

CITY OF YUMA

YUMA NORTH END REDEVELOPMENT AREA
OLD TOWN SOUTH SUBAREA REVITALIZATION PLAN
2016 IMPLEMENTATION STRATEGY



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I. INTRODUCTION

A. Area History and Overview:

The Colorado River directly north of downtown Yuma has been used as a crossing point for thousands of years. Now known as the Yuma Crossing, the American settlement of Yuma and the great expansion west was dependent on the use of this important crossing. Until the 1870's, ferries were the only way to cross the Colorado River, but mining activities necessitated an inexpensive freight route through Arizona and California. In 1877 the Southern Pacific Railroad Company (now the Union Pacific) established the first permanent transportation link over the Colorado River at the Yuma Crossing in the form of a railroad bridge, and the Village of Yuma deeded 100 acres of land to the company.

The area deeded to Southern Pacific lies just south of the historic commercial center of downtown Yuma and east of the historic Century Heights residential neighborhood. In addition to the railroad tracks, Southern Pacific developed the land with transportation related industry including storage, maintenance and a depot. The economy of Yuma flourished around the transportation industry, both steamship and railroad, and many residents were employed in a transportation-related industry. Yuma grew to become an important locale for the Southern Pacific and remained so until the 1950's.

Much of the area deeded to Southern Pacific is referred to as Old Town South in the City of Yuma General Plan. Since the railroad moved its operations, much of this land has remained vacant or underutilized and is in need of redevelopment. The properties that encompass the area contained such uses as roundhouse and railroad switch yards which have a history of potential contamination. The 2014 Revitalization Plan, prepared by the AYRES/DHL planning team, was the initial City effort to assess the redevelopment potential and environmental conditions of property within this area, with the help and funding from an Environmental Protection Agency (EPA) Brownfield Grant.

The 2014 Revitalization Plan further observed that as exciting as growth and redevelopment are, it is necessary to have a vision to guide and improve the quality of life for the citizens of Yuma. When the transportation industry originally developed in Yuma, knowledge and concern for environmental impacts were minimal. Consequently, the potential for soil and groundwater contamination is not uncommon. The EPA's Brownfield Program efforts allow for the revitalization of these types of historic areas, through a managed approach. Not all historic development leaves behind contaminated sites, but activities that occurred 40, 50 or even 100 years ago can still impact the current environment. Brownfield Assessment activities are the starting point to identify where history "left its mark" and where it did not.

Because of the 2014 environmental conditions surveys, both EPA funded and those completed directly by the Union Pacific Railroad and other property owners within the Planning Area, many of the properties were shown not to be contaminated and those where contamination was found have had those conditions mitigated. While these initial assessment and cleanup efforts are positive they're not complete. The City in 2015 secured additional funding from the EPA to complete the assessment of the remaining properties and to prepare mitigation plans for any remaining contaminated properties.

Map 1 -Planning Area Boundary



The Old Town South Revitalization Planning Area (the “Planning Area”) lies just south of Giss Parkway and encompasses approximately 107 acres. This area includes a total of 40 vacant and underutilized properties, totaling approximately 55 acres, with the remaining acreage being made up of public right-of-way and interspersed with housing, office and industrial uses. Challenges in the area include irregular land subdivisions, poor infrastructure and low property values. Opportunities include a diverse development potential, Brownfield funding resources and proximity to the Main Street Historic District, the Colorado Riverfront and Interstate 8.

B. Purpose

The primary purpose of this Implementation Strategy is to further refine the concepts developed in the 2014 Revitalization Plan and provide an “outline” of the steps that may be required to pursue the redevelopment and revitalization of properties within the Old Town South Planning Area.

Utilizing 2016 funding available from EPA, the City will complete its environmental assessment work in the Old Town South Planning Area and the preparation of this concept development planning and strategy document (this “Implementation Strategy”). In anticipation of the completion of these final mitigation efforts and environmental clearance of the remaining properties within the Old Town South Planning Area, the City has undertaken the preparation of these additional planning, conceptual development, and implementation strategies.

Yuma’s economy is slowly recovering from the 2008-2010 recession and many economic indicators show growth, however the growth of the local economy continues to lag the growth rates of the remainder of the state and nation. There are many reasons stated and debated for this growth lag, but the focus of this document and the 2016 EPA funding is the preparation and positioning of the properties within the Old Town South Planning Area to take advantage of suitable economic development opportunities as they arise. If the community waits to complete the preparation and packaging of properties within the Old Town South Planning Area until opportunity knocks, it will be too late to take advantage of that opportunity. The City is committed to continuing to work with the stakeholders of properties within the Old Town South Planning Area and with the economic development community to prepare ourselves for that next opportunity.

This document contains reviews and assessments of the (i) 2014 Revitalization Plan; (ii) the current Yuma economy; (iii) limitation and opportunities for development of the Revitalization Area; and (iv) revisioned development concepts for the Revitalization Area.

Following the lead of the General Plan, the Redevelopment Plan and the Revitalization Plan, this Implementation Strategy will propose specific concept development plans for the Old Town South Planning Area and outline techniques for the implementation of those plans, with consideration of the community’s current economy.

II. 2014 Revitalization Plan - Revisited

A. 2014 REVITALIZATION PLAN PURPOSE:

In 2012 the City of Yuma pursued funding through the EPA Brownfield program to clear the path for revitalization of the Old Town South neighborhood. As part of that funding, the Old Town South Revitalization Plan (hereafter referred to as “2014 Revitalization Plan”) was created to guide development. The proximity of Old Town South to the developed portion of the Main Street Historic District (the “Downtown”) and the Colorado River presents an opportunity to build on and support the ongoing redevelopment of the Downtown and the Yuma Riverfront. As stated in the 2014 Revitalization Plan, the over-riding goal was “the reuse of a culturally significant and well positioned Yuma locale, to be accomplished by a multitude of incremental steps or actions of development. Substantial and ongoing private reinvestment in the Planning 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 goal, it will be the public investment in transportation, utilities and other facilities that will link these individual, private reinvestments into a cohesive, identifiable and sustainable place. With adjacency to historic Main Street and a walkable distance to the riverfront, Old Town South is poised to provide the next stage in the revitalization of this unique area of Yuma”.

B. COMMUNITY OUTREACH & VISIONING:

Central to the creation of the 2014 Revitalization Plan was the outreach and engagement of the community through numerous presentations and open houses as well as print and digital engagement. The public engagement program associated with the development of the 2014 Revitalization Plan went beyond the requirements of the EPA grant which funded the project. Outreach efforts included a three-day program of meetings and presentations, followed by City Council briefing in June 2013, followed by an open house and on-site project tours to gather additional public comment, all of which were attended and reported by local news media. Throughout the outreach process, individual meetings with potential stakeholders were also held to gauge interest in the project. This outreach process continued throughout the visioning process and in February, 2014 an update on the progress of the Revitalization Plan was presented at a City Council Meeting, with an open public meeting held afterwards to obtain additional public input on the concept proposals of the plan. This visioning process generated a wide array of ideas and desires for the Old Town South Revitalization Planning Area. Ultimately, the blighted and undeveloped nature of most the Old Town South Planning Area properties, focused the comments received during the visioning process on a consensus priority of the revitalization of basic infrastructure, with broad desires for residential or commercial activity. There were some very specific ideas expressed, but the simple idea of development, was repeated numerous times in the comments.

C. STATEMENT OF REDEVELOPMENT GOALS & OBJECTIVES:

(Includes direct excerpts from the 2014 Revitalization Plan)

The 2014 Revitalization Plan was an outgrowth of the community vision contained within the City’s 2012 General Plan. The 2014 Revitalization Plan was envisioned to be an implementation tool for the Old Town South area, as envisioned in the General Plan. The Revitalization Plan restated the vision, goal, and objectives of the General Plan for the Old Town South Planning Area and utilized the community input received during its visioning process to further refine and define “area specific” goals and objectives for the Old Town South Planning Area.

Statement of Revitalization Goals and Objectives. In addition to the broad-based goals, objectives and policies established in the General Plan, the 2014 Revitalization Plan further defined specific actions to further the community’s vision for the Old Town South Planning Area. Through community outreach, the following principles, goals and objectives were presented as a guide towards the transformation of the Old Town South Planning Area into a functional and productive region of the community once again.

Principle: Environmental Rehabilitation

Railroad uses dominated the landscape through the mid-20th century in Old Town South, but various related and unrelated industrial activities also occurred in the area. These industrial uses

have been known to leave environmental remnants in surrounding soil, which can only be fully discovered through soil testing. The Revitalization Plan recognized that as a Brownfield, Old Town South more than likely had some environmental contamination. Although some areas thought to be contaminated may not be, the perception of contamination also impedes development in the area. Successful redevelopment of Old Town South hinges on adequate environmental assessments to create a specific development plan(s) that are sensitive to the needs of the area. The Revitalization Plan presented the following Environmental Rehabilitation Goals:

Goal ER1: Perform environmental surveys throughout Old Town South to properly guide development.

Objective 1.1.: Create a program for site assessment in the area that encourages property owners to perform environmental testing.

Objective 1.2: Perform environmental surveys on city owned property and right-of-way.

Goal ER2: Create a specific plan based off environmental findings.

Objective 2.1: Retain historically significant structures that define historic character of the area.

Objective 2.2: Develop design guidelines that endorse the historic identity of the area.

Principle: Economic Vitality

Old Town South was once a center of industry in Yuma. The business of transportation, both up the river and across it, put Yuma on the map in the modern era. This industry and transportation-related ventures provided significant jobs during Yuma's early days. Housing for both temporary and permanent rail workers was constructed in the area, sometimes uncomfortably close to the rail lines by today's standards. Most land within the Revitalization Area is either vacant or underutilized, and the boundaries of Old Town South border a wide spectrum of uses. Successful revitalization of Old Town South will need to involve integration of new uses with the varying perimeter environment. This creates opportunity for a wide range of land uses within the Revitalization Area, from commercial and service to residential and civic. The Revitalization Plan presented the following Economic Vitality Goals:

Goal EV1: Bolster the North End economy with new residential development.

Objective 1.1: Expand the number of residential units in the North End.

Objective 1.2: Provide unique types of housing that aren't available in other areas of Yuma.

Policy 1.2.1: Incorporate a diverse demographic through unique housing types such as college dorms for area students and condos geared towards retirees and young professionals.

Objective 1.3: Utilize the distinct qualities of the area when designing residential development.

Goal EV2: Create opportunities for economic expansion in the North End

Objective 2.1: Develop anchor-type commercial development on properties along Giss Parkway.

Objective 2.2: Encourage types of business needed to support area residents.

Objective 2.3: Develop small commercial spaces for start-up companies and “mom and pop” businesses.

Objective 2.4: Rezone industrially zoned property south of 5th Street to a commercial designation.

Objective 2.5: Assemble land into parcels of useful sizes and shapes.

Objective 2.6: Use state-enabled economic incentives to attract businesses into the area.

Principle: Civic Infrastructure

Since the railroad development of the 1870’s, Old Town South has been divided diagonally by railroad tracks. As the city grew, the railroad hub acted as an obstruction to the mostly gridded civic infrastructure design. This caused roads and utility lines to dead end at various places throughout Old Town South. Operation of the railroad shifted in the 20th century, and new tracks were laid on the elevated ground that makes up the eastern boundary of Old Town South. The new operation also shifted the intensity of the railroad use out of Yuma and the ancillary businesses around the old railroad hub left the area.

