

# CITY OF SIERRA VISTA

## HOUSING ASSESSMENT & STRATEGIC PLAN



Arizona Department of Housing

August 2008



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August 2008

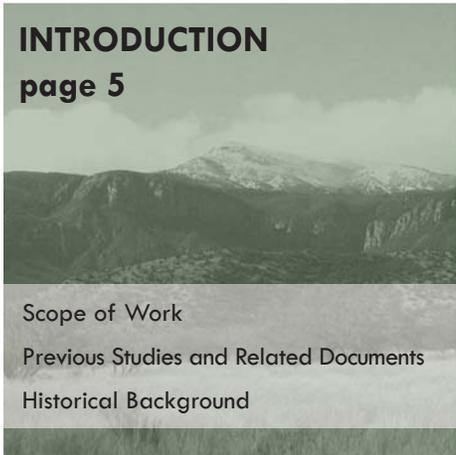
The Drachman Institute is a research and public service unit of The College of Architecture and Landscape Architecture at The University of Arizona.

It is dedicated to the environmentally sensitive and resource-conscious development of neighborhoods and communities.

The Drachman Institute focuses its research and outreach activities on the proposition that housing is the building block of neighborhoods and neighborhoods are the building blocks of communities.

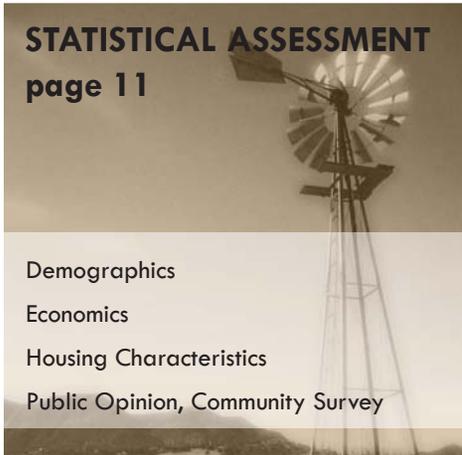


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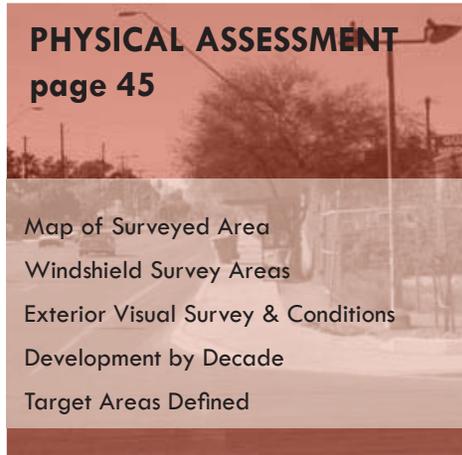
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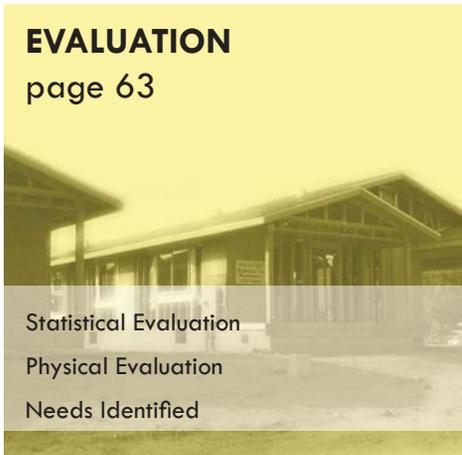
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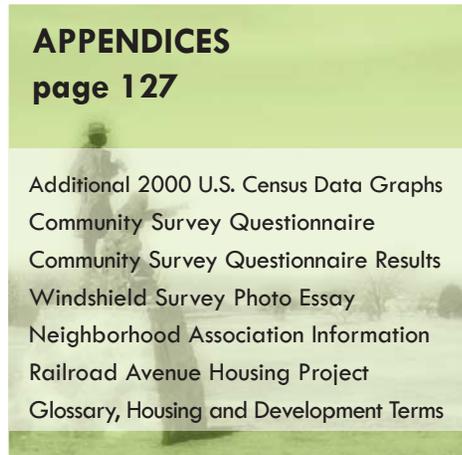
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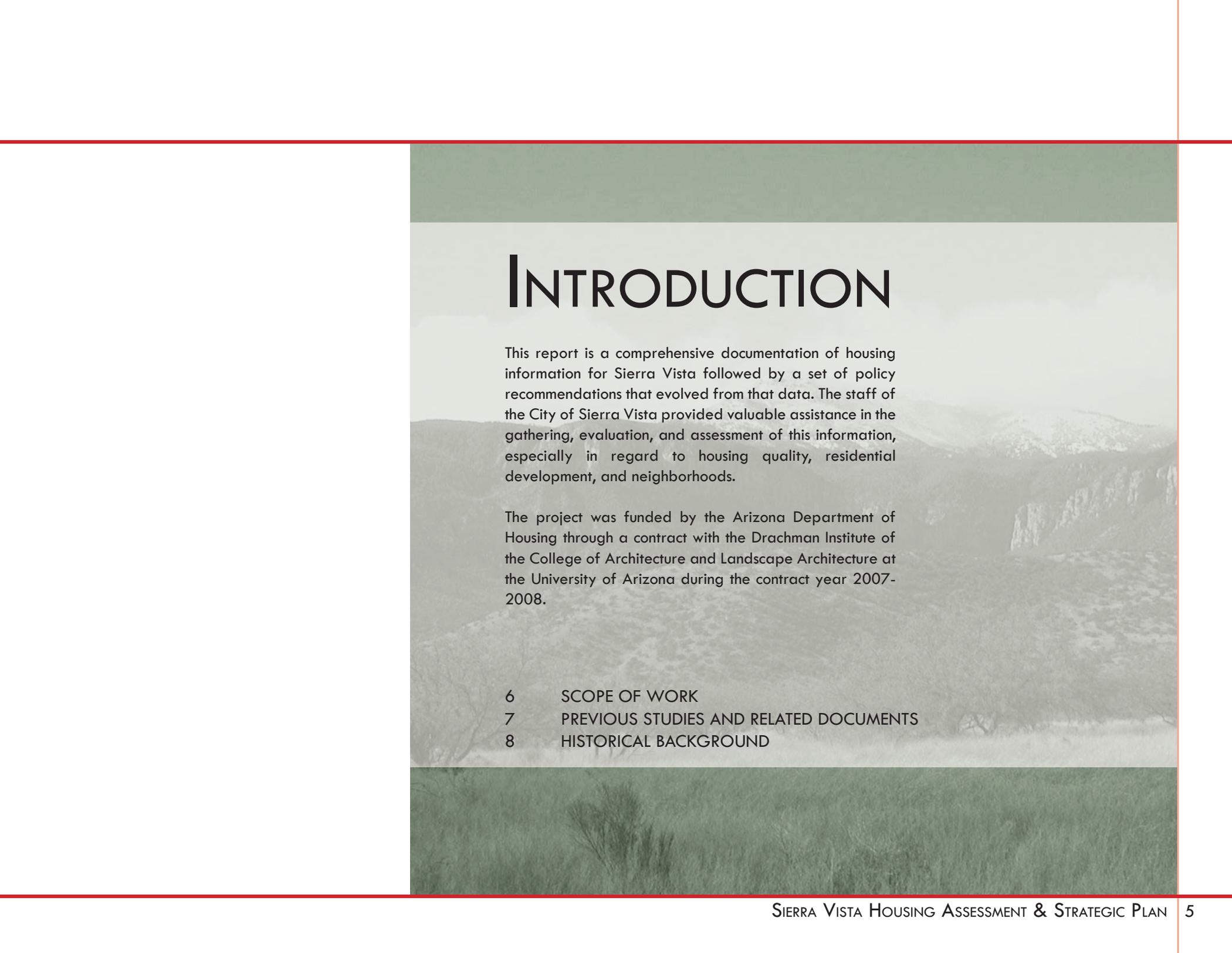
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**“There is a near-universal shortage  
of affordable housing for  
homeownership in Sierra Vista...  
shortages exist across income levels  
and household sizes, with the  
most critical shortages existing for...  
the most economically disadvantaged  
segments of the community.”**

—Cochise College Center for Economic Research  
Cochise County, Arizona  
June 2007



# INTRODUCTION

This report is a comprehensive documentation of housing information for Sierra Vista followed by a set of policy recommendations that evolved from that data. The staff of the City of Sierra Vista provided valuable assistance in the gathering, evaluation, and assessment of this information, especially in regard to housing quality, residential development, and neighborhoods.

The project was funded by the Arizona Department of Housing through a contract with the Drachman Institute of the College of Architecture and Landscape Architecture at the University of Arizona during the contract year 2007-2008.

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## SCOPE OF WORK

Based on a grant proposal prepared by the City of Sierra Vista and addressed to the Arizona Department of Housing requesting technical assistance from the Drachman Institute, the scope of work indicated was for an overall housing assessment determining both physical conditions and livability of housing in the city. The agreed upon scope of work includes the following:

- Conduct an overview windshield survey of general neighborhood housing and property conditions;
- Conduct parcel-by-parcel visual assessment of selected neighborhoods determined from overview survey, to include county enclaves as needed;
- Summarize the existing housing data including housing stock quantity, age, and sizes (rooms per dwelling);
- Conduct Community Surveys for current information and data to assist in determining potential affordable housing needs;
- Estimate possible workforce housing needs including number of those in need, as well as home sizes and levels of affordability;
- Develop a set of recommendations for addressing possible affordable housing needs and suggest methods and strategies for facilitation and implementation of these recommendations.

An initial project scope meeting was held in Tucson, Arizona at the Drachman Institute with representatives from Arizona Department of Housing, Drachman Institute staff, and City of Sierra Vista staff. Subsequent progress presentations were made to the Mayor and Council and the community during special work sessions. The dates for each of these site visits, meetings, and presentations took place as follows:

- |   |                          |
|---|--------------------------|
| • <i>Project Scope Meeting</i>                                | <i>October 5, 2007</i>   |
| • <i>Overview Windshield Survey</i>                           | <i>November 16, 2007</i> |
| • <i>Detailed Parcel Survey (part one)</i>                    | <i>November 17, 2007</i> |
| • <i>Detailed Parcel Survey (part two)</i>                    | <i>January 19, 2008</i>  |
| • <i>Mayor + City Council Progress Work Session</i>           | <i>May 13, 2008</i>      |
| • <i>Mayor + City Council Final Presentation Work Session</i> | <i>July 29, 2008</i>     |

**Vista 2020 General Plan**

The City of Sierra Vista approved the current *Vista 2020 General Plan* in 2002, which was ratified by citizens of Sierra Vista in 2003. This General Plan includes a “Housing and Neighborhoods Element” in accordance with *Arizona Revised Statute ARS 9-461.05* even though the City of Sierra Vista does not yet have a population beyond 50,000 persons.

*ARS 9-461.05* states that the general plan shall include, for cities of 50,000 persons or more, and may include for cities of less than 50,000 persons, the following element(s):

*Housing Element*

*A housing element consisting of standards and programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety and affordability and for provision of adequate sites for housing. This element shall contain an identification and analysis of existing and forecasted housing needs. This element shall be designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed or economic level.*

Portions of the current *Housing Assessment* conducted by the Drachman Institute may be useful for informing future housing policies and the resulting recommendations may be applicable for incorporation into the City’s Housing and Neighborhoods Element of the General Plan update.

**City of Sierra Vista Housing Goals and Strategies**

This earlier housing goals and strategies report was prepared in 1994 by John Prior Associates and Gruen Associates following a Housing Needs Study that was conducted in 1993 by the same consultants. This report focuses on the overall housing planning strategies up through the year 2000. The needs identified indicated that in general, most households could afford to rent and own the homes on the market, but that a total of 3,688 households were in need of affordable housing in (1993). By 2000, that number was projected to rise only slightly to 3,981 households.

**Housing Task Force Report 2007**

In 2007, the City of Sierra Vista Housing Task Force compiled a report reflecting upon two recent (2006 and 2007) studies conducted by Cochise College Center for Economic Research, both for Affordable Rental and Affordable Homeownership Housing. The statistical housing units considered in this study offer only a measure of quantity and not quality. The following Housing Assessment study by the Drachman Institute expands upon this report by providing indicators of housing stock quality.

**Cochise College Center for Economic Research: Affordable Rental Housing Study for Sierra Vista (Nov 2006)**

The Cochise College Center for Economic Research prepared a housing analysis study for

the affordable **rental** housing market in 2006. The study indicates that there does not seem to be a universal shortage of affordable rental housing in the city, but that there were shortages for larger apartment sizes (4- and 5-bedrooms) for extremely low income households.

**Cochise College Center for Economic Research: Affordable Home Ownership Study for Sierra Vista (June 2007)**

The Cochise College Center for Economic Research prepared a housing analysis study for the affordable **homeownership** market in 2007. The study indicates that there is a near universal shortage of affordable ownership housing for the low-, very low-, and extremely low-income households.

**Sierra Vista Economic Focus 2006-2007**

The Cochise College Center for Economic Research prepared an Economic Focus booklet for the city providing a comprehensive overview of the state of the City’s economy and a review of the 2000 US Census economic data. The book also includes a chapter on “Housing and real estate” that provides 2006 data for housing and rental median prices.

## HISTORICAL BACKGROUND



This assessment and evaluation of housing conditions was conducted by the Drachman Institute, with support from the Arizona Department of Housing at the request of the City of Sierra Vista. The last housing study of the city was completed in 1993. Since that time, Sierra Vista has experienced significant population growth. This growth has led to a perceived shortage of affordable housing within the community of Sierra Vista.

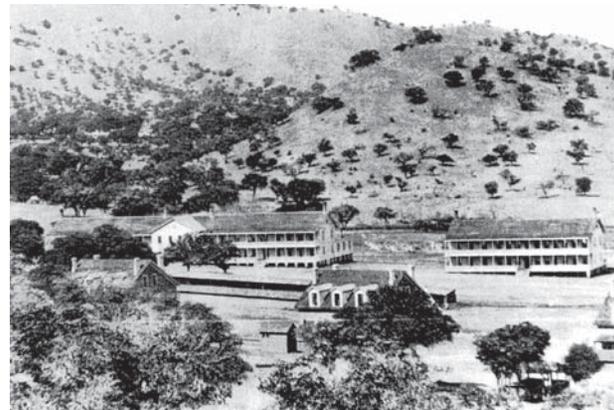
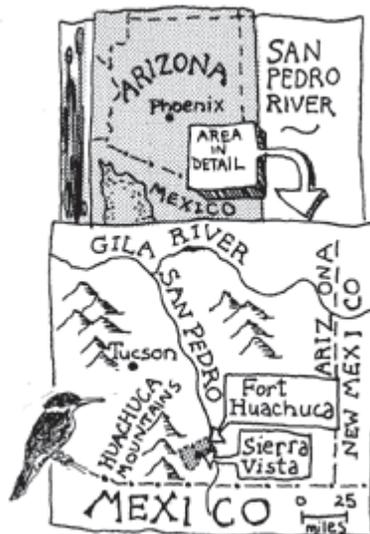
The goal of this report is to:

- 1 Evaluate current affordable housing
- 2 Assess the physical condition and characteristics of units/properties, and
- 3 Provide solutions to ensure that there is a variety of affordable housing stock for all segments of the population in the future.

Located just northeast of the Huachuca Mountains, the City of Sierra Vista traces its origins to Arizona's

frontier days. In 1877, Captain Samuel Whitside of the U.S. Army was reassigned from Fort Lowell (near Tucson) to lead troops in establishing a fort in the general vicinity of old Fort Crittenden and the Whetstone Mountains. Upon arriving in vicinity of the old fort, it was decided to lead the troops further south toward a clustering of mountains. After about eight miles, the troops stopped at the mouth of present day Huachuca Canyon. Supplied with an abundance of grass and vegetation, a cold mountain stream, mountains, and nearby forests, the location was just what Captain Whitside was looking for. On March 3, 1877, Camp Huachuca became an official army installation.

The ensuing years would bring a number of changes to the area. From the arrival of the train, to the possibilities brought on by cattle ranching and homesteading, families came to settle the warm climate and wide open expanses of land. The year 1912 brought statehood to Arizona and in 1915



Fort Huachuca barracks, 1880s. Original structures are still in place today.



Thanksgiving at Buena School House, 1915.

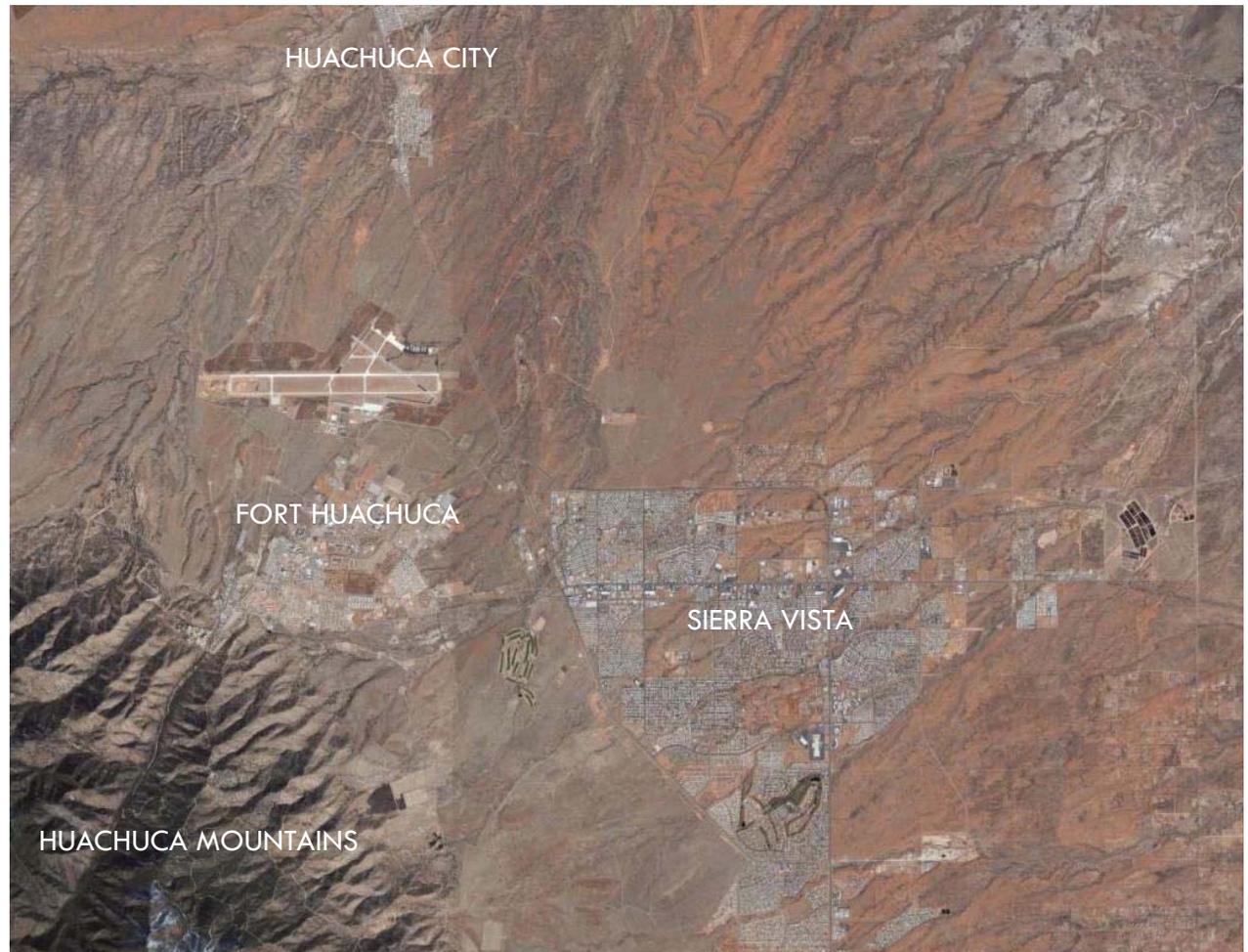
Photos: Sierra Vista: Young City with a Past, 2003

the town (known at the time as Buena) received its first school. The town and fort continued to grow until 1947 when Fort Huachuca was deactivated. The deactivation caused people to move out of the town resulting in the selling of residential and commercial properties for pennies on the dollar. It wasn't until the Korean War in 1951 that the fort was reactivated. In 1956, after surviving eight name changes, the area was incorporated as the Town of Sierra Vista.

Present day Sierra Vista is situated 4,633 feet above sea level, and, according to a July 2006 Arizona Department of Commerce estimate, has a population of 44,870. It is the largest city in Cochise County and continues to have strong ties to Fort Huachuca, which was annexed to the city in 1971 and employs roughly 25% of the population.

Information contained in this report was obtained from a variety of sources of published information including the 2000 U.S. Census, the Arizona Department of Housing, The Arizona Department of Economic Security, Cochise County, and the City of Sierra Vista.

Source:  
Sierra Vista: Young City with a Past, 2003



**FACT**

Sierra Vista is nicknamed the "Hummingbird Capital of the U.S."

<http://www.visitsierravista.com/>



**FACT**

In 1975, the first ever McDonald's drive-thru opened in Sierra Vista.

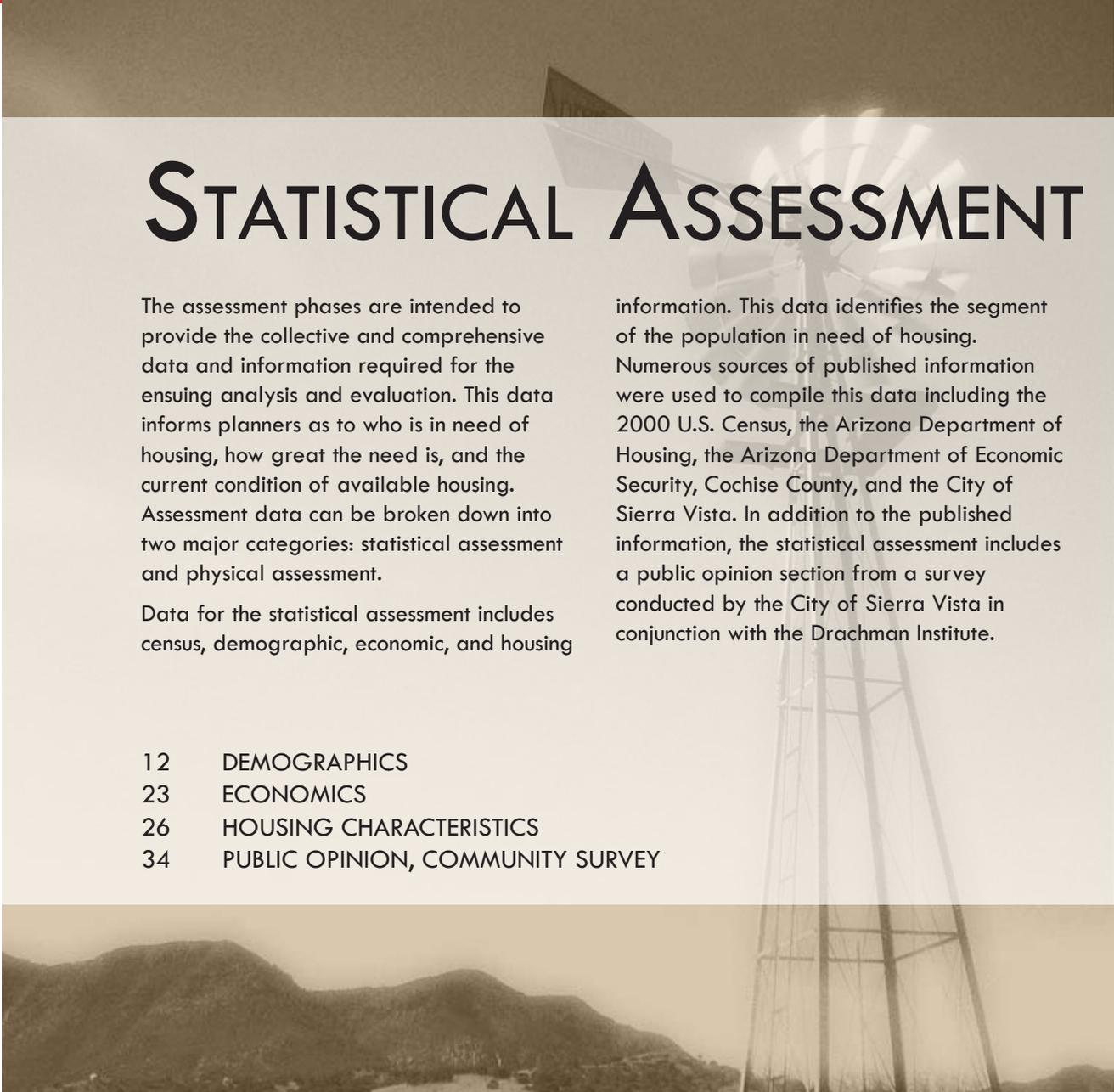
[www.mcspotlight.org](http://www.mcspotlight.org)

**FACT**

Prior to being part of Cochise County, the area had been part of more than one Indian Nation, Mexico, New Mexico, and the Confederacy.

Sierra Vista: Young City With A Past, 2003



The background of the page features a sepia-toned photograph. In the foreground, a large, multi-bladed windmill stands tall. In the background, a range of mountains is visible under a hazy sky. The overall aesthetic is rustic and historical.

# STATISTICAL ASSESSMENT

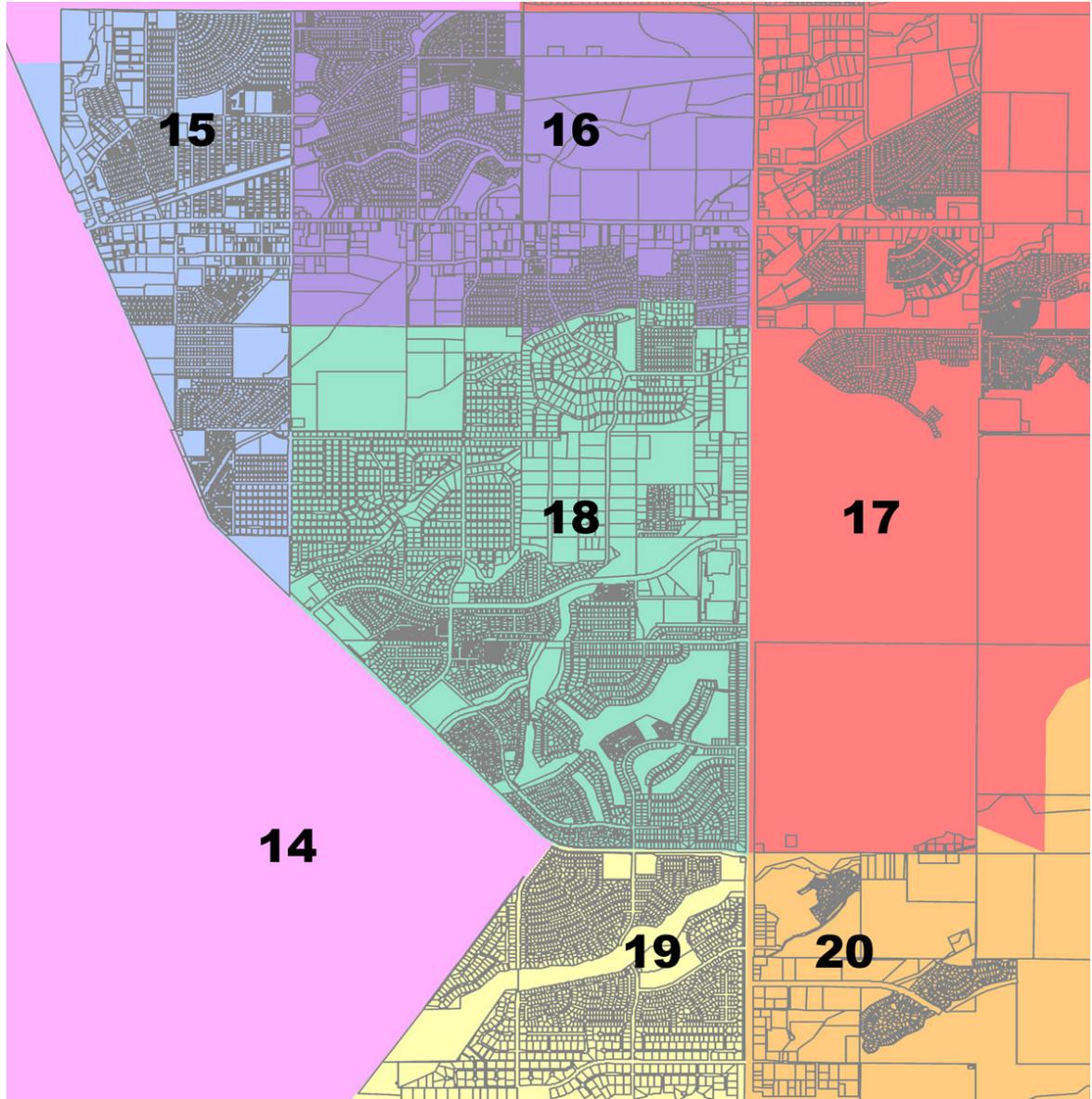
The assessment phases are intended to provide the collective and comprehensive data and information required for the ensuing analysis and evaluation. This data informs planners as to who is in need of housing, how great the need is, and the current condition of available housing. Assessment data can be broken down into two major categories: statistical assessment and physical assessment.

