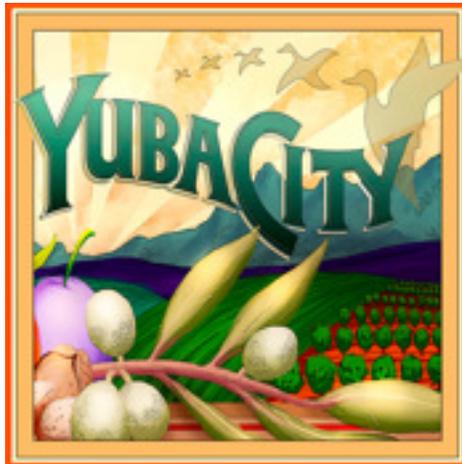


City of Yuba City

Neighborhood Revitalization Strategy

May 2015



City of Yuba City
1201 Civic Center Blvd.
Yuba City CA

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Acknowledgment

City of Yuba City Neighborhood Revitalization Strategy 2015

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Introduction

Yuba City, located in northern Sacramento Valley, has a population of approximately 65,000 residents. A diverse population defines the City, with more than 30 percent of residents acknowledging either Hispanic or Indian (Sikh) heritage. Consequently, there are different cultural practices that further define the social landscape of Yuba City.

Yuba City is home to numerous local nonprofit organizations that are involved in programs to raise the standard of living for the City's residents. These organizations provide a wide range of services such as homebuilding, financial assistance and other community programs to enhance the City's neighborhoods.

Yuba City Council first adopted the Neighborhood Revitalization Strategy (NRS) in 2010 in conjunction with the last Consolidated Plan update. The 2010 Neighborhood Revitalization Strategy identified a five-year period over which numerous goals and objectives would be met to address declining residential and commercial areas within the NRS. Although progress has been made toward the goals contained in the NRS, there is much work that remains. The economic downturn, staffing cutbacks and elimination of the Redevelopment Agency, a funding source for both commercial and residential improvements in Neighborhood Revitalization Area (NRA), curtailed the City's ability to achieve the anticipated benchmarks within the initial five-year period. Consequently, the City will maintain its focus on the revitalization area and continue the NRS through the 2015-2020 Consolidated Planning Period.

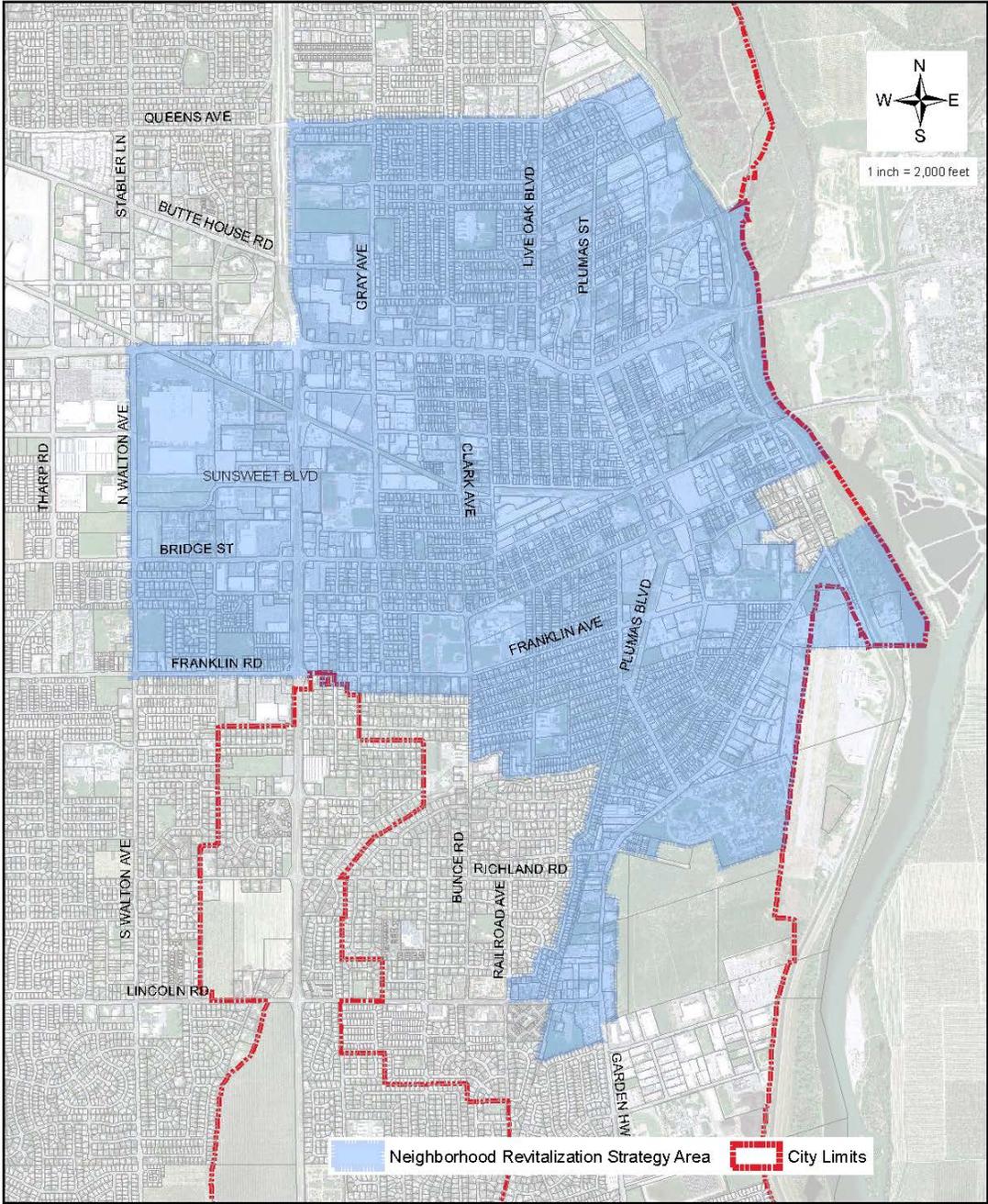
The NRS document has been updated to include the most recent demographic information. References to the Redevelopment Area or Redevelopment Agency and its overlap with the NRS have been eliminated. The overall strategy remains the same.

The NRS outlines the history, boundaries and demographics of the NRA. It will describe the process of public participation, as well as provide an overall assessment of the area. The document will explain the economic needs of the community and address those needs along with performance measures. This document has been developed with the belief that revitalization strategies can do the following:

- Obtain commitments to neighborhood building.
- Make neighborhoods attractive for investments, creating a market for profits.
- Generate neighborhood participation to ensure that the benefits of economic activity are reinvested in the neighborhood for long-term community development.
- Support the use of neighborhood intermediary institutions (e.g., community development corporations, community development financial institutions, community housing development organizations and religious institutions) to bridge gaps between local government agencies, the business community, community groups and residents.
- Foster the growth of resident-based initiatives to identify and address their housing, economic and human services needs.

The overall NRA is approximately 3.7 square miles. Located in the central east section of the City, the area is bounded by the Feather River to the east; Main Street in the south; along State Highway 99 to the west and Queens Avenue to the north.

Map 1 Neighborhood Revitalization Strategy Area Boundaries



N.R.S.A.

Demographics

Yuba City is the 134th largest city by population in California and is the county seat of Sutter County. According to the American Community Survey (ACS), the population of Yuba City was estimated to be 64,911 in 2013. Table 1 is a breakdown of the racial makeup of Yuba City:

Table 1
Racial Demographics of Yuba City

Race	Number	% of Total
White	40,764	62.8%
Asian	11,891	18.3%
African American	1,527	2.4%
American Indian	873	1.3%
Pacific Islander	192	0.3%
Some Other Race	5,863	9.0%
Two or more Races	3,801	5.9%
Total	64,911	100.0%
Hispanic/Latino	18,207	28.0%
Non-Hispanic/Latino	46,704	72.0%
Total	64,911	100.0%

Source: American Community Survey, 2009-2013

Note: Hispanics/Latino can be of any race; most often report as White or Some Other Race.