Completing the civic infrastructure in Old Town South is a critical step to accommodate new business and residents. Basic infrastructure such as roads and water lines are needed throughout the district. Cultural infrastructure such as civic spaces and parks are needed to help provide the area with a sense of place. Investment in both types of infrastructure is necessary for a successful revitalization of Old Town South. The Revitalization Plan presented the following Civic Infrastructure Goals:

Goal CI1: Complete basic public infrastructure in the Old Town South Revitalization Area.

Objective 1.1: Pave the street network in the district

Policy 1.1.1: Utilize Complete Streets principles to accommodate all modes of transportation in the district.

Policy 1.1.2: Create a pedestrian connection on the north end of the revitalization area across Giss Parkway.

Objective 1.2: Extend water and sewer lines in the district.

Goal CI2: Provide cultural infrastructure to strengthen the sense of place within the Old Town South Revitalization Area.

Objective 2.1: Capitalize on the views from Black Hill by developing it as a civic point with trail access.

Objective 2.2: Design the intersections of private property and public right-of-way to provide for informal public spaces.

Objective 2.3: Create a bike path along Gila Street that connects to the existing path along the Colorado River.

Objective 2.4: Reinforce the distinct cultural identity of the Old Town South Revitalization Area with monuments, buildings and other identifiable features.

D. 2014 Revitalization Plan – Ongoing Relevance

The ongoing relevance of the 2014 Revitalization Plan (the “Plan”) remains significant and continues to summarize the community’s vision for the project area. While remaining very relevant, the vision contained in the Plan is just that, a vision, unless implemented, which of course is the more difficult part. Without the community’s ongoing commitment to implement its principles, goals and objectives contained in the Plan, the Plan could suffer the fate of many plans of many communities – shelved. While all principles, goals and objectives of the Plan may not ultimately be implemented, they remain the community’s “vision and guide” for the Planning Area. The Plan Principle: Environmental Rehabilitation remains the “hinge” for, and its successful completion, becomes the basis of the development of the community’s implementation strategy. Another core vision principle of the Plan, “Civic Infrastructure” must also become the core or foundation of the community’s implementation strategy. Without the successful completion of the community’s public infrastructure throughout the project area, there remains only limited opportunity for the community to attract the significant public/private investment that will be necessary for the successful implementation of the “community vision” reflected in the Plan.

E. 2016 Project Area Property Condition Status

This Implementation Strategy is another tool to be used to build upon community direction laid out in the 2012 General Plan Update, the North End Redevelopment Plan and the 2014 Revitalization Plan. Authority to develop the General Plan, the Redevelopment Plan and the Revitalization Plan and this Implementation Strategy 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 such planning and redevelopment efforts. That process began with the original adoption of the Yuma North End Redevelopment District, which has been amended and augmented numerous times since to provide continued relevance. The preparation of the 2014 Old Town South Revitalization Plan provided a community vision plan for the Old Town South Planning Area of the North End Redevelopment District. The Project Team began the process of developing an implementation strategy for the Planning Area, by further refining and defining the extent of or focus of the Planning Area down to a more specific Project Area. Working from the Revitalization Plan, the focus for the Implementation Strategy became the 40 vacant, underutilized or environmentally challenged properties along with the incomplete right-of-way adjacent thereto, comprising approximately 55 acres of the original 107 acres of the original Planning Area (the “Project Area”). The remaining 32 properties, approximately 52 acres, primarily located in the southwest portion of the Old Town South

Planning Area, contain existing housing and light industrial use where ongoing private investment has and continues to occur, and where the public infrastructure is primarily complete. It is felt that by concentrating the community's redevelopment efforts and resources on the more challenged properties within the area that continued reinvestment in the remaining portions of the Planning Area will be encouraged.

To further define the current condition of the properties within the Project Area, the Project Team began with the preparation of an external Building Conditions and Property Survey. The existing buildings, property conditions and their environmental status were surveyed, documented and summarized in the "Yuma Old Town South Redevelopment Area, Building Conditions and Property Survey" (the "Survey"). The Survey was conducted in May 2016. The Survey evaluated the 40-individual vacant, underutilized or environmentally challenged properties contained in the Area, which total approximately 55 acres.

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. (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. (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 sloping 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. (Rehabilitation would exceed 50% of replacement cost or may not be permitted under current codes.)

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.

Identification of Survey Findings:

Of the 40 properties located within the Survey Area, only one property (2%) was rated as Standard. There are 25 vacant properties (62.5%) within the Survey Area. The remaining properties surveyed were placed in non-standard condition categories as follows:

- 6 properties (15%) Deficient-Rehabilitation Feasible
- 4 properties (10%) Deficient-Rehabilitation Questionable
- 5 properties (12.5%) Substandard

In Addition:

- 19 properties (47.5%) have completed Phase 1 and/or Phase 2 Environmental Assessments
 - Private Sector has independently assessed 13 private properties.

F. PROPOSED LAND USE

The General Plan and the Revitalization Plan encourage the development of a variety of commercial, residential and mixed uses in the Redevelopment Area to encourage investment and reinvestment. The Revitalization Plan visualized in-fill redevelopment of “basic infrastructure and broad desires for residential and commercial activity” for the Planning Area. The Revitalization Plan also visualized five future hypothetical development scenarios (“Studies”) that reflected comments that were received during the public workshops. Two of the Studies visualized development along Giss Parkway, which was a key to initiating revitalization. The other Studies displayed unique uses of public space that would help define the area. The Revitalization Plan ended with a general summarization of the economic development techniques and incentive tools available to the City. These tools are also identified in the City’s Economic Incentive Policy contained in the Implementation Strategy of the 2013 Amendment to the Yuma North End Redevelopment Plan, with the approval and addition of the Yuma North End – 16th Street and 4th Avenue Redevelopment Area, which were adopted to encourage the development of a general mixture of entertainment retail; service commercial; residential; office and other employment uses connected along a system of revitalized roadways, with pedestrian and transit friendly sidewalks throughout the North End Redevelopment Area.

Following the lead of the General Plan, the Redevelopment Plan and the Revitalization Plan, this Implementation Strategy will propose specific concept development plans for the Old Town South Planning Area and outline detailed techniques for the implementation of those plans.

III. 2016 YUMA ECONOMIC AND MARKET CONDITIONS AND RECOMMENDED ALTERNATIVE USE

A. Yuma Economy

Population: During the period 2000-2010 City of Yuma's population grew by approximately 20.1% to a 2010 total of 93,064 residents, and a total for Yuma County of 195,751 residents. Since the end of the 2008-2010 Great Recession, the Arizona Department of Administration estimates the Yuma MSA population rate has slowed to an average of approximately 1% per year, with a July 1, 2015 population estimate of 97,950 (a 1.5% increase over the previous year) and a total for Yuma County of 214,991 residents. This compares favorably the 5-year averages and 2015 growth rate of the Phoenix MSA (5-yr average 1.26% and 2015 rate of 1.77%) and the State (5-yr average 1.06% and 2015 rate of 1.37%)

The Bureau of Labor Statistics (BLS) estimated the unemployment rate for Yuma in 2009, at the height of the Great Recession, to be 22.9 percent, rising to a high of 27.9 percent in June 2012 and dropping to 21.5 percent in June 2016. With jobless rates that high in their second decade, experts say, Yuma's population should be plummeting, like has been seen in other parts of the country impacted by high unemployment. Locally, the Greater Yuma Economic Development Corp. has challenged the BLS numbers as too high and artificially inflated by unjustified jobless claims, with the local jobless rate being recently reported by the Yuma Sun as 13.9% (March 2016). Even at this lower local estimate, the jobless rate is still about 50% higher than Arizona's current 6.9 (BLS) percent and the nation's 5.1 percent rates. Yuma's traditionally higher unemployment rates can also be linked to the region's tourism and agricultural based economy and its seasonal nature. Almost 40% of the jobs in the Yuma region are agricultural based and it's estimated that approximately 9% of non-agricultural jobs are tourism based. Whatever the reasons for the traditionally higher unemployment rates, they do not stop the local population and economy from continuing to grow.

Yuma's Economy is heavily influenced by its geographic location twenty miles from Mexico and on the border with California. This geographic location is also reflected in its population makeup reported in the 2010 Census, 54.8% Hispanic or Latino, 30.8% White and 14.4% other races; 52% language other than English spoken at home; 26% foreign born persons. In addition to geography, many other factors influence or are influenced by the regional and local economy.

Educational Attainment: The 2010 Census reports, the City of Yuma has a relatively low educational attainment level; 71.7% high school graduates & 14% with a bachelor degree compared to 85.9% and 86.3% high school graduates & 27.1% and 29.3% bachelor degree for the state and nation respectively. Educational attainment rates of the local workforce are one of the more significant traits that potential employers use to select new business locations, especially when scouting locations for high tech and higher paying jobs. Thus, even with a large unemployed workforce available, seasonal or not, the skills of that workforce may not match with a potential employer's needs, which are becoming more technologically sophisticated. While lagging the state progress, especially within the last three years, is being made. Two educational initiatives, carried out by the Helios Educational Foundation and the Yuma Union High School District are reporting progress:

- **Arizona Latino Student Success Initiative:** - Helios Educational Foundation
Helios' mission, in part, is "Advancing Academic Preparedness and Foster a College-Going Culture..." with its focus being on increasing the educational attainment of the Latino population.

“The changing demographic landscape indicates that Arizona has one of the largest and fastest growing Latino student populations in the nation. At 44 percent, Latinos make up the largest proportion of Arizona’s population of children and there are more Latino children than White children in the state’s public schools. However, Latino students trail their state and national peers in academic performance and degree completion. Arizona’s economic future is dependent on our ability to ensure all students, but especially Latino students, are prepared for success in college and career. Through our Arizona Latino Student Success Initiative, Helios Education Foundation is committed to improving quality, access, and achievement across the P-20 education continuum, ultimately leading to more Latino students completing a postsecondary degree”.

- **Ready Now Yuma: Yuma Union High School District (YUHSD)**

Ready Now Yuma is an educational partnership between the Yuma Union High School District (YUHSD) and Helios Educational Foundation, which is making significant improvement in the percentage of high school graduates that are going directly into college or certified vocational training after graduation. “Yuma’s current and future high school graduates are entering a world that requires the ability to think critically, solve complex problems, innovate, collaborate, and so much more. To prepare our students effectively, we must better understand how they are performing today, work together to raise the academic bar, and provide them with the support they need to succeed. Through the district-wide implementation of Ready Now Yuma, we are transforming our classrooms and culture to meet the needs of our state and community, improve the academic performance of our students, and help them plan their way to success in college and career”. The Helios Educational Foundation supports the YUHSD implementation of the Ready Now Yuma initiative with financial, technical and professional teacher coaching and mentoring program support.

Are the programs a success? As reported by the Expect More Arizona website success is nowhere more apparent than in Ready Now Yuma’s growth in College Board Advanced Placement Courses. In 2001 the small number of AP students was comprised of 62% white, and 38% minority (89 total students). That distribution was almost the opposite of the YUHSD district demographic of 8,120 students which were 73% minority and 27% white. In 2012 the number of AP exams administered was 1,845 and of the students who took those exams 79% of them were minority, and 21% of them were white. That distribution was a near match to YUHSD district demographic of 10,968 students, of which 82% were minority and 18% were white.

Once local students have been prepared to enter college, there are other efforts led by Arizona Western College and Northern Arizona University Yuma to assisting students to remain in college and be successful.