Data for the statistical assessment includes census, demographic, economic, and housing

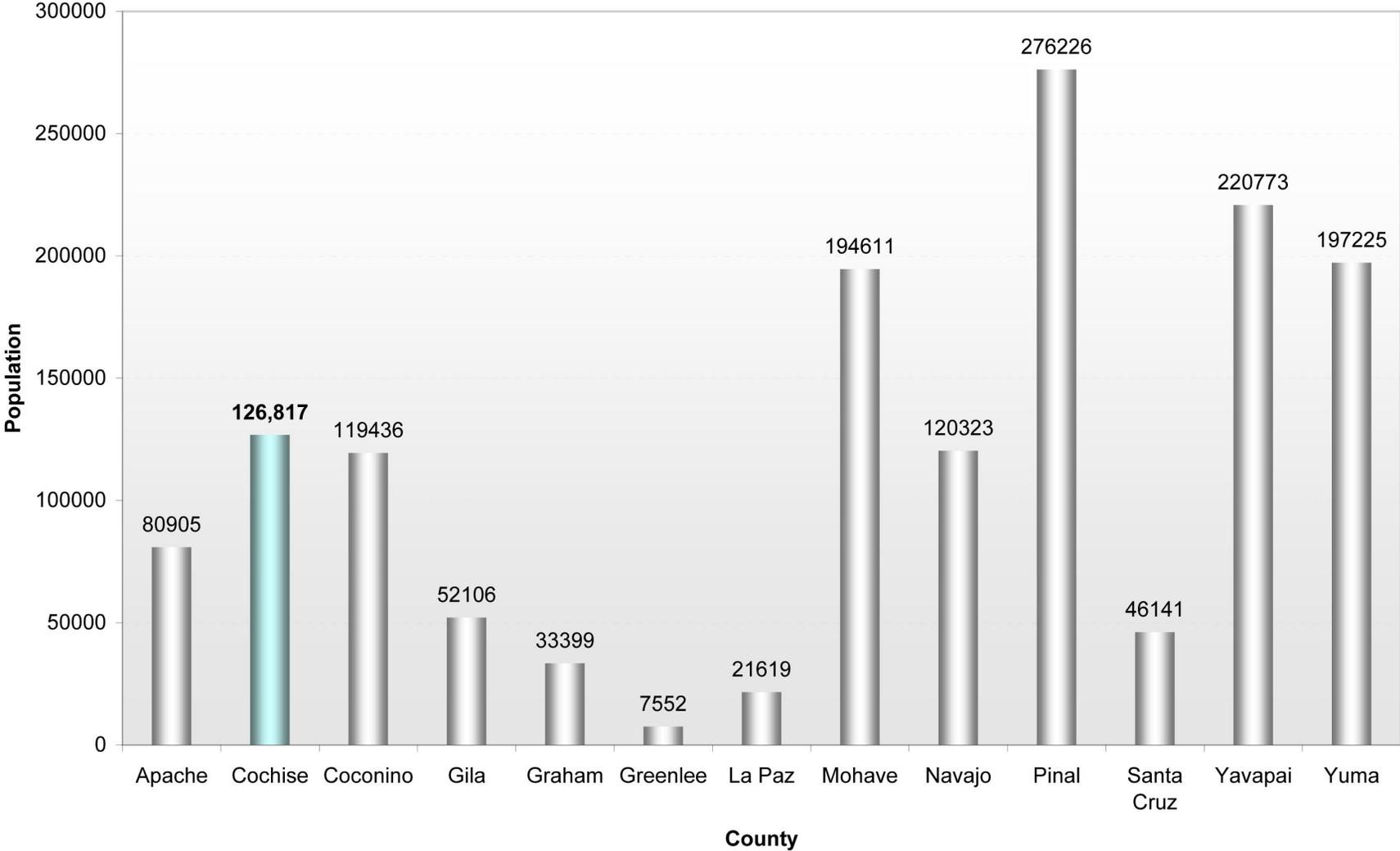
information. This data identifies the segment of the population in need of housing. Numerous sources of published information were used to compile this data including the 2000 U.S. Census, the Arizona Department of Housing, the Arizona Department of Economic Security, Cochise County, and the City of Sierra Vista. In addition to the published information, the statistical assessment includes a public opinion section from a survey conducted by the City of Sierra Vista in conjunction with the Drachman Institute.

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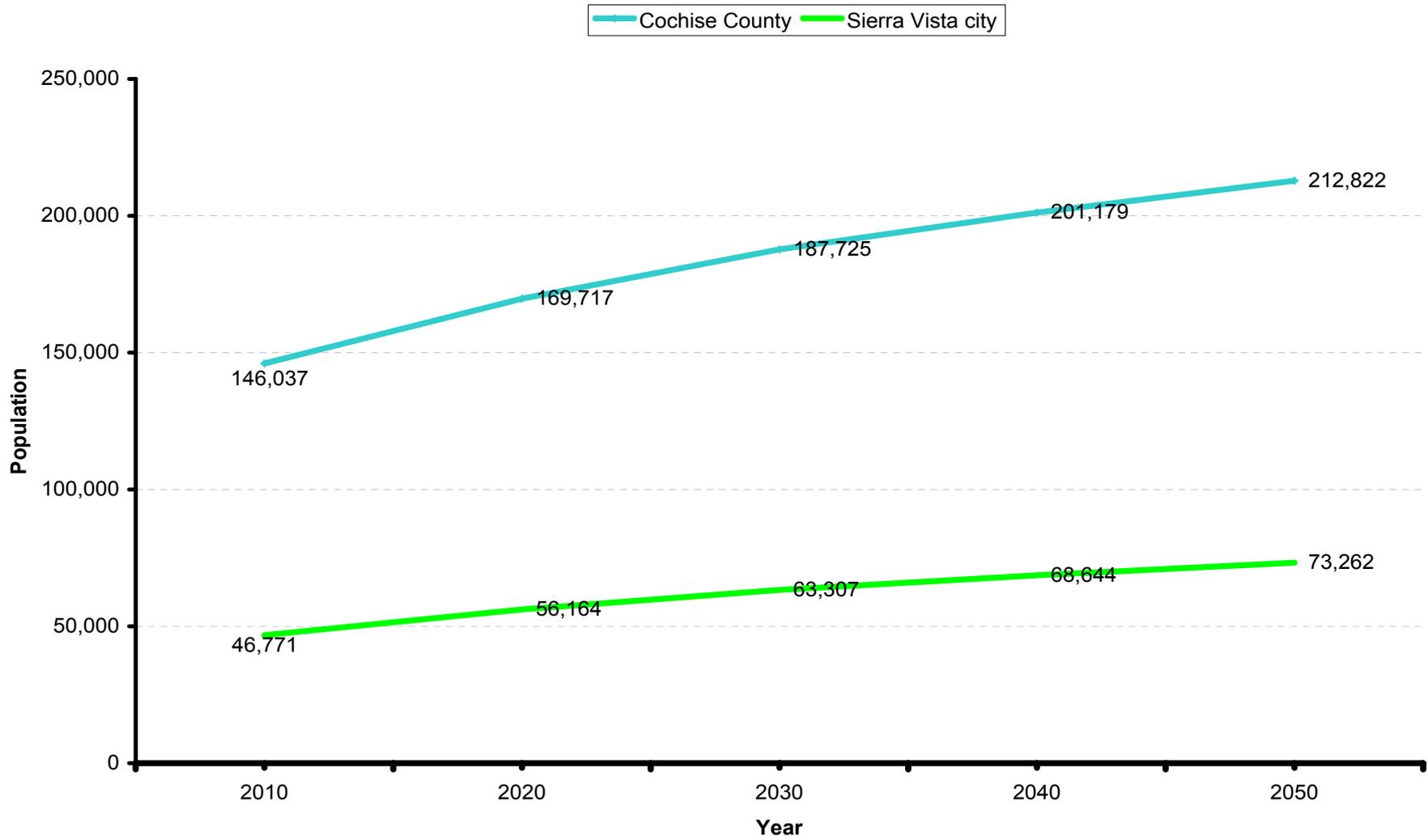
The majority of Sierra Vista's population can be divided among Cochise County's Tracts 15, 16, 17, and 18 of the U.S. Census. Corresponding data from each tract allows for a statistical comparison among the tracts. Tract 14 consists of Fort Huachuca, while Tracts 19 and 20 primarily lie outside the boundaries of the City of Sierra Vista.



### Non-Metropolitan County Population

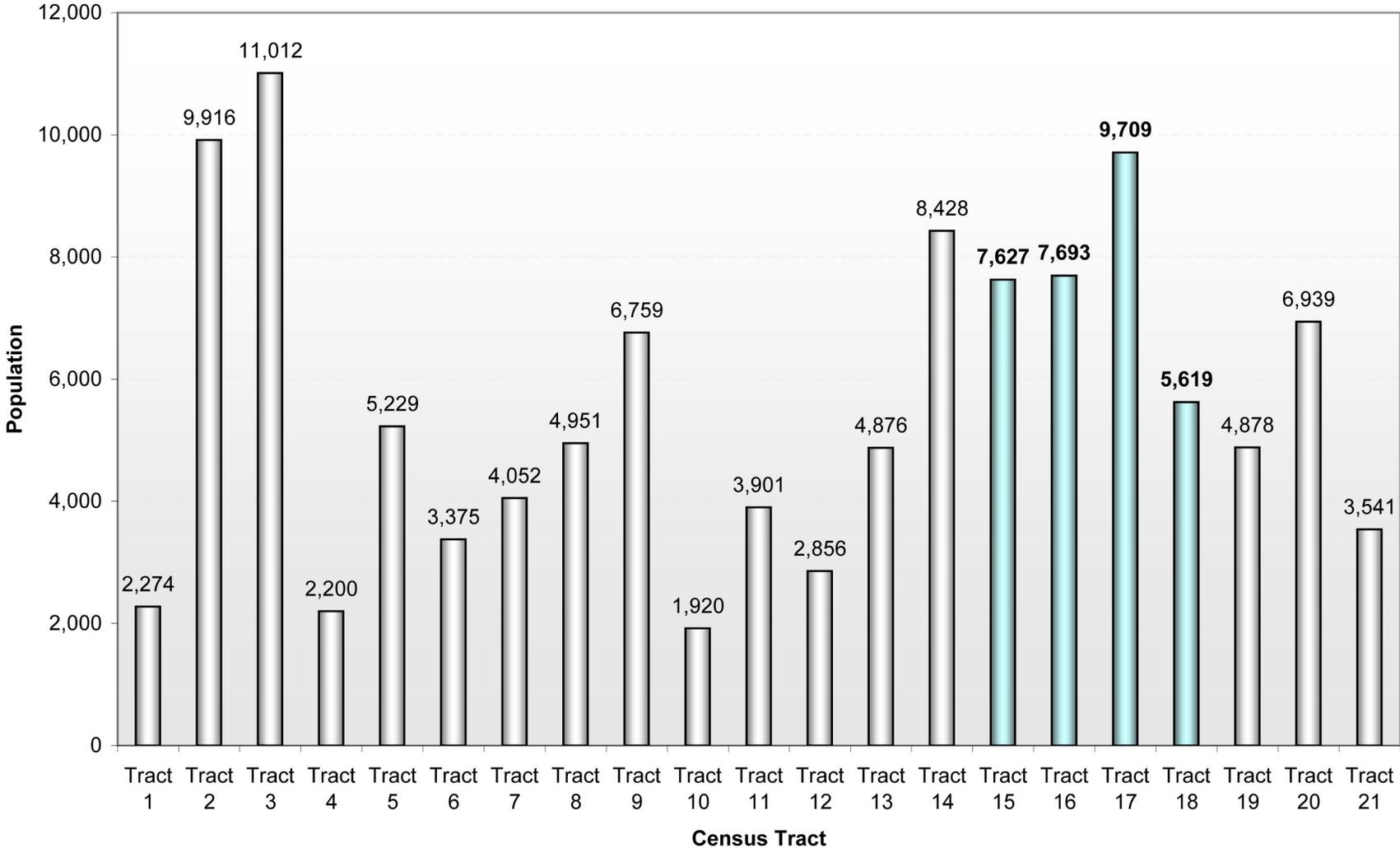


### Projected Population Growth (2010-2050)



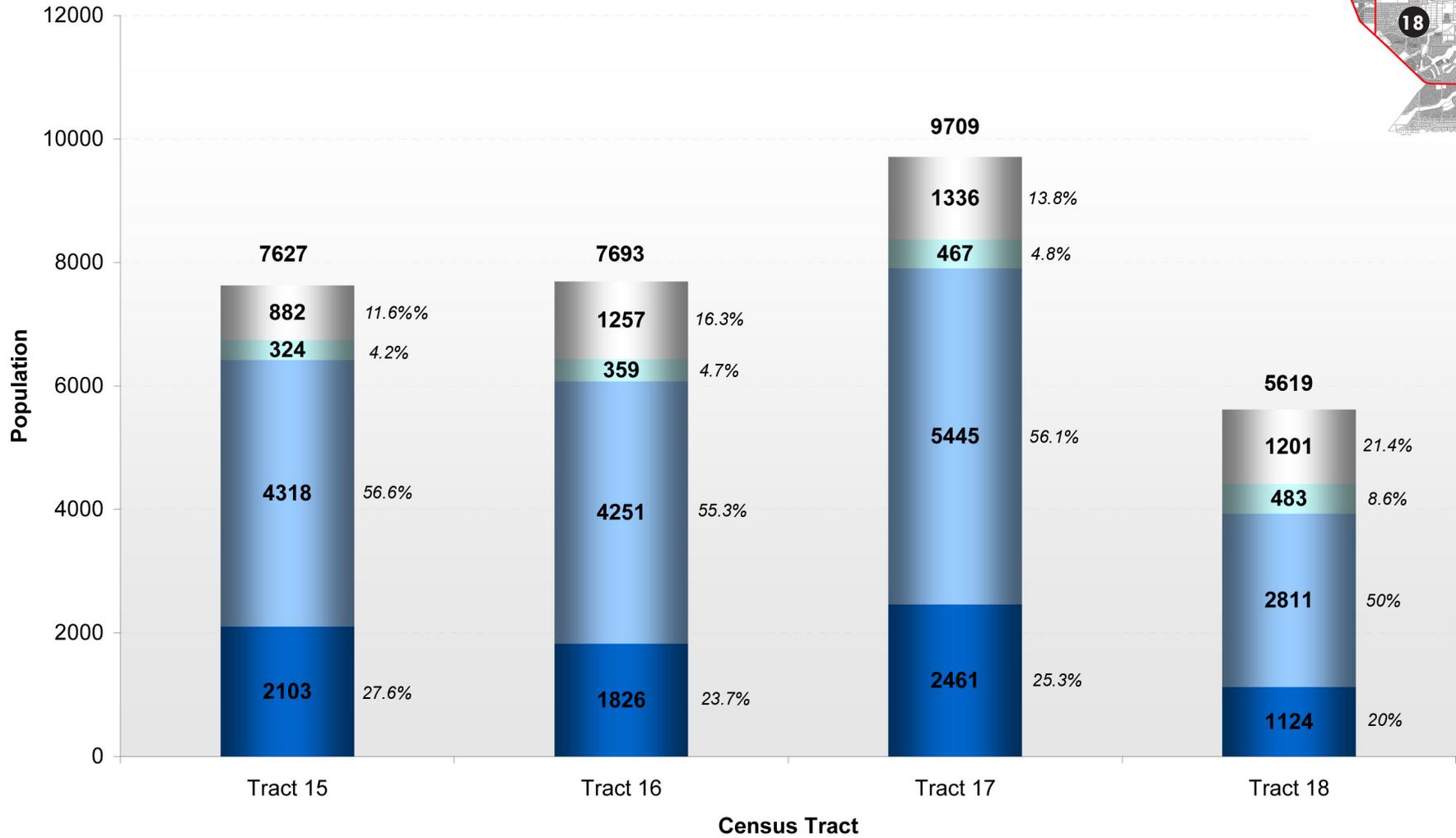
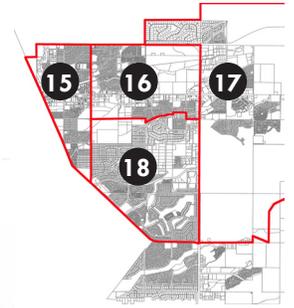
Source: Arizona Department of Economic Security (Dec. 2006)

Cochise County Population (Census 2000)

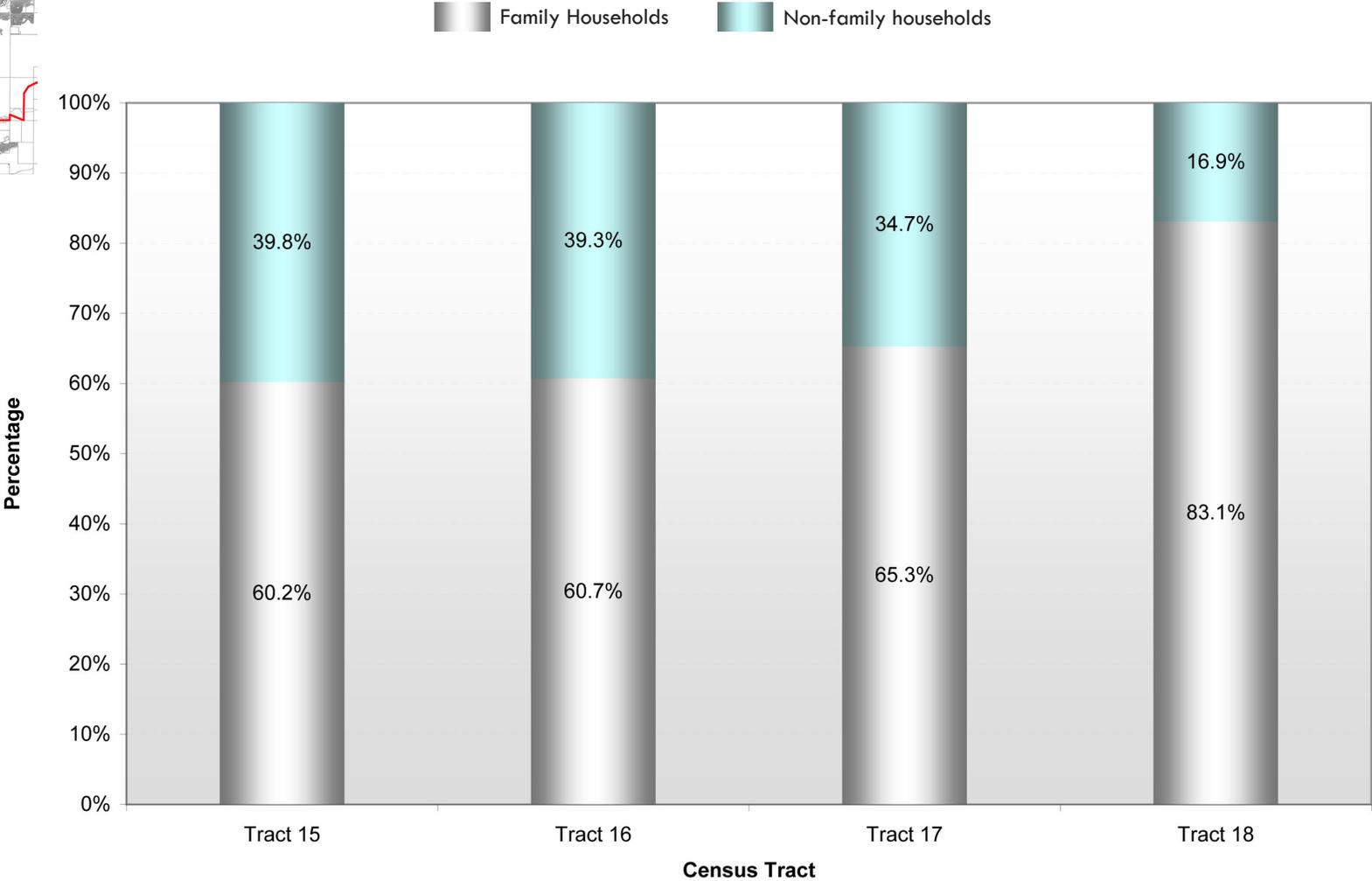
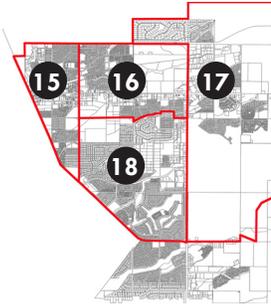


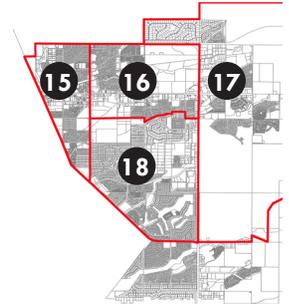
Population & Age Group (Census 2000)

■ Under 18 years    
 ■ 18-60 years    
 ■ 60-65 years    
 ■ over 65 years



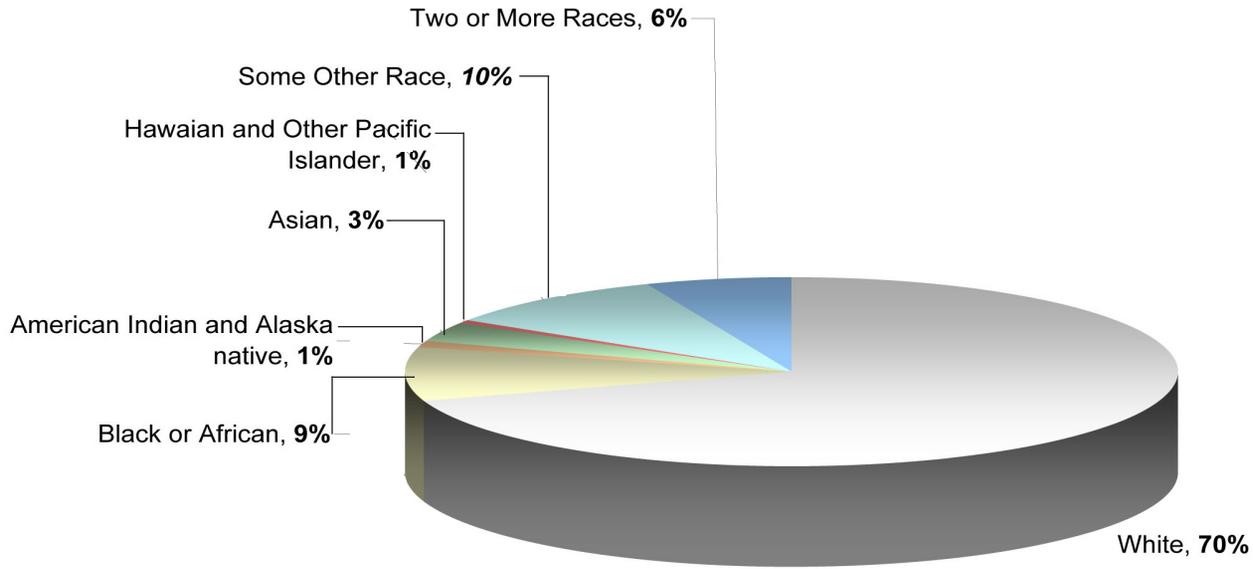
### Household Make-up (Census 2000)



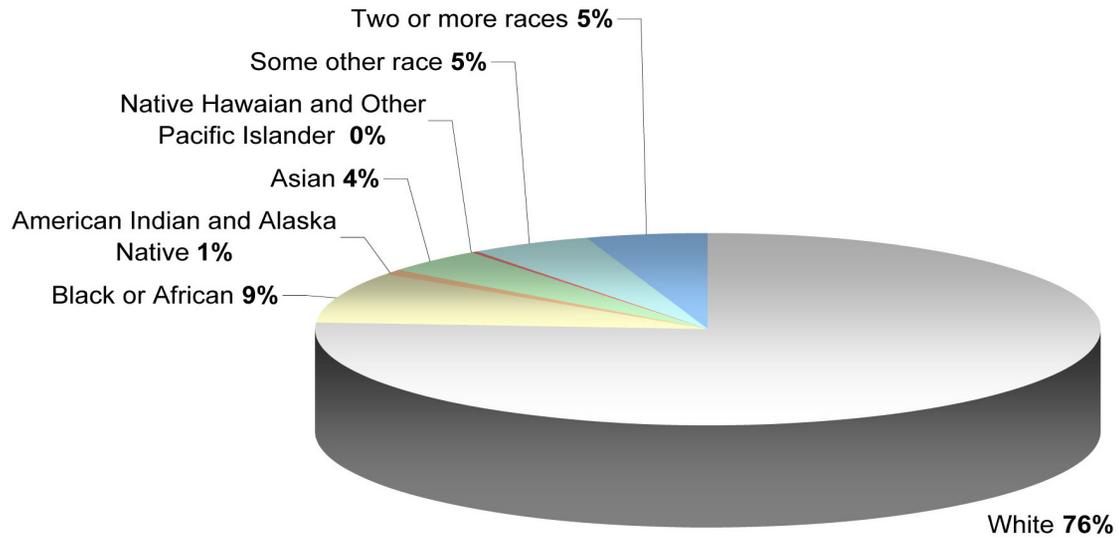


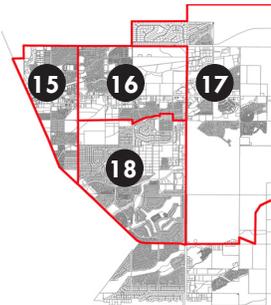
**Tract 15**

**Race (Census 2000)**



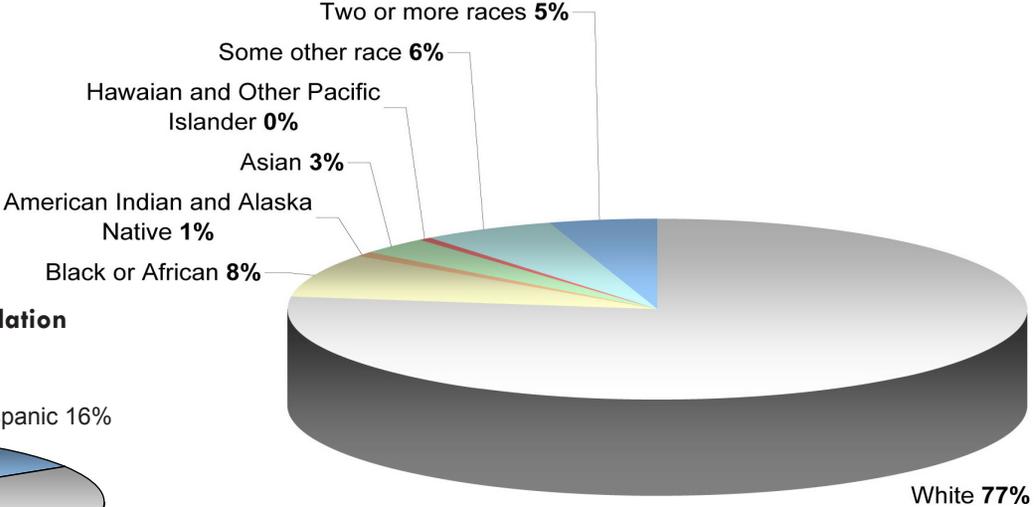
**Tract 16**



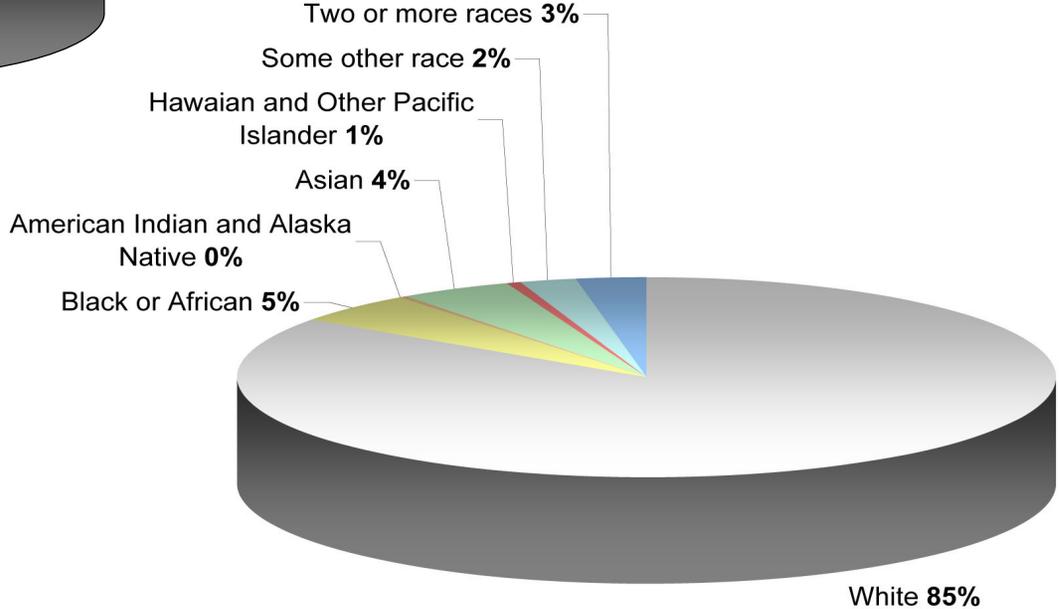


**Tract 17**

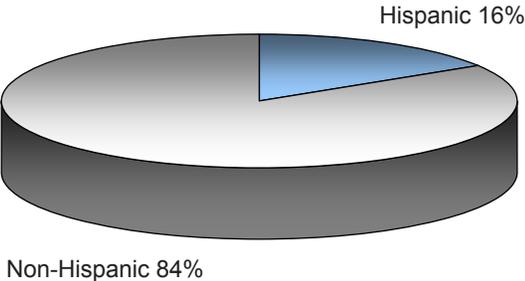
**Race (Census 2000)**



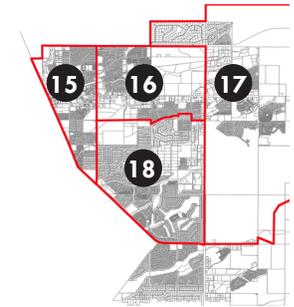
**Tract 18**



**Hispanic vs. Non-Hispanic Population for Sierra Vista as a whole**



Occupation of Civilian Population (Census 2000)