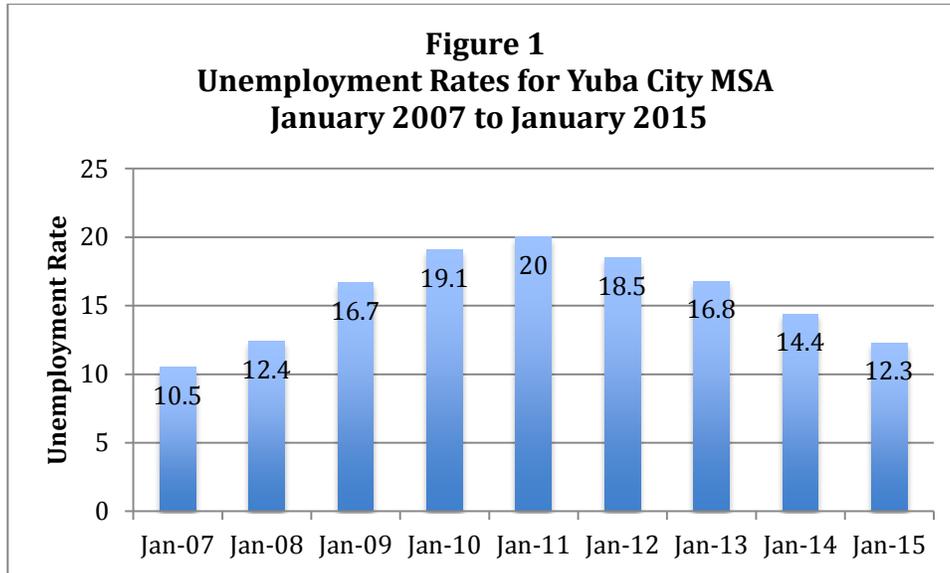
The City's median household income was \$48,871 in 2013 compared with \$61,094 statewide. The modal income class (the income class with the highest number of households) for the City in 2013 was the \$50,000–\$74,999 range (18.9 percent of all households), which was equal to the modal income class throughout California (16.8 percent).¹

In 2013, 13.8 percent of all households in Yuba City were headed by single females, whereas 6.6 percent were headed by single males. Yuba City is similar to the California percentages of single-female and single-male headed households (13.3 percent single-female headed and 6.0 percent single-male headed).²

¹American Community Survey, 2009-2013

²ibid.

According to the Bureau of Labor Statistics (BLS), the unemployment rate for the Yuba City metropolitan statistical area (MSA) was 12.3 percent in January 2015. This is a 7.7 percent drop in the unemployment rate since January 2011 when it was at a high of 20 percent. Yuba City’s unemployment rate remains high in comparison with California’s overall unemployment rate of 6.5 percent for the same time period.



Of the City’s population older than 25 years of age, 78.4 percent had a high school education in 2013 compared with 81.2 percent throughout California. In addition, 18.7 percent of all residents in Yuba City have a bachelor’s degree or higher, whereas California’s overall average is 30.7 percent.³

Of the 22,948 housing units in Yuba City, 66.1 percent were classified as single family in 2013. The homeownership rate was 57.0 percent compared with 55.3 percent statewide. About 47 percent of housing stock in the City was built before 1980 and 30 percent was built before 1970. The median housing value in the City for owner-occupied housing was \$185,100 in 2013 compared with \$366,400 statewide.⁴

Additional Information

All the demographic information to follow in this section was compiled in 2015 from the 2010 Bureau of Census Report and 2009-2013 American Community Survey. The Neighborhood Revitalization Area includes portions of nine Census tracts. The data compiled here uses the data from those tracts.

Development of Yuba City Revitalization Area

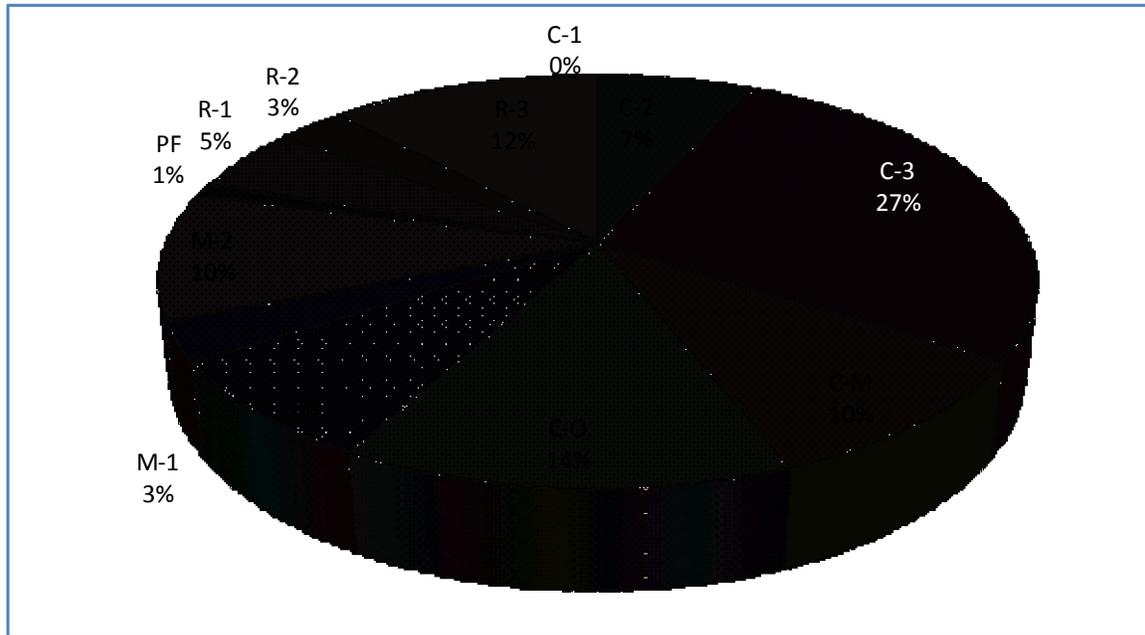
The overall zoning breakdown of the area shows a majority of the area is dedicated to commercial- and industrial-type uses. These uses combined account for approximately 46 percent of the total area of the Revitalization Area. Residential land uses account for

³Ibid.

⁴Ibid.

approximately 53 percent of the area. Other uses, such as parks and other public facilities account for the remaining 1percent of the project area.