Commercial Development Markets:

In comparison to the pre-recession, Yuma’s economy, like much of the rest of the state’s and the nation’s, post-recession economies, can be characterized as having slow but steady growth. A contributing factor to the recession and to the post-recession slow growth economy is the over development of retail, office and residential space, here, the state and throughout the nation, especially during the 2000 to 2009 timeframe here in Arizona, which has left construction lenders leery of any new speculative development. Especially in retail development, where in the U.S. there is approximately 46.6 square feet of retail space per capita, compared to 1.5 square feet per

capita in Mexico and 13 square feet per capita in Canada. Now post-recession, with the massive growth of online retailing, consumers have every retail store in the world resting in their pockets, just a key tap away, wherever and whenever they choose. Add together this explosive growth of internet and mobile shopping and the oversaturation of physical retail locations operated by the largest U.S. retail chains and it becomes even more obvious that we are entering the period of what Forbes Magazine calls the “Great Retail Demassification”. Downsizing the size of physical retail stores and the number of retail stores is a significant trend in U.S. retailing and it is a trend that will undoubtedly continue throughout 2016 and beyond. Even as Yuma demand increases at its steady pace, current low levels of lease rates on available vacant existing commercial space, both retail and office, also limits lending for new construction, creating a paradox where new commercial space can’t be leased for what it costs to build it, at least in the eyes of construction lenders. A contrasting benefit to the lack of new commercial development, especially speculative development, is that there is new construction of preleased build-to-suit and in-fill rehabilitation of existing commercial space moving the recovery forward. Fueled by the City’s land packaging, public improvements and economic development incentive policies, within the last few years in the North End Redevelopment Area there have been numerous build-to-suit new construction and existing building rehabilitation projects completed or under construction.

A similar over-construction of new business and tourist hotel units occurred during this same time frame leading up to and into the recession, which could take many years before occupancy rates and average daily rental rates stabilize and increase to the point that additional room construction is justified. Although, there has been recent interest expressed and financial support available, in extended-stay hotel rooms.

Residential Development Markets:

Yuma’s low available residential lease rates have had a similar stymieing effect on the construction of new “market-rate” multifamily housing. While there have been numerous government-subsidized residential projects constructed for the low-income and elderly markets, no new market-rate multifamily housing has been constructed in Yuma since 1990. This new-construction drought of market-rate rental apartments is due, in part, to the adverse condition of market rents being less than the level required to justify new construction. In addition, during the recession, thousands of single-family homes were foreclosed upon, then placed on the rental market thus further depressing rental housing lease rates. Add to that, the low interest rates and moderate single-family home prices of the recovery that have made the cost of owning a single-family home highly competitive to leasing an apartment, further reducing market demand. Although it is felt, by local builders, that there may be a segment of market demand for new “contemporary” rental housing with more modern amenities, market rents would need to be substantially higher than current rents to permit new apartment development.

B. Old Town South Development Opportunities

The Old Town South Revitalization Plan reuse studies and concepts focused on the community’s vision of the Revitalization Area as a fully developed mixed-use area of residential and commercial uses, intermixed specific civic uses and improvements, essentially a continued expansion of Downtown Yuma. The above overview of the local economy while finding doubt in many of the development segments of the local economy other than the mainstays of agricultural (30%) and governmental/military sectors (19%), also recognizes a steady, albeit slow, growth. It also recognizes that it could be many years before this steady growth could fully utilize the already developed and available space, and create a new demand for

development into new areas like the Old Town South. This leads to the question of what development market segment(s) could or should be used to revitalize the Old Town South Project Area properties. Throughout the history of the Old Town South Project Area, the area was developed with uses that were used in “support” of the development of the community and the Downtown. The continued redevelopment of the Downtown is the primary focus of the North End Redevelopment District which is primarily focused on developing entertainment, retail, office and civic uses infilling vacant or underutilized building space, creating a “sense of place”. For this redevelopment process to continue, the Downtown needs the support of the community and its surrounding neighborhoods, the Riverfront, Old Town South, Century Heights, and the other historic neighborhoods to the west. These adjacent neighborhoods need to be revitalized with uses that bring people to these areas for other supportive reasons, i.e. housing, lodging, education, employment, etc., not with uses that compete with Downtown uses, but support them. Infilling these “support” areas with “people-generating” uses will provide the Downtown with a neighborhood customer base to support continued revitalization.

While reviewing the local economy and its trending market demands, two overriding community needs came to focus as potential opportunities for the revitalization of the Old Town South Planning Area, without directly competing with the Downtown. These two needs are higher workforce educational attainment and higher paying employment opportunities. Increasing the local opportunities for and greater access to higher education is an identified need and focus for educators, economists and economic development specialists in Yuma. Providing higher education opportunities to local students that don’t require them to leave Yuma and their families, then becomes a high priority. Providing higher education opportunities locally, would over time provide an overall higher educational attainment level in the workforce that larger, higher paying employers are seeking. These employers also need access to prepared building sites, so having an inventory of right-sized, well located building sites is a priority. Obviously these two needs are supportive of one another and both require what the Old Town South Project Area has, mostly vacant, developable land. Preparing the vacant, underutilized and environmentally challenged properties of the Project Area to provide “build-ready” site(s) to take advantage of these opportunities thus becomes the renewed focus of this Implementation Strategy.

*Note: Attached hereto as **Exhibit 2** is a 2016 case study titled “A Downtown Yuma University” written by Saul Albor, Intern for the Greater Yuma Economic Development Corporation, which presents a solid position in favor of a Downtown University Campus*

C. Alternative Use Concepts and Development Plans

The Project Team recommends that the focus be placed on preparing the Old Town South Area properties to take advantage of the educational and employment development opportunities discussed here. Staging these properties to provide readily available buildable development site(s) to take advantage of the opportunities presented. The Project Team has prepared a conceptual development plan for a 2,000-4,000 student Downtown Yuma University Campus and Branded Research Park, attached hereto, to provide the community with further focus on the opportunities currently available:

- **Concept Plan: Combined Downtown Yuma University and Branded Research Park Concept.**
 - 2,000-4,000 student campus (200-300,000 sq.ft. core building space)

- Student Housing / Apartments (350,000-430,000 sq. ft.) Provide as a possible student housing use transition from research park to adjacent historic neighborhoods.
- Approximately 28-acre University Branded Research & Development Park. (150-250,000 sq. ft. core building space.) (1000-1500 employees)
- Provide large and small lot development opportunities.
- Repurpose Historic structures as support facilities
- Extend Main Street connection to Downtown and Transit Center.
- Provide ancillary public uses envisioned by the 2014 Revitalization Plan, including enhanced streetscape, public trails and paths, public parking, revitalization of the historic Southern Pacific Freight Depot, Gila Street Greenway, and Black Hill Trail and Overlook.

The overriding goals of the Revitalization Plan and this Implementation Strategy are:

- Completion of Environmental Assessments and Mitigation of all contaminated Project Area properties.
- Acquisition and assemblage of properties required for public use, i.e. streets, utilities, parks, educational campus, public parking, etc. pursuant to the concept plan(s).
- Improve public infrastructure within and adjacent to the Revitalization Area.
- Utilize the City's economic development policies and incentives to assist in the removal or rehabilitation of blighting influences and infill with alternative uses in support of the chosen revitalization concept.
- Utilize the City's economic development policies and incentives in support of the rehabilitation (where feasible) and reuse of existing historic structures in support of the chosen revitalization concept.
- Redevelop the Project Area with a priority for people-generating uses, such as Educational/Institutional and employment rich, R&D and Technology-based reuse in support of the community and the adjacent Downtown.

A higher intensity and quality of reuse of the Project Area properties will anchor the public and private investment necessary to spur the continued revitalization and redevelopment of the entire Redevelopment Area, planned to serve not only the neighborhoods surrounding the Downtown, but more community-wide market needs.

Multi-Phased Concept

Located just south of downtown the University for Yuma – Downtown Campus and Research Park Concept Plan begins with establishing a strong circulation network that will provide pedestrian and vehicular connections as an extension of downtown and allow circulation through the site to the south. These connections essentially organize the site into four zones: academic campus to the northwest, historic preservation to the north, research park to the east and south and residential to buffer on the west to the existing single family residential. This concept allows for a multi-phased approach allowing flexibility for growth of academic and research components independently that work together to achieve a long-term vision.

Connections

Main Street will extend south of Giss Parkway past the historic rail depot building and then bend toward the east to connect to Arizona avenue/Gila Street with a multi-modal roundabout and

landscape gateway in the heart of the development. A connector pocket park frames the backdrop of the roundabout and provides an opportunity for consolidated research district retention. A north/south landscape pedestrian path will run adjacent to Gila Street and extend south from Giss Parkway to align with Arizona Avenue providing the primary north south connection through the site and access to the research parcels. This north south connection will integrate into Giss Parkway with a multi-modal roundabout allowing pedestrian and bikes to cross with a safety buffer of a single car length allowing a car to yield outside the roundabout between the crossing and flowing traffic. The pedestrian connection will run along the western edge of Gila street engaging the new research parcels and then cross around the central roundabout connecting the two parks and then run along the eastern edge of Arizona avenue to the southern boundary of the redevelopment area. This landscaped path may also function as a storm water conveyance feature mimicking a desert arroyo. At the southern boundary, the pedestrian connection crosses Arizona Avenue and runs west to the Black Hill recreation area and connecting back to 1st avenue.

Campus

The academic campus plan is organized around a centralized campus mall that originates at the intersection of Giss and Madison Avenue and runs diagonally southeast toward the intersection of 6th street and Arizona Avenue. The primary campus buildings are arranged along this central mall with opportunities for specialized pavilion structures to act as focal points within the mall and gathering spaces. At the southern edge of the campus an east west extension will act as the primary connection to the student housing and residential neighborhood. At the northeast corner of the campus zone lies the existing railroad depot building which will be converted into a restaurant/retail or student union while maintaining the historic character unique to Yuma and this former railroad site. The architectural character of the campus will be inspired by the agricultural history of Yuma while incorporating modern materials and innovative technologies.

Overriding Concept Implementation Goals

A higher intensity and quality of reuse of the Project Area properties will anchor the public and private investment necessary to spur the continued revitalization and redevelopment of the entire Redevelopment Area, planned to serve not only the neighborhoods surrounding the Downtown, but more community-wide market needs.

[illegible]

Map 3 - Phase One of Concept Plan: Downtown Yuma University and Branded Research Park.



D. Project Area Design Policies:

Revitalizing and expanding on the unique character of the Project Area is much more difficult than in other established neighborhoods in Yuma, because so little of the original character remains. However, there do remain a few “representative” design cues from the past railroad and agricultural uses, i.e. the railroad freight depot and the domed citrus-packing building, that provide design cues for future in-fill development. Designers of contemporary in-fill reuse structures should look to these cues from the past to provide a context and connection to the community’s past. The Revitalization Area, the Downtown and their adjacent residential neighborhoods are 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.

1. Old Town South Revitalization Area Guidelines and Policies:

The primary focus for redevelopment of this area, as stated previously, will be encouraging the design and development of major education/institutional and/or a large employment center. This area is envisioned to contain a mixture of larger scale educational/institutional, research & development and employment reuses, intermixed with public uses and connections to the adjacent Downtown, the Riverfront and the surrounding residential neighborhoods.

A key component to the Old Town South Revitalization Area should 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 provide a contemporary but complementary nod to the past. It is not intended to be a forced "theme park" type motif that limits design creativity and uniqueness, but should provide a contemporary interpretation of design cues from the past. The new architectural character of the Revitalization Area should provide for an eclectic mix of styles that may have evolved over many decades of slow development, like the Downtown, while still providing for its own character.

