low as can be produced by his general contractor and subcontractors.

At this point the Developer begins negotiations with the City to seek incentive assistance of the City. The City's adopted incentive policy states that the Developer must first prove that the Project meets the City's incentive criteria and that the Project cannot be carried out without the provision of the City's Economic Development Incentives.

As part of the City's Project analysis the Developer is requested to provide his Project proforma and financial statements to the City for their analysis. The City, in addition, to analyzing the Developer's Project proforma to determine the Project's need for incentives, will also perform a revenue forecast for the Project to determine the economic benefits that the Project's development will provide to the City and the community. In this example the Project is projected to provide the City with an estimated Net Present Value of \$239,000NPV in direct fee and tax revenue and 28 permanent jobs over the first ten years of the Project. After the City's review, the Project is found to be in need of incentives to be feasible. The Project also meets the City's incentive criteria and is found to be a net benefit to the community.

Incentives Applied and Benefit Analysis:

GPLET Incentive Applied:

In this example the City, working with the Developer, first applies the use of the Government Property Lease Excise Tax (GPLET) 8-Year Abatement to the Project proforma. The GPLET is used first because it is the most revenue neutral incentive to the City, in that the City's property tax makes up a very small percentage of the total property tax levied. Applying the 8-year GPLET abatement to the Project proforma yields an improved IRR of 14.3% and a 13.6% Net Profit, however at this point, while significantly improved, the Project still remains financially unfeasible. Project Benefit: Use of the GPLET incentive provides the Project with an estimated \$65,000NPV incentive over the eight-year abatement period.

Fee Waivers & Credits Applied:

The City next agrees to provide waivers or credits of all City fees associated with the Project, including sewer & water and development fee credits because the building site had been previously occupied. The City also agrees to waive planning & engineering fees and building fees associated with the rehabilitation Project. Application of these fee credits and waivers to the Project proforma yields an improved IRR of 14.8% and an 18.2% Net Profit; still below finance targets. While the waiver of fees do not create significant change in IRR and Profit for the Project, the waivers have a significant positive impact on the cash flow of the Project, because the fees are normally required to be paid very early in the Project and not having to do so provides the boost in Project cash flow. Project Benefit: Use of the Fee Waivers & Credits incentive provides the Project with an estimated \$17,000NPV incentive.

Sales Taxes Rebates Applied:

The Project as conceptualized in this example includes \$105,000 in public or quasi-public infrastructure. This includes the costs associated with the construction of the off-site public parking and retention facilities. To support the revitalization of this City-owned infrastructure the City agrees to rebate to the Developer up to 50% of the sales taxes generated by the Project for the first eight years of the Project or until 80% of the Developer's investment in public infrastructure (\$85,000) plus interest has been repaid. Application of this Sales Tax Rebate to the Project proforma yields an improved IRR of 16.2% and a 20.5% Net Profit, which makes financing the Project feasible. Project Benefit: Use of the Sales Tax Rebate incentive provides the Project with an estimated \$85,000NPV incentive over the eight-year rebate period.

Total Incentive Cost / Benefit:

Incentive Benefit to Developer:	\$167,000 (Est.)
Cost of Incentives to City:	\$110,000 (Est.)
Leveraged Developer Investment:	\$662,000 (Est.)
Developer / City Investment Ratio	6 to 1
Net 10-yr City Benefit from Project:	\$198,000 (Est.)

Primary Incentive Tools – Action Steps

The following is a list of the primary action steps necessary to carry out the redevelopment of the Project proposed in the above example. **Not every project that is proposed will be as complex as this example. Nor will every project need or receive incentive assistance at the level required for this hypothetical project.** The purpose of this multi-tiered example is to illustrate that there will most likely be a number of small interim projects that ultimately lead to the

completion of the revitalization of a single block or even a single property. Each of these tiers takes its own amount of time and each has its own players and level of simplicity or complexity.

Prerequisite Action Steps:

In this example there were two smaller prerequisite projects that led to the assembly of the land package that allowed the larger project to move forward. However these two project themselves have significant benefit to the City and the property owners involved by removing substandard and blighted conditions and the provision of new housing within the Redevelopment Area.