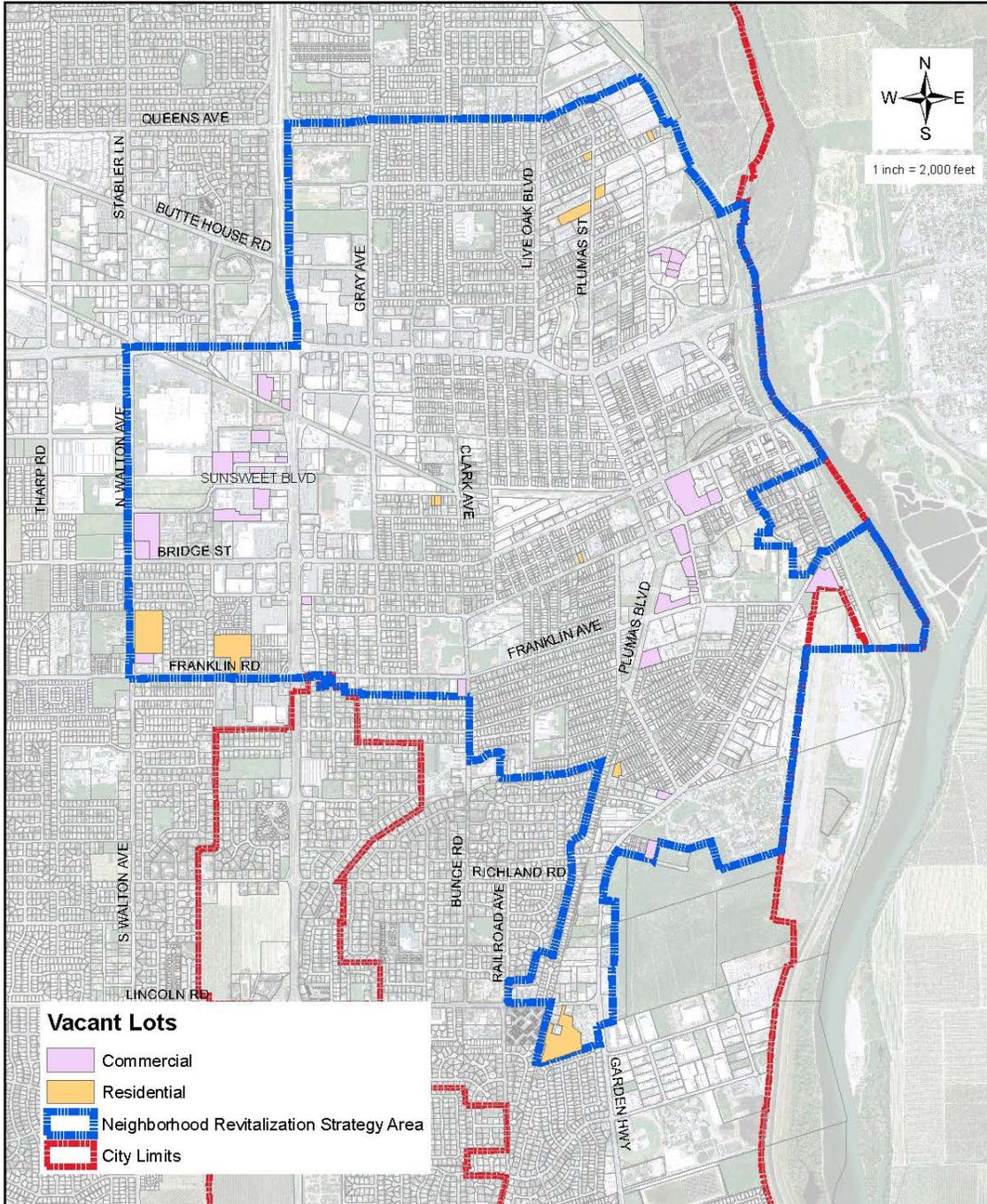
**Figure 2
Zoning Breakdown**



Source: Zoning Regulation of the City of Yuba City: Yuba City Development Services Department
C-O: Office Commercial District; C-1: Neighborhood Convenience Commercial District; C-2: Community Commercial District; C-3: General Commercial District; C-M: Heavy Commercial/Light Industrial District; F: Flood District; M-1: Light Industrial District; M-2: Industrial District; PF: Public Facilities District; R-1: Single-Family Residence District; R-2: Two-Family Residence District; R-3: Multifamily Residence District

The subject area primarily consists of two distinct uses: commercial and residential. The area has 2505 residentially zoned properties with 133 parcels (5.3 percent) not showing any improvement in value, or could be considered vacant, according to the assessment records. Conversely, the area has 760 commercially zoned properties, of which there are 129 properties (16.9 percent) that are not showing any improvement in value.

Map 2 Vacant Commercial and Residential Lots



N.R.S.A.

Median Age

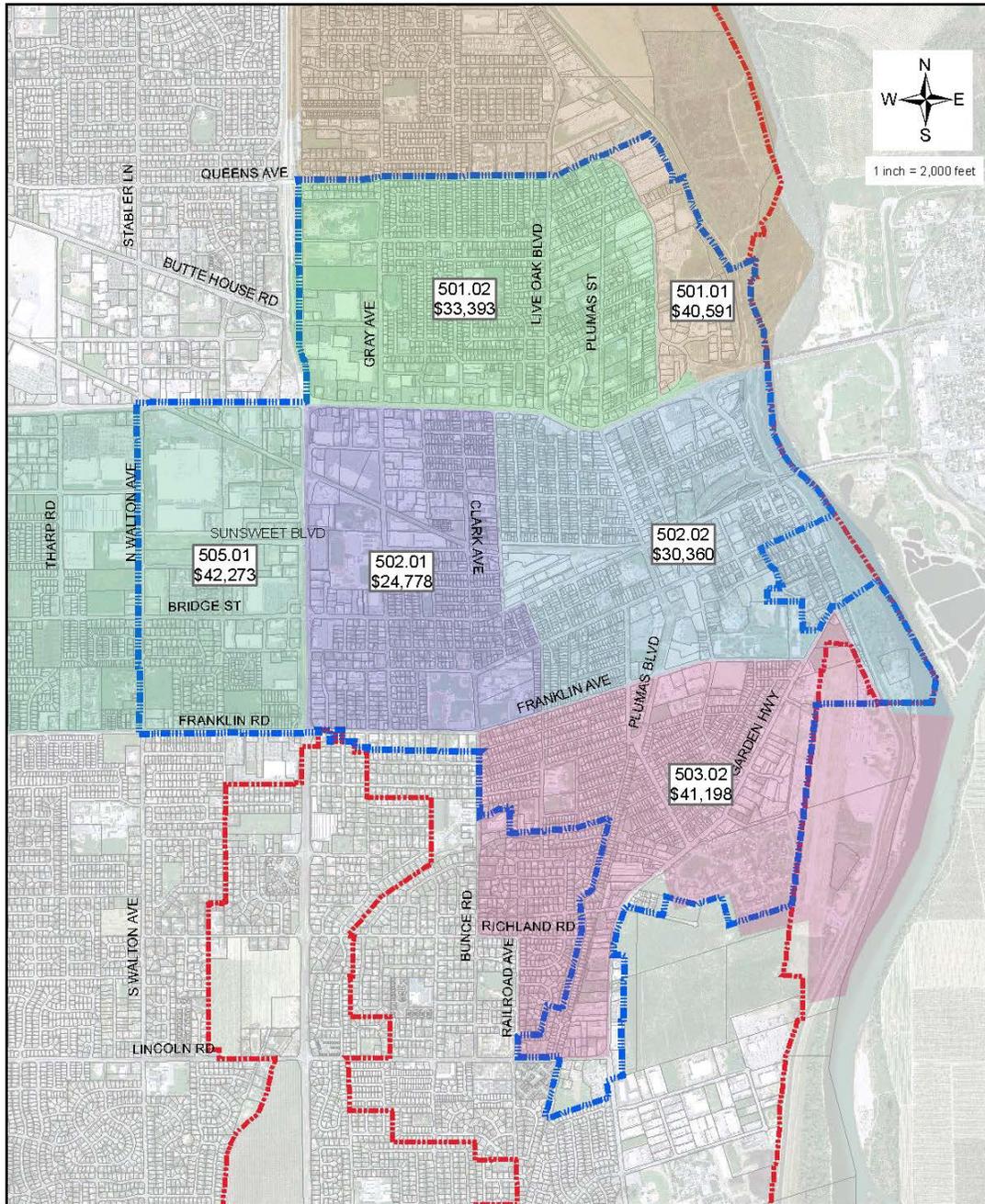
The median age of residents in the Revitalization Area is among the youngest in Yuba City. The average age ranges from 27.9 to 39.4 within an overall median age of 32.9 years of age⁵ which is slightly higher than Yuba City as a whole (33.7 years old). This age could be considered moderate age for the city, typically, younger communities that are also lower income could be best supported by having access to job training services, as well as entry-level jobs and housing. In Yuba City, a majority of the project area is younger than overall average city-wide.