Improving the pedestrian/public transit environment within the Project Area by encouraging new development to provide direct pedestrian access to its improved street network and the planned Downtown Transit Center is vital to the success of the Concept Redevelopment Plan. The streetscape improvements of the Project Area are meant to provide for safe and efficient traffic flow, while providing a comfortable pedestrian-transit connected environment, but still acknowledging that primary access to the Project Area will be by automobile.

- Develop the Project Area to include a possible mix of larger educational, institutional and/or employment use buildings in a campus or employment park setting, possibly including student housing, all fostering pedestrian interaction amongst these uses and their connection to the adjacent Downtown and historic neighborhoods.
- Encourage the design of new, varied and interesting building facades to provide an eclectic mix of buildings, contemporary yet compatible with the Downtown and sympathetic to the adjacent residential neighborhoods. New buildings should be designed to reflect the use, function and character of the Project Area.
- Establish and implement unique standards for public streetscape improvements within the Project Area 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.

- Design a pedestrian/transit-oriented character for new buildings developed within the Project Area, while still providing for a campus or research park atmosphere. Reduced setbacks bring building entries close to the street/sidewalk and promote pedestrian/transit activity. Promote and encourage the construction of pedestrian plazas or strong design connections from the streetscape system to the entryways of adjacent 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 Project 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 Project Area and its connections to the Downtown with pedestrian amenities, including shade structures and covered walkways, benches, bicycle parking, seat walls, decorative surface treatments, artistic features, drinking fountains, water features, pedestrian scale lighting, canopy trees, and landscape planters separating pedestrians from automobiles.
- Provide for attractive and functional signage that is in scale with the buildings and uses and reflect the functional requirements of the area.
- Provide public art opportunities within the right-of-way of the Project Area, including the use of “artist designed” streetscape and transit elements.
- Promote and provide multimodal access to the Project Area and the Downtown Transit Center to provide access from all areas of the community; so, people can walk from home or drive, bike, or ride public transportation to the Project Area from all parts of the community. This would be accomplished by the City’s commitment to complete its ongoing CIP-based transportation infrastructure program.

2. OTHER PROGRAM COMPONENTS - Connections–Roadways/Bikeways/ Transit: (Includes excerpts from the 2012 General Plan)

a) Existing Roadway, Bike and Transit System

The Project Area has existing connections to its surroundings, primarily along Giss Parkway and Madison Avenue and from there to the community grid pattern of arterial, collector and local roadways as outlined in the General Plan and below:

- Principal Arterial:** In the General Plan, 16th Street (US Highway 95) is designated as a Principal Arterial Constrained in the North End Redevelopment Area. Principal Arterial roadways are major carriers of cross-town traffic that typically have 6 through traffic lanes and include a provision for bikeways. 16th Street is the only Principal Arterial within or adjacent to the North End Redevelopment Area and there is currently no direct connection between the Project Area and 16th Street. However, there exists Redondo Center Drive (east of project area) and 1st Avenue (west of project area) which have unimpeded access between 16th Street and the project area which may alleviate some of the traffic concerns for the project area until the direct connection to 16th Street can be constructed along the Arizona Avenue/Gila Street alignment. The Revitalization Plan and this Implementation Strategy conceptually proposes that within the

constraints of the City's Capital Improvement Program (CIP) that a direct connection to 16th Street be constructed as a collector street along the Arizona Avenue/Gila Street alignment to the Project Area and then making a round-about connection to the Downtown at Giss Parkway and Gila Street. While the City of Yuma had previously planned an ambitious program for Arizona Avenue and purchased considerable right-of-way, it has reduced it as a priority. Revisiting the scale, width, and priority of this road will be necessary to make optimal use of this entire area.

ii) **Minor Arterial:** In the General Plan, a number of roadways are designated **Minor Arterial Constrained in the North End Redevelopment Area**. Minor Arterials are streets that serve moderate length trips across an urban area and include a provision for bikeways. In addition to the portion of 16th Street designated as a Minor Arterial within the Redevelopment Area the following roadways are also included in the list of Minor Arterials:

- Giss Parkway (east of 4th Ave) Existing 4 Lanes
- 8th Street (from 4th Ave west - Existing 5 lanes
- 4th Ave (from 1st St to 18th St, and beyond) - Existing 4 Lanes, with continuous left-turn lane

Giss Parkway is the only Minor Arterial within the Redevelopment Area that provides direct access to the Project Area and the Downtown. Giss Parkway also provides direct connection to Interstate 8 from the Project Area and the Downtown.

iii) **Collectors:** In the General Plan, a number of roadways are designated **Collectors in the North End Redevelopment Area**. These roadways include:

- 1st Street (from 4th Ave east)
- 1st Ave (from 1st Street south to 18th Street and beyond)
- 3rd Ave (from 14th St north to 6th St)
- 5th Ave (from 14th St to 8th St)
- 8th Street (from 3rd Ave to 4th Ave)
- 10th St (from 1st Ave to 5th Ave and beyond)
- 12th St (from 1st Ave to 5th Ave and beyond)

Collector streets are usually shorter in length and have lower traffic volumes than Arterial roadways. Collectors are not designed to carry large volumes of traffic from one end of town to the other. A collector street provides a mix of moving traffic and provides property access. These streets are typically designed as intermediate streets located between two arterials. While the General Plan designates these roadways as Collectors; the North End 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. As noted above, the Revitalization Plan and this Implementation Strategy conceptually propose that within the constraints of the City's Capital Improvement Program (CIP) that a direct connection to 16th Street be constructed as a Collector Street along the Arizona Avenue/Gila Street alignment to the Project Area and then making a round-about connection to the Downtown at Giss Parkway and Gila Street. This Implementation Strategy conceptually proposes that this new roadway be constructed as a 2-lane roadway with landscaped median and left turn access points.

iv) Bikeways:

The Yuma Bicycle Facilities Master Plan is a unified system that provides bicyclists with safe, convenient, accessible facilities that promotes bicycling through a well-marked, mapped and publicized bike network. The Bicycle Facilities Master Plan and the Transportation Master Plan, both identify 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 North End Redevelopment Area:

- 5th Avenue (14th St to 1st St)
- 8th Street (5th Ave west)
- 1st Avenue (12th St north)
- 1st Street (east of 4th Ave)
- Giss Parkway (east of 4th Ave)
- Gila Street (from the river south through the Redevelopment Area)

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 2014-2037 Regional Transportation Plan includes specific Short and Long Range Transit Plans to provide enhanced accessibility to the system. These plans include increasing service on existing routes, and creating new circulator routes in Yuma, constructing a multi-modal transit center, and establishing a Transit Authority. The current YCAT fixed-route bus system consists of seven separate routes. There are three circular one-way, center city routes currently providing service to the Yuma Downtown Transit Center, one block north of the Project Area. A map of the current transit routes is available at www.ycipta.org.

The full rehabilitation of the Del Sol Hotel Transit Center and the extension of Arizona Avenue south from 16th Street, through the Project Area to the Downtown Transit Center would provide the opportunity for direct service to the Project Area Campus/Employment Park from all urban routes.

b) **Proposed Future Project Area Facilities:**

Proposed future roadway, pathways and park improvements within the Project Area are planned to specifically include the following: (See **Map 4** below)

- **Gila Street/Arizona Avenue to 16th Street Collector Street Improvements:** This Collector Street will provide the primary collector street through the Project Area then connecting to the Downtown, via a north/south extension of Arizona Ave/Gila Street between 16th Street and Giss Parkway, connecting at the intersection of Gila Street and Giss Parkway through a round-about intersection. This roadway would also connect to Main Street through another round-about connection where Main and Gila Streets south of Giss Parkway would connect to the Arizona Avenue Collector coming north from 16th Street. The Conceptual Development Plan for the Project Area proposes the initial construction of this collector street to include:
 - One through travel lane in each direction, divided by a 12 to 14-foot-wide landscaped median with intermittent left-turn bays constructed along the Arizona Avenue alignment from 16th Street north to the Main Street/Gila Street round-about. Five-foot wide bike lanes in each direction shall also be included in the roadway construction.
 - The round-abouts constructed to make connections at Giss Parkway/Main Street shall provide integrated, protected bike and pedestrian movements within the round-about.
 - Sidewalks will be constructed adjacent to the east side of the roadways and will be a minimum of 5 feet in width.
 - The Gila Street / Arizona Avenue Greenway (see below) will be constructed along the west side of the roadways.
 - If Possible and consistent with existing right-of-way constraints, a 5 to 8-foot landscaping strip will be provided between the east side sidewalk and roadways.
 - Enhanced landscape, street furniture, transit amenities, street/pedestrian lighting and signage will also be included.
 - Necessary improvements to sewer and water facilities and to storm water drainage, including storm water retention facilities, will also be constructed.
- **South Main Street/Giss Parkway to the Gila Street/Arizona Avenue Round-about Roadway Improvements:** Main Street south of Giss Parkway will be extended to the southeast to its round-about connection with Gila Street/Arizona Avenue within the Project Area. This roadway improvement will continue north along Gila Street to connect to Giss Parkway. This roadway will be constructed as a two-lane Local Street, including on-street parking where practical, as community priorities and financial capabilities allow.
 - One through travel lane in each direction, without a landscape median or continuous left-turn lane, with on-street parking where right-of-way permits. Sidewalks will be constructed adjacent to the roadway on both sides of Main

- Street segment. Sidewalks will be a minimum of 5 feet in width to accommodate pedestrians.
 - Enhanced landscape, street furniture, transit amenities, street/pedestrian lighting and signage will be included for this street.
 - Consider the installation of a HAWK (**H**igh-intensity **A**ctivated cross**W**alk) crosswalk at the intersection of Main Street/Giss Parkway to provide a pedestrian-friendly connection to the Downtown. HAWK is a pedestrian hybrid traffic control signal that is a special type of beacon used to warn and control traffic at marked, unsignalized crosswalks to assist pedestrians crossing a street or highway, with minimal disruption to traffic flow.
 - Necessary improvements to sewer and water facilities and to storm water drainage, including storm water retention facilities, will also be constructed.
- **Gila Street Greenway:** Along the west side of Gila Street and continuing along the west side of the Arizona Avenue collector, a 20-foot-wide landscape strip will be provided to accommodate the construction of the Gila Street Greenway as envisioned in the Revitalization Plan. Pursuant to the Concept Plan, within the Project Area, the Greenway will run along the west side of Gila Street south from Giss Parkway to a small pocket park at the round-about connection with Main Street and Arizona Avenue. From the pocket park, the Greenway will continue through the round-about and continue south along the west side of the Arizona Avenue extension to the south boundary of the Project Area at the 8th street alignment. The Greenway will then continue west along the 8th Street alignment connecting to the Black Hill Trail and Outlook, as envisioned in the Revitalization Plan. **Note:** The Yuma Bikeways Plan envisions that a bike and pedestrian path will continue north from Giss Parkway, along Gila Street, to connect with the Riverfront Pathway System.
 - Enhanced landscape, street furniture, transit amenities, street/pedestrian lighting and signage will also be included for the Greenway.
- **Other Local Roadways:** Local roadways within the Revitalization Area have partial and/or incomplete improvements which currently do not meet local roadway classification. Wherever possible and practical, local roadways within the Revitalization Area shall be completed in compliance with the City of Yuma Construction Standards, including sidewalk and lighting improvements. Local Roadways within the Revitalization Area which require improvements include the following:
 - 5th Street (Madison Ave to Cemetery Street)
 - 6th Street (Madison Ave to Main Street) and its extension east to Arizona Ave.
 - Cemetery Ave (5th Street to 7th Street)
 - Main Street (6th Street to 7th Street)
 - Madison Avenue (5th Street to Black Hill)
 - Maiden Lane (Giss Parkway south then turning east to a revised connection with Gila Street)