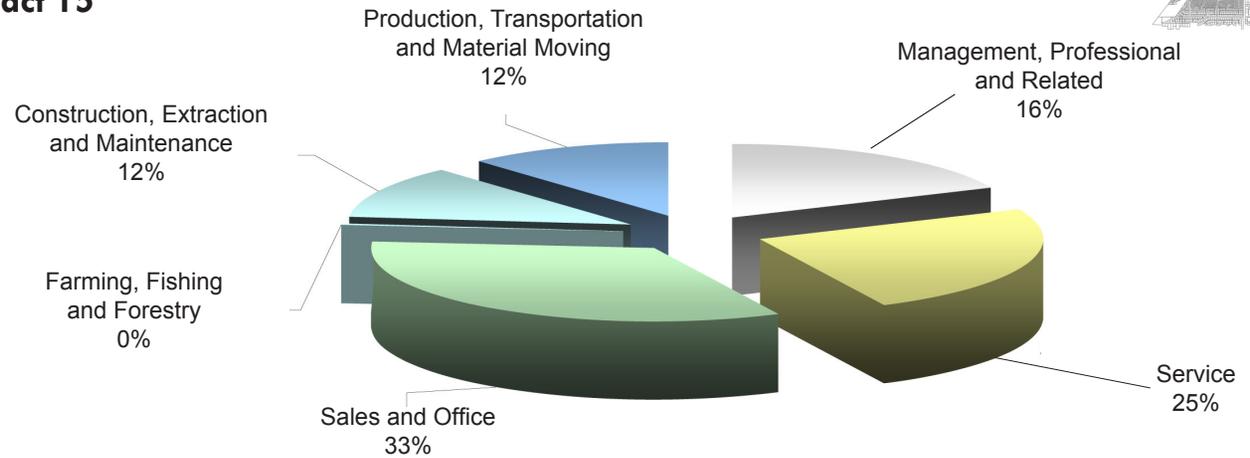
STATUS OF EMPLOYMENT

Armed Forces vs. Civilian

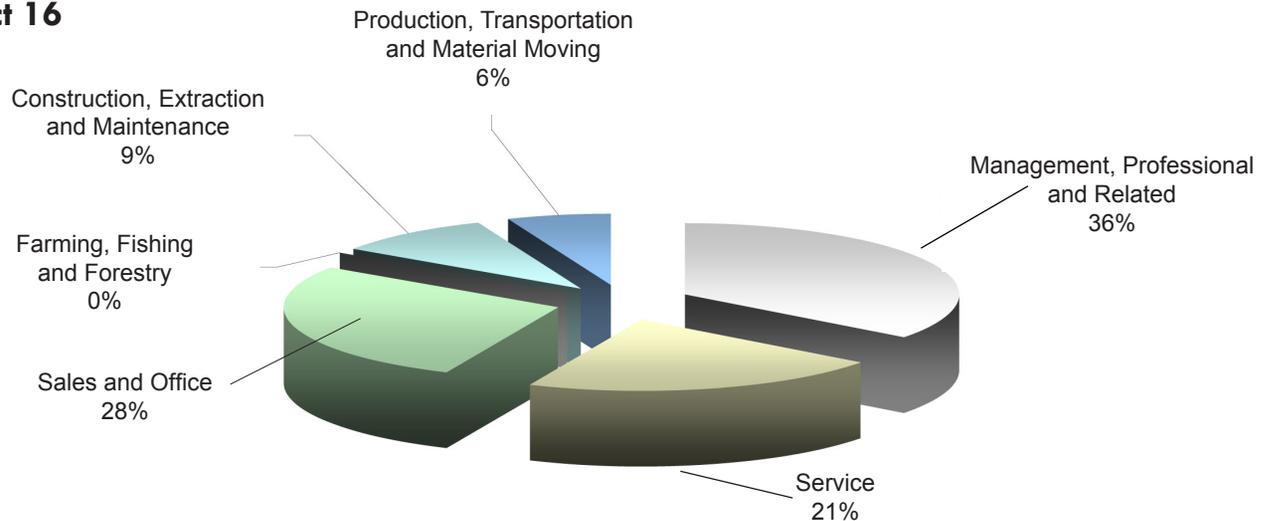
“The largest and most noteworthy component of Sierra Vista’s labor force is the technologically trained military and civilian work force of nearly 6,000 soldiers and about 2,500 federal civilian employees at Fort Huachuca. The fort also employs about 2,000 contract workers and people in non-military jobs, such as on-post schools, financial institutions, food services, etc., for a full-time employee population of over 10,000. This pool of highly skilled workers contribute to current and next-generation intelligence and communications systems used throughout the Army and the Department of Defense. The myriad of specialized commands at the fort contribute to technological research and development, design, testing, procurement, certification, fielding and real-world application for American and allied forces. The pool of employees is supplemented by about 4,000 military spouses, many of whom are college graduates.”

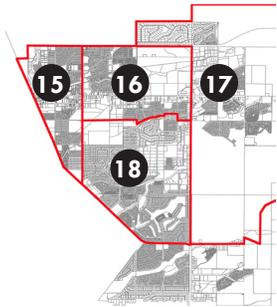
from Sierra Vista Economic Development Foundation website: [www.svedf.org/labor.htm](http://www.svedf.org/labor.htm)

Tract 15



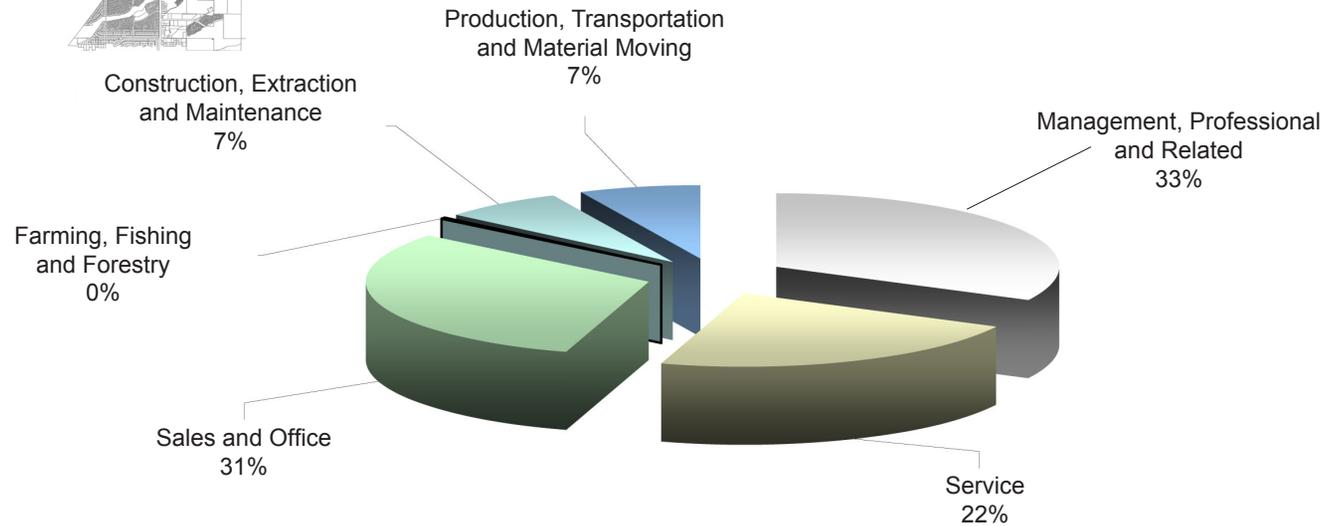
Tract 16





**Occupation of Civilian Population (Census 2000)**

**Tract 17**

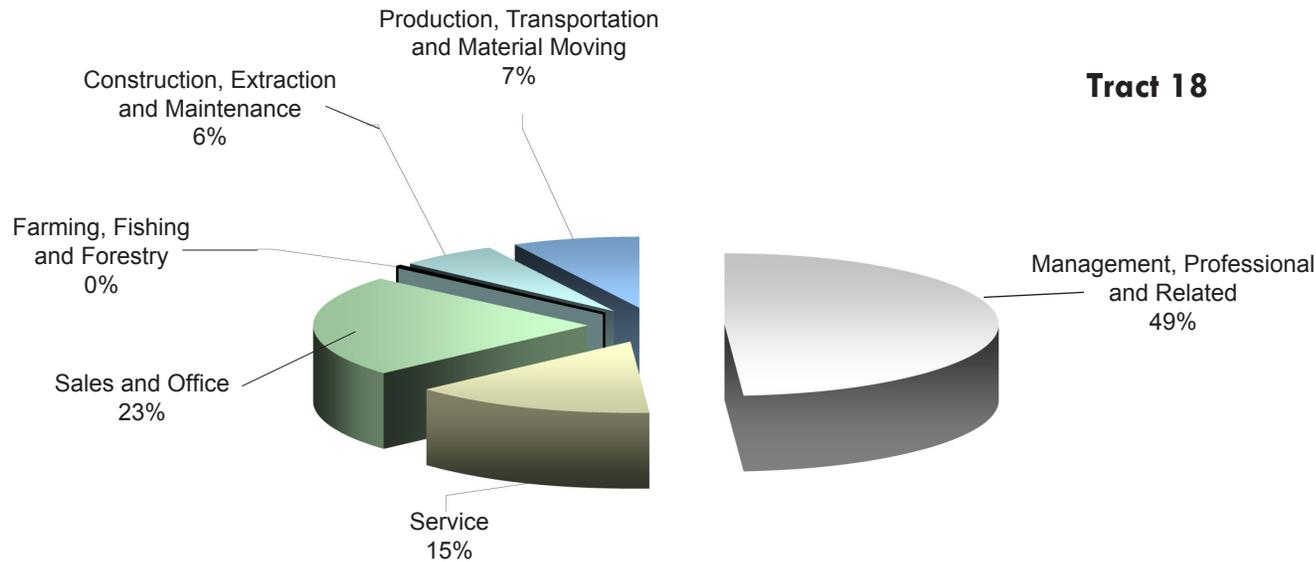


**MAJOR EMPLOYERS, SIERRA VISTA**

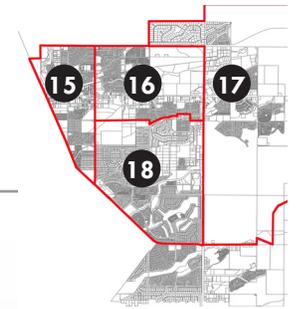
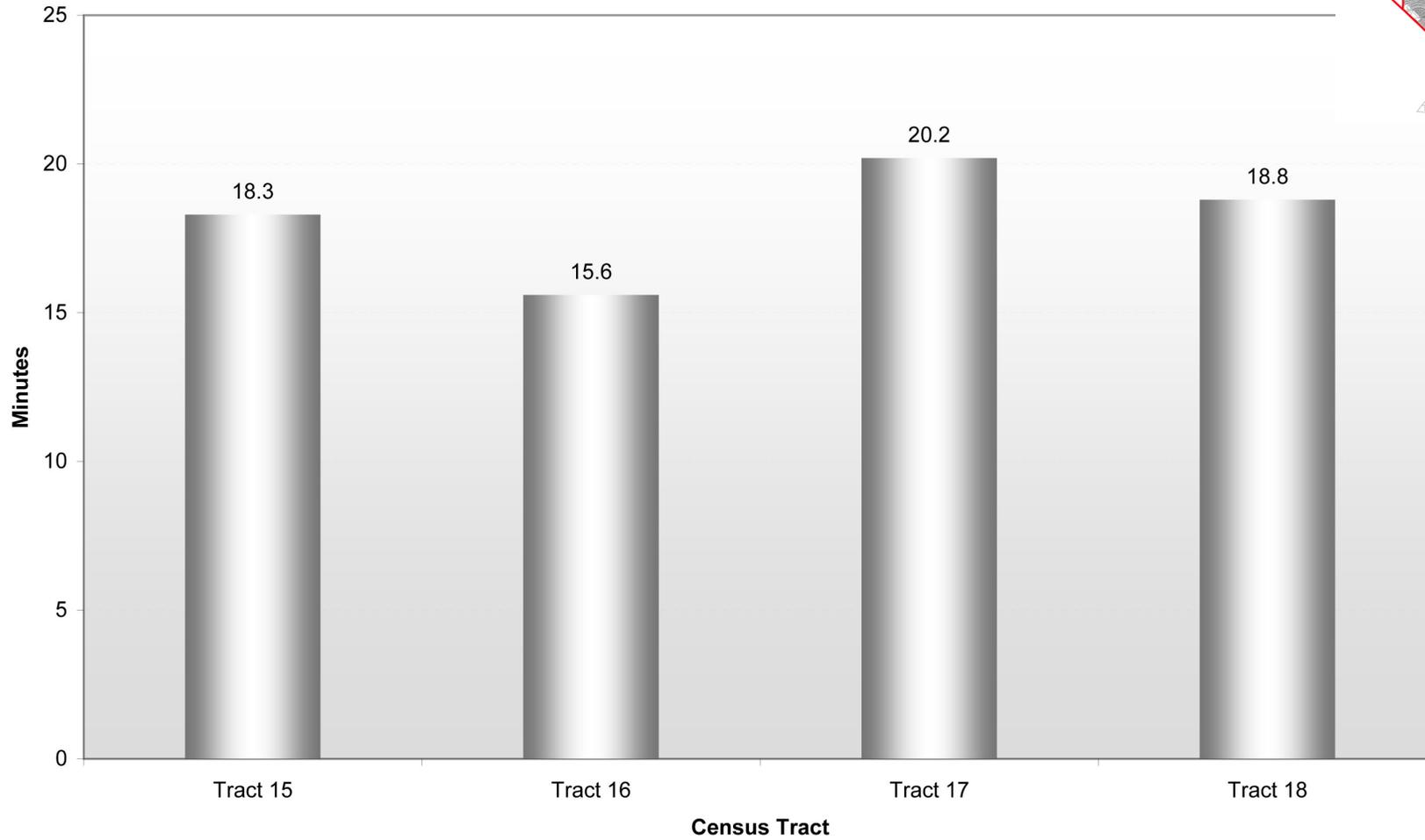
U.S. Army Intelligence Center and Fort Huachuca	8,456
Sierra Vista Public Schools	1,109
Sierra Vista Regional Health Center	733
Northrop Grumman Corporation	600
General Dynamics	567

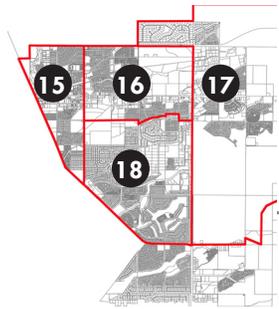
from Sierra Vista Area Chamber of Commerce, 2008

**Tract 18**



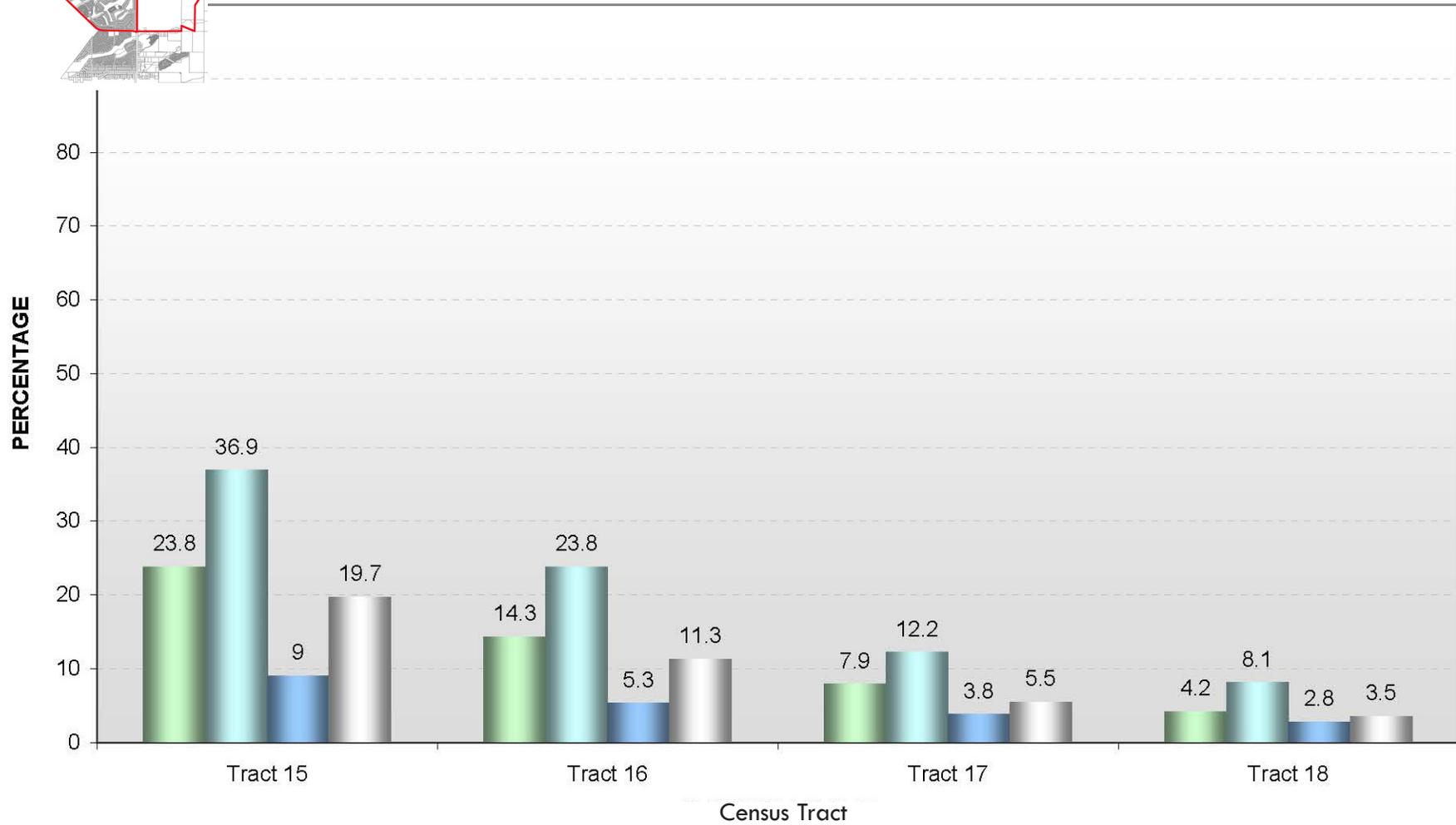
Mean Travel Time to Work (Census 2000)





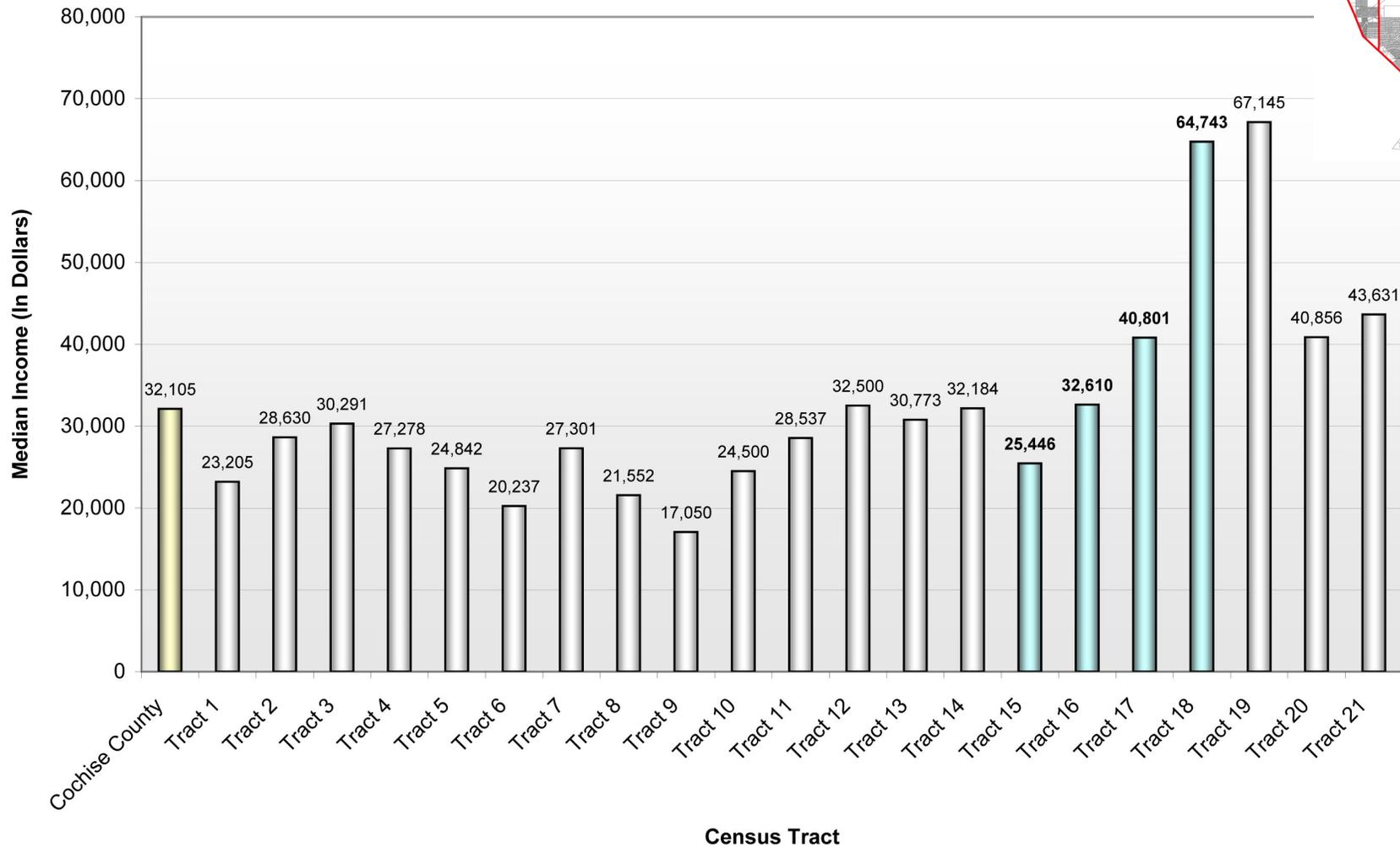
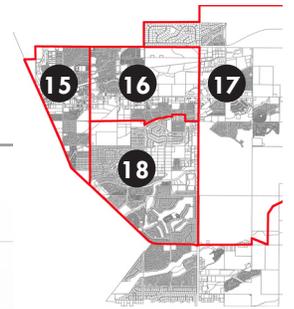
**1999 Percentage of Population with Income Below Poverty Level (Census 2000)**

■ All Ages   
 ■ With children under 18 years of age   
 ■ 65 Years and Over   
 ■ % of Families

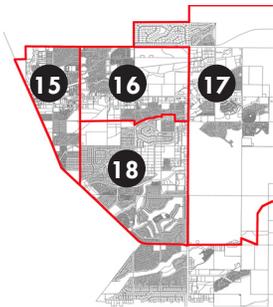


**This graph shows that Tract 15 has the largest percentage of the population living below poverty level for all segments of the population of any tract.**

**Cochise County Median Income (Households) by Census Tract  
(Census 2000)**



**This graph shows that of the four Sierra Vista census tracts studied (shown in blue), Tract 15 has the lowest median income. This is 79.26% of the average median income for Cochise County (shown in yellow).**



Tenure: Owner (with mortgage)

Census Tract Number	Housing Data*		Income Data*		
	Median Value	Median Owner Costs (monthly)	Median Household Income (annual)	Median Household Income (monthly)	Housing Cost Percentage of Income
15	\$76,400	\$728	\$25,446	\$2,121	34.32%
16	\$87,800	\$792	\$32,610	\$2,718	29.14%
17	\$97,400	\$918	\$40,801	\$3,401	26.99%
18	\$145,000	\$1,112	\$64,743	\$5,395	20.61%

Tenure: Renter

Census Tract Number	Housing Data*		Income Data*		
	Median Value	Median Renter Costs (monthly)	Median Household Income (annual)	Median Household Income (monthly)	Housing Cost Percentage of Income
15	\$76,400	\$440	\$25,446	\$2,121	20.74%
16	\$87,800	\$476	\$32,610	\$2,718	17.51%
17	\$97,400	\$576	\$40,801	\$3,401	16.94%
18	\$145,000	\$946	\$64,743	\$5,395	17.53%

	Median Home Value	Median Income
Arizona	\$121,300	40,558
Cochise County	\$88,200	32,105
Sierra Vista	\$100,300	37,187

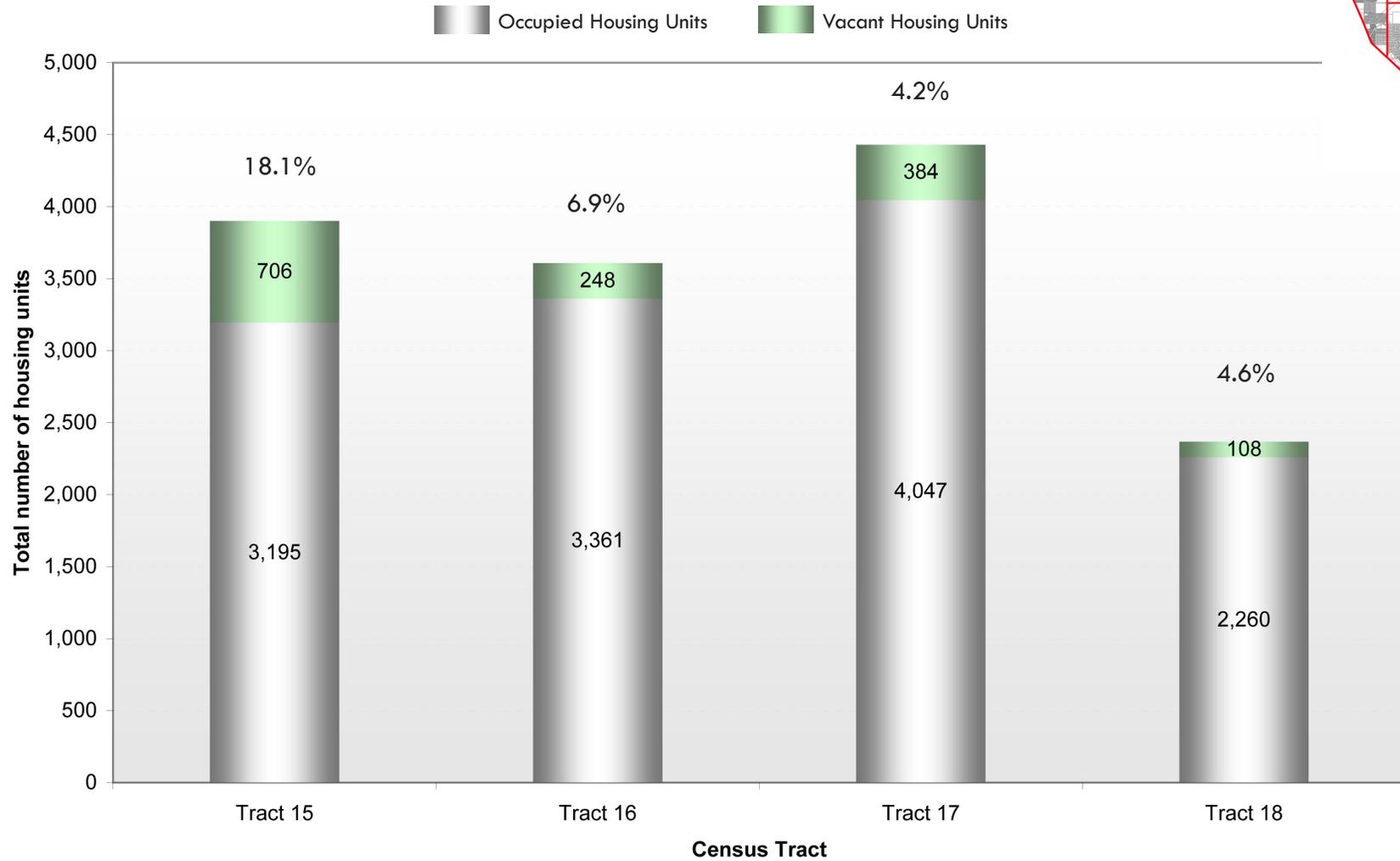
2007: Housing Affordability

Place	Housing Data**		Rental Data**		Income Data**
	Median Value	Hourly Wage Needed to Buy	2-bdrm Apt Monthly Rent	Hourly Wage Needed to Rent	Hourly Median Wage (all occupations)
Sierra Vista	\$212,228	\$31.05	\$617	\$11.87	\$12.88

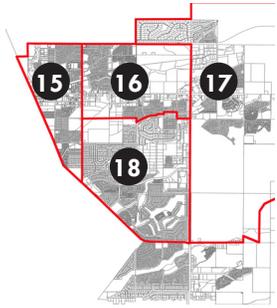
\*data shown based on US Census 2000 SF3 files

\*\*data shown based on ADOH Gov. Hsng. Forum 2007 Report

**Total Housing Units (Census 2000)**

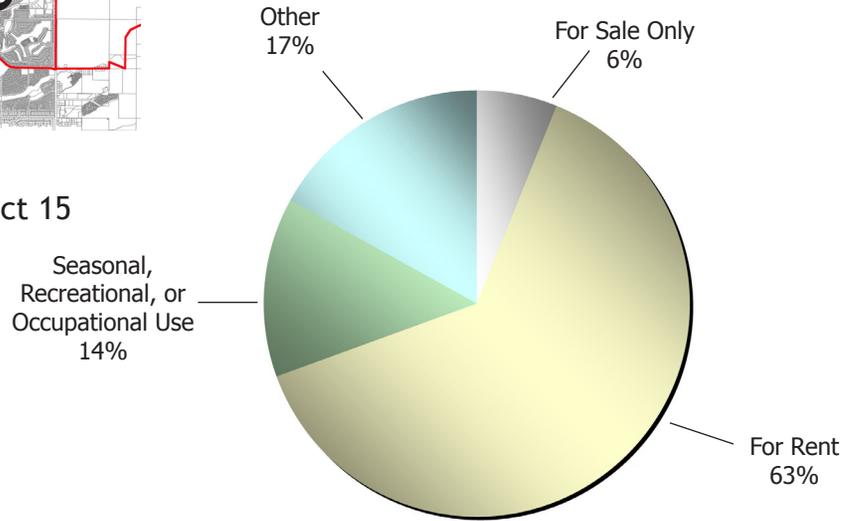


**Tract 15 by and large has the highest number of vacant units with 18.1% (almost 1 in 5) of all units vacant, while the other three tracts somewhat comparable vacancy rates between four and seven percent.**