Income/Poverty Level

The median income for the Revitalization Area is \$42,711 as compared to the City median income of \$48,871. Tracts 501.02, 502.01 and 502.02 have significantly lower median incomes than the City as a whole at \$33,393, \$24,778 and \$30,360 respectively. Income levels for the census tracts that cover approximately 75 to 80 percent of the NRS area are at or below the City average, as shown in Map 3. These tracts also have a higher percentage of residents with incomes below the poverty level. The average percentage of residents below the poverty level in the three aforementioned tracts is 34% as compared with the City as a whole, at 17.5%. The Revitalization Area overall percentage of residents below the poverty level is 22.29%.

⁵American Community Survey 2009-2013

Map 3 Median Income



N.R.S.A.

Housing Tenure

The census tracts that make up the Revitalization Area have a higher percentage of renter households than the City as a whole (43.1 percent renter/56.9 percent owner). Tract 501.02, renter households make up 67.3 percent and owner households make up 32.7 percent. Tract 502.01 renter households make up 71.8 percent and owner households make up 28.2 percent. Tract 502.02, renter households make up 72.8 percent, owner households 27.2 percent and 503.02 renter households make up 60.4 percent, owner households 39.6 percent.

Public Participation

To gain familiarity with the necessary objectives and goals for the Revitalization Area, staff held two informational meetings with local stakeholders, residents and departmental staff of Yuba City. These public meetings allowed for various forms of interaction that conveyed the overall needs of the area and presented staff with the needed information to development targets and ideas to improve the Revitalization Area. Each group was asked to articulate their observations about the community, the strengths and challenges they see, the role they would play in revitalization, their goals and any funding they would anticipate needing. The findings from these interviews will be detailed in the Assessment section, which commences on page 13.

Staff also prepared focused surveys that were designed to allow residents to prioritize their perceived needs within the community. These surveys were collected and statistics were compiled into a simple report that shows the apparent shortcomings of the area. There were eight surveys received from areas that could be considered to be in the Revitalization Area (northeast, southeast and other).

Finally, each stakeholder and the general public were allowed to comment on the revitalization plan when it was completed in draft form. All of the comments that were received were compiled and included in a final draft that will be presented to the City Council for final adoption and implementation.

Strategies

Recommendations generated during the overall development process focus on a well-balanced program centered on four fundamental ideas. These ideas serve as a starting point for launching the revitalization program and form the basis for the specific strategies to be considered and carried forward to facilitate change for the targeted area.

Foremost, the program should take into account a wide range of ideals and strategies that cooperatively deal with various demographic, social and procedural factors that tend to wear on the quality of life for the residents of the community. The noted Census tracts all

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exhibit an overall decline that directly affects the population residing in the neighborhoods. A proactive approach to addressing these pertinent issues is overdue in these areas.

Next, the course toward revitalization must consider tackling many of the simple amenities that are essential to keeping a neighborhood fresh but also safe. These amenities might include items such as parks and leisure amenities, code and law enforcement, educational facilities and the delivery of essential services such as road and sewer improvements.

Third, community renewal requires that assets be identified and devoted to revitalization through an inventive program. By identifying additional resources for implementation, including partnerships between other public agencies, local commerce and the community at-large, investment by the public becomes inevitable because it becomes everyone's community. In establishing new joint ventures, Yuba City must highlight the need to enhance the community's social foundation, a necessary step so that the community can take a prominent role in the revitalization process. Community service organizations, religious institutions, residents and other civic organizations that may have had limited involvement in past revitalization efforts must be encouraged to participate in a community-wide effort aimed at improving the neighborhoods.

Lastly, revitalization requires that staff implement the program and that the elected officials directing the revitalization process make tough decisions relative to resource targeting, the leveraging of resources, and meeting the priorities and time lines associated with each aspect of the overall revitalization program. The difference between the current level of resources and the resources available shows that planning efforts must be carefully evaluated and that all involved have like priorities in order to efficiently tackle the significant concerns of the Revitalization Area.

It is recommended that all actions and plans are tailored toward following the principles stated above. This plan singles out various declining areas of the City but also highlights areas of the City where specific social issues are more prevalent. The overall decline in some areas has diminished the livelihood of many residents of the City. Improvements could be drastic in these areas but should be implemented in order to tackle the major goal of this plan—improving the quality of life of Yuba City's residents.

There are five strategy areas that show a succession of recommended policies for revitalization. The individual recommendations should be implemented according to a time line that reflects a reasonable period to reflect change in that specific strategy area. More specifically, implementation should be broken into immediate-, medium- and long-term measures for purposes of completion. The five strategy areas are as follows:

- Refurbish and improve the community's identity, character and image.
- Rebuild housing and restore the neighborhood's foundation by decentralizing poverty.
- Improve safety and security.
- Undertake community development projects that will stimulate reinvestment in declining areas.
- Expand resources for housing and revitalization and increase the role and participation of the private sector, nonprofit organizations, the faith-based community and other institutions.

Assessment

Yuba City's existing neighborhoods in the designated Revitalization Area are distinguished by numerous traits. However, the area maintains specific characteristics that make it eligible and prime for improvement in order to enhance the neighborhoods of residents. These areas, primarily due to their age, exude deficiencies in infrastructure, have residential units that may be in need of repair and rehabilitation, lack community facilities and fail to meet current codes and standards.

The assessment of the of the Revitalization Area will show where the City is need of improvement and identify projects that could be beneficial in raising the quality of these neighborhoods. The demographic data and community feedback gathered for the plan aided the conclusions for this plan.

Residential

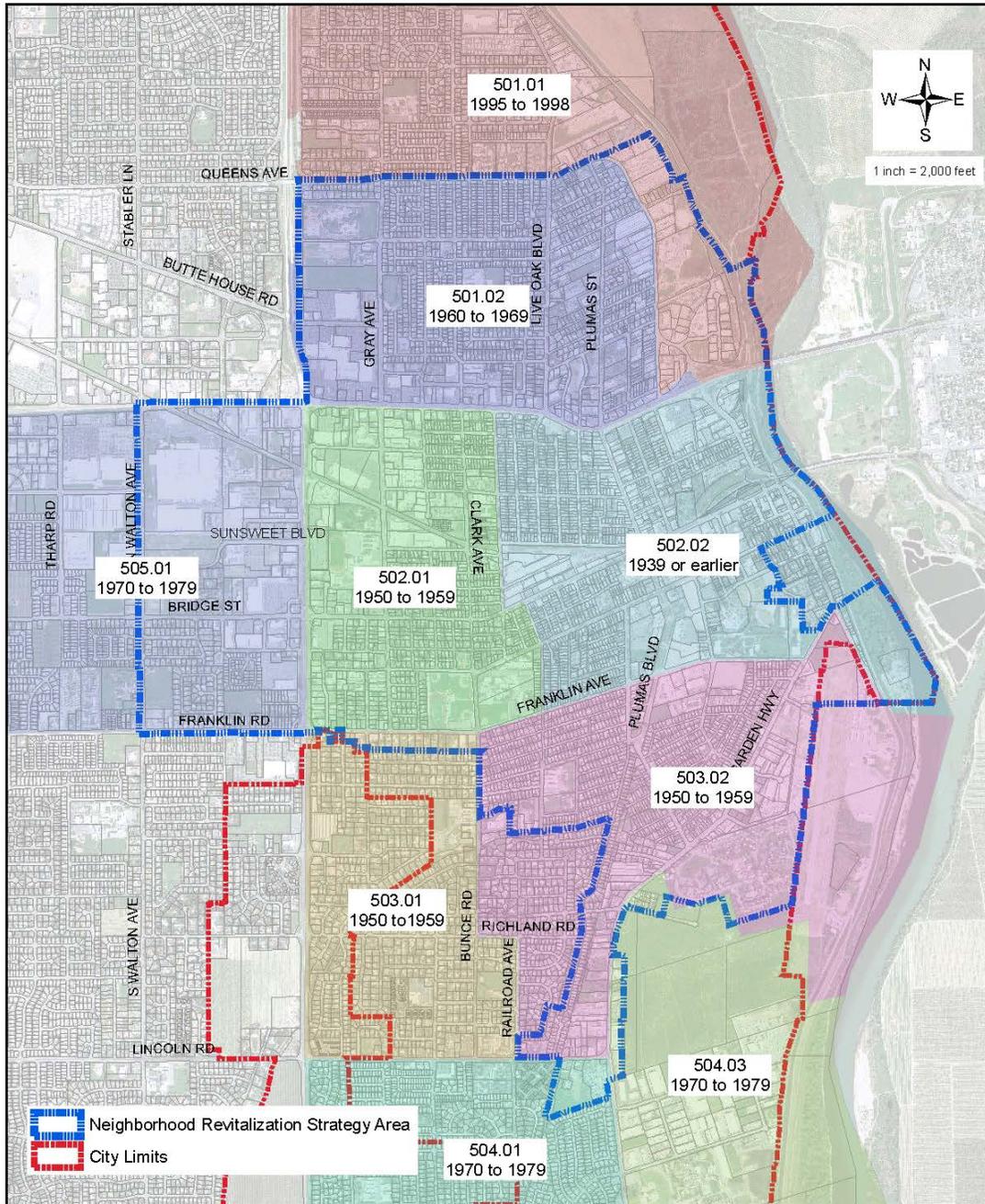
The revitalization area covers portions of Census Tracts 501.01, 501.02, 502.01, 502.02, 503.01, 503.02, 504, 505.01 and 506.04. These tracts are among the oldest neighborhoods in the City. Age is a characteristic that could result in many different types of problems for local agencies. Age could lead to infrastructure problems such as degraded road systems, flood control issues or accessibility deficiencies for local residents. As shown in Map 5, the two areas that have the oldest structures are Census Tracts 502.01 and 502.02, which are located in the central and eastern portions of the Revitalization Area.