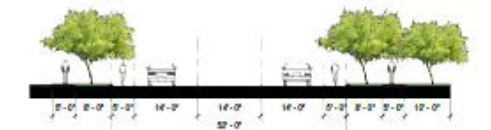
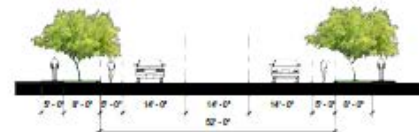
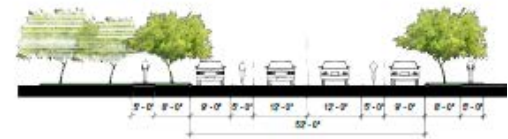
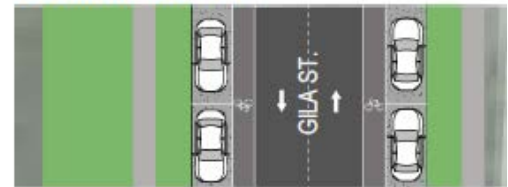
Map 4 – Old Town South Revitalization Area Circulation Concept Plan



Map 5 – Old Town South Revitalization Area Street and Pathway Character



ENLARGED TRAFFIC CIRCLE PLAN



Storm Water Drainage: (Includes excerpts from 2012 General Plan)

Storm water 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 storm water 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.

The City of Yuma requires all new developments to provide storm water retention facilities for the 100 year, 24-hour storm event. Conceptual Development Plan(s) show the future development of the Project Area in a campus and/or business park setting, with opportunities to provide on-site or off-site retention facilities. In addition, the City maintains storm water collection facilities in Giss Parkway, at Madison Avenue, Main Street, Maiden Lane and Gila Street.

The new retention facilities will comply with the current City of Yuma Landscape Code and might provide open space. The new facilities should help to alleviate any localized storm water issues in the area and provide additional storage capacity for future development.

Water and Wastewater (includes excerpts from 2012 general plan update)

4. Water:

The City of Yuma is the provider of potable water within the North End Redevelopment Area. The primary source of water is the Colorado River.

The primary plant for the treatment and delivery of water to the Redevelopment Area is the Main Street Water Treatment Facility (WTF) located just north of the Downtown. The Main Street WTF has the capacity to purify 40 million gallons a day. 2010 data determined an average citywide daily total production of 22.3 million gallons a day. Thus, the City can provide for development within the North End Redevelopment Area.

Within the Project Area, the system provides north-south facilities in Madison Avenue, Main Street, Maiden Lane and Gila Street, interconnecting with east-west facilities in 5th and 6th Streets. Some localized water supply facilities may need to be replaced or enlarged to accommodate the fire protection needs of future redevelopment projects within the Project Area.

5. Wastewater:

Treatment for the Redevelopment Area is completed at the City of Yuma's Figueroa Avenue Water Pollution Control Facility. The Figueroa Avenue plant has the capacity to treat 12 million gallons a day.

Within the Project Area, the system provides north-south facilities in Madison Avenue, Main Street, Maiden Lane and Gila Street. The Gila Street facility continues south along the new Arizona Avenue roadway alignment and connects with existing facilities in 10th street and further south. Improvements and extensions to service individual redevelopment projects and roadway realignments may be needed on a project-by-project basis.

6. Private Utilities:

Where applicable and economically feasible, the goal is to underground utilities. Above-ground electrical and communication lines create aesthetic conflicts with the North End Redevelopment Plan and the 2012 General Plan goals and the character of the community. The existing utilities distribution and capacities in the Project Area appear to be adequate to meet the needs of the future development. If the Project Area provides state-of-the-art power and communications infrastructure it will attract the desired educational/institutional and large scale employers.

IV: ALTERNATIVE USE DEVELOPMENT IMPLEMENTATION STRATEGIES

A. Project Area Development Strategy Goals:

The City of Yuma intends to complete the redevelopment of the Project Area as envisioned by the City's General Plan, the Yuma North End, Redevelopment Plan, the Old Town South Revitalization Plan 2014 and this Implementation Strategy. This Strategy envisions the following broad implementation elements and goals:

Complete EPA Brownfields Environmental Property Assessment Program:

- Continue Identification of the causes and severity of existing problems and potential problems with Project Area properties.
- Complete Phase I and II assessment and preparation of mitigation plans as necessary.
- Prescribe approaches to mitigating identified condition issues.
 - Self-mitigation and removal of environmental constraints and non-conforming land uses.
 - Public acquisition and mitigation of constrained properties toward implementation of selected redevelopment concept.

Form Public/Public and/or Public/Private Partnership(s) Toward Implementation of Plan(s):

- Propose/Select a redevelopment scenario that will improve the Project Area and provides for long-term, sustainable economic growth for the community.
- Utilize public/public/private partnerships wherever possible, with the emphasis on major institutional and/or private funding.
- Use municipal funding strategies for public use property acquisition, environmental clearance (if applicable) and public infrastructure rehabilitation and development.
- Use municipal incentives and state and federal statutory funding mechanisms to incentivize new public and public/private development.

The following broad program activities will be utilized to achieve the goals and objectives of the Revitalization Plan and this Implementation Strategy. These program activities, by necessity will need to remain flexible and dynamic as the ultimate redevelopment scenario for the Project Area is identified, implementation partnerships identified, land packaging completed and construction of both public and private elements initiated and completed.

1. Environmental Assessment Completion, Mitigation and Certification

The Building & Property Conditions Survey completed in May 2016 identified 25 individual properties within the Project Area where Phase I Environmental Assessments had not yet been completed. It is anticipated, from experience, that many of these 25 properties will be found clear of environmental contamination. It is also anticipated that there will be properties found to be contaminated to varying degrees, which will require the preparation of mitigation plans and approval by state and federal agencies prior to implementation. Once mitigation measures have been completed, environmental certification will be issued. An outline of the process is as follows:

- Assessment properties identified and owners contacted to gain access to properties.
- Environmental Assessment Completed – Phase I and if warranted Phase II assessments of each property. If contamination is found by the Phase I & II assessments, a Mitigation Plan will be prepared for each impacted property for approval by the State.
- Once the Mitigation Plan(s) are approved by the State, the mitigation can be implemented by certified contractor(s), paid for by the property owner or identified responsible party. The responsible party, which may or may not be the current property owner, will be identified during the mitigation planning process.
- If the property owner or identified responsible party refuses to mitigate the identified environmental issues per the approved Mitigation Plan. There are additional mitigation options available to secure mitigation of the identified environmental issues:
 - If the identified issue(s) is considered a public health and safety issue or public nuisance the City and/or State may pursue enforcement actions to require the mitigation of the property.
 - The City can acquire the identified property, pursuant to Arizona Redevelopment Statutes, subject to restricted value appraisal, factoring in estimated mitigation costs.
- Once the property has been mitigated pursuant to the Mitigation Plan, the State will then certify the property as complete.

2. Individual Stakeholder Redevelopment Plans:

As a collaborative process with property owners, the City shall take into consideration any identified stakeholder's interests and individual plans for the private redevelopment of individual properties within the Project Area. When pursuing the redevelopment of the Project Area pursuant to the Conceptual Redevelopment Plan, considerations of identified stakeholder plans shall include:

- The degree to which the individual redevelopment plans are compatible or conform or can be made to conform to the Conceptual Development Plan as a whole.
- General Plan and Zoning designation for their property.
- Individual stakeholder's developmental and financial capabilities to carry out the timely redevelopment of their property in a manner that conforms or is compatible with the overall redevelopment plan for the Project Area.
- Individual stakeholder's developmental and financial capabilities to participate in the revitalization or redevelopment of the Public Infrastructure necessary to service the needs of their proposed redevelopment plans.
- Alternatively, if the individual stakeholder plans can't be integrated into the overall redevelopment plan for the Project Area the City shall consider:

- Purchase of the individual stakeholder property.
- Trade of City-owned property in an alternative location which may be more compatible with the stakeholder's redevelopment plan.

3. Conceptual Redevelopment Plan Selection and Partnership Formation

The City Council's final review and approval of the Revitalization Plan and this Implementation Strategy will begin the process of the redevelopment of the Project Area. The City will complete an initial outreach for redevelopment partners, both public and private. This outreach will include contact with the Union Pacific Railroad and Limoneira. These two entities own/control 81% (U.P.R.R. is 55% and Limoneira is 26%) of the property contained in the Project Area.

The City has made initial contact with the Union Pacific Railroad about the purchase and/or redevelopment of their properties in the Project Area and U.P.R.R. has expressed interest. The Railroad, during 2015 and into 2016, undertook environmental mitigation on a portion of their property, which had presumably found to be contaminated to some degree during assessment of their properties. While the initial mitigation of the railroad properties is complete, the final testing, reporting and approval process of the mitigation may take an additional 12-18 months to complete. During this final mitigation approval process the City will work with U.P.R.R. toward final disposition of their property.

The City has also contacted Limoneira to determine their future development plans and/or disposition of their property, and because of Limoneira's real estate development experience, determine if they may wish to play a larger role in the redevelopment of the Project Area.

As stated in section IV (A)(2), The City will also contact the owners of the remaining private properties (most of which haven't had environmental assessments completed on their properties) to determine plans for their properties, as well.

Once the City has completed its outreach process with the property owners, the City should be able to determine if redevelopment of the Project Area is economically feasible and realistic.

During the outreach and feasibility analysis period, the City will also reach out to the higher education community to assess the potential interest of colleges and universities in partnering with the City and/or the private development community to establish a Yuma higher education campus and/or branded Research Park within the Project Area. Depending on the level of interest, the City could apply for an EPA Brownfields planning grant for the development of a Specific Development Plan for the Yuma campus and research park. The preparation of a specific development plan would assist the City and interested college or university to make a final feasibility analysis for the development of a campus and/or research park.

In the final analysis, it may be determined that it is not feasible for the City and an interested college or university to pursue the development of a campus and/or research park on their own and may need to seek a partnership with a private development partner. If the selection of a private development partner is required to plan, finance and develop the campus and/or research park, the City will need to follow the outreach and selection process outlined in the State Redevelopment Statutes to select both its public and private development partners. Once the outreach and selection processes are complete, the City and its selected development partners will

need to negotiate and complete Development and Disposition Agreements and/or Lease Agreements for the final redevelopment of the Project Area.

4. Selected Redevelopment Plan Finalization

The EPA Brownfields Program annually selects US communities, that have participated in their environmental grants program and who have identified conceptual redevelopment projects for the reuse of identified Brownfields project area in their areas, to participate in the EPA's Area Wide Planning Grants program, in which EPA funds specific planning programming for "catalyst projects" in Brownfield projects. Establishment of a Yuma campus and/or research project would provide the community with a catalyst for change in the community.