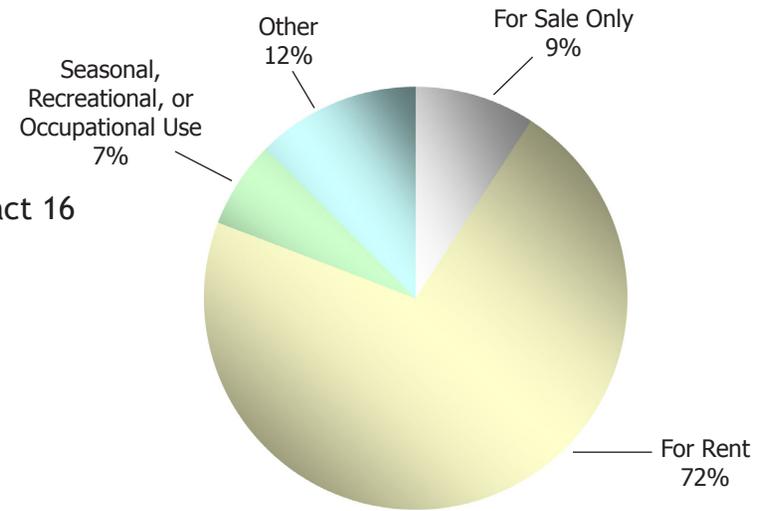


Uses of Vacant Units (Census 2000)

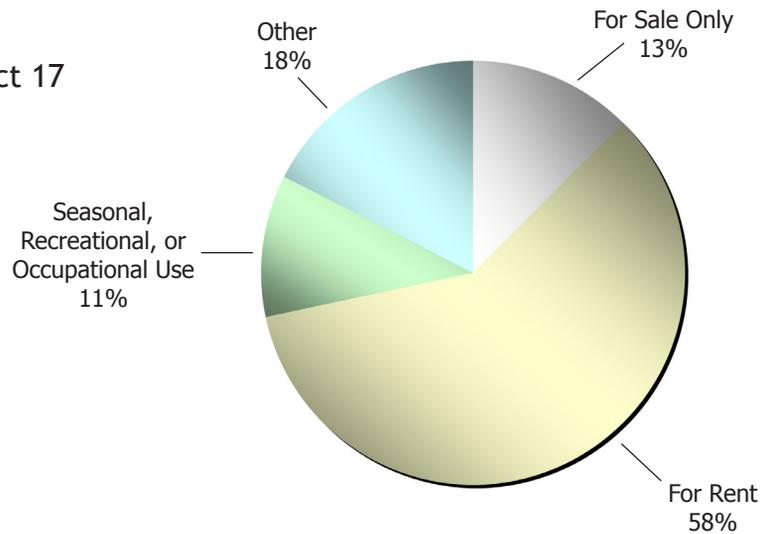
Tract 15



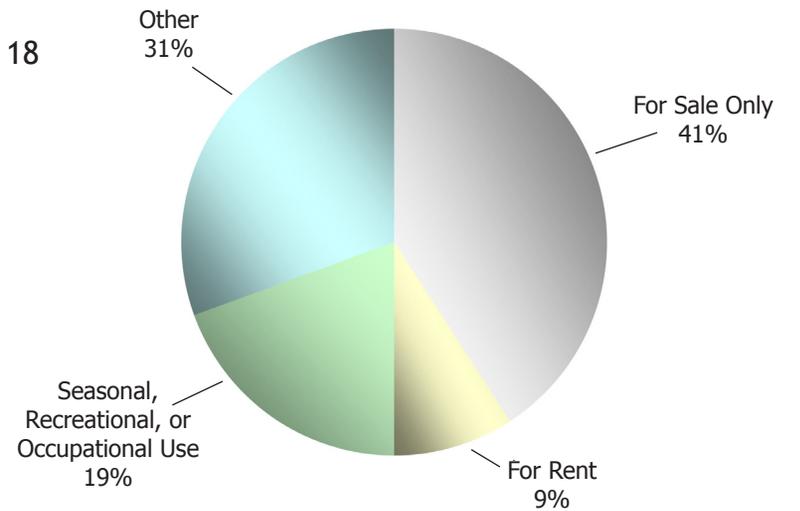
Tract 16



Tract 17

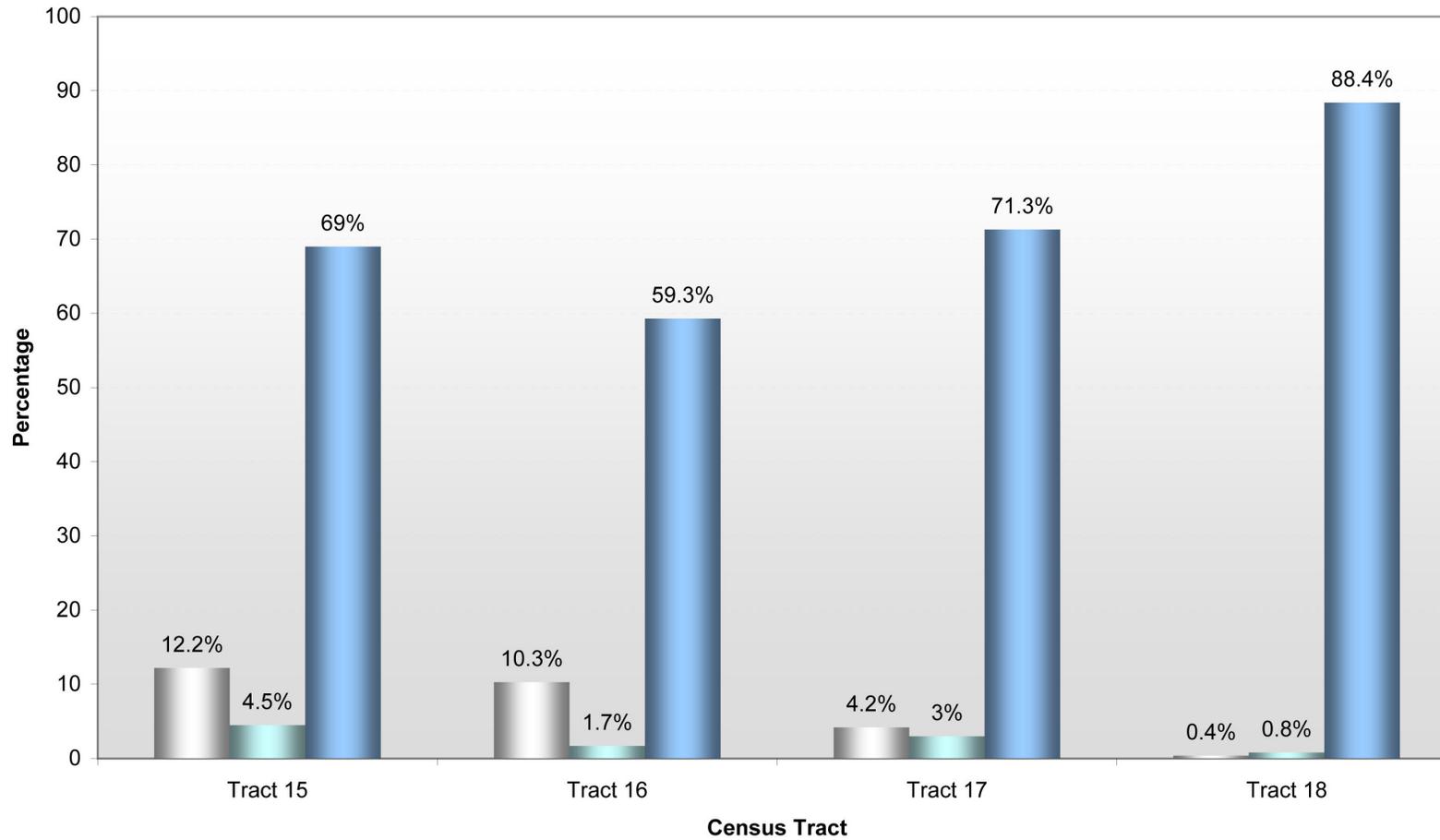
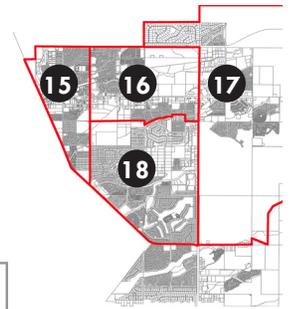


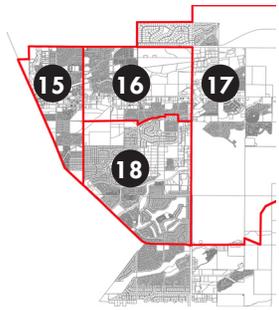
Tract 18



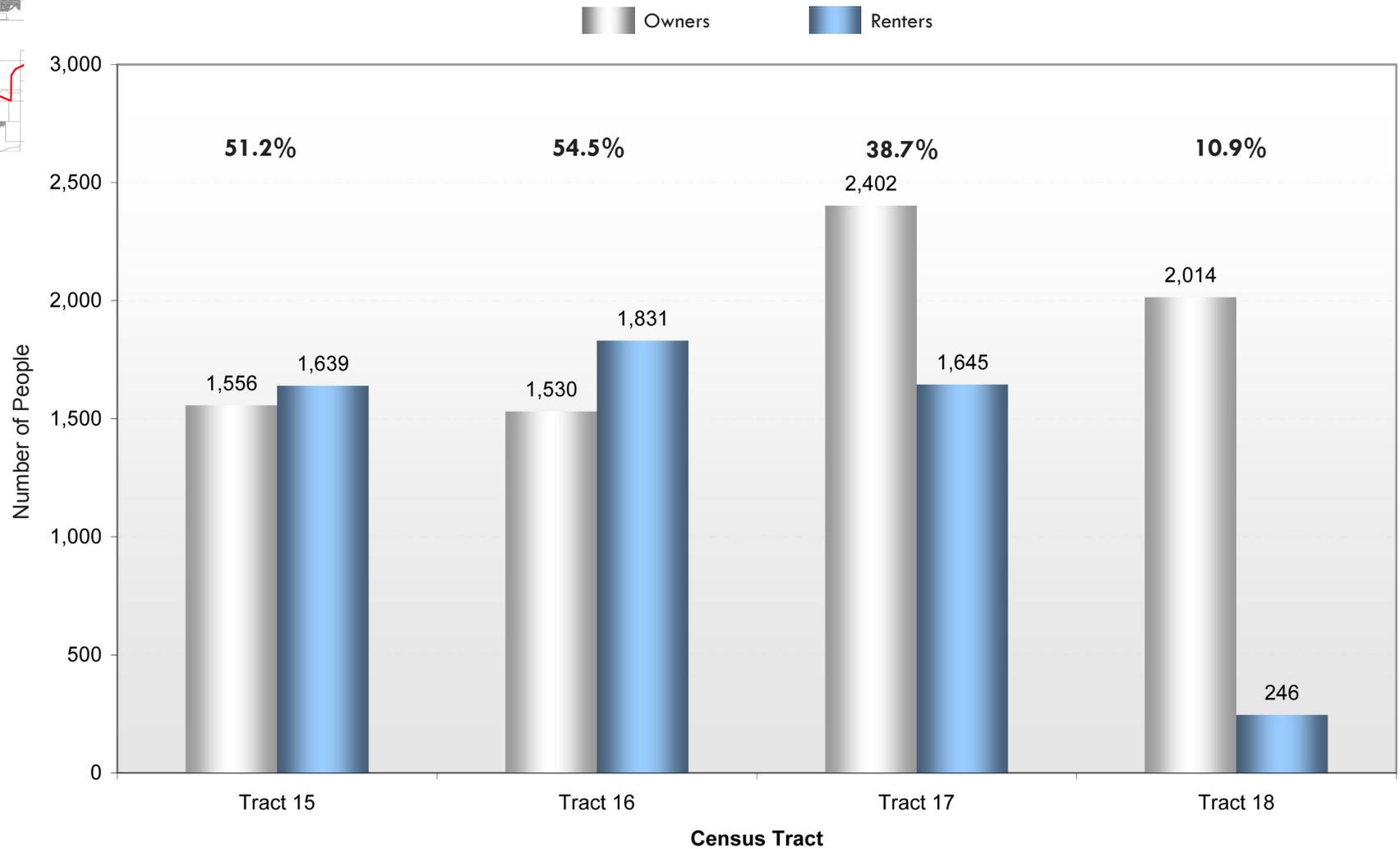
### Characteristics of Occupied Housing (Census 2000)

No Vehicles      No Telephone Service      Utility Gas



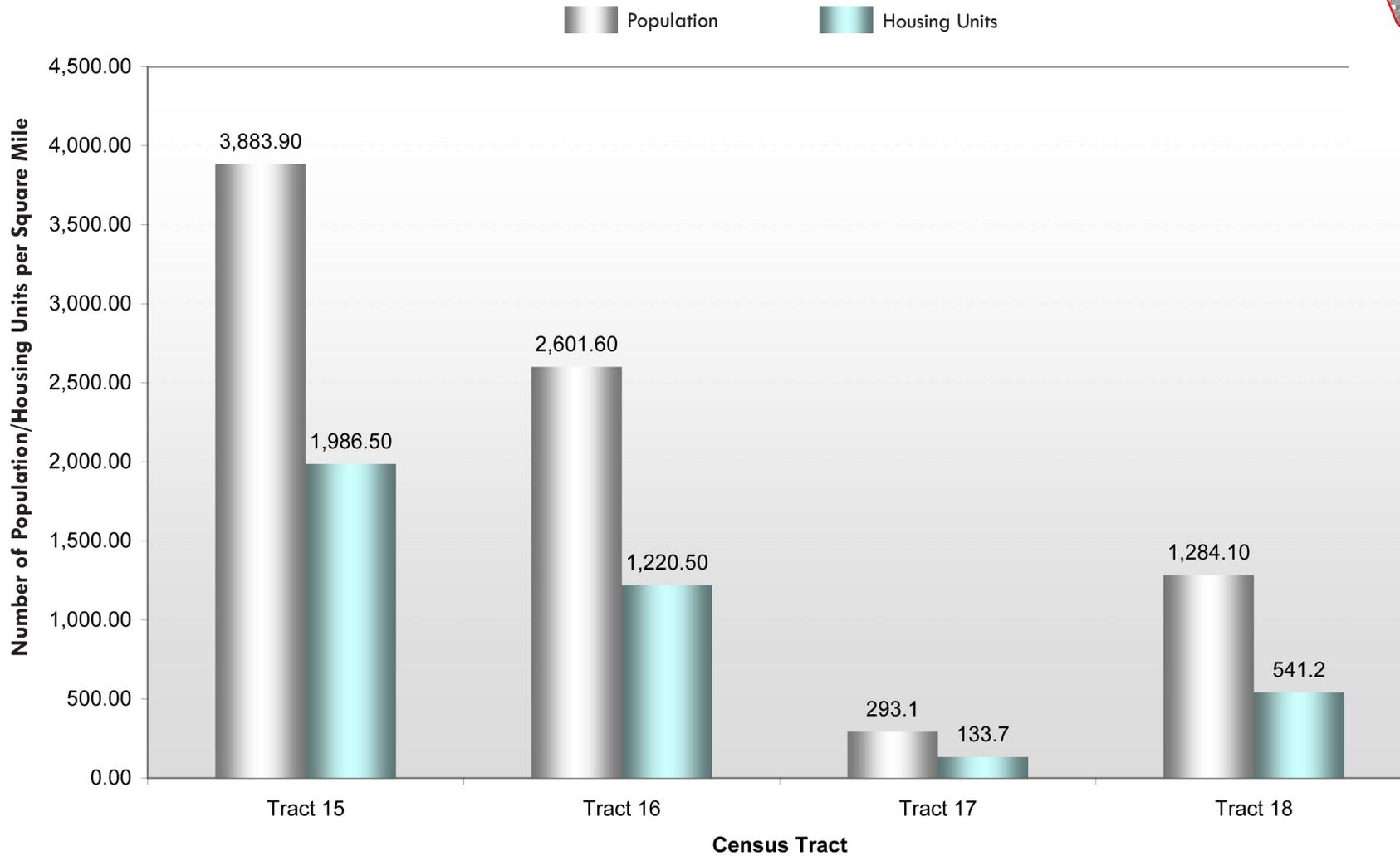
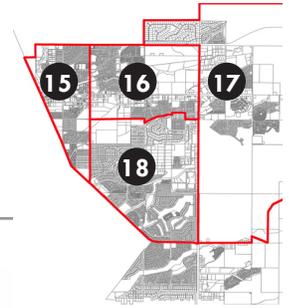


### Occupied Housing Units (Census 2000)



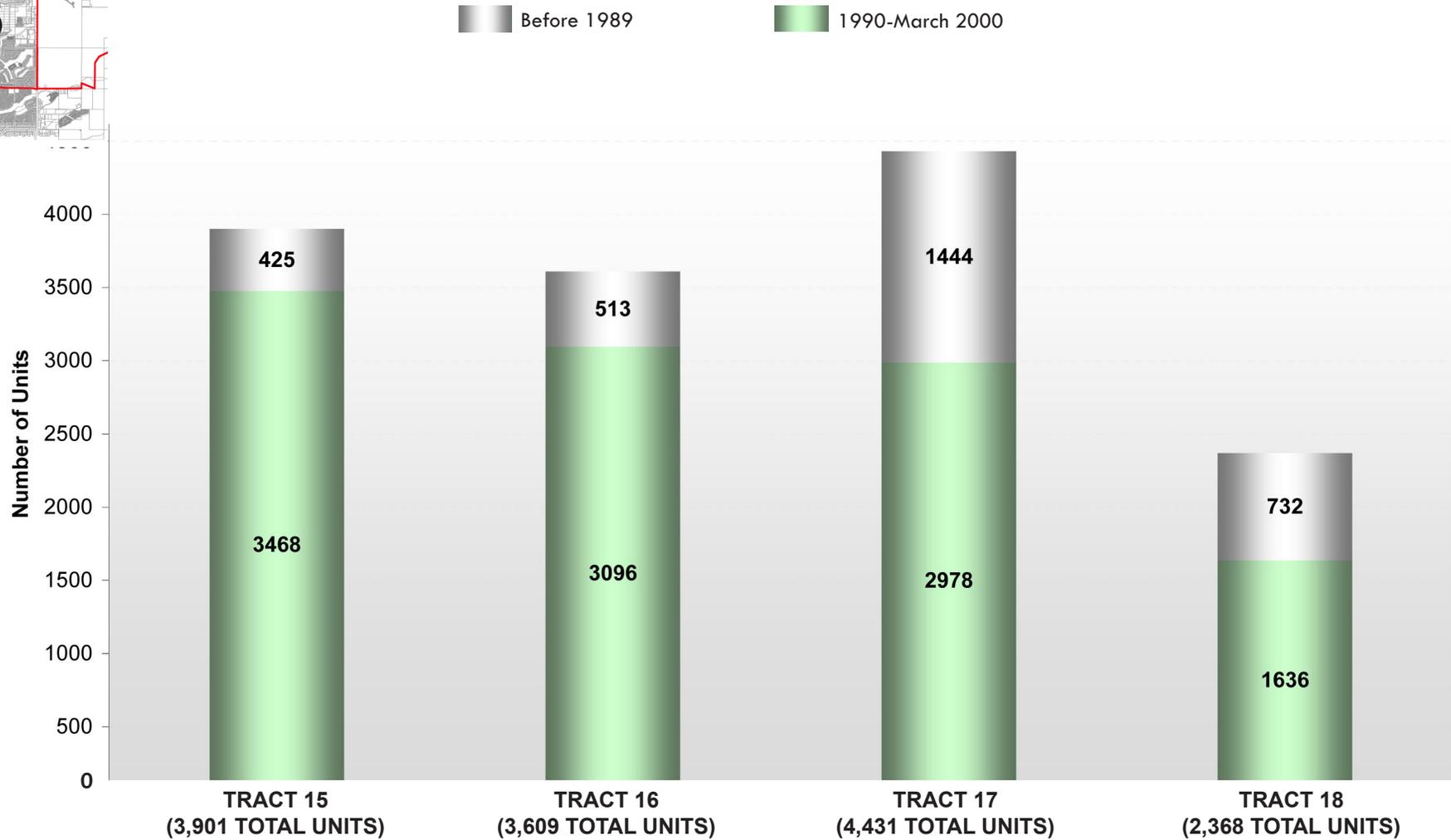
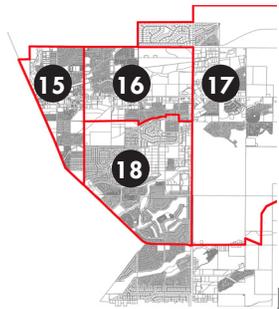
**This graph shows the number of rental units in relation to the number of standard housing units. Tract 16 has the highest percentage of rental units with 54.5% of all units being rental units.**

### Population Density per Square Mile of Land Area (Census 2000)



This graph shows that Tract 15 is the most dense because it has the most units and the highest population per square mile.

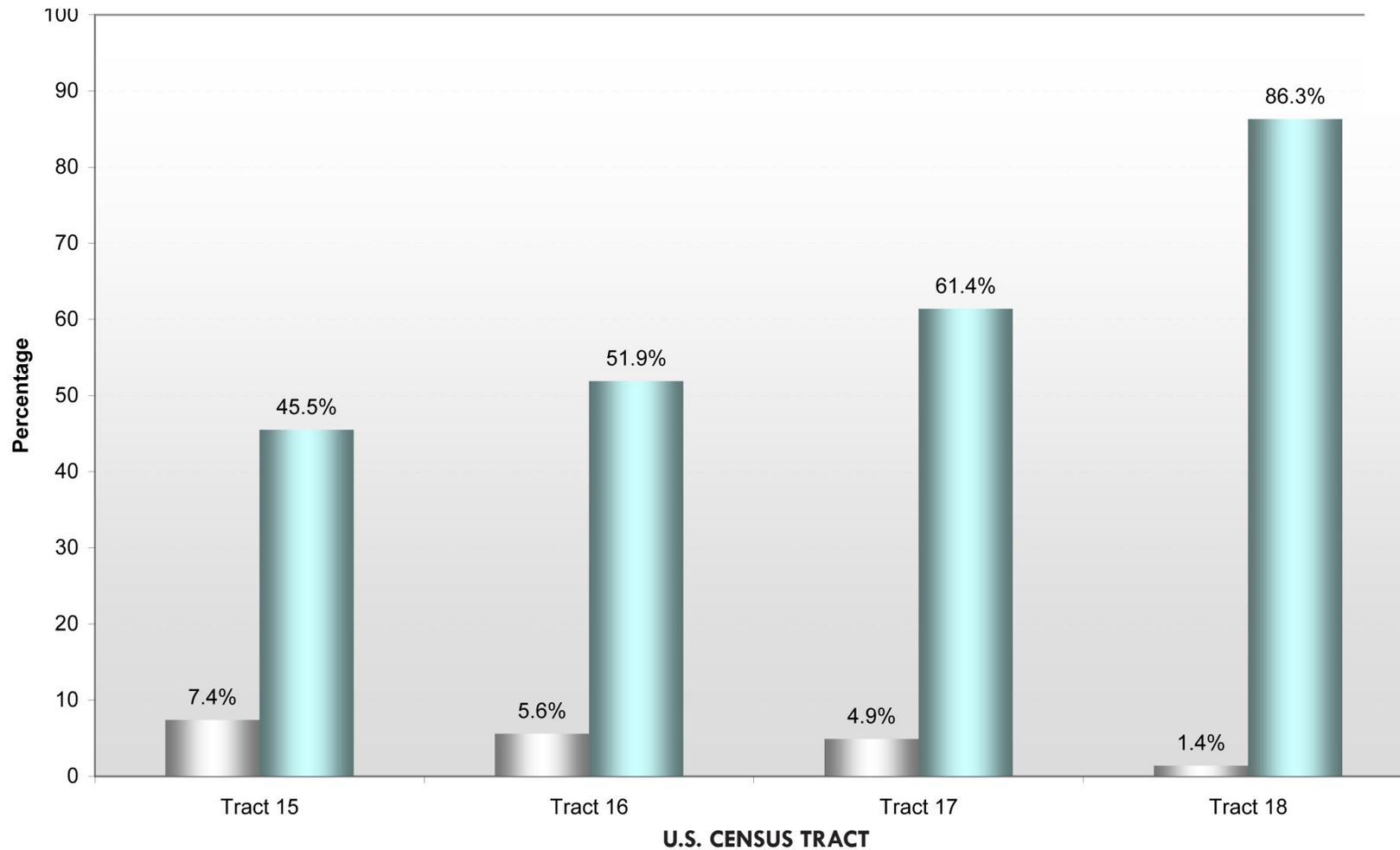
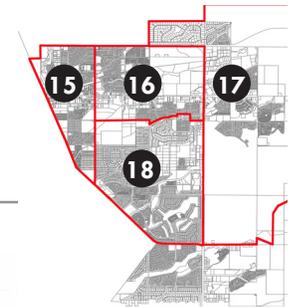
Year Structure Built (Census 2000)



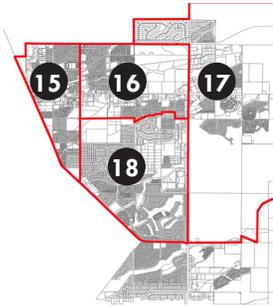
This graph shows that Tract 15 has the highest percentage of housing units built before 1989 (ie. largest number of older housing units).

**Characteristics of Occupied Housing (Census 2000)**

■ 1.01 or more occupants per room    ■ 3 or more bedrooms



**Overcrowding is defined as the number of persons per room, while density is defined as the number of persons per area.**



**SUMMARY OF 2000 CENSUS DATA**

Tract 15

- highest percentage of the population living below poverty level
- lowest median income
- highest percentage of residents without a vehicle
- highest percentage of vacant units
- highest density of residents
- highest density of units
- oldest structures
- most occupants per bedroom

Tract 16

- shortest average travel time to work
- highest percentage of renters

Tract 17

- longest average travel time to work
- lowest density of residents
- lowest density of units
- highest growth rate in recent years

Tract 18

- oldest population
- highest family population
- highest percentage of management/professional related occupations
- highest median income
- lowest percentage of renters
- highest percentage of units with three or more bedrooms
- least occupants per bedroom



### SIERRA VISTA COMMUNITY SURVEY

In order to assess the current and future housing needs of the community, the Drachman Institute created a survey which was distributed to Sierra Vista residents.

This survey included questions about demographic, economic and housing information. Some of the results are illustrated in graphic format, and can be found on the following pages.



1,182 Sierra Vista residents responded to the community survey.

1,042 (88.1%) of the respondents completed the survey over the internet, by visiting the City of Sierra Vista's website.

140 (11.8%) of respondents filled out printed surveys, which were available at different locations around the city:

14 (10%) at Vista Transit office

38 (27.1%) at Dept. of Economic Security (DES) on Fry Blvd

11 (7.8%) at DES on Tacoma Street

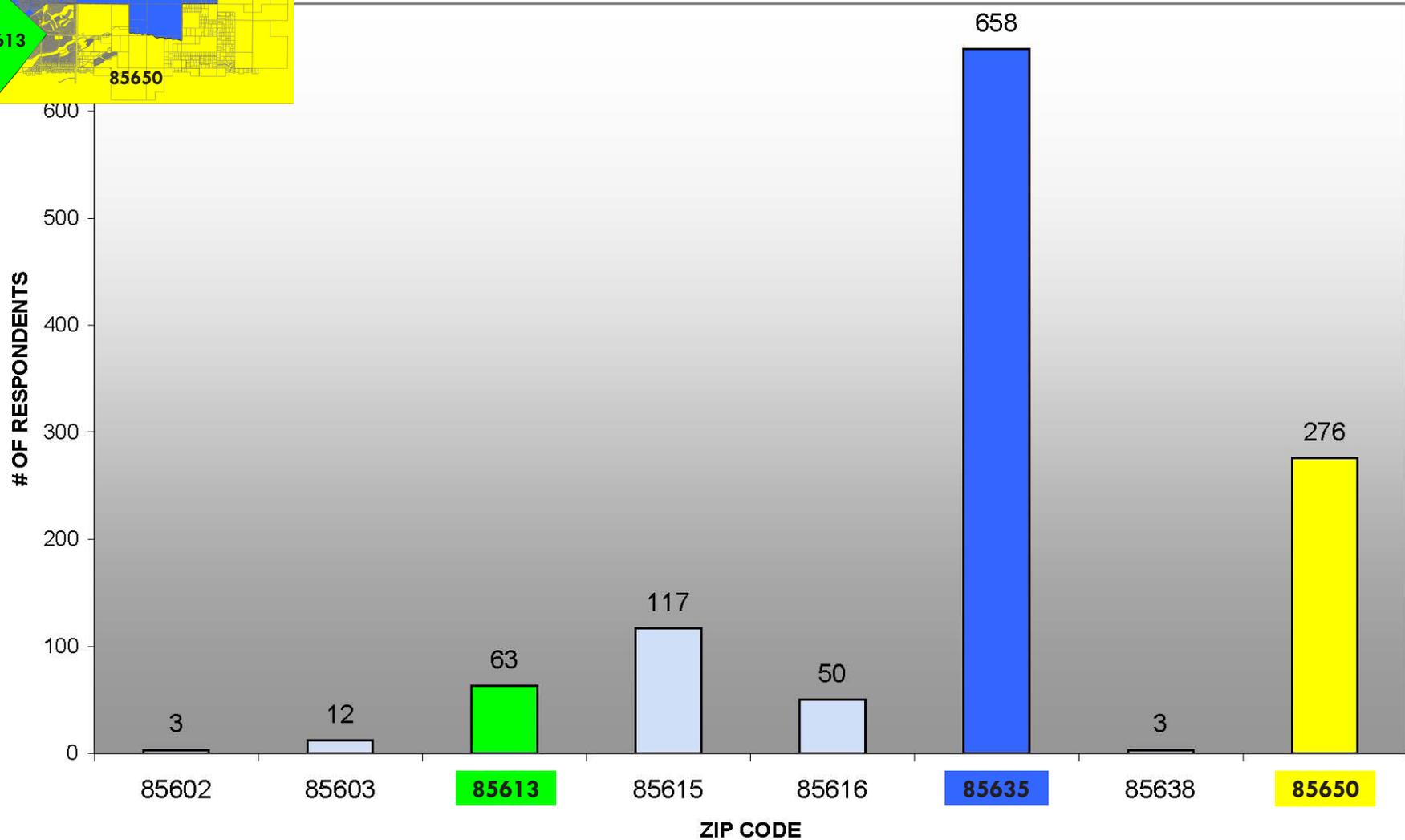
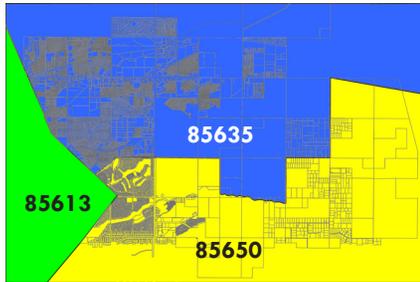
77 (55%) at the Ethel Berger Senior Center



This indicates that most of the people who responded to the survey have access to a computer and the internet.