More specifically, Tract 502.02 shows that the majority of the structures constructed in the neighborhood are from the 1950s or earlier. Many of those structures do not have the same precautionary improvements that are now required by the California Building Code and the Fire Codes. In addition, these structures are terribly inefficient in the use of energy; current housing units benefit from updates and additions to energy calculations required during their construction.

Tract 502.02 has 894 total parcels that are currently zoned residential. The largest neighborhood of single-family homes is located to the western portion of the tract, in the overall center of the Revitalization Area. This neighborhood is bound by Reeves Avenue to the south, Stafford Way to the west, Colusa Avenue to the north and Plumas Street to the east. Many of the streets in the neighborhood are showing their age as they have been paved over and patched numerous times making it uncomfortable for people to travel in and out of the neighborhood, as shown in Figure 3 at the intersection of Olive Street and Forbes Avenue.

Road improvements could also involve the adding of safety elements to intersections that currently lack the needed striping or handicapped ramps for residents. Crosswalks are essential in order to increase the feeling of safety for local residents. Many intersections in these neighborhoods lack the ramps or striping needed to encourage walkability for the community. Increasing security for residents could lead to more residents utilizing sidewalks to travel to local businesses or parks facilities. Improvements such as landscaping separation, ramps, crosswalks or increased lighting are all improvements that directly improve residents' sense of security during strolls through their own neighborhood.

Map 4 Age of Housing Structures



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Figure 3

View of Olive Street and Forbes Avenue



Furthermore, utilities in the area look as though they were installed at the time the homes were built. The undergrounding of utilities, perhaps as part of other improvement projects in the area, although subtle, could help to increase the aesthetic appeal of these neighborhoods for the residents. The undergrounding of utilities would also enhance safety during storm events. As shown in Figure 4, residential subdivisions that were developed more recently than the neighborhoods in the Revitalization Area meet certain improvement standards including underground utilities, street lighting and handicap ramps, among other features. However, specific design features could be added to the adopted design guidelines for the area to enhance the area from an improvement and safety standpoint while maintaining the character and uniqueness of the legacy-type neighborhoods.

Figure 4
Improvement Differences between New and Old Neighborhoods



Residents who occupy older units also run into specific issues with their housing. Older housing may not meet current building and fire codes, thereby creating safety hazards for the occupants. Moreover, these units may lack complete plumbing or kitchen facilities, which are critical facilities for residents' everyday lives. The two sections within the Revitalization Area that have issues with lack of sufficient facilities are Tracts 501.01 and 502.02. Insufficient facilities could also lead to health risks of residents from the inability to dispose of waste or prepare and store food properly.

Through public involvement, all of these areas were noted as priorities. More specifically, the focus groups and residents called for immediate action on road improvements and flood management infrastructure. These items are common and utilized daily by residents and should be addressed as a high priority. Additional items that drew serious attention through public involvement were tree planting for aesthetics, sidewalk improvements (e.g., the sidewalks themselves, Americans with Disabilities Act [ADA] compliant ramps, crosswalk striping) and sewer improvements or hookups.

Commercial

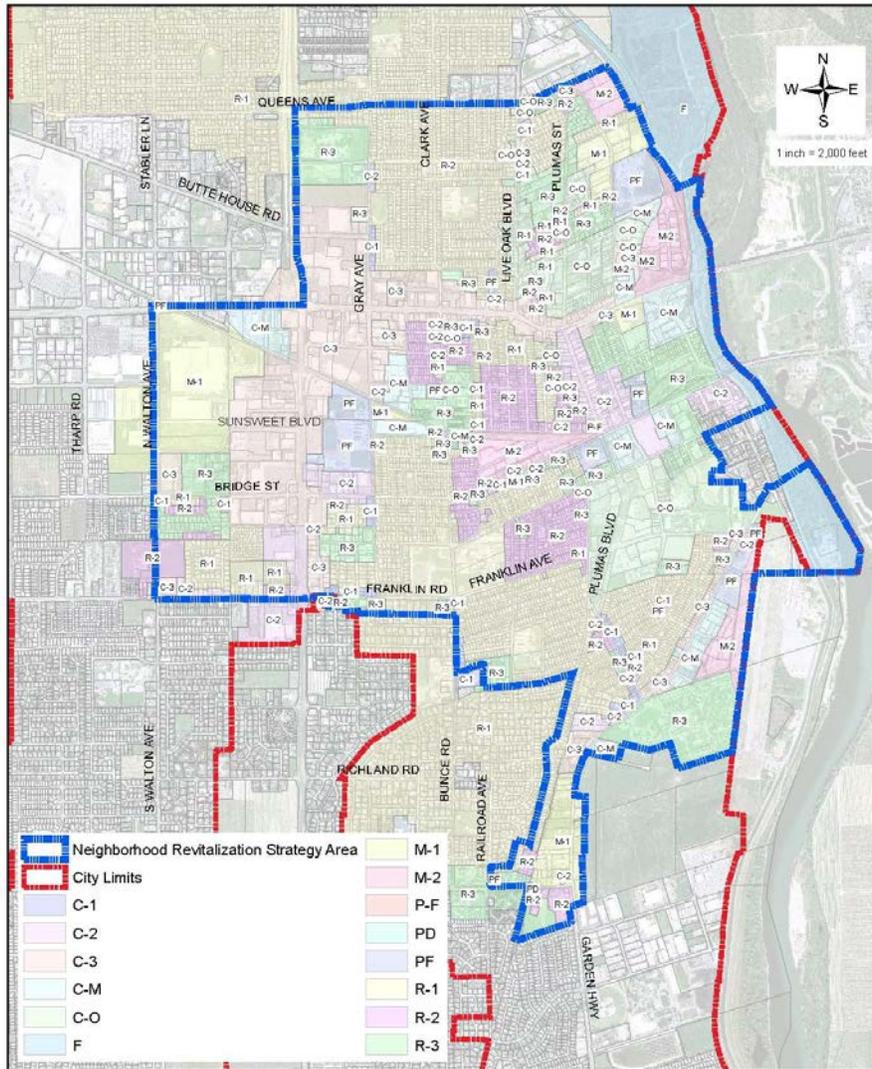
The revitalization boasts a large area that is zoned commercial and industrial, which covers approximately 35 percent of the Revitalization Area (506 acres out of an approximately 1460 total acres). These areas of commerce include various shopping centers and local businesses ranging from pet stores to restaurants; and manufacturing areas such as the industrial complex located along Bridge Street in the central part of the Revitalization Area. These

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businesses draw customers from directly adjacent neighborhoods and perhaps residents from outlying subdivisions or neighboring cities such as Marysville. However, these commercial areas are not without their share of similar issues that face the aforementioned residential parts of the Revitalization Area.