5. Property Acquisition – Public and Private

The City shall support the goals and objectives of the Redevelopment Plan, Revitalization Plan, and the Concept Redevelopment Plan within the Project Area to prepare the area for redevelopment. One of the goals of the Revitalization Plan was to create new economic opportunities within the North End Redevelopment Area and the Project Area. The Revitalization Plan *Objective 2.5: Assemble land into parcels of useful sizes and shapes*, was directed toward overcoming the challenges in the Project Area including irregular land subdivisions, incomplete roadway network, poor infrastructure and low property values. Actions to overcome these, platting, right-of-way and infrastructure issue may include the following:

- a. **Acquisition** - The City and/or its public/private development partners, in support of Revitalization Plan and the Concept Redevelopment Plan for the Project Area, may through voluntary negotiation with 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 Project Area. Pursuant to the Resolution No. R2012-03 amending and readopting the North End Redevelopment Plan the City will not use eminent domain authority to acquire property or interest therein for strictly economic development purposes. The City may consider and utilize its eminent domain powers when pursuing the acquisition of real or personal property for defined public purposes necessary to carry out the implementation of the Concept Redevelopment Plan for the Project Area. Such public purposes include roadway right-of-way and improvements, utilities right-of-way, park land and pathways development in pursuing the goals and objectives of the Revitalization Plan and this Implementation Strategy. City may cooperate with other public entities including public education institutions in the furtherance of the Implementation Strategy.
- b. **Relocation** - Families and businesses displaced because of property acquisition by the City within the Revitalization 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 other public or private party acquisition of property within the Revitalization 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 public or private party acquiring the property.

- c. **Clearance and Land Preparation** - The City and its development partners, in support of the Concept Redevelopment Plan for the Project Area, may hold, improve, clear, or prepare for redevelopment any such property acquired. 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 a necessary element of the implementation of the Concept Redevelopment Plan for the Project Area or the elimination of a blighting influence on surrounding property, in support of the Concept Redevelopment Plan.
- d. **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 Project Area. Real property may be sold, leased or transferred at its fair value as defined under the laws of the State of Arizona, subject to case law and statutes for uses in accordance with the Redevelopment Plan, the Revitalization Plan and this Implementation Strategy even though the fair value may be less than the cost of acquiring and preparing the property for redevelopment. In determining the fair value of real property for uses in accordance with the Revitalization Plan and the Concept Redevelopment Plan for the Project Area, the City shall take into account and give consideration to the uses and purposes required by the Concept Redevelopment Plan, the restrictions upon, and the covenants, conditions and obligations assumed by the redeveloper (public or private) of the property, the objectives of the Revitalization Plan and this Implementation Strategy for the prevention of the recurrence of slum or blighted areas, and other matters the City specifies as being appropriate.
- e. **Public Offering** –Interests in City real property within the Revitalization Area may be transferred 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 in accordance with state redevelopment statutes. 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 (GPLET) 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 the requirement of additional public offering.
- f. **Contracts** - The City may enter development agreements, lease agreements or other contracts with redevelopers (public or private) of Project Area property containing covenants, conditions, and restrictions regarding the use of such property for any purpose(s) as outlined in the Revitalization Plan and in support of the Concept Redevelopment Plan for the Project Area.
- g. **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.

- h. **Subdivision** - The City may subdivide, vacate, re-subdivide, or otherwise change the recorded arrangement of property under its control.
- i. **Temporary Use of Acquired Property** - The City may temporarily operate and maintain acquired real property in the Revitalization Area pending disposition of the property for redevelopment, for uses and purposes deemed desirable even though not in conformity with the Revitalization Plan and the Concept 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.
- j. **Costs - City Incentive Policy and Incentives Tools** - It is the City's goal to conserve its financial resources to the maximum extent possible, by relying on other public or privately funded redevelopment to carry out the goals and objectives of the Revitalization Plan and this Implementation Strategy. The City will assist public and private redevelopment projects in accordance with federal and state laws and the codes, ordinances and policies of the City. The City will utilize its Economic Development Incentives Policies and Tools to guide its support of redevelopment investments. When the Revitalization Plan and this Implementation Strategy are administratively adopted by the City Council, certain economic development tools become available for use in the Revitalization Area. 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.** 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, subject to the limitations as set forth in ARS 9-463.05(B) (13), 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.

The economic development tools are included and more fully outlined in the City's Economic Development Incentives Policy, attached hereto as **Exhibit 1**.

- k. **Financing** - Financing of redevelopment activities may come from one or more of the funding sources listed below:
- 1) Federal funds and grants, (EPA Brownfields Grants, Community Development Block Grants and Loans);
 - 2) State funds and grants, (Department of Commerce, Greater Arizona Development Authority);
 - 3) Redevelopment District Bonds issued pursuant to State Statute ARS 36-1481;
 - 4) Revitalization District Bonds issued pursuant to State Statute ARS 48-6801 et.al.;
 - 5) City General Obligation Bonds issued pursuant to a voter approved initiative in support of the Old Town South Revitalization Area;
 - 6) City Development and Expansion Funds for those projects directly related to such accounts;
 - 7) City Development Fees.
 - 8) Private funding;
 - 9) Industrial Development Authority financing for qualified projects;
 - 10) City and other taxing jurisdictions revenues generated within the project;
 - 11) Existing and new improvement districts for benefited projects;
 - 12) Grants and other funds received by the City for qualified projects;
 - 13) Any other source of funding available to the City for use for redevelopment projects.
 - 14) City's North End Revitalization Fund, which includes funds derived from specialized fees paid into the fund by other North End Redevelopment Projects.
- l. **Other** - Additional and specific information may be included in Request for Proposals or other Land Sales Offering documents pertaining to property offered for redevelopment or development agreements negotiated with private parties as the result of such offering.

6. Infrastructure Design, Finance and Construction

The goals and objectives of the Revitalization Plan and this Implementation Strategy may be achieved 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. Arrangements may include contractual responsibilities of redevelopers to provide public improvements as a condition of redevelopment agreements with the City, with or without City financial participation.

7. Other Public Development Projects

When construction of new public facilities or expansion of existing facilities are considered, i.e. establishment of a Yuma University Campus, as envisioned by the Concept Redevelopment Plan for the Project Area, included herein, efforts will be made to encourage the public sector to construct appropriate capital projects in the Project Area. The planning process, public/public partnership, public financing and other community and Project-based incentives will be used to encourage both the City's public and private sector development partners to improve the Project Area.

8. Vertical Development Design, Finance and Construction

New development of high quality educational/institutional, employment, residential and commercial projects are necessary to revitalize the Project Area and prevent the reoccurrence of economic decline. The following activities will be pursued:

- Assist developers, Educational Institutions, 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 Project Area locations.
- Identify, attract and assist appropriate educational institutions and businesses to locate in the Project Area. Identify appropriate locations for sale or lease to these educational institutions and businesses and provide additional assistance as necessary.
- Assist and encourage Project Area property owners to identify appropriate end uses for property, find buyers where desired, renovate existing structures and pursue new development when appropriate.

9. Historic Structure Renovation and Property Reinvestment

- a) **General** - Owners of property designated for historic 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. The property must be compatible with the Revitalization Plan and the Concept Redevelopment Plan for the Project Area and meet applicable codes & ordinances. The long-term economic feasibility of such rehabilitation should be carefully evaluated.
- b) **Rehabilitation Standards** - All properties designated for rehabilitation shall be upgraded in compliance with applicable codes and ordinances of the City of Yuma, as they exist and may be amended in the future.
- c) **Non-Conforming Planning Criteria and Standards** - The criteria and development standards outlined above will apply in the Revitalization Area, unless modified by this Implementation Strategy in support of the Concept 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. Existing property and economic conditions of individual properties and uses within the Project Area may preclude compliance to City ordinances and codes that full rehabilitation of existing buildings and uses may normally require. The City wherever possible will encourage the rehabilitation of historic buildings and work with property owners toward full code compliance. Efforts will be made to provide a framework for encouraging the revitalization of historic properties and/or new development in accordance with the goals of the Revitalization Plan, this Implementation Strategy and the Concept Redevelopment Plan. Some of these updates and supplements include:
 - 1) **Phased Application of Development Improvement Standards for Existing Historic or Eligible Buildings:**

There are five properties within the Project Area, which are either on the National Register of Historic Properties (the “Register”) or may be eligible for inclusion on the Register, which contain non-conformities to current City codes and ordinances. The

full correction or elimination of these non-conformities may be beyond economic capability of the property and use of the property to support. The City of Yuma may enter redevelopment agreements or revitalization contracts with the property owner of these historic properties to phase-in compliance with such standards for an existing structure or use if it is determined that all the following apply:

- a) The rehabilitation of the structure cannot feasibly be made to comply because of existing site, use, or other physical limitations; and
- b) The reduction of such standard will not have an adverse effect on the Project Area; and
- c) The remaining economic life of such structure shall not be less than twenty (20) years; and
- 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 Project Area.

2) Project Area – Historic Buildings Off-Street Parking Provisions:

Off-street parking shall be provided in accordance with Chapter 154 - 16, Off-Street Parking and Loading regulations as follows:

- (a) For rehabilitation of historic buildings within the Project Area, no additional off-street parking shall be required, current off-street parking shall be maintained in accordance with the Zoning Code; and
- (b) Expansion of historic buildings in the Project Area, that does not exceed 2,000 square feet will not require additional off-street parking; however, any existing off-street parking shall be maintained in accordance with the Zoning Code; and

Additional controls and limitations may be applied to any historic property acquired and disposed of by the City, or for which any public assistance in development and rehabilitation is provided.

10. Provision of Public Services

The City will provide a level of public service within the Project Area that is consistent with that provided elsewhere in the City. These services may include police, fire, and other types of city services, which support the objectives of the Revitalization Plan.

11. Information, Communication and Public Relations

Maintaining effective communications and providing up-to-date information is critical to a comprehensive Revitalization Area development program. Efforts should be made to keep all interested individuals and organizations apprised of trends, development and activities related to the Revitalization Area development program, to develop consensus and maintain progress. The following activities will involve educators, business people, financial institutions, the Greater Yuma Economic Development Corporation, 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 web-based newsletter which will report on current activities, happenings and accomplishments associated with the Revitalization Area.

- Promote the Revitalization 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 Revitalization Plan and this Implementation Strategy to show changes and adjust as necessary.

12. Non-Discrimination Provision

The property within the Revitalization Area shall not be restricted as to the sale, lease, use, or occupancy upon the basis of race, sex, religion, color, or national origin or any other federally protected class.

13. Effective Periods of Controls – Extensions

The provisions and requirements outlined in the Revitalization Plan and this Implementation Strategy, will both be adopted as an administrative act, as specific area plans to implement the goals and objectives of the Yuma North End Redevelopment Plan, adopted pursuant to State statute and most recently amended by the adoption of 4th Avenue and 16th Street Redevelopment Area Amendment thereto. Accordingly, the Revitalization Plan and this Implementation Strategy shall remain in effect until the termination of the Redevelopment Plan; except that the non-discrimination provision shall be in effect in perpetuity. The Redevelopment Plan and by way of inclusion, the provisions and requirements, or any part of them, of the Revitalization Plan and this Implementation Strategy, thereafter may be extended for additional, successive ten-year periods.

V: IMPLEMENTATION PROGRAM FOCUS

For the Revitalization Area to be revitalized and the Concept Redevelopment Plan implemented, numerous important program features, both physical and programmatic, must be incorporated. While it is desirous that these program features be pursued, and implemented in the short term, it is not practical to assume that public and private resources would be immediately available. The Revitalization Plan and the Concept Redevelopment Plan's focus is guided by the community vision that concentrates on the positive aspects of the community, identifies and accentuates economic development markets and positions itself as a vital education and employment hub within the community. Therefore, the approach taken here is to prioritize these implementation program features and actions, to the extent possible, into focus groupings.