To read the complete survey, see page 143 in the Appendix.

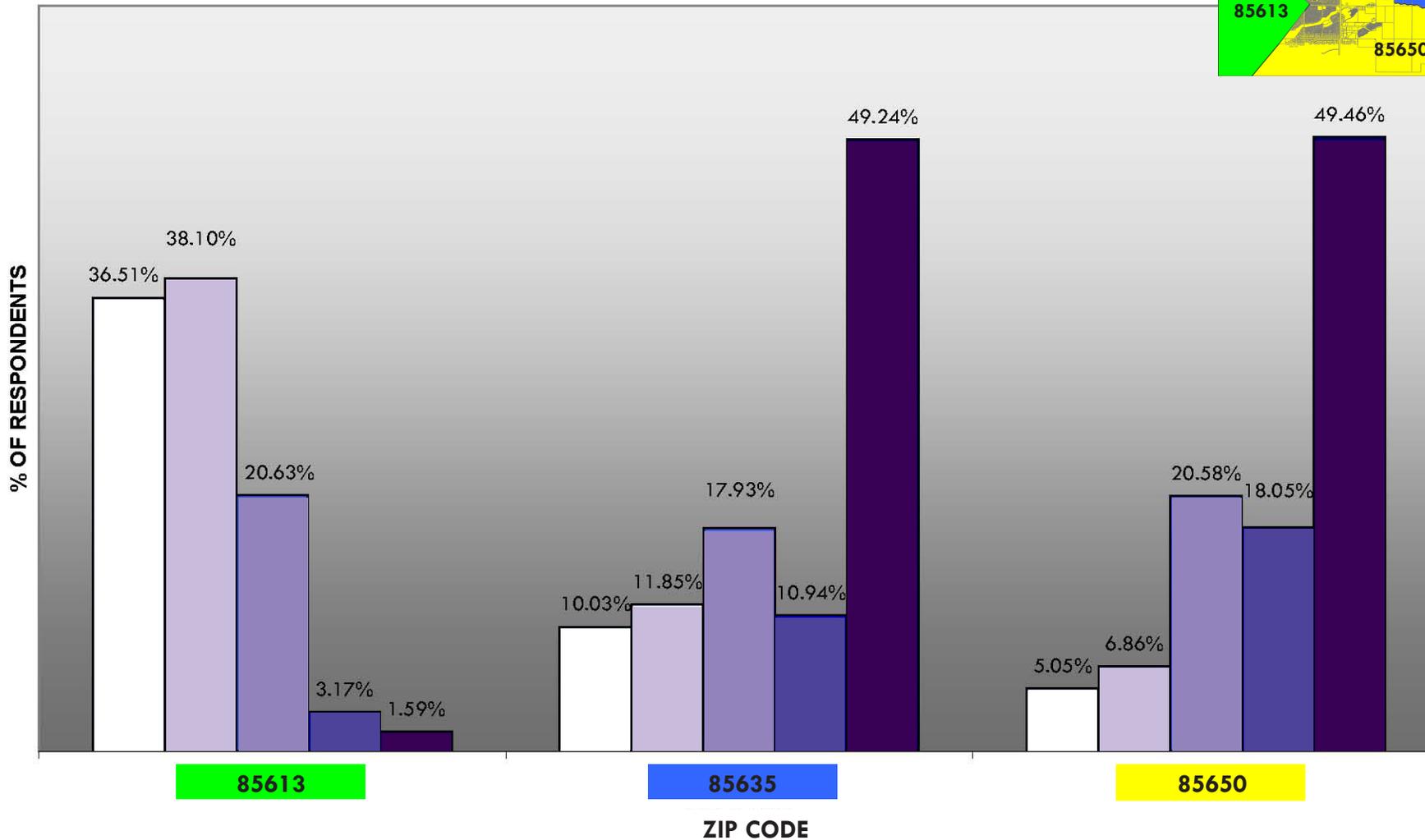
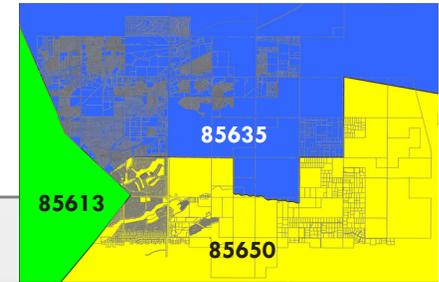
### Zip Code Respondents



The total number of survey respondents was 1,182. The graph shows that the greatest number of responses came from zip codes 85635 and 85650. More than half (55.6%) of the responses were from 85635 and almost a quarter (23.3%) were from 85650.

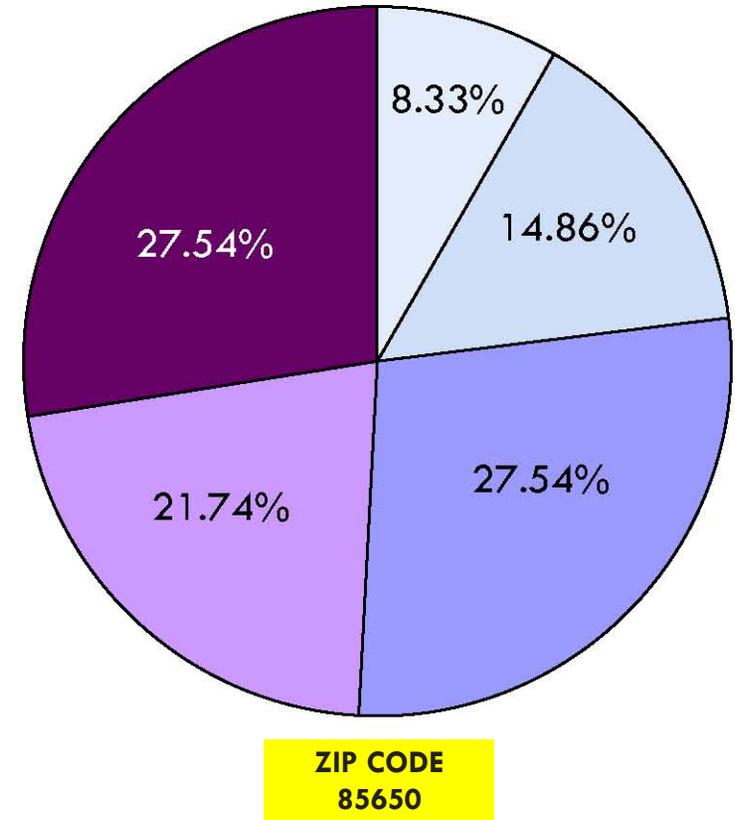
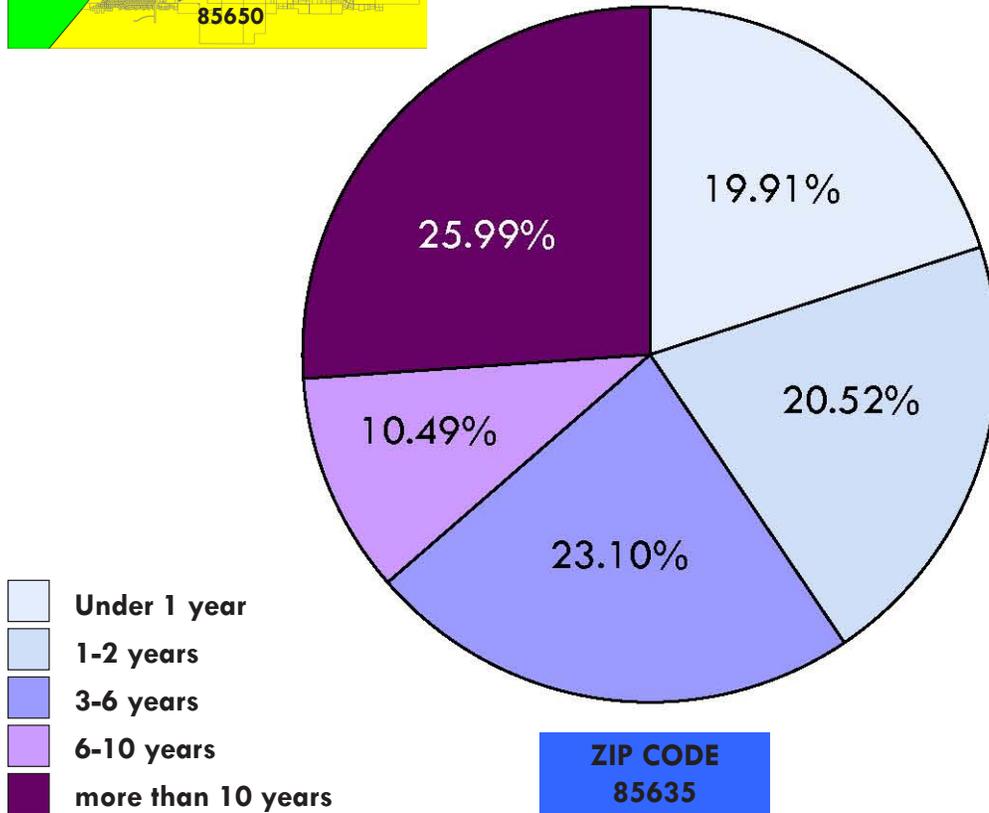
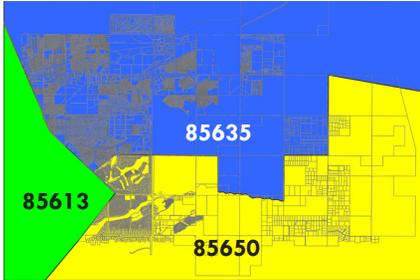
### Duration of Residency in Sierra Vista

Under 1 year 
  1-2 years 
  3-6 years 
  6-10 years 
  more than 10 years



The graph shows that almost half of the respondents in Zip Codes 85635 and 85650 have lived in Sierra Vista for over 10 years, compared with only 1.59% of respondents in Zip Code 85613.

### Duration at Current Residence



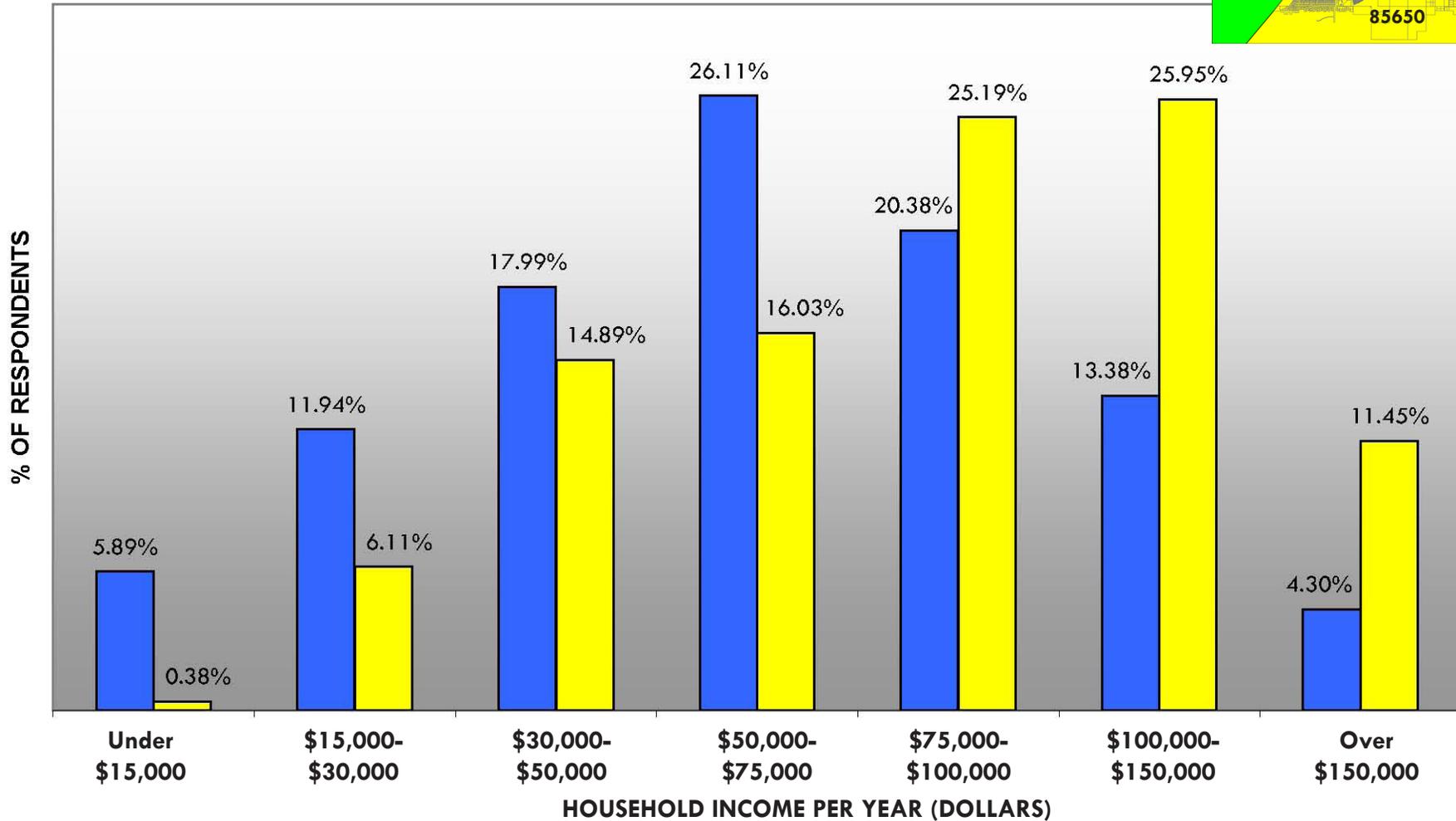
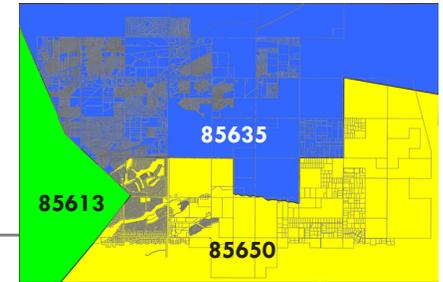
Based on total number of respondents (includes owners and renters):

656 respondents from Zip Code 85635

276 respondents from Zip Code 85650

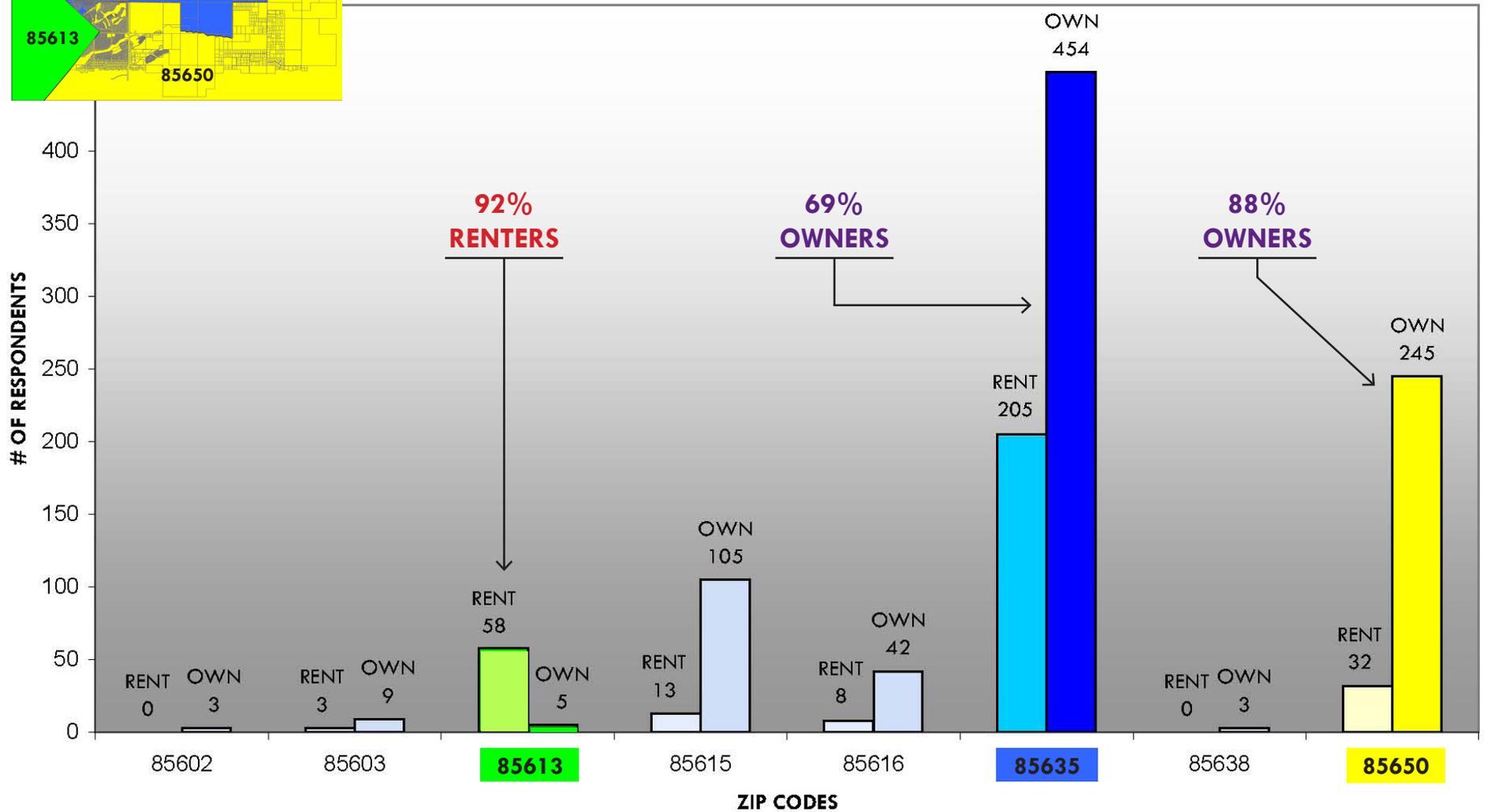
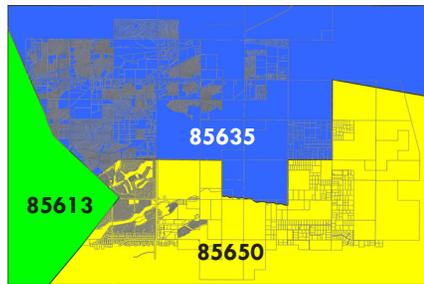
### Annual Household Income

■ 85635 ■ 85650



The graph shows that in Zip Code 85635 (blue), 17.83% of respondents reported an annual household income of less than \$30,000 with 5.89% reporting less than \$15,000. In Zip Code 85650 (yellow), only 6.11% of respondents reported an annual household income of less than \$30,000.

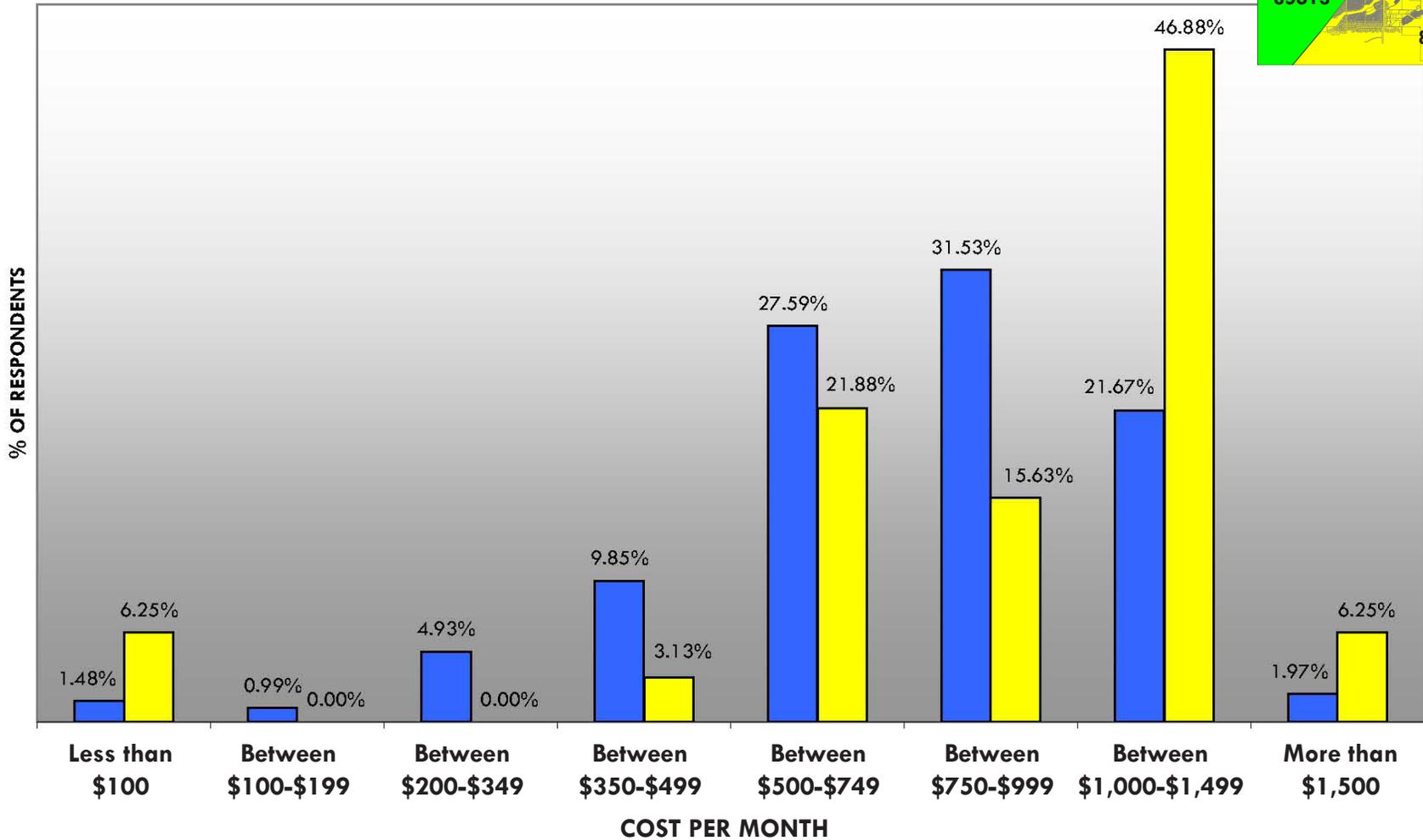
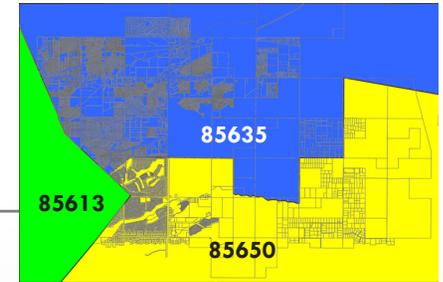
### Occupancy Status



The graph shows that in Zip Code 85635 (blue), 31.1% of the respondents rent, while in Zip Code 85650 (yellow), only 11.5% of respondents rent.

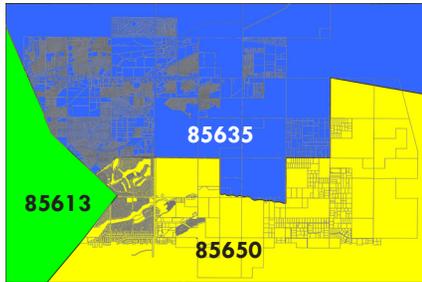
### Monthly Rental Payments

■ 85635 ■ 85650

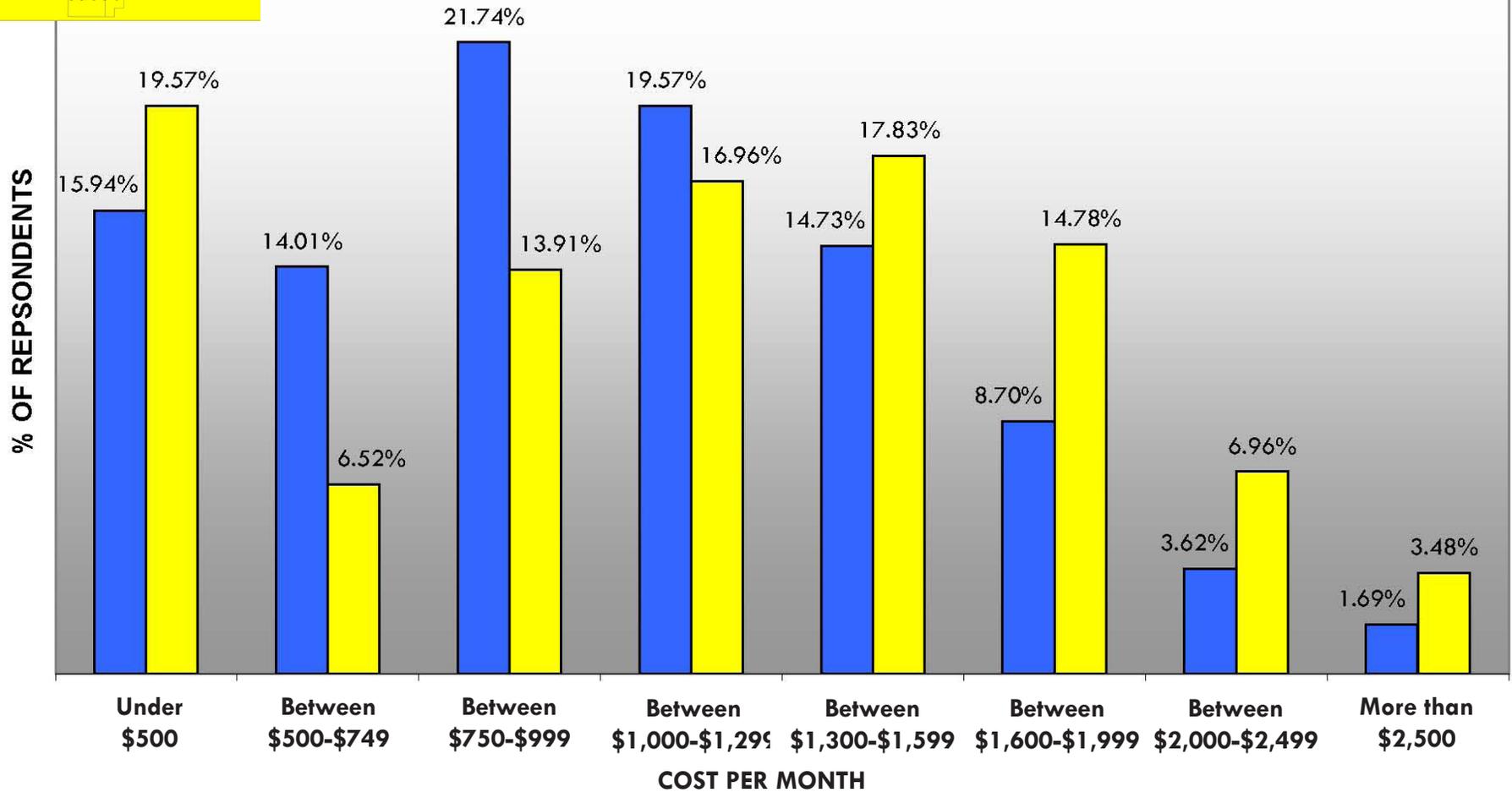


The graph shows that a total of 44.84% of respondents in Zip Code 85635 (blue) who rent property pay less than \$750 per month. In Zip Code 85650 (yellow), 68.76% of respondents pay \$750 or more per month in rent.