Action Steps:

1. City assembles land package through residential blight removal, relocation and new construction process.
2. City issues a Request for Proposals (RFP) for the redevelopment of the City owned property, seeking to partner with a private developer(s) to redevelop the project property.
3. Developer prepares conceptual development plan, preliminary construction costs and preliminary Project proforma to determine project feasibility and Developer responds to the City's RFP.
4. City reviews all submitted proposals and selects the Developer as the prime redeveloper and awards an exclusive 90-120 days negotiation period.
5. Negotiations between the Developer and the City begin; deal points are negotiated and action plan is mapped out.
6. Developer finalizes and provides the City with final project concept design, cost estimates and project proforma for City analysis.
7. Developer determines that Project is infeasible without the application of City economic development incentives.
8. Developer returns to City with more detailed Project proforma and financial information and makes application for economic development assistance.
9. City reviews Project application and Project data to determine if the Project requires assistance and meets the assistance criteria of the City's Economic Incentive Policy. City also develops a Project Economic Revenue Forecast for the Project to determine the benefits of the Project to the City and the community.
10. City makes the determination that the Project qualifies for assistance under the City Incentive Program and that the Project requires assistance to be feasible.
11. City and Developer undertake a detailed analysis of the Project as proposed to determine type and extent of use of the incentive tools to be considered for use on the Project.
12. City staff prepares a preliminary Project Incentives and Benefit Report for review and approval of the City Council. (this consideration is typically made in an Executive Session of the City Council)
13. City Council concurs with Project Report and directs staff to begin contract negotiations with the Developer.
14. City and Developer meet to determine the final level of incentives necessary to produce a Project that is financially feasible. Developer continues to refine Project construction and finance numbers.
15. City and Developer agree to the "Deal Points" for incentives to the Project that will become the basis for the negotiations of the Development and Disposition Agreement (DDA) and GPLET Lease between the City and the Developer.

Note: The steps outlined above are fairly generic to all redevelopment projects, whether proposed by a Developer or the City. What follows are steps that are more specific to the above example.

16. City develops a draft DDA for the Project, which includes the use of the GPLET, City Fee Credits & Waivers and City Sales Tax Rebates. In addition the DDA includes a Developer Performance Schedule that provides a negotiated timetable for the Developer's initialization and completion of the Project. The DDA also includes the agreed upon schedule for the City's provision of the approved incentives.
17. Because not all of the Project Land and Buildings are currently owned by the City, the DDA will have to include the provision for the ownership of the land and building owned by the Developer to be conveyed by the Developer to the City, so that the Project can qualify for GPLET abatement. Because the land and building will continue to be owned by the City during the eight-year GPLET abatement period, the DDA will also include a lease provision that provides for the City to lease the land and building to the Developer at least for the eight year initial abatement period. The Land and Improvements Lease will also contain all provisions for the protection of both parties during the term of the Lease, as well as, a provision for the Land previously owned by the Developer and the new redeveloped on-site Improvements to be reconveyed to the Developer at the end of the Lease term. The off-site public parking portion of the Project in this example would remain in the ownership of the City and the Developer would continue to hold a perpetual non-exclusive shared-parking use license.
18. City and Developer finalize the DDA and Lease and schedule the documents review and approval before City Council.
19. City Council reviews and approves Project documentation and incentives and adopts required resolution and ordinances, including the approval of GPLET abatement.
20. City and Developer execute the approved DDA and Lease Agreements and associated documentation.
21. City issues Development and Permit Fee Credit & Waiver letter to Developer for Developer's use when making application for various reviews and permits.
22. Developer finalizes project design and submits application to City for Development Plan approval. City and P&Z Commission reviews and approves Development Plan for the Project.
23. Developer finalizes Project construction documents and finance plan and submits the Project for Building Permits.
24. City approves Project construction documents and issues Building Permits. City also approves Building Construction and Occupancy Easement to allow the redevelopment of the City property for off-site parking and retention per the approved plans.
25. Developer finalizes and closes Construction Finance; construction funded.
26. Project construction proceeds through normal construction cycle, including tenant improvements. Upon completion of construction City issues Certificate of Occupancy and Certificate of Completion.
27. Developer conveys title of land and newly completed improvements to City in accordance with DDA and Lease.
28. Issuance of Certificate of Completion also marks the beginning of the eight-year GPLET Abatement Period. Developer prior to October 1st following the issuance of the

Certificate of Completion shall make application for the abatement of the GPLET and the City shall approve the request. All property taxes and GPLET abated for eight-year period.

29. Project occupied and Restaurant reopens for business. Note in this example the business was closed during redevelopment, however depending on the design and complexity of the remodel of the existing restaurant portion of the Project, the business might be able to remain in business during the reconstruction or close for brief periods.
30. City prepares quarterly sales tax report and rebates Developer sales tax incentive to the Developer per the schedule contained in DDA. Rebates continue until predetermined amount or time limit contained in DDA has been reached.
31. At the end of the eight-year GPLET abatement period, Lease terminates and title to Land and Building is reconveyed to the Developer and goes back on the normal property tax roles at its higher improved value.
32. DDA and Lease terminate and are of no further effect. Ongoing use of the off-site parking and retention would be subject to ongoing operation, maintenance and insurance requirements for the Developer's use under the perpetual license.