A. Initial Program Focus: (Years 1 – 10)

- Land Acquisition for:
 - Land Assemblage for Public Education – University Development Site: The City is committed to partnering with a college or university for the development of a Yuma University Campus and Branded Research Park and assisting with the acquisition and assemblage of the necessary properties within the Project Area.
 - Upon acquisition and assemblage of the necessary properties within the Project Area, the City will work with its development partners to rezone all applicable properties into the then appropriate mix-use zoning district in accordance with their 2012 General Plan land use designations.
 - Street Construction and Reconstruction: The City of Yuma is committed and will take the lead in acquiring right-of-way necessary for the completion of the roadways, utilities, pathway networks within and leading to the Project Area,

ensuring that these roadways, utilities and pathways are constructed or reconstructed early in program implementation.

- Public/Private Land Trades or Direct Acquisition: To complete the assemblage of the Yuma Campus and Research Park site and right-of-way acquisition necessary for the construction and reconstruction of the roadway, utility and pathway systems, the City will partner with its selected public and/or private redevelopment partners to identify properties which require acquisition. The City will work with property owners to propose value-for-value land trades of other City-owned properties elsewhere within the community or the direct acquisition of these properties needed for right-of-way, campus assemblage or other public projects such as:
 - Public Parking and Storm Water Retention Sites: Land for both permanent public parking and storm water retention facilities as well as for temporary use constructed on future redevelopment sites.
 - Right-of-way for streetscape, bike paths, greenways, transit stops, plazas and parks.
- City Planning, Design and Construction or Reconstruction of the Project Area Roadway System and Streetscape Improvements.
 - These improvements will be accomplished in multiple phases as opportunities to expand the initial improvements are presented.
 - Initial Phase of Collector Improvements construction and reconstruction will concentrate on the extension of Arizona Avenue north from 16th Street to a roundabout intersection with Main Street/Gila Street and then continuing north along Gila Street to another round-about intersection with Giss Parkway, pursuant to the Roadway and Pathway Concept Plan contained herein.
 - The Second Phase of Roadway improvements will concentrate on the reconstruction and completion of the Local Street network within the Revitalization Area. It is not anticipated that this will occur during the initial five years of program implementation due to budget considerations. Upon completion and stabilization of the Initial Phase Collector Improvements the City and its selected public/private redevelopment partners will undertake study and assessments of the need and cost benefit of the Second Phase improvements prior to initiation.
- Secondary Streetscape and Gila Greenway Improvements. Given the City of Yuma's budget constraints, these improvements will be subject to funding availability and will most likely be accomplished on a project-by-project basis using public or private redevelopment partner funding, off-set by City economic development incentives if applicable.
 - Full completion of streetscape improvements to the Collector and Local Street network within the Revitalization Area.
 - Improvements could include the completion of missing curb, gutter and storm drainage; sidewalks and pedestrian lighting; landscape improvements; reconfiguration for increased 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 Initial Development of the Core Area of the Yuma University Campus, which will be planned to accommodate up to 4,000 students.

Development of the Core Area will provide the “public focus” for the Redevelopment Program and the City shall play an active and pivotal role in support of the development of the Campus.

- Develop Support and Incentive Programs for Initial Research Park Public/Private Redevelopment Projects.
 - Develop policy and procedures to support the public and private construction of individual redevelopment projects within the Research Park. Encourage and promote development and lease agreements between the City and public and/or private redevelopers.
 - Develop or enhance shared parking and public off-site parking programs that allow constrained properties and buildings to redevelop. Programs should look to develop practical, as well as technical, solutions for area-wide parking solutions that enable redevelopment of smaller research and/or employment projects in support of and supported by the Campus.
- Neighborhood Improvement Programs
 - A variety of programs must be developed and initiated to preserve and enhance adjacent residential areas. Emphasis should be placed on actively incorporating and spurring greater connectivity and interaction between existing residential with future Campus, public spaces and facilities.

B. Secondary Program Focus: (Year 5 – 20)

- Secondary Streetscape, Bike Paths and Greenway Improvement outside of the Core:
 - Implementation of the Revitalization Plan streetscape goals on a project by project basis, unless major funding can be acquired to complete the improvements.
- Connections: 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 Revitalization Area. These connections must be safe, with sufficient lighting, shade, public facilities and rest areas.
- Support and Incentives Programs for ongoing private rehabilitation and redevelopment projects.

C. Ongoing Program Focus: (Beginning Year 1 onward)

- Strengthening alliances with the Greater Yuma Economic Development Corp. (GYEDC) allowing for the joint marketing of the Research Park development sites and opportunities to larger employers interested in the development of new facilities in Yuma, which will provide higher paying technical and professional employment opportunities to the community.

D. Implementation Matrix:

1. Overview:

Implementation of the Revitalization Plan and this Implementation Strategy 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 Revitalization 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 Concept Redevelopment Plan for the Project Area.

Success in the implementation of the Revitalization Plan and this Implementation Strategy will hinge on public and private investments as well as public/public/private partnerships. The City of Yuma can only prepare the public spaces and help create an environment for other quality public and private investment to occur, it cannot undertake the redevelopment of the properties by itself. Therefore, many tasks identified 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 development environment that will stimulate investment by the private sector and other public entities.

It is critical that, when developed, specific projects from the Matrix be included in the City's Capital Improvements Plan (CIP). 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 Revitalization Area.

2. Structure of the Implementation Matrix:

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.

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

b) Budget Impact: While it is intended that any investment in the Revitalization 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. To prioritize and program these expenditures, it is important to identify the impacts of various actions.

i) Low Impact is an action that does not 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 fixed cost.

ii) Medium Impact is an action that requires some additional funding on a one-time or continuous basis, in addition to staff participation and management.

iii) 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.

c) 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, not the least of which is the initial establishment of the Yuma University Campus. 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.

3. 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 be prerequisites for the desired development and redevelopment in the Revitalization Area.

ACTION	BUDGET IMPACT	DEGREE OF DIFFICULTY	STAKEHOLDERS

4. 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

EXHIBIT 1

City of Yuma

Economic Development Incentive Policy

Section 1: Economic Development and Redevelopment Incentive Policy:

Background:

The 2013 adoption of the Amended Yuma North End Redevelopment District and Plan to include the addition of the Yuma North End - 16th Street & 4th Avenue Redevelopment Area and Plan and by way of extension, the administrative adoption of the Old Town South Revitalization Plan and this Implementation Strategy, provides an Infill Incentive Policy pursuant to A.R.S. 9-499.10, which will be a guide to redevelopment activities in the Revitalization Area. The Infill Incentive Policy presents guidelines which are intended to encourage commercial, retail, office, service, other employment and institutional development within the City's Central Business District by offering a package of incentives such as reduced development fees and other assistance options. The incentives guidelines contained in the Infill Incentive Policy are intended to be used for new and/or expansion development and redevelopment projects within Yuma's defined Central Business District, which includes all the Yuma 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 Policy are in addition to the goals and objectives of the Revitalization Plan and are hereby incorporated into this Implementation 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 the Revitalization Area, as depicted on the Concept Redevelopment Plan contained in this Implementation Strategy.

The use of the City's economic development and redevelopment incentives in support of the future revitalization of the Project Area and in support of the adopted Concept Redevelopment Plan is the primary economic development tool available to the City to leverage private investment and other public reinvestment in the Revitalization Area. The following Infill Incentive Policy establishes the "ground rules" under which the City will administer and direct the use of its economic development incentives.

North End Infill Incentive 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 Revitalization Area.
4. The applicant's proposed project or use assists the community in reaching the goals and objectives of the Revitalization Plan and the Concept Redevelopment Plan contained in this Implementation Strategy.

Additionally, the City will require that the applicant agrees to **all** 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

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 2: 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 Revitalization Area. While the appropriate set of incentives for a 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 development agreement(s) - which must be individually approved by the City Council - with property owners, business owners or developers, which throughout the Revitalization Area provide for, but are not limited to:

1. Subject to the limitations as set forth in ARS 9-463.05(B) (13), 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. Providing additional City or privately funded resources to expedite zoning and development processes beyond the City's already expedited services, 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. The use of the Government Property Lease Excise Tax statute ("GPLET") (A.R.S. 42-6201 et seq.), to lessen property tax burdens on approved projects.
6. 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.
7. Adjustment in parking requirements as well as implementation of City parking programs. Through use of public private partnerships provide for public parking development assistance up to and including parking facility construction and shared parking programs.
8. Reconfiguration of streets and/or traffic flow to provide traffic calming and increased public parking.
9. Fully developing the public streetscape throughout the Revitalization Area.
10. Assistance with business relocation and expansion costs.
11. Planning for and provision of both on-site and off-site storm-water solutions.
12. Assistance with real property acquisition and relocation in support of planned projects.

Section 3: North End Redevelopment Area Revitalization Tool Kit:

The City of Yuma seeks to proactively make redevelopment of the Revitalization Area happen by using its tool kit. The following is a more detailed 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 North End Redevelopment Area, which includes the Project Area. **(See Arizona Revised Statutes (“ARS”) 9-401 et seq. and 36-1474 et seq.)** Real property may be sold, leased, or transferred at its fair value for uses in accordance with the redevelopment plan, taking into consideration the obligations assumed by the redeveloper and the objectives of the Revitalization Plan and the Concept Redevelopment Plan contained in this Implementation Strategy.

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 and/or serving the Revitalization Area with the use of City Capital Improvements Plan (CIP) funds, consistent with the selected Concept Redevelopment Plan the Project 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 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 the selected Concept Redevelopment Plan for the Project Area and the individual redevelopment 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 project or that benefit the Revitalization Area and the community including streets, sidewalks, streetscape improvements, street and pedestrian lighting, public and quasi-public utilities (including under grounding of existing utilities), as well as other parks, bike paths, pathways and parking improvements.

3) Use of Federal CDBG and Loan Funds. Community Development Block Grant ("CDBG") Funds may be available for use within the North End 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.

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 established the Redevelopment Area as an infill incentive district to encourage redevelopment in the Redevelopment Area in accordance with the adopted Redevelopment Plan, which includes the Project Area. This Implementation Strategy will allow for expedited zoning or rezoning procedures, expedited processing of plans and proposals, relief from development standards, and, subject to the limitations as set forth in **A.R.S 9-463.05(B) (13)**, waiver of development fees for development activities if waivers are not funded by other development fees. The Central Business Infill Incentive District provides the basis for many of the incentive benefits discussed in this tool kit. To obtain these benefits, the Concept Redevelopment Plan requires that the incentive criteria outlined in this Infill Incentive Policy 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 Statutes, 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. The statute allows for the rebate of transaction privilege taxes as an economic development incentive in redevelopment areas if 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 North End 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. **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.**

7) 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 abate 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. 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 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 rehabilitation or redevelopment projects not requiring more significant economic development incentives.

Section 4: Utilization of Primary Incentive Tools:

Three primary Incentive Tools are recognized as the tools which may provide the most incentive to leverage private reinvestment within the North End 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.

EXHIBIT 2

A Downtown Yuma University

By

Saul Albor, Intern 2016

Greater Yuma Economic Development Corporation (GYEDC)

A university located in downtown Yuma would be more appealing to young people who increasingly value walkability, urban ambiance, and social connectivity.