### Monthly Mortgage Payments

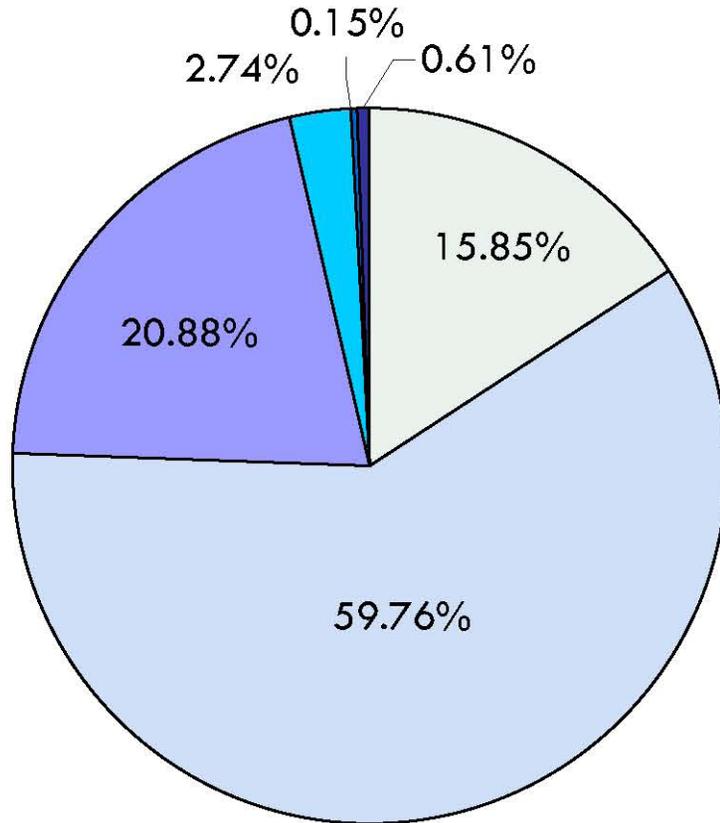


■ 85635 ■ 85650

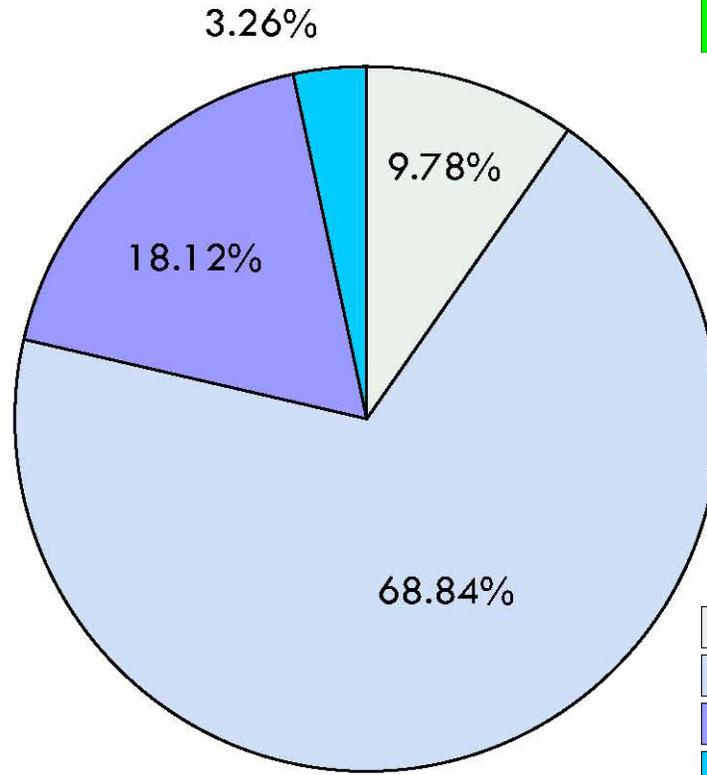


The graph shows that 29.95% of homeowners from Zip Code 85635 (blue) report having a mortgage payment of under \$750 per month. It also shows that a greater percentage of homeowners in Zip Code 85650 (yellow) have mortgage payments of \$1000 or more (60.01%), compared to those in Zip Code 85635 (30.31%).

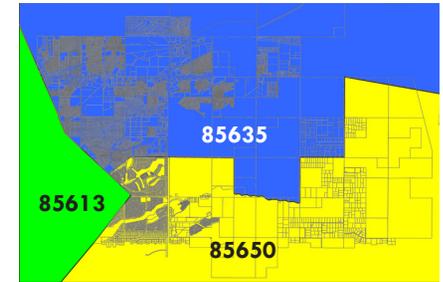
### People Living at Residence



**ZIP CODE  
85635**



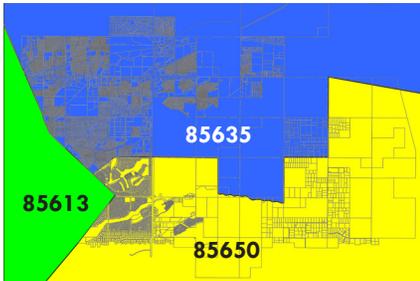
**ZIP CODE  
85650**



- Just one
- 2-3 people
- 4-5 people
- 6-7 people
- 7-10 people
- More than 10 people

Based on total number of respondents (includes owners and renters):

656 respondents from Zip Code 85635  
276 respondents from Zip Code 85650



**SUMMARY OF COMMUNITY SURVEY**

**of the 658 people who responded to the community survey from Zip Code 85635:**

- 17% report an annual household income of less than \$30,000 (70% AMI)
- 31.1% of the respondents are renters
- 45% of renters pay less than \$750/month in rent
- 30% of homeowners pay less than \$750/month in mortgage payments
- 4.4% (20/454) of homeowners reported paying more than 30% of their annual income for their monthly mortgage payments, which places them in the unaffordable range
- 21.95% (45/205) of renters reported paying more than 30% of annual household income for rental payments, which places them in the unaffordable range

**of the 276 people who responded to the community survey from Zip Code 85650:**

- 6.1% report an annual household income of less than \$30,000 (70% AMI)
- 11.5% of the respondents are renters
- 31% of renters pay less than \$750 per month in rent
- 26% of homeowners pay less than \$750/month in mortgage payments
- 4.49% (11/245) of homeowners reported paying more than 30% of their annual income for their monthly mortgage payments, which places them in the unaffordable range
- 9.37% (3/32) of renters reported paying more than 30% of annual household income for rental payments, which places them in the unaffordable range

There is a chance of error for a small percentage of data collected from the community survey. The chance of error may be attributed to misunderstanding of questions, mis-entering of responses, or false response.

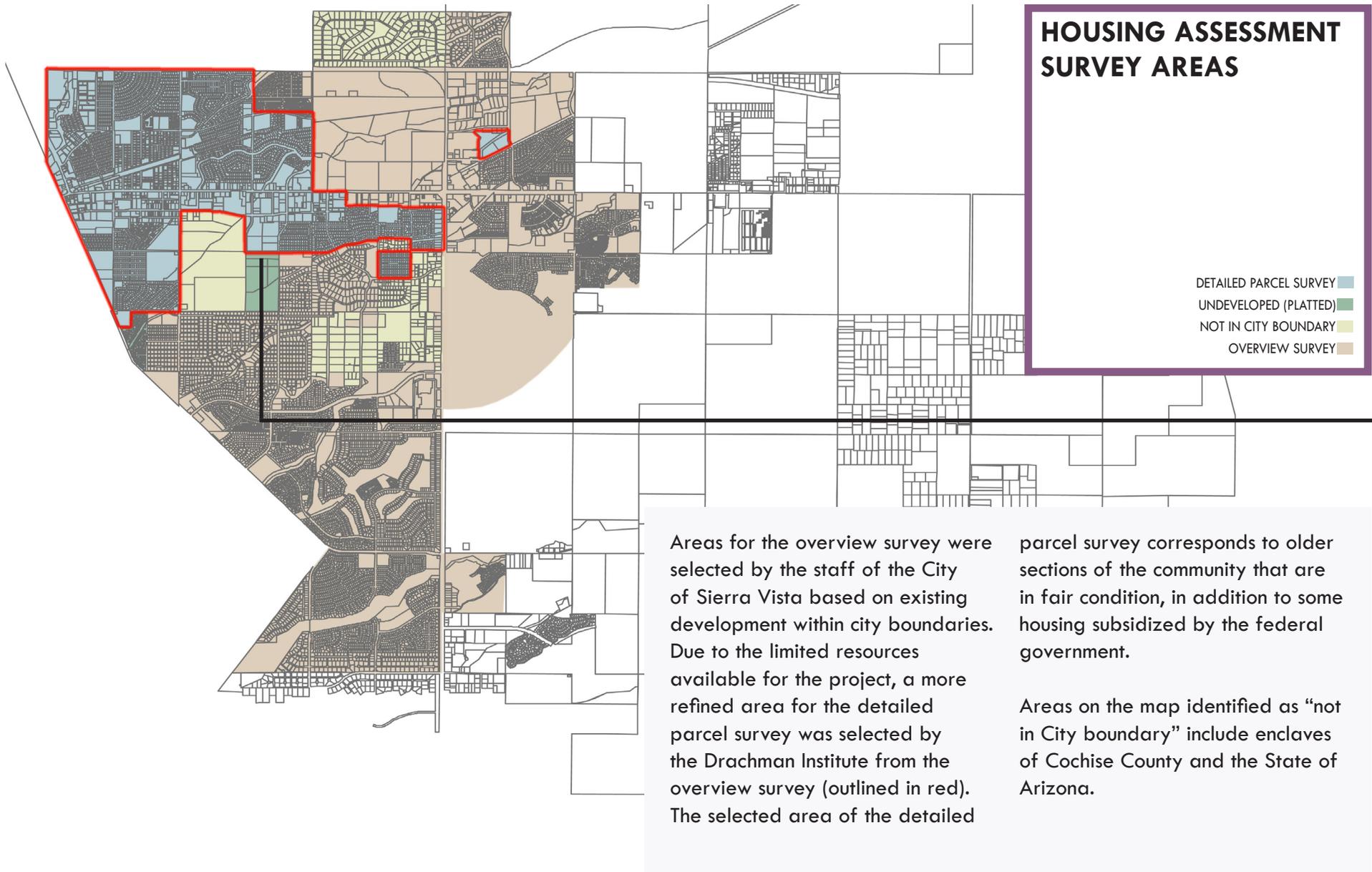


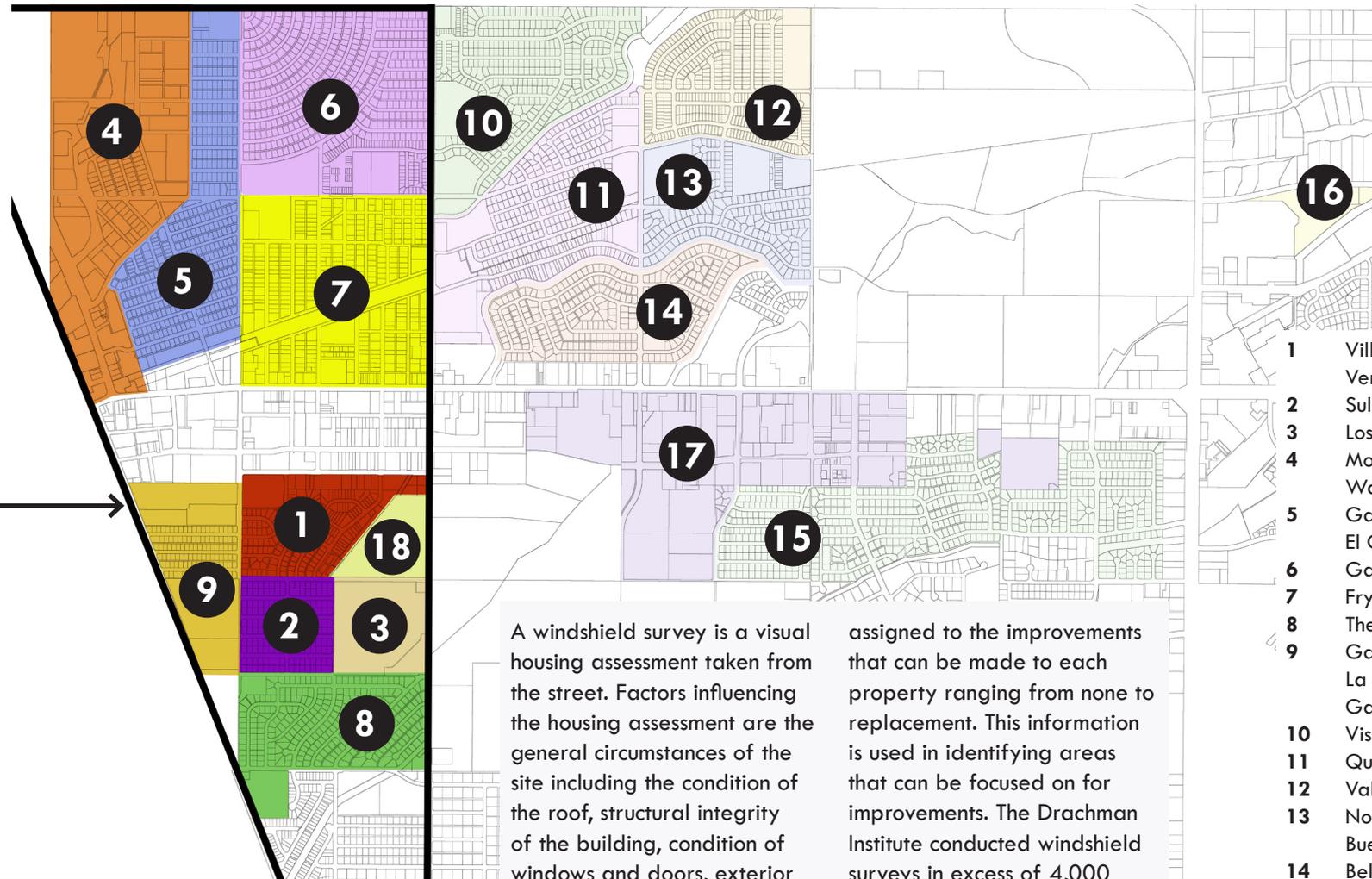
# PHYSICAL ASSESSMENT

Data for the physical assessment creates an image of the housing stock and properties found within the survey area. It includes information collected by the Drachman Institute through several windshield surveys which examined the exterior condition of housing from the street and estimated costs for rehabilitation, units in need of

replacement, and the location of vacant lots. Additionally, the physical assessment includes a development-by-decade map which delves into an assessment of the age of the structures and development trends. Ultimately, data from both the statistical and physical assessments is used to identify the target area that the strategic plan will address.

- 46 MAP OF SURVEY AREAS
- 47 WINDSHIELD SURVEY AREAS
- 42 EXTERIOR VISUAL SURVEY & CONDITIONS
- 51 DEVELOPMENT BY DECADE
- 61 TARGET AREAS DEFINED



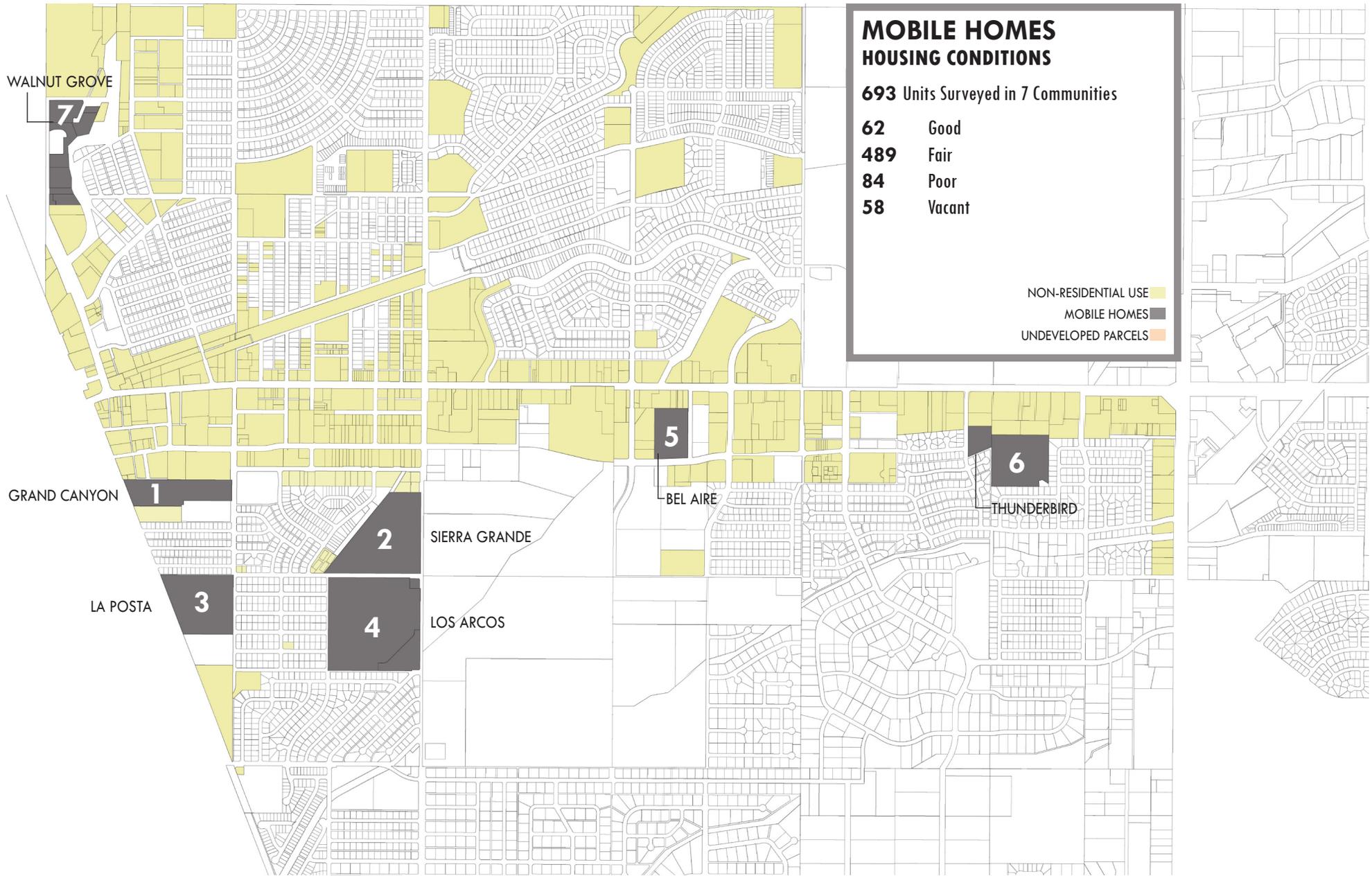


A windshield survey is a visual housing assessment taken from the street. Factors influencing the housing assessment are the general circumstances of the site including the condition of the roof, structural integrity of the building, condition of windows and doors, exterior paint, and other apparent issues. A monetary value is

assigned to the improvements that can be made to each property ranging from none to replacement. This information is used in identifying areas that can be focused on for improvements. The Drachman Institute conducted windshield surveys in excess of 4,000 properties identifying 18 distinct residential communities.

- 1 Villa Del Rio  
Verde Meadows
- 2 Sulger
- 3 Los Arcos Mobile Homes
- 4 Montaña  
Walnut Grove Mobile Homes
- 5 Garden Canyon  
El Coronado Heights
- 6 Garden Canyon Heights
- 7 Fry Townsite
- 8 The Meadows
- 9 Garden Canyon Terrace  
La Posta Mobile Homes  
Garden Canyon Mobile Homes
- 10 Vista Village
- 11 Quail Hollow
- 12 Valiente
- 13 North Park  
Buena No. 3
- 14 Bella Vista Estates  
Buena No. 1
- 15 The Village
- 16 San Pedro Apartments
- 17 Wilcox Ave. Apartments  
Bel Aire Mobile Homes  
Thunderbird Mobile Homes
- 18 Sierra Grande Mobile Homes

\* See Appendix: Windshield Survey Photo Essay for visual samples of neighborhood specific housing stock and property conditions



MOBILE HOME BY NEIGHBORHOOD

**1 Garden Canyon**

**113 Units**

- **85%** Fair Condition (96)
- **10%** Poor Condition (11)
- **5%** Vacant (6)

**2 Sierra Grande**

**183 Units**

- **78%** Fair Condition (143)
- **7%** Poor Condition (13)
- **15%** Vacant (27)

**3 La Posta**

**62 Units**

- **53%** Fair Condition (33)
- **19%** Poor Condition (12)
- **28%** Vacant (17)
- Temporary RVs (67) not included in survey

**4 Los Arcos**

**160 Units**

- **85%** Fair Condition (136)
- **10%** Poor Condition (16)
- **5%** Vacant (8)

**5 Bel Aire**

**61 Units**

- **80%** Fair Condition (49)
- **20%** Poor Condition (12)

**6 Thunderbird**

**69 Units**

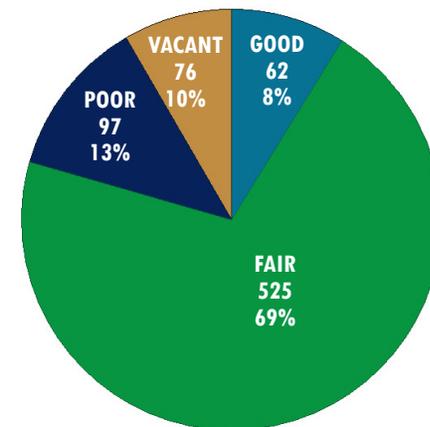
- **85%** Good Condition (62)
- **10%** Fair Condition (7)

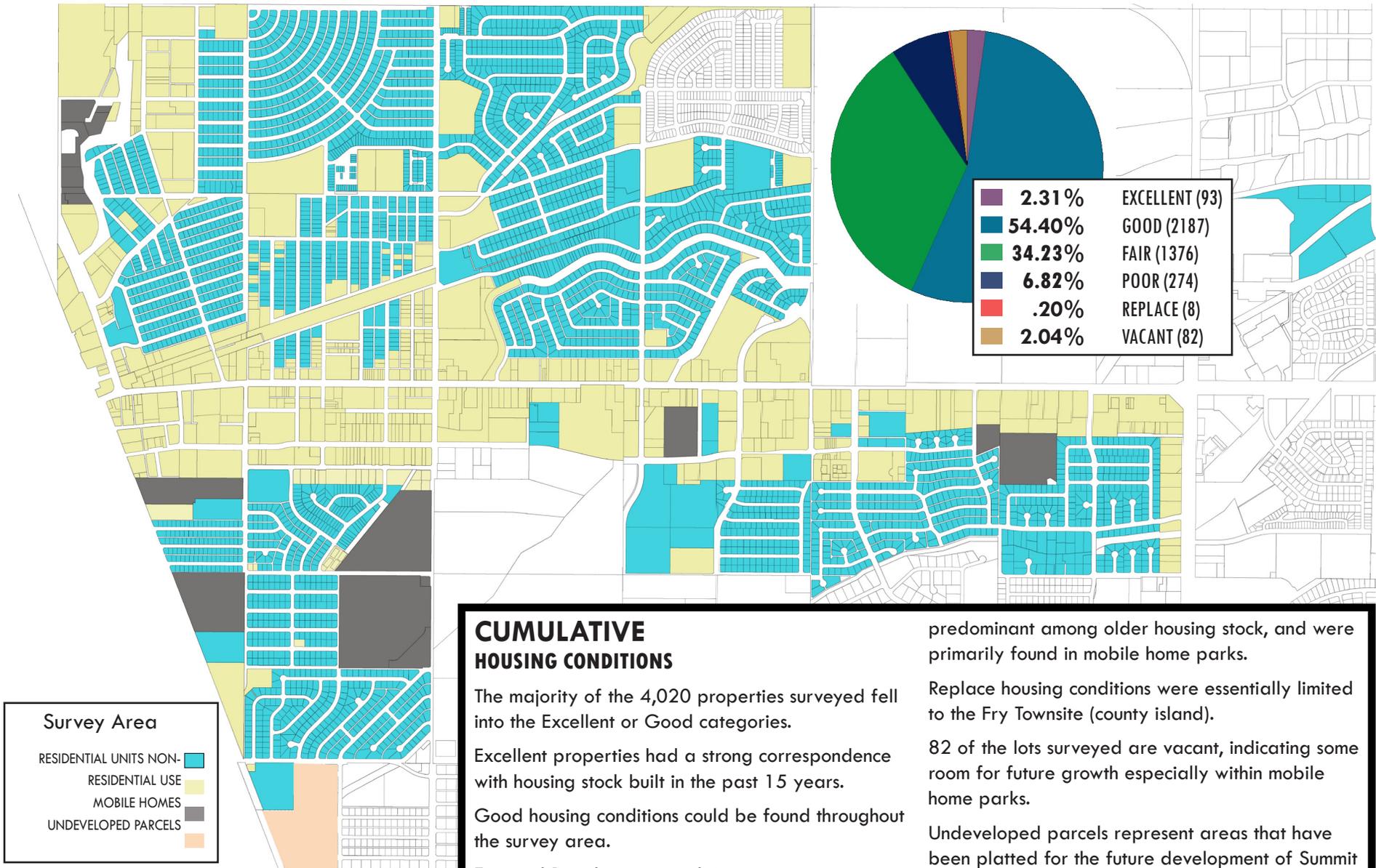
**7 Walnut Grove**

**45 Units**

- **55%** Fair Condition (25)
- **45%** Poor Condition (20)

OVERALL SUMMARY OF MOBILE HOME CONDITIONS





**CUMULATIVE HOUSING CONDITIONS**

The majority of the 4,020 properties surveyed fell into the Excellent or Good categories.

Excellent properties had a strong correspondence with housing stock built in the past 15 years.

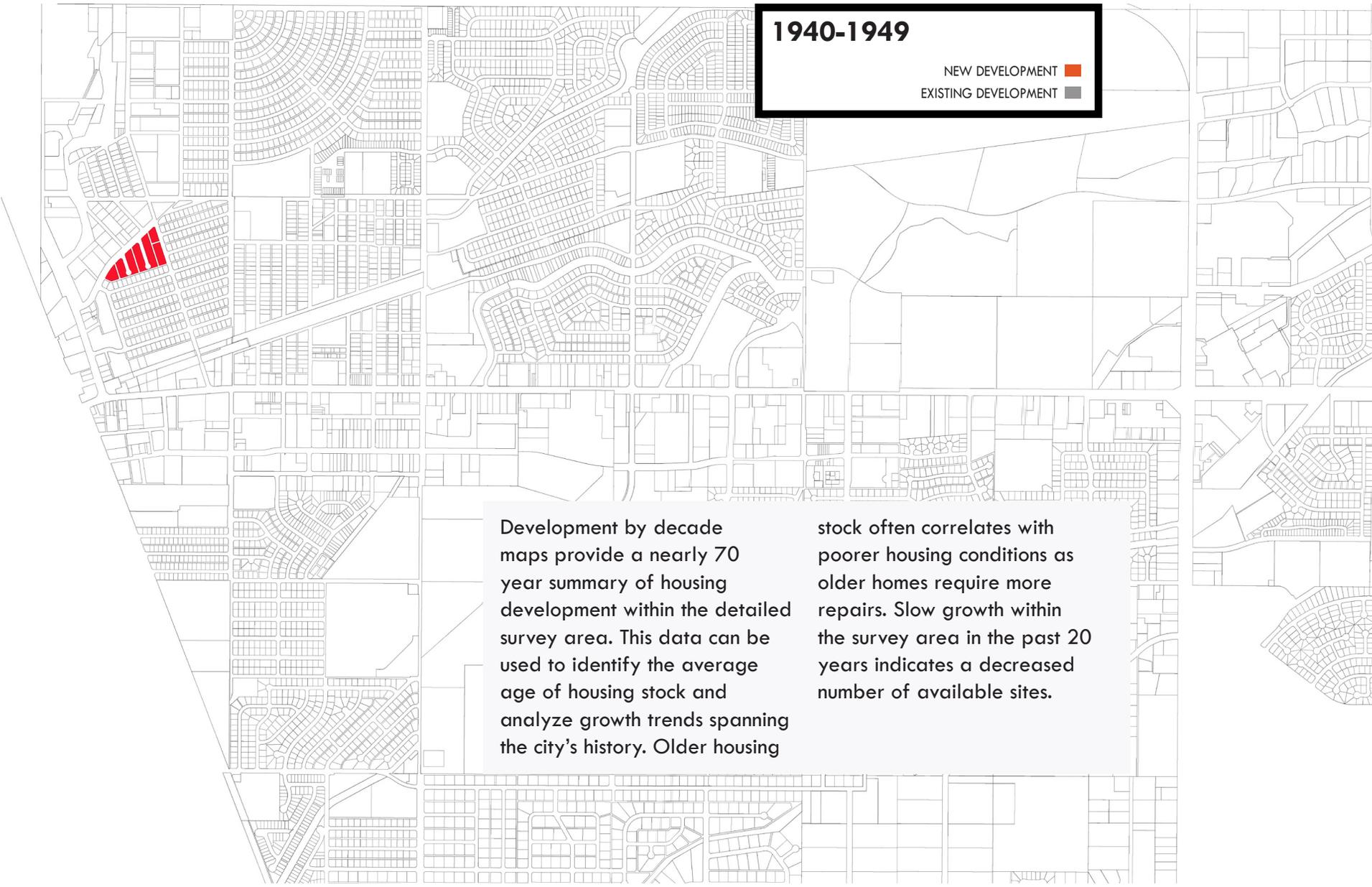
Good housing conditions could be found throughout the survey area.

Fair and Poor housing conditions were most predominant among older housing stock, and were primarily found in mobile home parks.

Replace housing conditions were essentially limited to the Fry Townsite (county island).