While the above outlined example and process might seem daunting to someone not familiar to the process. On smaller projects that don't require the use of GPLET abatement, the process could be scaled down considerably to an Application, Project Proforma or Business Plan, a Letter of Agreement and a Certification of Incentives.

Section 7: IMPLEMENTATION PROGRAM FOCUS:

For the Redevelopment Area to be revitalized numerous important program features, both physical and programmatic, must be incorporated. While it is desirable that all of these program features be pursued and implemented in the short term, it is not practical to assume that the public and private resources required would be immediately available as we emerge from the national economic recession. Further, the Redevelopment Plan's focus is guided by the community vision of a strategy that concentrates on the positive aspects of the community, accentuates, markets and positions itself as a vital service and employment corridor(s) within the community. Therefore, the approach taken here is to prioritize these program features and actions, to the extent possible, into focus groupings.

Initial Program Focus: (Years 1 – 10)

- Land Acquisition for:
 - Arterial Street Reconstruction: The City of Yuma has committed and taken the lead in ensuring that the Core intersection at 16th Street & 4th Avenue is reconstructed early in program implementation. Public investment for the reconstruction of the intersection has included significant right-of-way acquisition.
 - Public/Private Land Trades: To complete the right-of-way acquisition necessary for the reconstruction of the Core intersection the City will partner with Developer(s) who own property adjacent to the Core and propose value-for-value land trades that will provide the City with needed right-of-way for reconstruction

- of the intersection and provide the Developers with fully assembled, and developable land packages at the intersection corners.
- Public Parking and Storm Water Retention: Land for both permanent parking and storm water retention facilities as well as for temporary use constructed on future redevelopment sites.
 - Right-of-way or landscape easements for streets, streetscape, transit stops or plazas.
 - City planning, design and construction for the reconstruction and enhancement of the 16th Street & 4th Avenue Core Intersection and Streetscape Improvement.
 - These improvements will be accomplished in multiple phases as opportunities to expand the initial improvements are presented.
 - Initial Phase of reconstruction will concentrate on the area along 16th Street from 6th Avenue east to 3rd/2nd Avenue and along 4th Avenue from 15th Street south to 17th Street.
 - The Second Phase of Arterial improvements, the reconstruction of 16th Street from 3rd/2nd Avenue east to Maple Avenue, will not occur during the initial five years of program implementation due to budget and right-of-way considerations. Upon completion and stabilization of the Initial Phase of reconstruction the City will undertake detail study and assessments of the need and cost benefit of the Second Phase improvements prior to initiation.
 - Secondary Streetscape Improvement. Given the City of Yuma's severe budget constraints, these improvements will be subject to funding availability and will most likely be accomplished on a project-by-project basis using private funding off-set by City economic development incentives.
 - Full completion of streetscape improvements to the other "Local Roadway" existing streets within the Redevelopment Area.
 - Improvements could include full curb, gutter and storm drainage; sidewalks and pedestrian lighting; landscape improvements; reconfiguration for increase on-street parking and repaving of these local roadways.
 - These improvements will be accomplished in multiple phases as funding is available.
 - Develop support and incentive Programs for Core Area private rehabilitation and redevelopment projects. Redevelopment of the Core Area intersection properties will provide the "public focus" for the Redevelopment program and the City should play an active and pivotal role in support of the redevelopment of these properties with significant new construction.
 - Develop support and incentive Programs for initial small scale private rehabilitation and redevelopment projects.
 - Develop policy and procedures to support and enable phased non-conforming property improvement guidelines that encourage and promote incremental property improvement agreements between the City and property owners.
 - City should adopt a practiced policy that some initial improvement is better than none, if it will eventually lead to code compliance to the fullest extent possible or practical, without increasing or worsening existing life safety issues associated with the property.

- Develop or enhance existing shared parking and public off-site parking credit programs that allow parking constrained properties and buildings to redevelop. Programs should look to develop practical, as well as technical, solutions for block-wide or area-wide parking solutions that enable redevelopment of existing non-conforming properties.
- Neighborhood Improvement Programs
 - A variety of programs must be developed and initiated to preserve and enhance existing adjacent residential areas. Emphasis should be placed on actively incorporating and spurring greater interaction between existing residential with current and future commercial and public spaces. In some cases commercial properties should improve their physical relationship to the neighborhoods or increasing/decreasing the buffers to the adjacent residents.