Map 5 Revitalization Zoning Designations



N.R.S.A.

As previously stated, older areas tend to have deficiencies in many areas, especially standards that have only come about in recent years. Currently, commercial development has specific standards that are applied to every project constructed within Yuba City. The Development Services Department reviews proposals and applies specific codes, policies and standards for these projects. For example, commercial and industrial development

currently has a requirement for the installation of landscape planters along all street frontages. As shown in Figure 5, along Bridge Street, the industrial complex has limited to no current landscaping and is not aesthetically pleasing to motorists or adjacent residents. The complex abuts residential areas to the west, north and south sides. Along the southern portion, large, vacant areas of the complex remain empty and expose the property to residents. To the north, there is intermittent landscaping by large plants, however, large gaps still exist. Landscaping would decrease the overall impact of the industrial area on the community by providing visual shielding of the use while also providing minor deflection of noise associated with the industrial property.

Figure 5

Bridge Street Industrial Complex (southern portion)



Other commercial areas have improved their aesthetic qualities, such as the shopping center where the Yuba-Sutter Mall is located. Landscaping, sidewalks and street medians lining the streets create a more comfortable environment for residents. However, accessibility and street quality in these areas could affect a resident's decision to frequent these areas, which in turn could lead to fewer patrons and less commerce for local business owners.

Many of the streets in the commercial parts of the Revitalization Area are in need of improvements such as overlaying. In addition, some commercial sections lack the same landscaping as the industrial sections. The identity of the area has been lost over time as the attributes of the area have deteriorated. With most of the area being built out, there is less opportunity to attract new businesses due to the absence of large vacant lots. Furthermore, a community further loses its identity if local business longevity is not preserved.

The City's use of Redevelopment Agency funds to make significant improvements to the Plumas Street infrastructure is a major step toward cementing Plumas Street as the destination for local shopping.

Beyond improvements, the efforts of local businesses should be promoted and preserved in any way possible. During the initial five-year period of the NRS, the City created a historic business district, including design standards. The historic business district will help with establishing an identity as a destination for residents and visitors alike. The Central City Specific Plan, which was adopted in 1992, should be updated to better meet the needs of local businesses in the downtown area.

Currently, Yuba City's zoning ordinance allows for the establishment of a Historic Combining District. This zoning designation was designed to allow for the following:

- Enhance public knowledge, understanding and appreciation of the City's past.
- Foster civic pride in the beauty and personality of the City.
- Enhance property values.
- Promote continued use of outstanding structures and increase the economic benefits of historic preservation.

In addition, the establishment of a historical district implements the City's General Plan to "promote the preservation, rehabilitation, restoration, reconstruction, and protection of historic and cultural resources; to encourage and promote public knowledge, understanding, and appreciation of the City's history; to promote appreciation and use of historic resources; to encourage preservation of resources, which may potentially be considered eligible for historic preservation zoning; to promote public awareness of the benefits of preservation; and to encourage public participation in identifying and preserving historic resources, thereby increasing community pride and awareness of the City's cultural and historical heritage."

Figure 6
Plumas Street before and after Renovation



Opportunities

During all the community and stakeholder meetings held for the plan, numerous residents represented organizations that are currently aiding the community in some way. These organizations are generally nonprofit and aim to support the community's quality of life. Additional organizations can be identified through the Yuba-Sutter Chamber of Commerce. All of the agencies strive to serve the public and have a genuine attachment to the community either directly or indirectly through their actions.

The organizations that attended the meetings should be engaged by staff to coordinate and identify resources that, if enhanced, would carry out the goals identified in the plan. Nonprofits have invested in the area, bringing hope to the community through new homes, job training, youth programming, housing for low-income seniors and educational initiatives. For example, some nonprofits, such as Habitat for Humanity, have invested in the community by building new homes through grants and other resources.

Small businesses also have the capability to grasp the ideals of revitalization and are driven to both develop the area from an economic perspective and serve the neighborhood

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stakeholders. Some empty lots scattered throughout the community could present an opportunity for new housing development and business construction. Various lots in the area could be donated or possibly obtained by private local businesses and developed to serve the needs of the community.

School programs could be tapped due to their overall influence on the social and educational dynamics of the residents. Programs and facilities could be developed through grant funding, donations or sponsorship by local businesses in order to enhance the programs administered through the local schools. Programs for youths, adults and seniors could be important in enhancing the livelihood of the Revitalization Area's residents.

In addition to the organizational assets of the community, community members and the residents of adjacent areas could be utilized to represent and rebuild a sense of neighborhood pride and community togetherness. Political figures, people in positions of authority, such as police officers or firefighters, and neighborhood activists should take a prominent role in promoting the ideals within this plan to the residents. Their involvement would symbolize the plan's importance, and their leadership would be beneficial in organizing and carrying out these activities for the betterment of the community. In addition, the positions that these people hold put them in a position to naturally walk alongside community residents and businesses in their efforts to revitalize the neighborhood.

Utilizing any of the aforementioned assets in an individual or collective manner would be beneficial in achieving many of the goals laid out in the plan. The needs of the community have been identified through the community and departmental meetings and the distribution of surveys. The overall goal is to identify any of these assets and plan accordingly to achieve various steps toward improving these needs and the eventual revitalization of the area.

Constraints

Community residents and local stakeholders identified numerous challenges that Yuba City faces. However, these challenges could also be viewed as prospects for change, such as road improvements and adding ADA-compliant ramps or striping with the overall improvements. Yuba City staff have identified a lack of involvement within the community as one of the major obstacles to this process. A lack of attendance and overall participation at local meetings to discuss plans, such as the revitalization strategy, make it difficult to obtain community involvement for these projects. Although the City as whole continues to grow, the perception of discontent between local officials and residents remains a major impediment to achieving overall goals that essentially change the community. In essence, it becomes a question of how to improve the livelihood for the community when the community does not interact or participate in any of the programs designed for residents.

Along with the lack of public involvement, abandoned housing units or buildings create the perception of abandonment in some areas. These buildings create challenges for economic development because they have to either be torn down to build new structures or remodeled. Additional code enforcement would help to some extent. The neighborhood

lacks internal financing capabilities for these projects because of the low-income levels of many of the residents. In addition, funding sources are needed to repair, rehabilitate and improve these structures to be suitable for occupancy by the general public.

As a result of the perception of disregard, prospective and current business owners, as well as local organizations in the community, are affected by the overall decline of the community. They may feel that there is no need to reinvest in the community and merely move their business or organization to another location that has better surroundings and amenities to suit their own needs. Identification of buildings needing renovation should be completed at some point, but most residents or investors do not currently have enough money to reinvest in the infrastructure needs of the area. Furthermore, current Community Development Block Grant (CDBG) funding for Yuba City is limited and should be focused on the greatest needs for the Revitalization Area.

Unfortunately, as noted previously, the State eliminated Redevelopment Agencies in 2012. Redevelopment funds had been a major funding source for the revitalization of older commercial areas and the provision of low income housing.

Despite these restrictions, the Yuba City community is committed to continuing the renewal process, and the process should gain momentum as various implementation steps of the plan are carried out.