Downtown Yuma is one of the most walkable parts of Yuma County. While it is by no definition an urban destination yet, its location, its physical built environment and its growing commercial surroundings will be crucial assets for the success of the university.

- Downtown's current walk score is a 72/100 while the rest of Yuma averages 34/100. The presence of a major university would further expand downtown's commercial activity level and elevate the area's walkability and bikeability (walkscore.com)
- Some of the city's finest recreational facilities are located within an accessible 1.5-mile radius of the proposed site, (Yuma Heritage Library, Yuma Quartermaster Depot, Yuma Territorial Prison, Gateway Park, West Wetlands Park, Yuma East Wetlands, Carver Park, and Pacific Avenue Athletic Complex)
- Yuma Palms Regional Shopping Center is located less than 5 minutes away from the proposed site of the university, making quality shopping and dining very accessible to students and staff. (Benefits Yuma Palms)
- The future regional transit hub will be located at the doorstep of the university. This will appeal to younger students and staff who are more likely to utilize public transportation than previous generations. (Benefits YCAT)
- Because the project basically entails doubling the size of Yuma's downtown district, it is partially a place making operation. Successful place making is achieved by encouraging beauty, liveliness, diversity, and human scale functionality through the manipulation of the built environment. The project will render an area that both the city and the university will be proud of. A bright new campus located in a vibrant city center with a strong sense of place will add to the attraction of locating in our community when recruiting students and faculty.
- A downtown campus would be extremely accessible to Interstate 8 given that there are currently two off-ramps within a one-mile radius of the proposed site. The campus would

also be visible to the 22,000 cars which pass daily through the adjacent portion of the I-8.
Source ADOT 2014.

- College students and most Millennials overwhelmingly prefer urban environments over suburban settings. This is a well-documented fact that has been widely observed by experts. As the nation's class A and B cities become increasingly gentrified, there could exist an opportunity for class C cities such as Yuma to step up (see original Report supplementary documents for details)

A downtown Yuma university would be the foundation of a vibrant city and a renowned example of smart growth and new urbanism (and all the publicity it includes)

Downtown Yuma currently boasts of an extraordinary opportunity; the area could define itself as a very attractive destination by embracing the principles of smart growth and new urbanism. A downtown university could play a huge role in seeing this progressive vision through and would equally benefit from a prosperous city center.

- Smart growth is a planned economic and community development that attempts to curb urban sprawl and worsening environmental conditions. Smart growth can be considered a reversal of 20th century car friendly suburbia into better neighborhoods and cities that foster walkability, social liveliness, and environmental preservation.

New Urbanism example - El Paso, Texas

New Urbanism is the revival of our lost art of place-making, and is essentially a re-ordering of the built environment into the form of complete cities, towns, villages, and neighborhoods



- New urbanism is an urban planning school of thought which calls for compact, walkable, mixed-use, aesthetically pleasing places with variable density and plenty of public open space. New urbanist developments can be manifested at any scale ranging from a single building to a master planned community. New urbanist developments are usually upscale because the qualities and amenities they offer are extremely desirable. The most common sites for new urbanist redevelopment are abandoned shopping malls, blighted central city neighborhoods, and postindustrial brownfields.
- Yuma is concentrated enough to sustain growth, yet sparse enough to offer ample development flexibility and allow ‘clean slate’ development. This means that Yuma, from the start, can achieve the kind of new urbanist development that larger, existing cities will spend decades attempting to re-create.
- The connection between campus and downtown will give students and staff a strong sense of place that will be crucial when retaining and recruiting students and staff. Connectivity between public, civic, and open is crucial to ensure a lively flow of activity throughout the city’s core
- A downtown Yuma university would help advance most of the principles of new urbanism (walkability, connectivity, mixed-use diversity, mixed housing, quality architecture and urban design, traditional neighborhood structure, increased density, smart transportation, sustainability, and quality of life)
- The 70-acre campus would become part of a newly created Main street - Campus corridor, which would stretch approximately one mile from the foot of Black Hill to First Street. Half of this corridor would limit, if not restrict, cars all together (Campus mall) while the other half would be a pedestrian friendly single lane road (Main street). This would mean that walkability would be encouraged because of the narrow street layout and enhanced urban concentration and aesthetics.
- The corridor would be one of Arizona’s longest walkable urban promenades
 - Roosevelt Row, Phoenix - 2 Miles
 - Main Street / Civic Center Mall: Scottsdale - 1.3 Miles
 - Main Street / Campus Mall: Yuma - 0.85 Miles
 - Congress Street: Tucson - 0.85 Miles
 - Main Street: Mesa - 0.65 Miles
 - Mill Avenue: Tempe - 0.53 Miles
 - Historic 4th Avenue: Tucson - 0.45 miles
- The city is actively seeking to convert the abandoned Hotel Del Sol into the regional transit center. The distance between the future transit center and the proposed campus site is less than a quarter of a mile, which makes the downtown Yuma University a transit

oriented development and an example of smart growth.

- An urban infill project located in the center of Yuma's population is the sustainable option in terms of mitigating urban sprawl and automobile dependency. It is worth mentioning that infill development recently surpassed sprawl development in metro Phoenix for the first time in the region's history. Infill development represents the future of urban form.

The location is enabling not restrictive. Downtown Yuma is the best possible location!

Downtown Yuma represents the most feasible and sustainable site option for developing a university. The size of the proposed site is adequate to meet initial demand. The surrounding area offers room for expansion, and its location in the urban heart of the Yuma region will play a massive role in attracting potential out of town students to campus. In addition, the plan will be wholly embraced by the city of Yuma which has long sought to develop the site.

- 70 acres is a substantial plot of land making the downtown Yuma University one of the largest universities in the United States located in a central business district.

Analogous Urban Campuses: (existing and proposed)

- University of Arizona Downtown Yuma Campus: Pop. 2,000 - 7,000 / 70 Acres
 - University of Houston Downtown Houston Campus: Pop. 14,000 / 20 Acres
 - Arizona State University Downtown Phoenix Campus: Pop. 11,500 / 27 Acres
 - University of Central Florida Downtown Orlando Campus: Pop. 7,770 / 15 Acres
 - Arizona State University Downtown Mesa Campus: Pop. 5,000 / 11 Acres
 - Colorado College Downtown Colorado Springs Campus: Pop 2,000 / 90 Acres
- Very few cities in the United States can offer 70 acres of undeveloped land in their downtown areas. A university is one of the most coveted goals in any downtown redevelopment plan, even though stakeholders would face the intricate demolition needs and ballooning expenses associated with re-purposing a mature urban area.
 - The size of the university is only limited by density regulations which are set in place by the city. It is not uncommon for a university to hold upwards of 12,000 students on less than 30 acres of land. Therefore, 70 acres would offer much more design flexibility in case the city holds firm on building height restrictions.
 - There is plenty of agricultural land that is adjacent to the proposed site that could provide room for future expansion (perhaps a land banking agreement could be established).
 - A downtown university would take advantage of the area's existing assets, major employers, transportation assets, and ongoing redevelopment efforts.

- The city has a strong interest in developing the land. In Yuma's 2012 General Plan, the land was classified as future mixed use with several development options outlined. Since 2014, Yuma has partnered with the EPA to conduct multiple feasibility studies as to how to rehabilitate and develop the land. The project has come to be known as 'Old Town South'. During a presentation given by the city in February of 2014, the words '**university campus**' were included in the potential use section.
- A central Yuma location will offer a greater sense of security to potential investors and tenants alike. Out of town investors who are familiar with urban infill development currently booming in larger cities will be pleased with the downtown concept.
- Greater Yuma EDC supports the idea of a downtown university, thus facilitating dialogue and improving relationships between the university, the city of Yuma, potential investors, and other stakeholders.
- Students and staff are more likely to prefer living near services and amenities which the City of Yuma, who has the highest quality of life in Yuma County, has. A rural campus located miles away from Yuma would lead to car dependency and would most likely have a higher risk of failure.
- It would be more difficult to sell investors and partners on the idea of much larger rural campus located in the middle of the desert.
- There is an existing stock of vacant real estate properties downtown that could be developed soon to meet the growing housing and commercial demand. Additionally, the Hotel San Carlos and other historic properties could be retrofitted into modern mixed use developments
- The private housing market has already begun to make its mark downtown. A planned multi-family apartment complex will be constructed next to the old Yuma city hall. This project signals the confidence from the private market and the commitment from the city to improve housing and quality of life in downtown Yuma.
- By constructing a major university in the city's downtown, the area would experience an urban renaissance, and the campus, located in the heart of a thriving city, could, one day, become one of the most lucrative university campuses in the state.

A massive boost for city and regional economic development with mutually beneficial outcomes for both city and university.

The impact of a downtown university would have an instant positive effect on the city; however, the greatest benefits would be felt incrementally on a long-term basis. The benefits to the Yuma

region would be equally enjoyed by the university as a strong 'Town-Gown' relationship begins to take shape and the city naturally becomes a more desirable place to work and live.

- The most basic definition of a 'Town-Gown' relationship is a relationship in which a city benefits from the knowledge, human capital, and investments a university produces and the university benefits from the infrastructure, government regulation, and resources a city provides.
- One of the most revered pieces of urban planning literature identifies components that make a great downtown. Perhaps the most important component of a thriving central core is the level of activity. This means an area must have multiple establishments which bring people in daily keeping a sufficient concentration of people present at all times.
"You can't rely on bringing people downtown; you have to put them there." - Jacobs 1961
- The university will become Yuma's downtown economic catalyst. The bold move to place a major campus downtown would represent a complete reversal of the decades-old practice of urban decentralization and the beginning of Yuma's urban revival, which is a predominant trend being observed in cities nationwide.
- The presence of hundreds maybe thousands of people daily in the area will have a profound economic effect on Yuma's central business district. The addition of so many potential customers being present daily would make downtown both a sustainable and attractive business location. Main Street businesses which previously operated seasonally will thrive year around.
- If the area diversifies enough, the next natural wave of progress would be the growth of housing demand to the area. Once the private market begins providing housing options downtown, the university can begin touting Yuma's growing housing stock to potential students and staff
- The university will become one of Yuma's best pieces of real estate within 5-10 years after opening
- Demand will rise for restaurants, bars, hotels, entertainment venues, and specialty shops. Main Street Yuma has the potential to become Arizona's next high energy urban hotspot like Scottsdale's Old Town or Tempe's Mill Avenue district. This will be something the entire city can enjoy.
- The continued growth of downtown and the university will help Yuma diversify its tourism image and improve its quality of life. The notion that Yuma is a dead-end town will die, thus making it easier to recruit people to the Yuma University and for the town to

sustain growth.

- An outstanding similarity between cities with a high quality of life is a strong urban core or a lively main street in smaller cities. It is a fact that a strong central district is an unnegotiable necessity for a successful city with a high quality of life.
- As mentioned many times before, the university would provide a massive boost to Yuma's downtown redevelopment efforts and lead to a higher quality of life for the city.
- A strong downtown area would make Yuma a much stronger city, and far more competitive than it is now. Quality of life is so important to the working population that it is usually a deal breaker when considering relocating to Yuma to work.
- Yuma's improved quality of life means it will be able to attract a diverse mix of businesses that are currently out of reach. As more businesses relocate to Yuma, the city's population will continue to grow and the university will benefit from the city's growth as it will become increasingly easy to recruit faculty, attract students, and expand.
- In a nutshell, the downtown university will trigger a runaway effect of positive economic progress for the Yuma region, and the university that chooses to pursue the project will be at the forefront of it all for decades to come.