Secondary Program Focus: (Year 5 – 20)

- Continued Secondary Streetscape Improvement outside of the Core
 - Continued implementation of the Redevelopment Plan streetscape goals on a project by project basis, unless major funding can be acquired.
- Connections: In addition, as funding is available, Streets, alleys, paths and trails should all interrelate and interconnect forming a cohesive, efficient and safe circulation plan.
 - Special attention should be given to incorporating linkage between existing residential neighborhoods and the Redevelopment Area. These connections must be comfortable and safe, with sufficient lighting, shade, public facilities and rest areas.
- Support and Incentives Programs for ongoing private rehabilitation and redevelopment projects

Ongoing Program Focus: (Year 1 onward)

- Strengthening alliances with the Yuma Chamber of Commerce allowing the area businesses to jointly market the area to the surrounding neighborhoods and the community should be considered.
- Consider the establishment of an Enhanced Municipal Services District to provide for the active marketing, promotion and management of the Redevelopment Area.
- Continue active participation in the Community Development Block Grant Program and other federal and state economic development programs to provide priority funding for redevelopment activities throughout the Redevelopment Area.

Section 8: Implementation Matrix:

A. Overview:

As mentioned in this Strategy's introduction, implementation of this Redevelopment Program will be challenging and take time. There are some logical steps outlined in the above Focus Section that need to be taken for aggressive implementation of the Redevelopment Plan's goals and objectives. The possible creation, adoption and ongoing administration of a critical project matrix could be yet another tool that the City could use to implement the adopted Redevelopment Plan.

Success in the implementation of the Redevelopment Plan will hinge on public/private investments as well as public/private partnerships. The City of Yuma can only prepare the public spaces of the Area and help to create an environment for quality private investment to occur, it cannot undertake the redevelopment of the private properties itself, it needs partners. Therefore, the majority of tasks identified in an Implementation Matrix should include tasks that the City will need to address over the next decade(s) and should be focused on public infrastructure development, continued creation and implementation of guidelines and policies, and the establishment of a Redevelopment Area environment that will stimulate investment by the private sector.

It is critical that, when developed specific projects from the Matrix be included in the City's Capital Improvements Plan. Policies that contain provisions for ordinances or guidelines to be developed are a priority for creation and adoption. These tools must be in place well before the inevitable development and redevelopment reaches the Redevelopment Area.

B. Structure of the Implementation Matrix:

The Implementation Matrix is a tool to be created by the City and updated, at least annually, as implementation of the Strategy progresses. The Matrix should be divided into two parts: Level One Implementation and Level Two Implementation. These refer to the timing for implementation of the stated actions. Within each of these parts, the Matrix is then organized into three categories: Action, Budget Impact, and Degree of Difficulty.

1) Action: A specific task that needs to be accomplished.

2) Budget Impact: While it is intended that any investment in the Redevelopment Area will eventually provide a significant return on that investment, there are going to be significant up-front budgetary commitments on part of the City. In order to prioritize and program these expenditures, it is important to identify the impacts of various actions.

a) Low Impact is an action considered not to require a considerable one-time or ongoing contribution from the City's budget. These tasks can usually be accomplished by staff or with some outside assistance. While it is understood that staffing is a significant cost, it is a fairly fixed cost.

b) Medium Impact is an action considered to require some additional funding on a one-time or continuous basis in addition to staff participation and management.

c) **High Impact** is a project or initiative that will require significant funding such as a major expenditure from the budget or reserves and/or some type of financing mechanism such as bonding.

3) Degree of Difficulty: Financial hurdles are not the only barriers to be overcome. There are coordination and partnering issues with governmental, quasi-governmental, and private sector organizations that must be addressed including the political feasibility of various courses of action. Additional stakeholders that need to be involved only add to the complexity of implementation and provide unique challenges.

The "Degree of Difficulty" is provided in addition to the stakeholders/entities that will need to be involved. As implementation moves forward, it is anticipated that players may change or new players will emerge and the Matrix will need to be updated.

C. Level One Implementation: Level One Implementation strategies are those that should be included in the City's short-to mid-term strategic and financial planning. Therefore, these actions must be prioritized by the City to be phased in as appropriate. These initiatives are intended to "set the table" for the desired development and redevelopment in the Redevelopment Area.

ACTION	BUDGET IMPACT	DEGREE OF DIFFICULTY	STAKEHOLDERS

D. Level Two Implementation: Level Two Implementation includes actions that are dependent on other action items being completed or are not as critical to initiate to attract investment to the Redevelopment Area.

ACTION	BUDGET IMPACT	DEGREE OF DIFFICULTY	STAKEHOLDERS