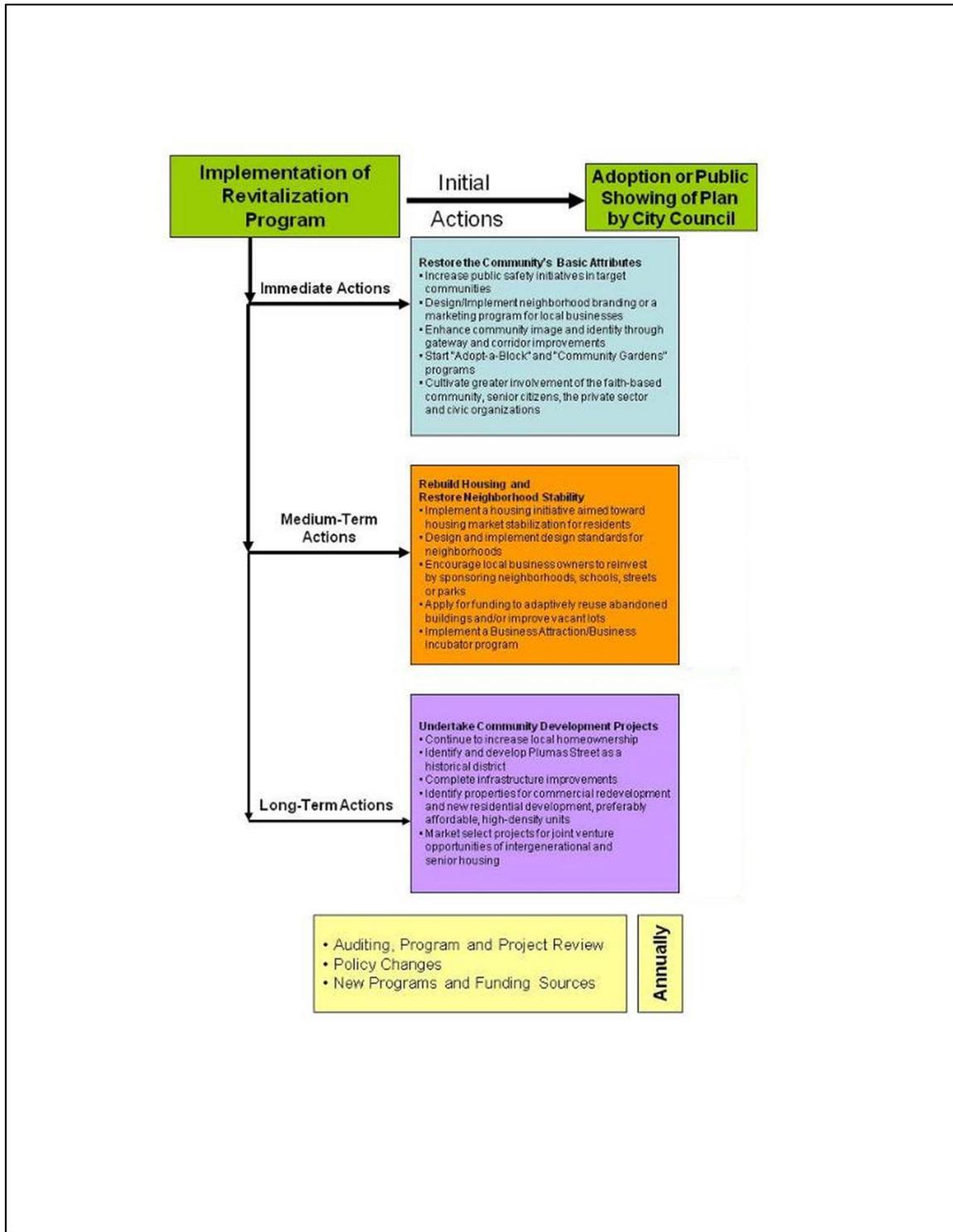
Implementation

Figure 7 provides a guide for implementation of recommendations resulting from the Neighborhood Revitalization Plan for Yuba City. The recommendations have been divided into categories of immediate, moderate and long term for purposes of approximating the time frames needed to complete the implementation program. These categories and time frames are designed as a guide, and actual time frames are dependent on the resources essential for implementation or public policy and statutory changes that may need to be adopted prior to implementation. We have also identified actions planned to gain some early acknowledgment and mobilization for the revitalization program. Adoption or some other public showing of the plan by the City Council will accentuate the overall importance of this program to those who must implement the recommendations, such as other local agencies or organizations, public or private.

Yuba City's Development Services Department will be responsible for organizing post-adoption activities. This will include the grading of each recommendation to determine the probability of completing any of the recommendations based on current policies and the financial impact. It is possible that some recommendations are already being carried out in Yuba City and that is why an evaluation of these suggestions should be completed in the context of expanding each current service to serve a greater need. Other recommendations, while suggested to be implemented by the City, might be better suited to be carried out by other organizations than Yuba City staff. The overarching theme of the evaluation is to identify and ultimately obtain broader public involvement in the revitalization effort.

To conclude, some recommendations will engage City participation in efforts to get the private sector and other nonprofit organizations excited about these new programs. It should be noted that Yuba City possibly will not be the sole party involved in development projects and activities but could contribute funding and support through grants or other policy measures. The City must embrace these concepts and use them efficiently in order to be successful in achieving the goals within the Plan.

**Figure 7
Implementation Organizational Chart**



Housing Performance Measures			
Actions	Benchmark Year 1-5	Accomplishments Year 1-5	Benchmark Year 5-10
Create more owner-occupied housing	<ul style="list-style-type: none"> Remodel 6-10 rental homes <p>Or</p> <ul style="list-style-type: none"> Build 5-10 homes for low income families 	<ul style="list-style-type: none"> During years 1-5 the City assisted 19 First Time Buyers with the purchase of a home in the NRS Area. 	<ul style="list-style-type: none"> Assist 6-10 low income homebuyers <p>Or</p> <ul style="list-style-type: none"> Build 2-5 homes for low income families
Educate families about home ownership	<ul style="list-style-type: none"> Counsel 20 families in the neighborhood Counsel 60 families outside the neighborhood Develop a post-ownership class that incorporates being a contributing neighbor to the community 	<ul style="list-style-type: none"> During years 1-5 all FTHB attended a FTHB class prior to purchasing their home. Due to a lack of interest in a post-ownership class the workshop has been cancelled several times during years 1-5. 	<ul style="list-style-type: none"> Continue to explore opportunities for a post-ownership class that incorporates being a contributing neighbor to the community. <p>Or</p> <ul style="list-style-type: none"> Explore opportunities for targeted workshops involving home maintenance, landscaping or other activities that encourage residents to maintain the investment in the neighborhood.
Collaborate with local organizations	<p>Collaborate with local agencies to create</p> <ul style="list-style-type: none"> Affordable housing <ul style="list-style-type: none"> Build 5-10 affordable homes for low income families Develop more mixed income blocks with multiple builders Jobs for local residents <ul style="list-style-type: none"> Create 40 jobs 	<ul style="list-style-type: none"> During years 1-5 the City has collaborated with local agencies, including the Regional Housing Authority (RHA) to provide affordable housing through the NSP Program. The City's Economic Development Department has continued its collaboration with the school district and local businesses to provide education, job training and local jobs. 	<p>Continue to collaborate with local agencies to create</p> <ul style="list-style-type: none"> Affordable housing Jobs for local residents
Improve existing housing	<ul style="list-style-type: none"> Develop and complete 3 projects per year Improve rental housing Develop a home repair program 	<ul style="list-style-type: none"> During years 1-5 the City provided loans/grants to 8 property owners for housing rehabilitation. The City provided grants through FREED and the Senior Handyman Program to provide accessibility improvements and minor home repairs to 483 residents within the NRS Area. The City provided NSP funding to purchase and rehabilitate 22 homes that will be rented through the RHA to low-income households. The RHA will own and manage the properties. The City provided funding for accessibility improvements to Redwood Gardens parking and walkway areas. Redwood Gardens is a 25 unit low-income apartment project within the NRS. 	<ul style="list-style-type: none"> Rehabilitate 6-10 low income homes Provide Accessibility improvements for 5 low income residents Annually conduct a Neighborhood Clean Up Program improving 10 low-income homes by completing exterior improvements utilizing volunteers.