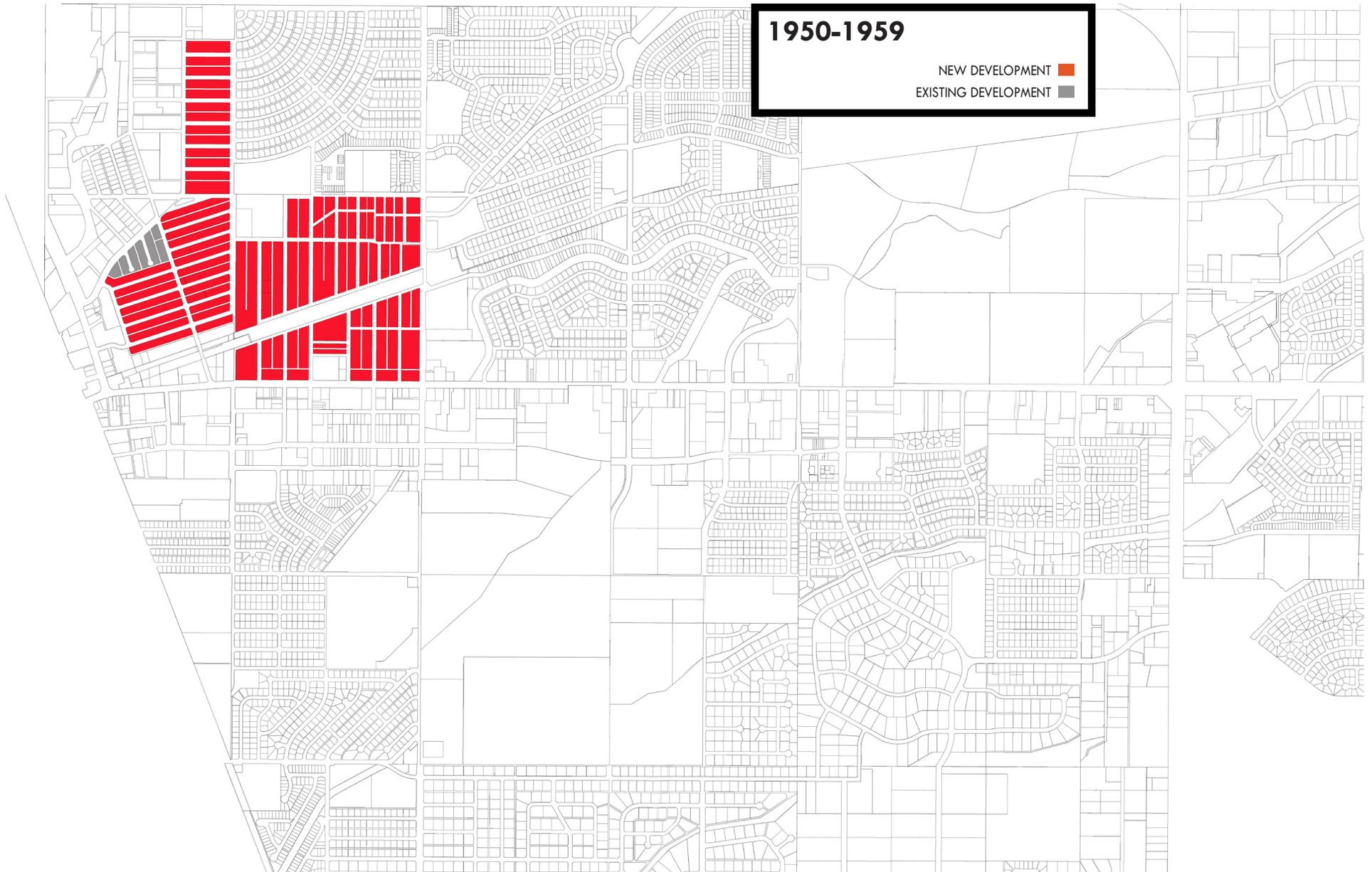
82 of the lots surveyed are vacant, indicating some room for future growth especially within mobile home parks.

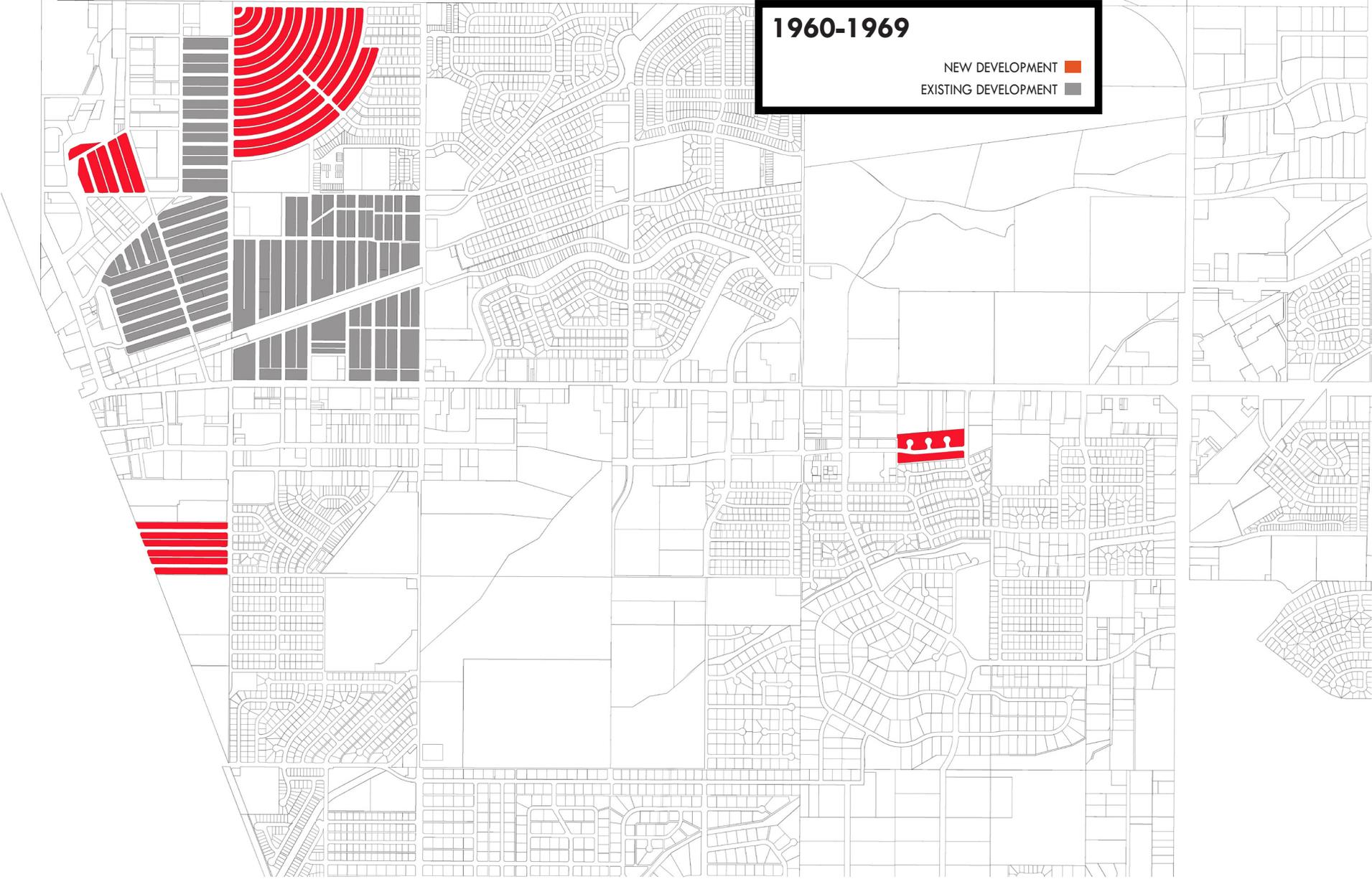
Undeveloped parcels represent areas that have been platted for the future development of Summit Heights Subdivision.

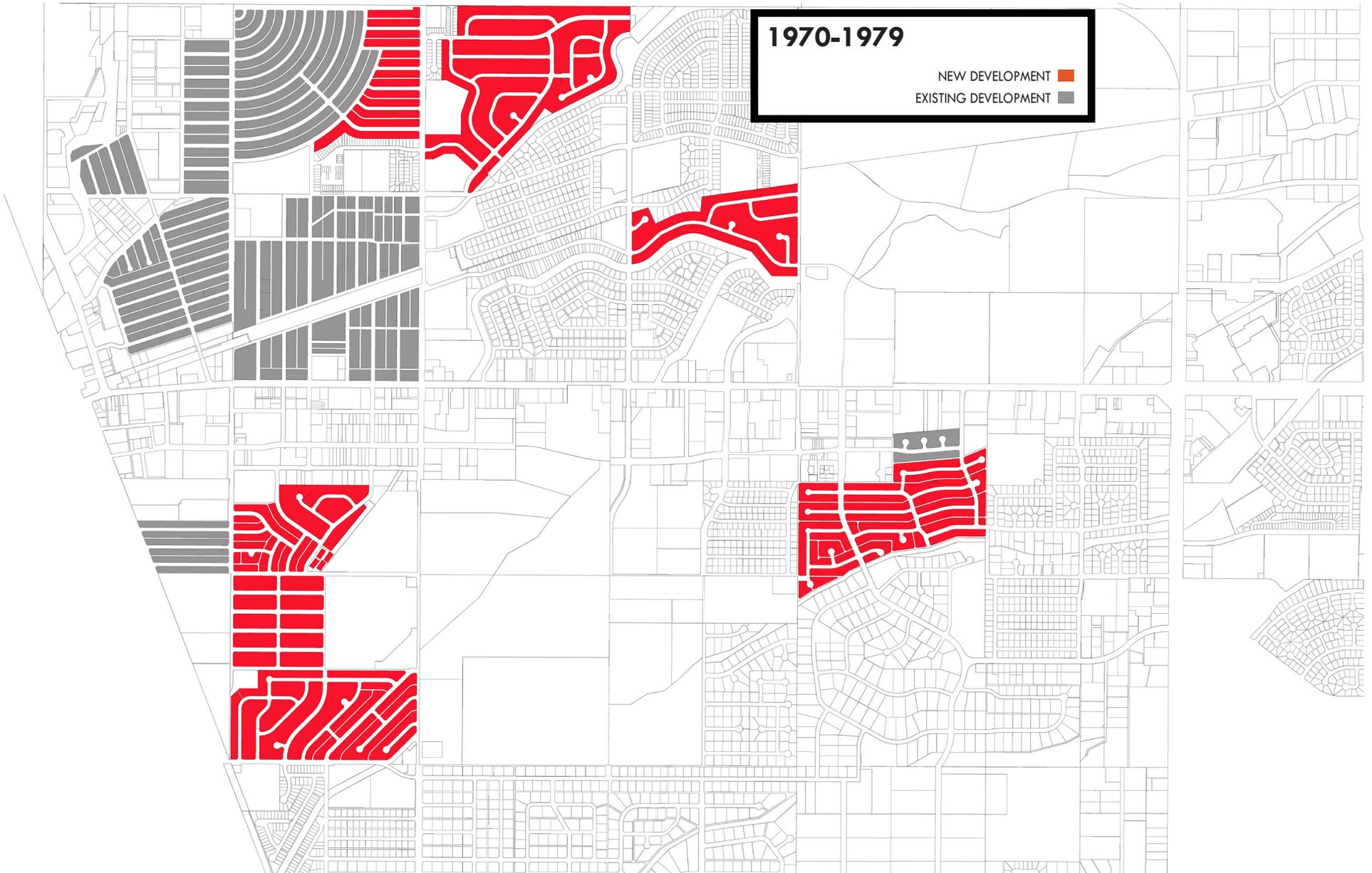


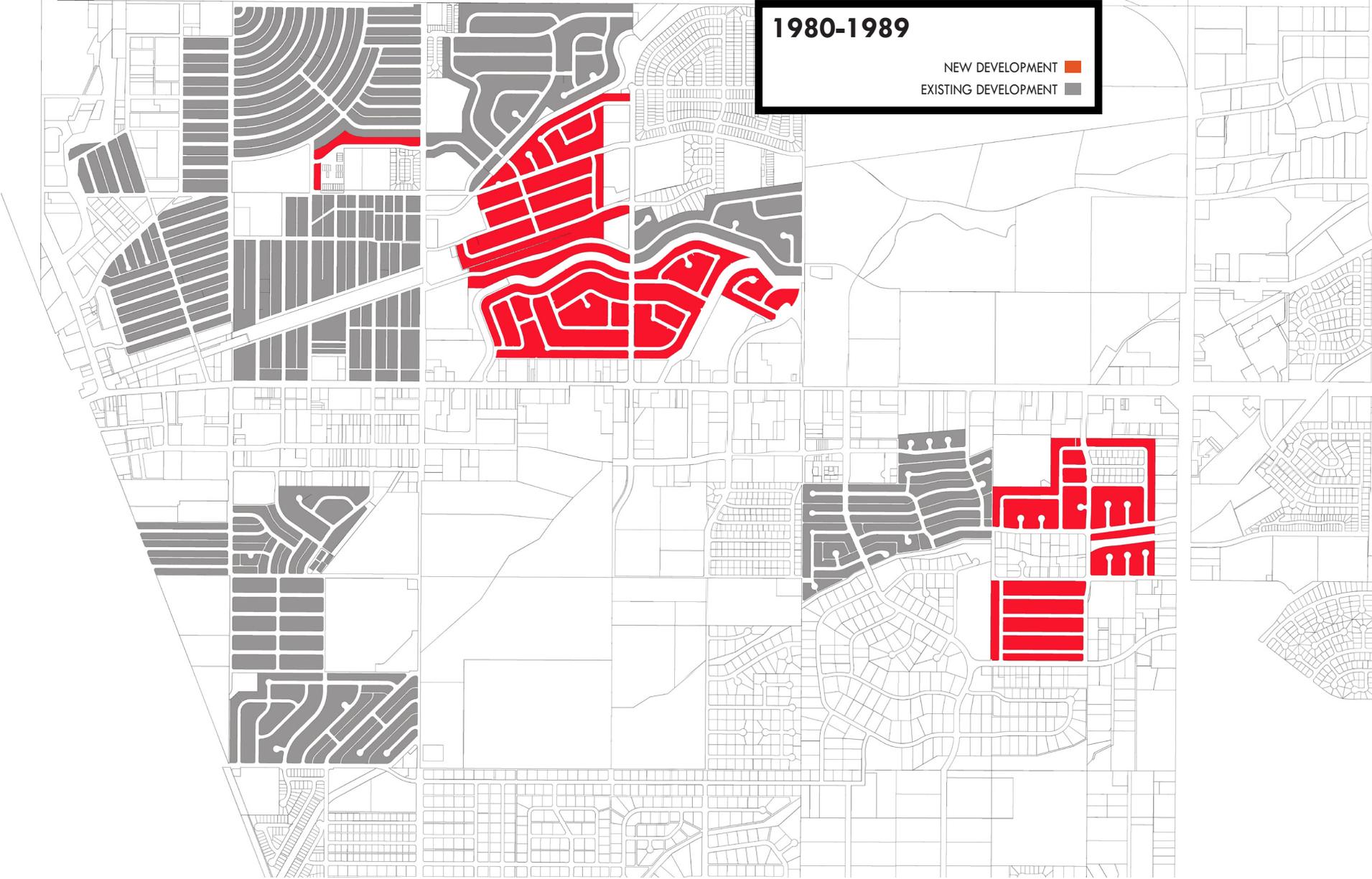
**1940-1949**  
NEW DEVELOPMENT ■  
EXISTING DEVELOPMENT ■

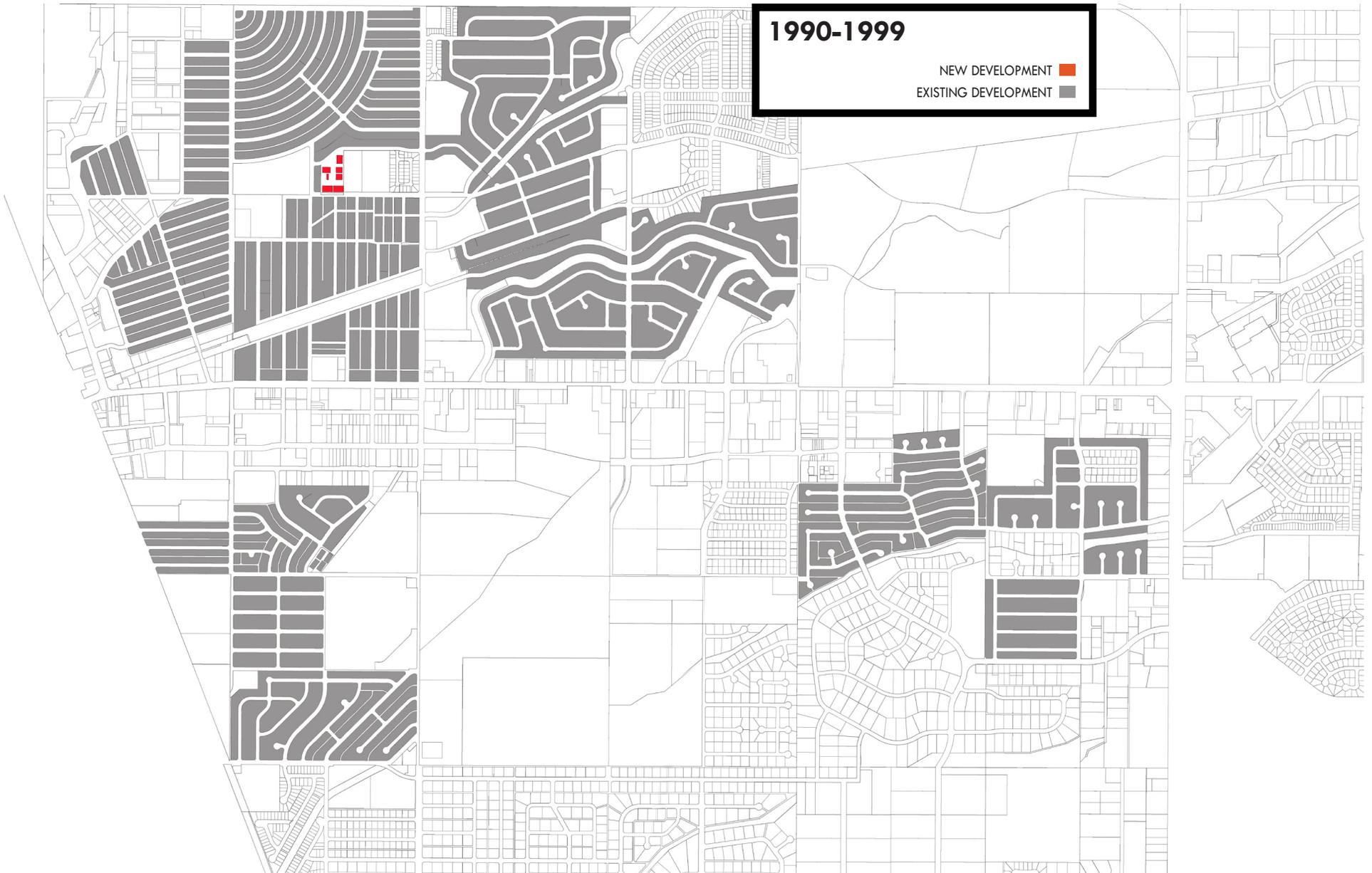
Development by decade maps provide a nearly 70 year summary of housing development within the detailed survey area. This data can be used to identify the average age of housing stock and analyze growth trends spanning the city's history. Older housing stock often correlates with poorer housing conditions as older homes require more repairs. Slow growth within the survey area in the past 20 years indicates a decreased number of available sites.