Transportation and Parks Performance Measures			
Actions	Benchmark Year 1-5	Accomplishments Year 1-5	Benchmark Year 5-10
Improve the accessibility of neighborhoods to local businesses	<ul style="list-style-type: none"> • Build/rebuild sidewalks along designated paths to the business district (including the Bridge Street sidewalk) • Build/rebuild sidewalks or bike paths connecting the business district with Yuba-Sutter Mall 	<ul style="list-style-type: none"> • During years 1-5 the City upgraded 115 pedestrian access ramps and sections sidewalk identified in the ADA Self Evaluation and Transition Plan within the Public Right of Way. These improvements provided access to local government facilities, schools and numerous businesses throughout the City. 	<ul style="list-style-type: none"> • Build/rebuild sidewalks along designated paths to the business district (including the Bridge Street sidewalk) • Build/rebuild sidewalks or bike paths connecting the business district with Yuba-Sutter Mall • Upgrade pedestrian access ramps for access to local businesses and public facilities.
Build a new recreation center or improve an existing facility	<ul style="list-style-type: none"> • Increase energy efficiency in recreational facilities • Renovate or construct a recreational center to meet current codes 	<ul style="list-style-type: none"> • During year 5 Butchie’s Pool received funding to improve accessibility to their facility, which offers rehabilitation services to persons with disabilities. 	<ul style="list-style-type: none"> • Increase energy efficiency in recreational facilities • Renovate or construct a recreational center to meet current codes
Improve an existing park for locals	<ul style="list-style-type: none"> • Add park benches, picnic tables or a garden to an existing park • Organize an annual event at the park 	<ul style="list-style-type: none"> • During years 1-5 the Feather River Parkway project was completed • During year 4 the neighborhood clean up project included improvements to a local park, including two picnic tables, three trees planted, playground fiber and various plants and flowers added throughout the park. 	<ul style="list-style-type: none"> • Add park benches, picnic tables or a garden to an existing park • Organize an annual event at the park
Create incentives for carpooling or biking	<ul style="list-style-type: none"> • Create a program that encourages carpooling or riding a bicycle • Create parking areas for bicycles at local parks and businesses • Evaluate the number of off-street parking spaces needed and develop a plan to address the need 	<ul style="list-style-type: none"> • During years 1-5 the City promoted the Bike Yuba City Program with brochures, posters and various marketing and outreach. • Additional signage, map updates, and installation of bike racks at micro businesses located within the NRS Area was completed. 	<ul style="list-style-type: none"> • Create parking areas for bicycles at local parks and businesses • Evaluate the number of off-street parking spaces needed and develop a plan to address the need

Business Performance Measures			
Actions	Benchmark Year 1-5	Accomplishments Year 1-5	Benchmark Year 5-10
Establish a distinct identity in the neighborhood	<ul style="list-style-type: none"> • Create a historic business district • Develop a slogan that communicates an identity the businesses can support • Build identifiable entrances to the business district • Establish annual events that attract customers to the area's businesses • Install unique features, such as lighting fixtures, that unite the area, provide safety and provide a unique identity for the area 	<ul style="list-style-type: none"> • During years 1-5 a historic business district was established • A slogan was adopted that communicates an identity. • A design has been completed for uniting the area, providing safety and a unique identity for the area. 	<ul style="list-style-type: none"> • Build identifiable entrances to the business district • Host annual events that attract customers to the area's businesses • Install unique features, such as lighting fixtures, that unite the area, provide safety and provide a unique identity for the area
Improve the appearance of the neighborhood	<ul style="list-style-type: none"> • Pull weeds • Cut grass especially for vacant businesses • Paint businesses that appear to need it • Plant flowers and trees • Build landscape medians • Demolish and/or renovate old buildings that are eyesores 	<ul style="list-style-type: none"> • On-going effort by DBA to plant flowers 	<ul style="list-style-type: none"> • Pull weeds • Cut grass especially for vacant businesses • Paint businesses that appear to need it • Plant flowers and trees • Build landscape medians • Demolish and/or renovate old buildings that are eyesores
Improve the perception and the reality of safety in the neighborhood	<ul style="list-style-type: none"> • Collaborate with building owners and managers to keep the area clean and manicured. • Initiate an annual event that attracts visitors from outside Yuba City • Install unique features, such as lighting fixtures, that unite the area, provide safety and provide a unique identity for the area • Improve the presence of police in the area in order to open at night 	<ul style="list-style-type: none"> • Various events occur annually and attract visitors to the downtown business district. • Neighborhood Watch program has been established. 	<ul style="list-style-type: none"> • Collaborate with building owners and managers to keep the area clean and manicured. • Continue to host annual events that attract visitors from outside Yuba City • Install unique features, such as lighting fixtures, that unite the area, provide safety and provide a unique identity for the area • Improve the presence of police in the area in order to open at night

Business Performance Measures (con't)

Actions	Benchmark Year 1-5	Accomplishments Year 1-5	Benchmark Year 5-10
<p>Improve the business capacity of current businesses in the neighborhood</p>	<ul style="list-style-type: none"> • Develop ways for businesses to advertise each other, including business card exchange and maps that highlight area businesses • Determine a means to better utilize empty areas for parking spaces • Work with the Chamber of Commerce to develop marketing programs that draw patrons from outside the neighborhood • Evaluate the number of off-street parking spaces needed and develop a plan to address the need • Make it possible to open at night with lights • Upgrade occupied buildings to current code standards 	<ul style="list-style-type: none"> • During years 1-5 the Restaurant and Hotel Guide was updated. • The Downtown Business Association developed a Restaurant Guide, specifically for the restaurants in the downtown business area • The City entered into a 3 year contract with the Chamber of Commerce for marketing and tourism efforts, including historic downtown Plumas Street • On-going efforts to utilize open spaces for parking 	<ul style="list-style-type: none"> • Develop ways for businesses to advertise each other, including business card exchange and maps that highlight area businesses • Determine a means to better utilize empty areas for parking spaces • Work with the Chamber of Commerce to develop marketing programs that draw patrons from outside the neighborhood • Evaluate the number of off-street parking spaces needed and develop a plan to address the need • Make it possible to open at night with lights • Upgrade occupied buildings to current code standards
<p>Attract new businesses</p>	<ul style="list-style-type: none"> • Add signs that show what business are present and connect the identity of the community • Make it possible to open at night with use of lights and other improvements • Collaborate to maintain the appearance of the area • Recruit more businesses with a higher number of employees • Upgrade vacant buildings to make them business ready 	<ul style="list-style-type: none"> • During years 1-5 regular committee meetings have taken place to maintain the appearance of the downtown area. 	<ul style="list-style-type: none"> • Add signs that show what business are present and connect the identity of the community • Make it possible to open at night with use of lights and other improvements • Collaborate to maintain the appearance of the area • Recruit more businesses with a higher number of employees • Upgrade vacant buildings to make them business ready

Business Performance Measures (con't)

Actions	Benchmark Year 1-5	Accomplishments Year 1-5	Benchmark Year 5-10
<p>Develop an association of businesses</p>	<ul style="list-style-type: none"> • Develop a name for the business association and district • Set up regular meeting dates and times • Add 10 new area businesses to the Downtown Business Association • Develop relationships with other local associations 	<ul style="list-style-type: none"> • During years 1-5 the Yuba City Downtown Business Association (DBA) mission is to preserve, promote and encourage aspiring businesses and provide a safe, clean center of culture and community life for residents and visitors alike • Yuba City DBA conducts monthly board meetings as well as a variety of committee meetings to address issues such as economic development, marketing and beautification – meetings are on-going 	<ul style="list-style-type: none"> • Add 6 new area businesses to the Downtown Business Association • Develop relationships with other local associations