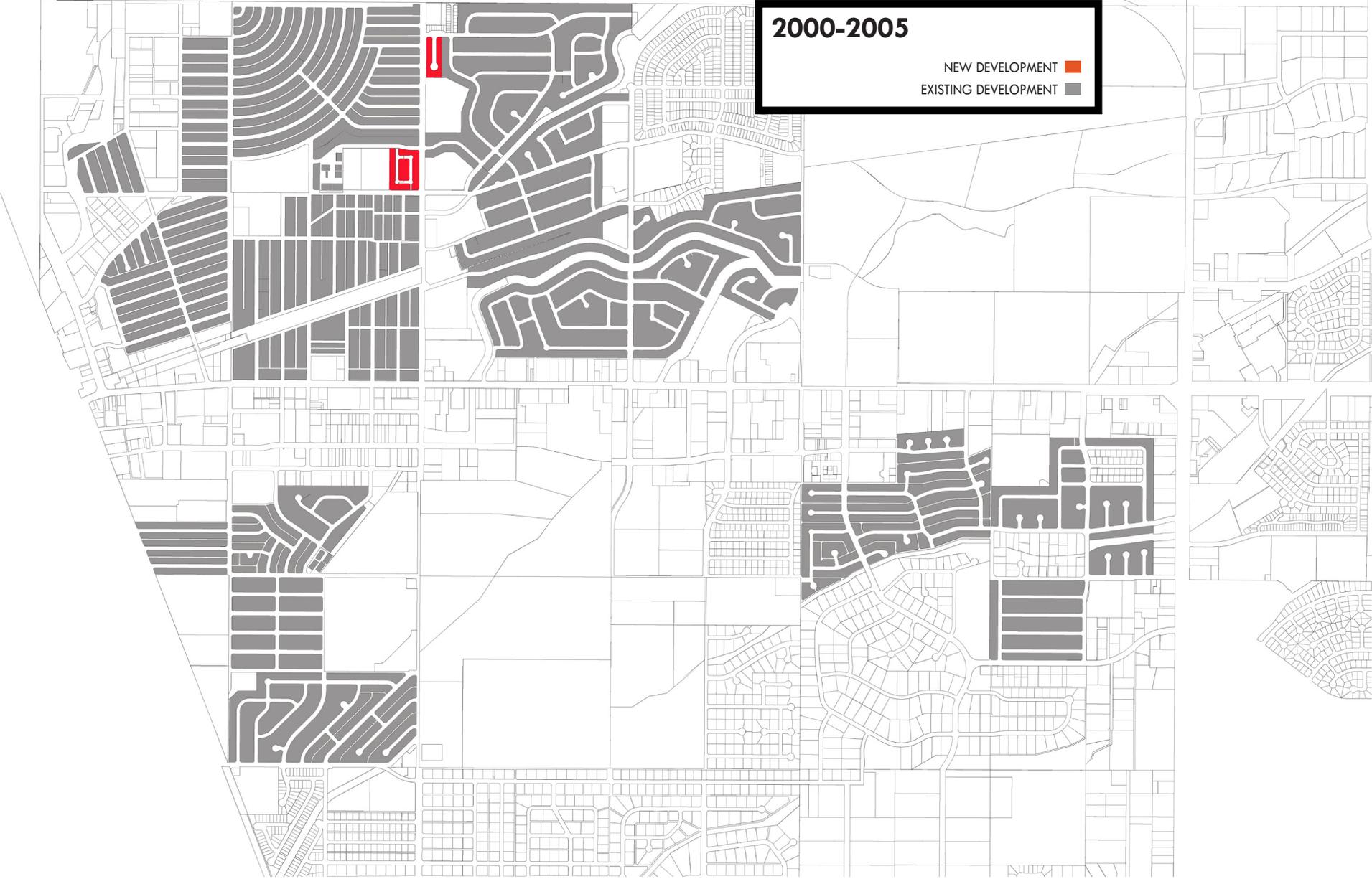


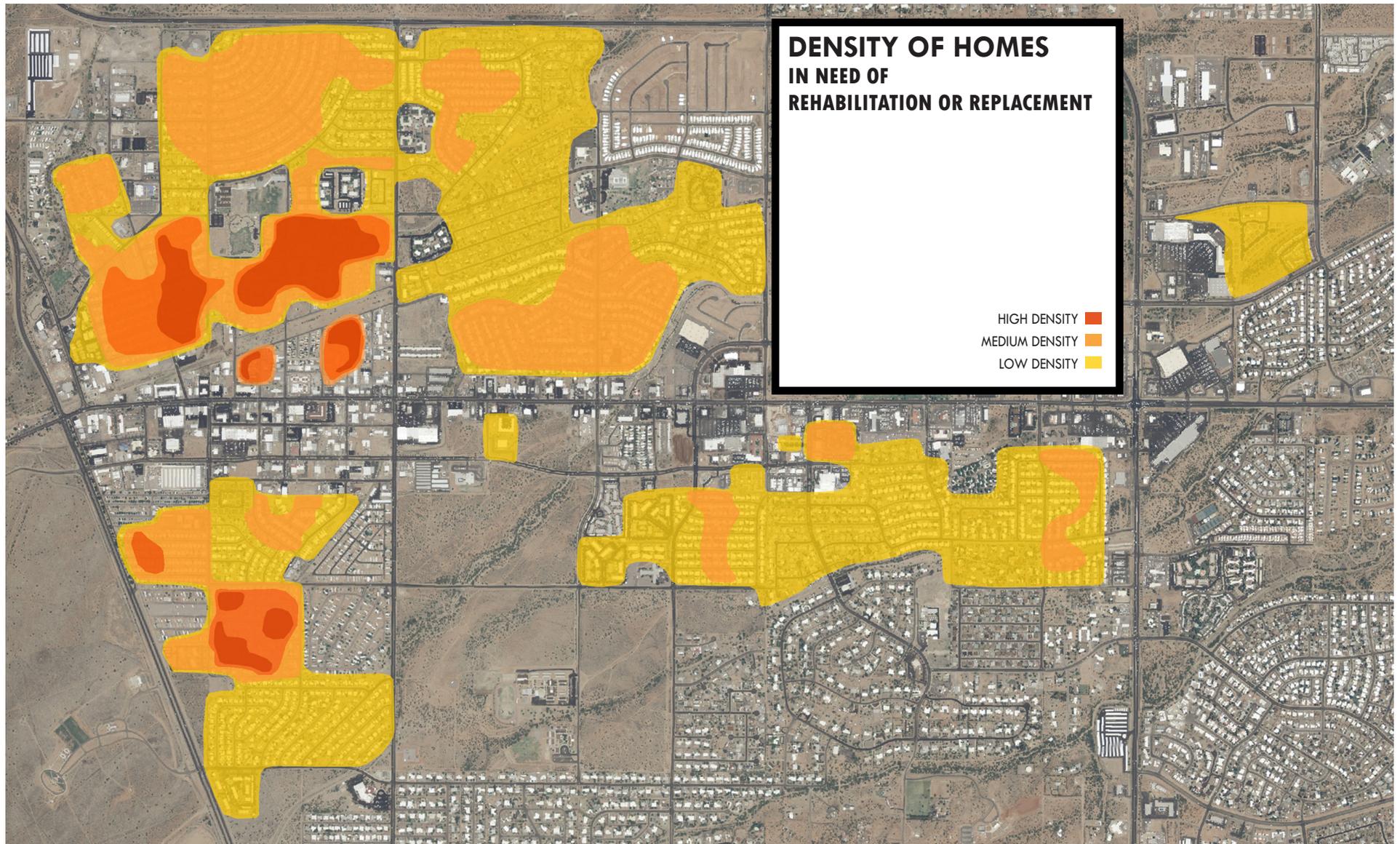


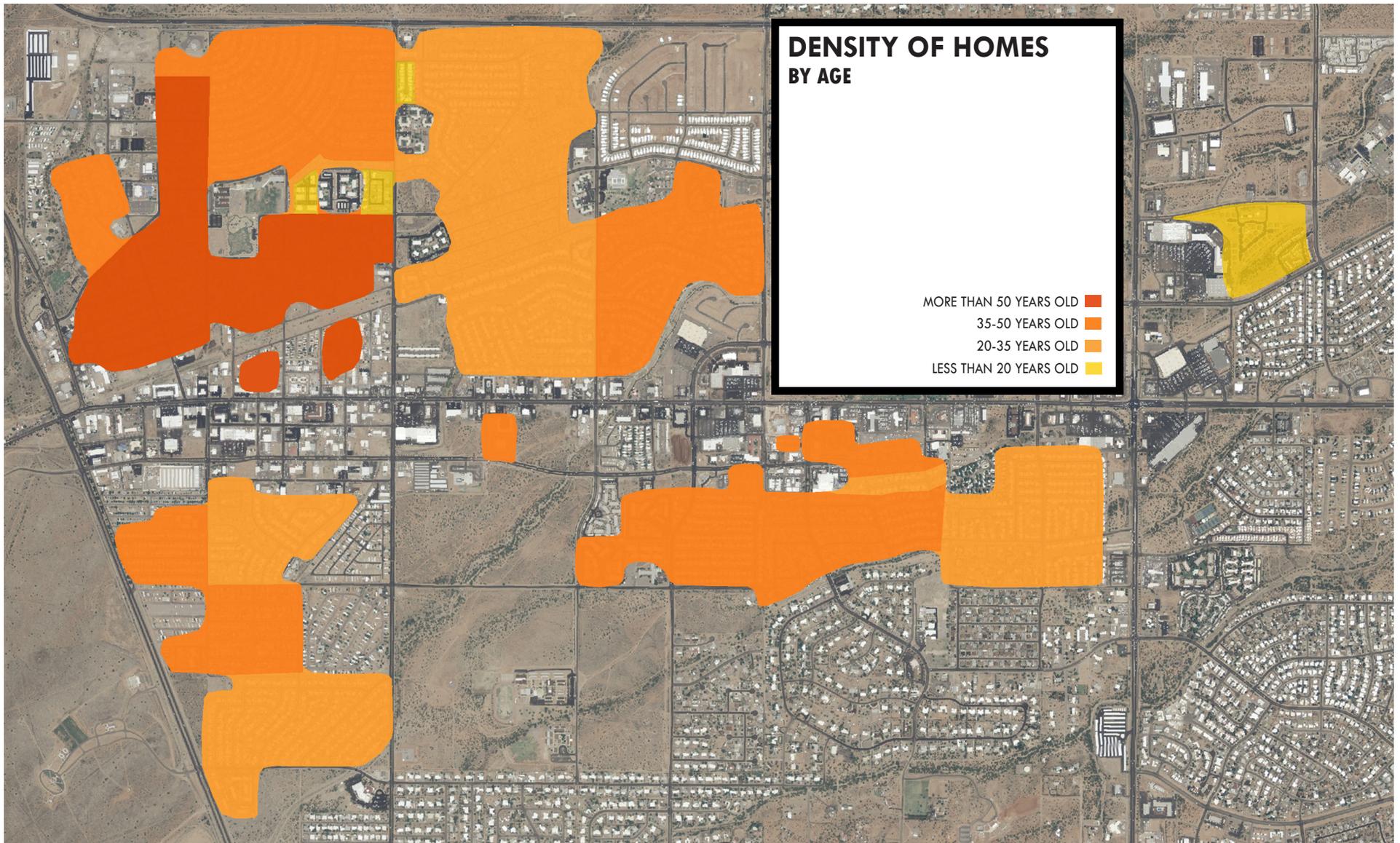




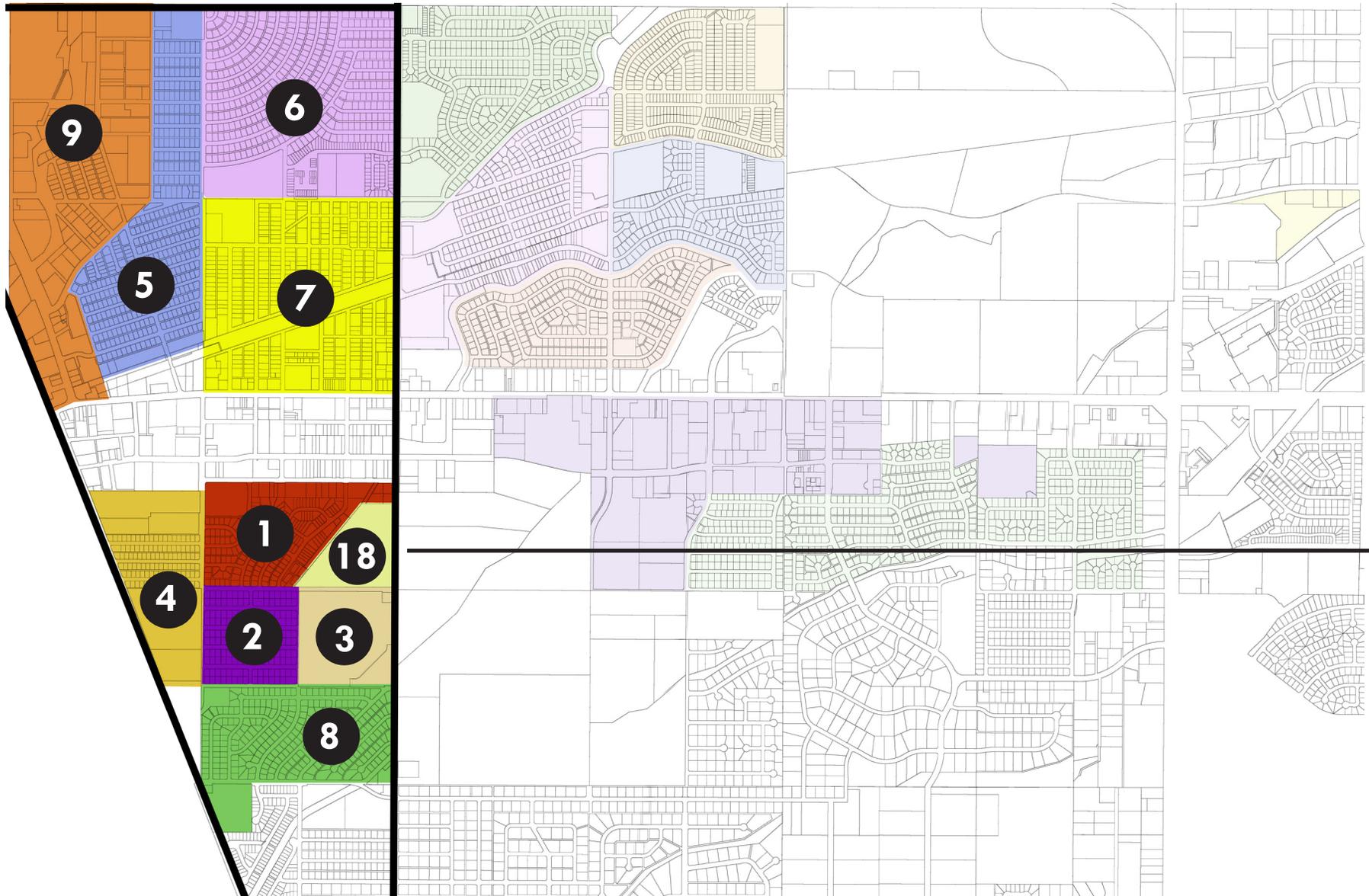


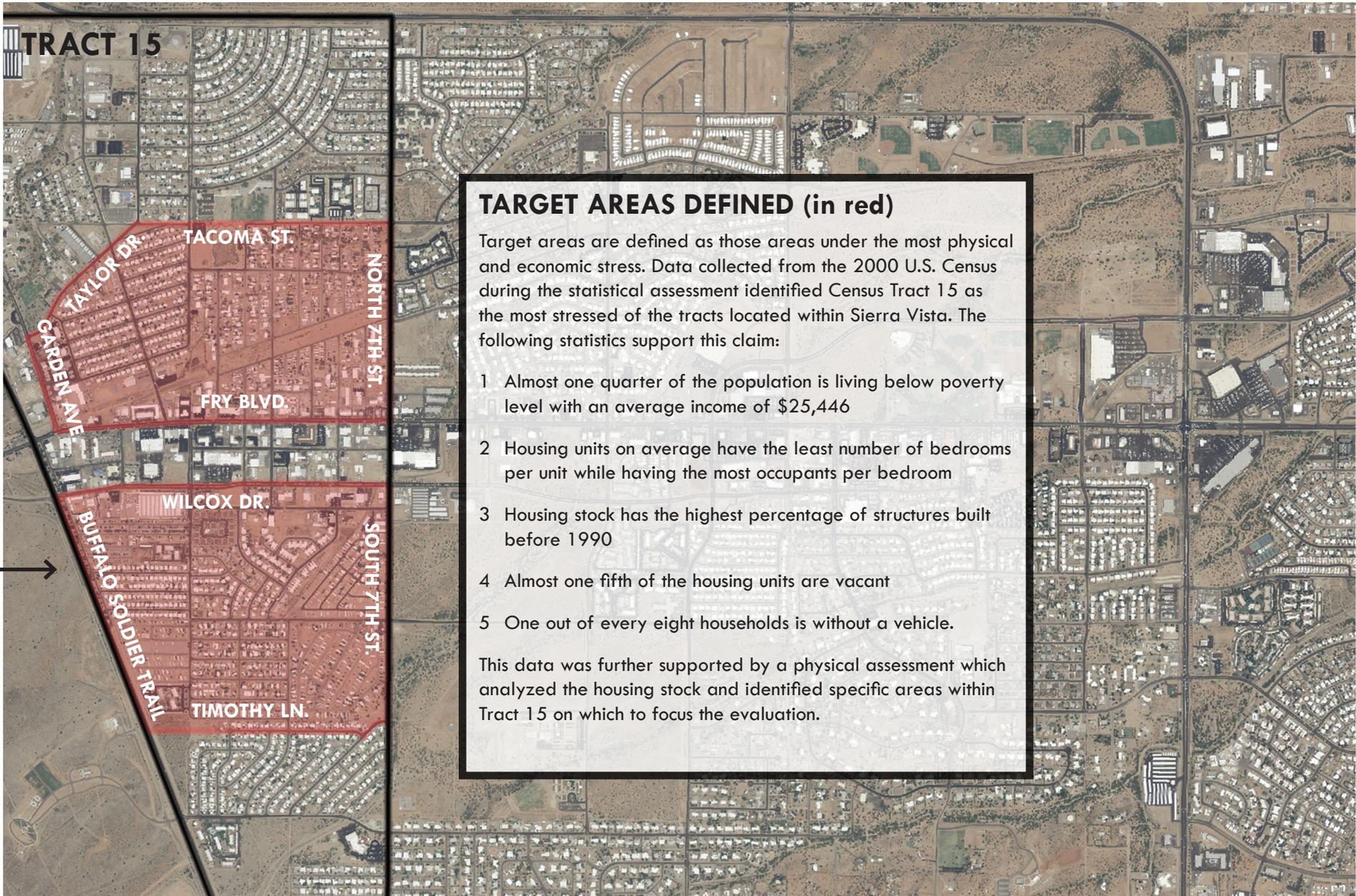






# TARGET AREAS DEFINED | PHYSICAL ASSESSMENT







# EVALUATION

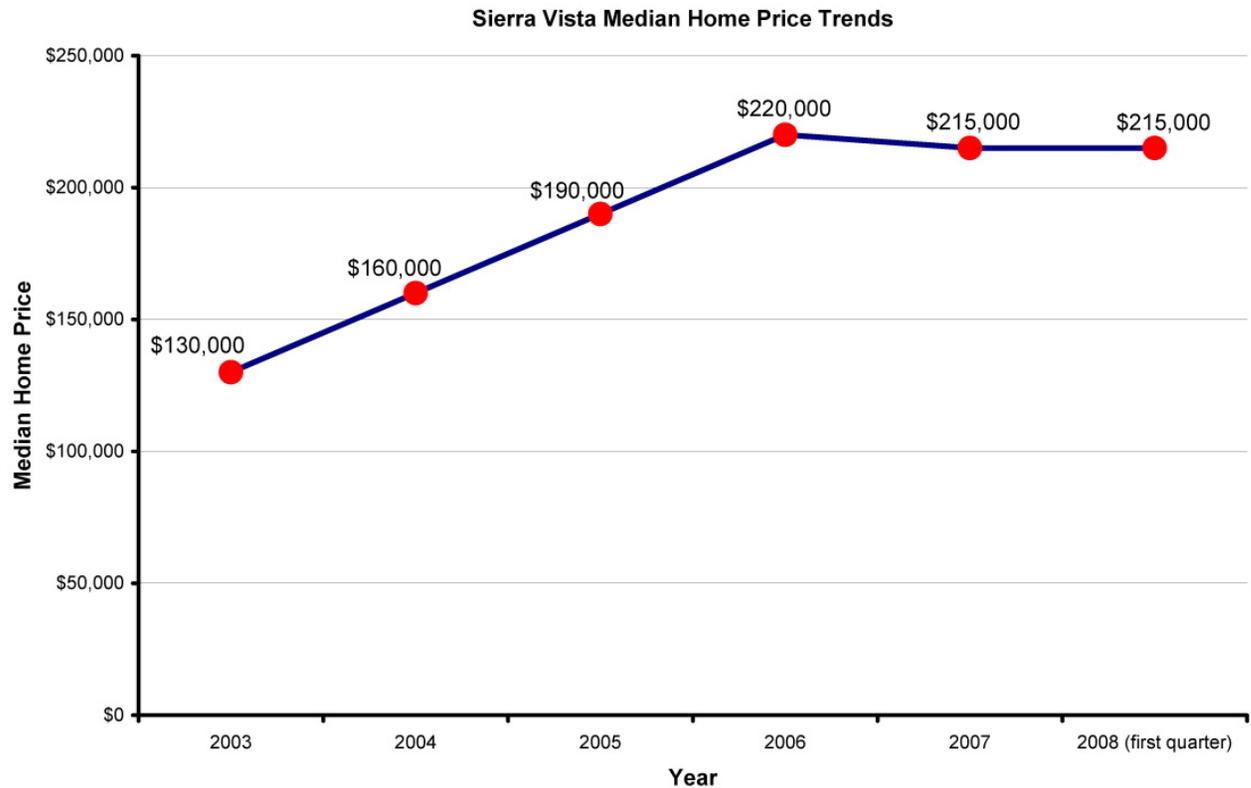
The evaluation phase is an analysis of the collected data and information compiled during the assessment phase. After an evaluation of the statistical and physical data, areas for improvement are identified within the community, for which a strategic plan and recommendations are developed.

- 64 STATISTICAL EVALUATION
- 73 PHYSICAL EVALUATION
- 97 NEEDS IDENTIFIED

### Housing Cost Gap Analysis Summary

The cost of housing in Sierra Vista has increased steadily over the past decade, following general trends of statewide increasing housing costs. Much of the rising housing costs in Sierra Vista can be attributed to the comparable growth in economic development in the city as well as the steady influx of retirees. Another factor is rising construction costs, both for materials and labor.

The graph to the right indicates the median housing costs over the past five years (from 2003-2008). Beginning at a median cost of \$130,000, housing costs began to rise at an average rate of \$30,000 per year through 2004, 2005, and 2006, reaching its peak in 2006 at about \$220,000. The recent median cost of housing has declined slightly to around \$215,000 through the first quarter of 2008. The Sierra Vista housing market has had a less noticeable downturn in 2008 compared with other communities throughout the state of Arizona. The national increase in foreclosures has greatly effected Arizona. As housing growth has been more rapid here than many other states over the past three to five years, the effects of sub-prime lending have relayed a greater impact. Housing development has essentially come to a halt, with investors completely withdrawing from the residential sector, and with many developers going bankrupt as the housing units on the market will not sell.

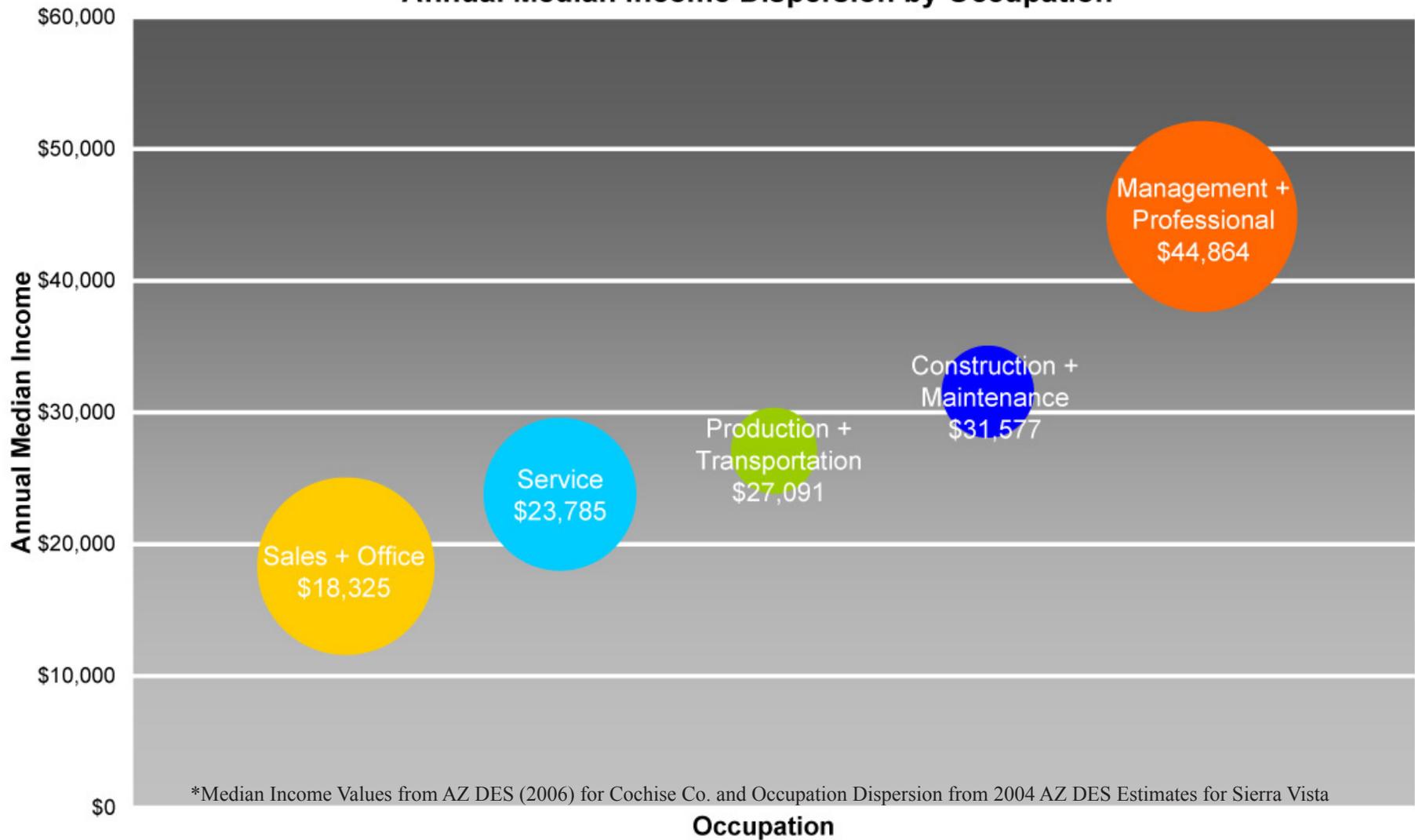


*\*Median Home Prices averaged between AZ Housing Market At A Glance 2007 Report and City-Data.com 2008*

Regardless of the recent decline in housing sales prices, the generally upward trend may revive itself. In addition, the historic increase in housing costs far outpaced any wage increases, leaving a large gap between income and attainable housing. Concerns of housing affordability should be considered for the long-term planning of a stable resident workforce community in Sierra Vista.

The graphs on the following pages highlight some of the gaps that may exist between incomes and housing costs, both for rentals and for homeownership. Sierra Vista has a fairly modest housing market that has generally served its community well. The gaps that do exist are less severe than many other cities around the state.

### Annual Median Income Dispersion by Occupation

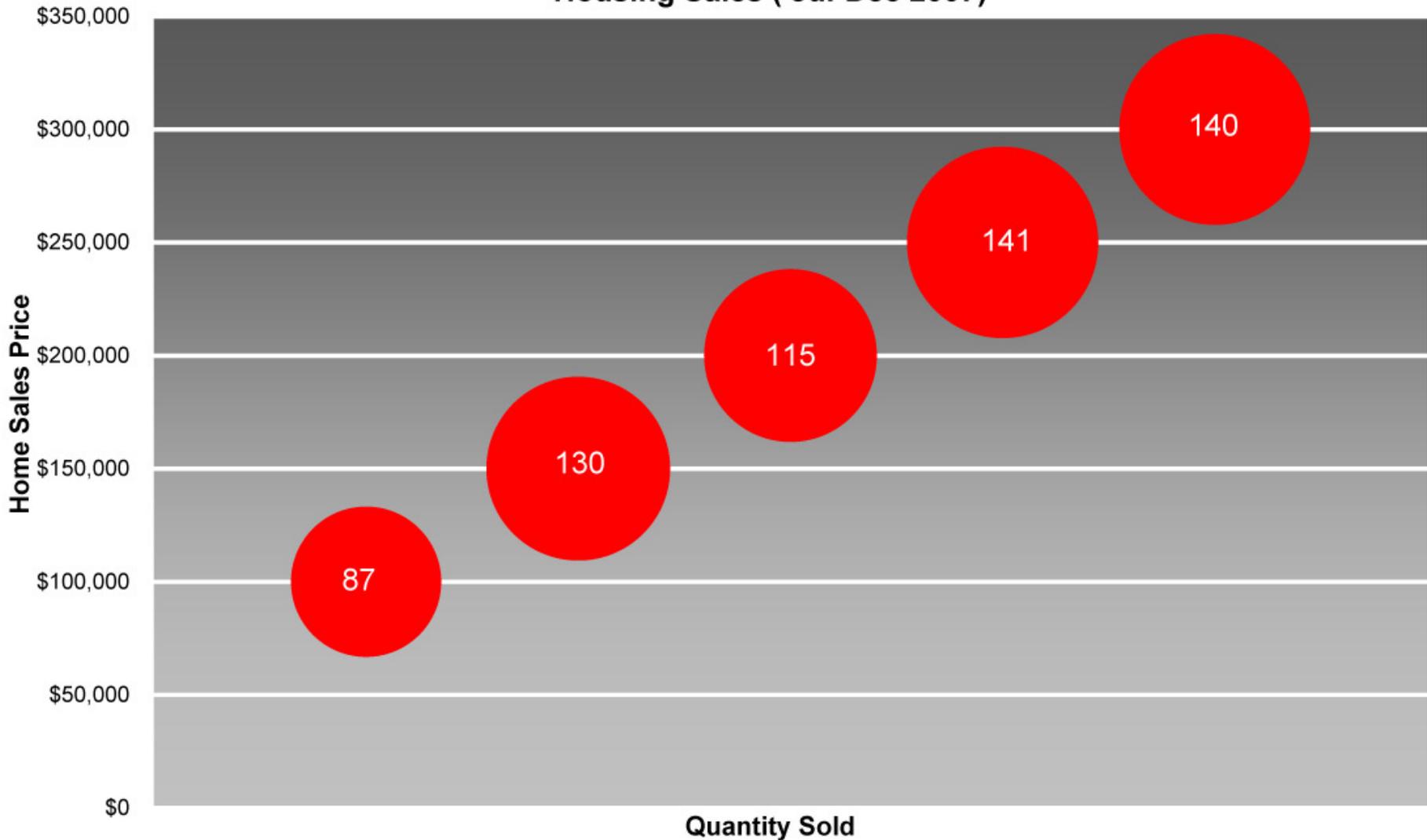


The distribution of workforce by profession is represented by the size of the circles shown on the graph. The occupational dispersion data shown above indicates that Management and Professional occupations represent the largest portion of the resident workforce. The Sales and

Office occupations represent the lowest annual median income levels for the overall workforce sectors, earning an average of \$18,325 per year. In contrast, Management and Professional occupations earn a median annual income level of \$44,864. The total resident workforce

represented in this graph is 16,527 employees, which constitutes 55% of the total Sierra Vista workforce (the remaining 45% is within the government non-civilian workforce sector).

### Housing Sales ( Jul-Dec 2007)

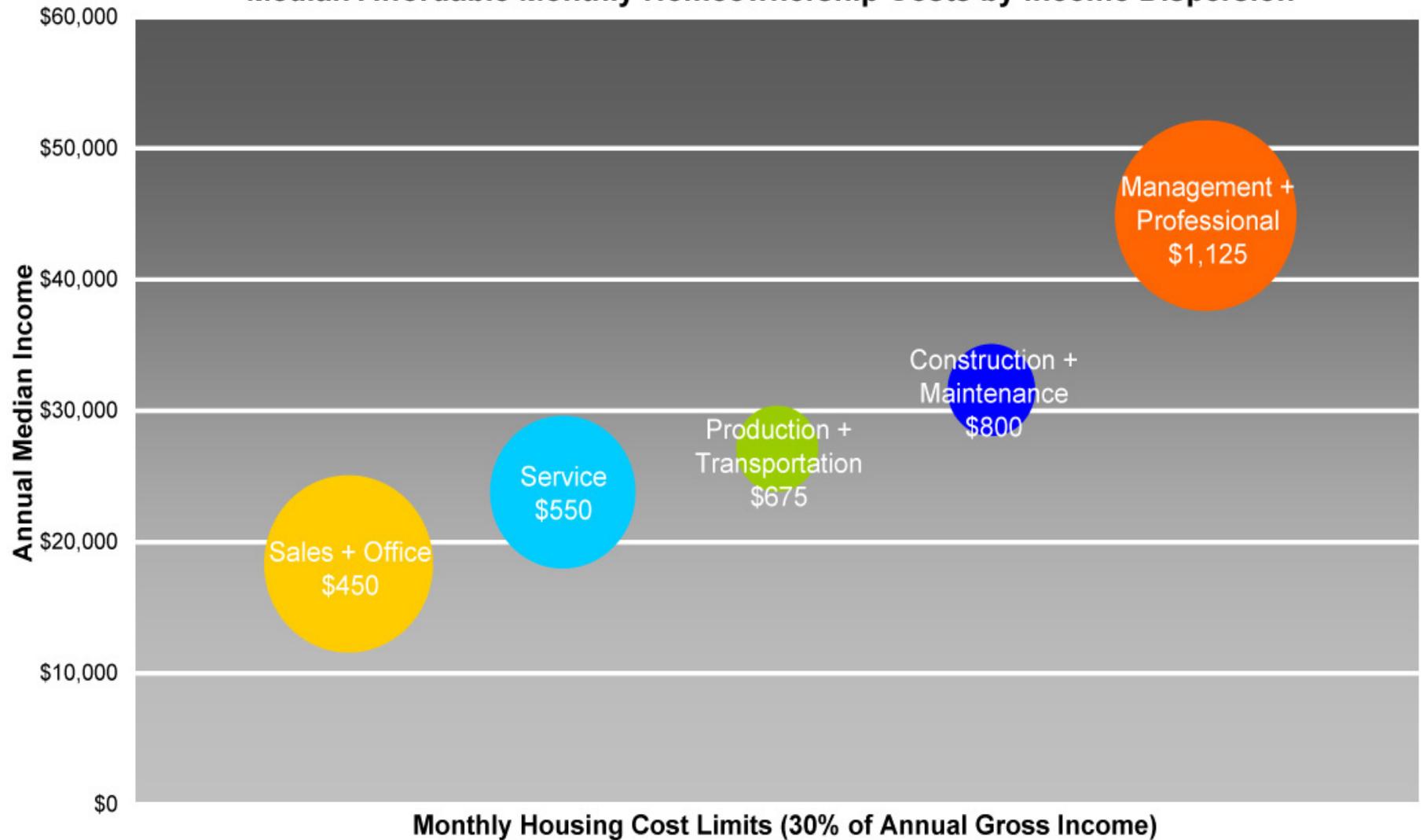


The above graph represents the total Housing Sales for July-December of 2007 in Sierra Vista (according to Long Realty as per data collected from Southeast Arizona Association for Realtor Sales Statistics). The total number of sales for the second half of 2007 was 613

units, which included single-family, manufactured homes, and condominium or townhome units. The size of the circles is representative of the percentage of housing units sold within a certain price range (indicated by the Sales Price column on the left of the graph). The

price range of available housing seems to be evenly dispersed, with at least 87 housing units sold at the median price of \$100,000. All other housing units ranged in median price from \$150,000 through \$300,000.

### Median Affordable Monthly Homeownership Costs by Income Dispersion

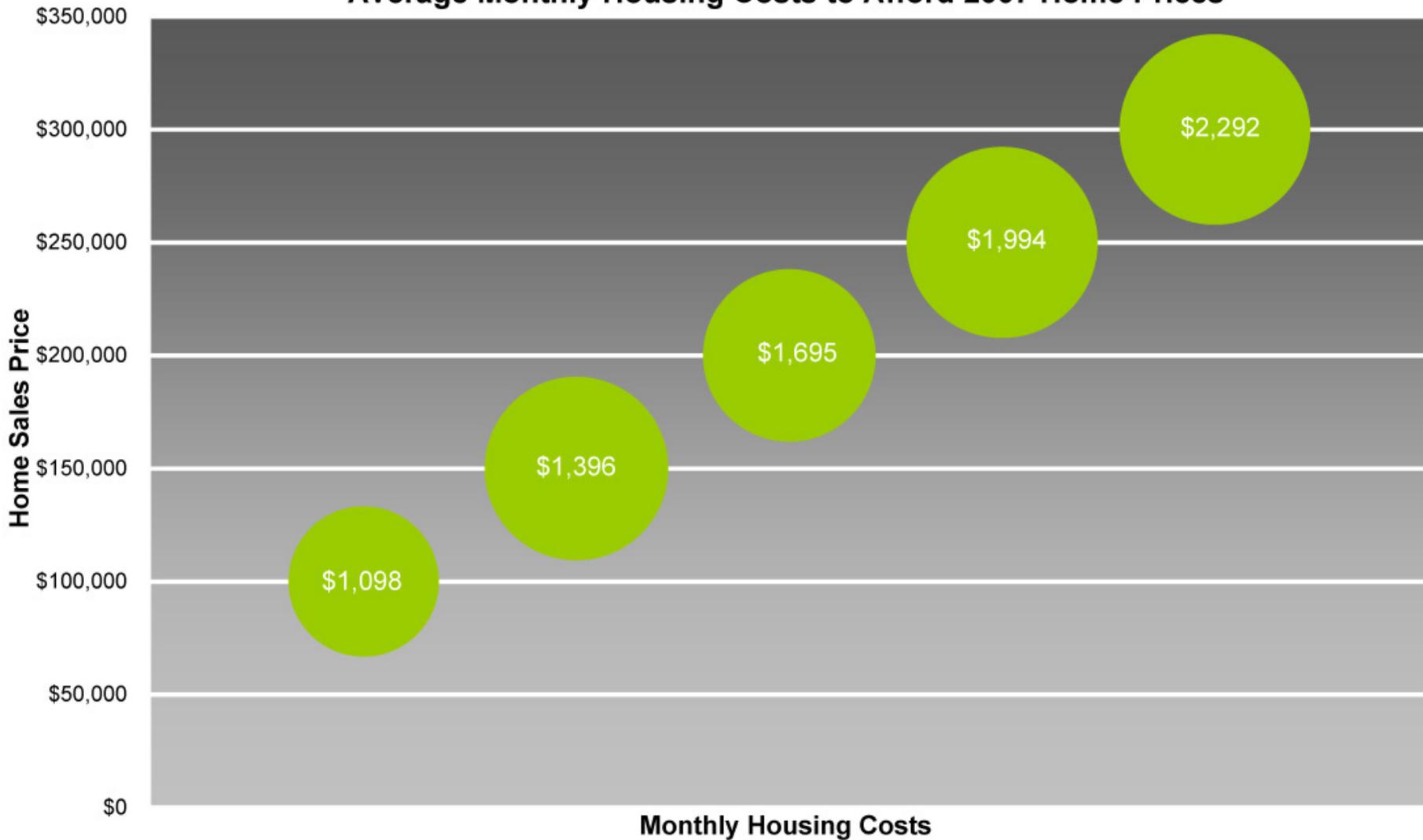


The above graph represents the monthly housing cost limits to maintain affordability levels (determined by HUD at 30% AGI) for each sector of the workforce. Sales and Office occupations can generally contribute

\$450 per month towards housing and housing-related costs, while Management and Professional occupations can contribute \$1,125 to housing each month and remain within affordability levels.

\*Affordability Limits for Housing Costs = 30% Annual Gross Income (AGI)

### Average Monthly Housing Costs to Afford 2007 Home Prices

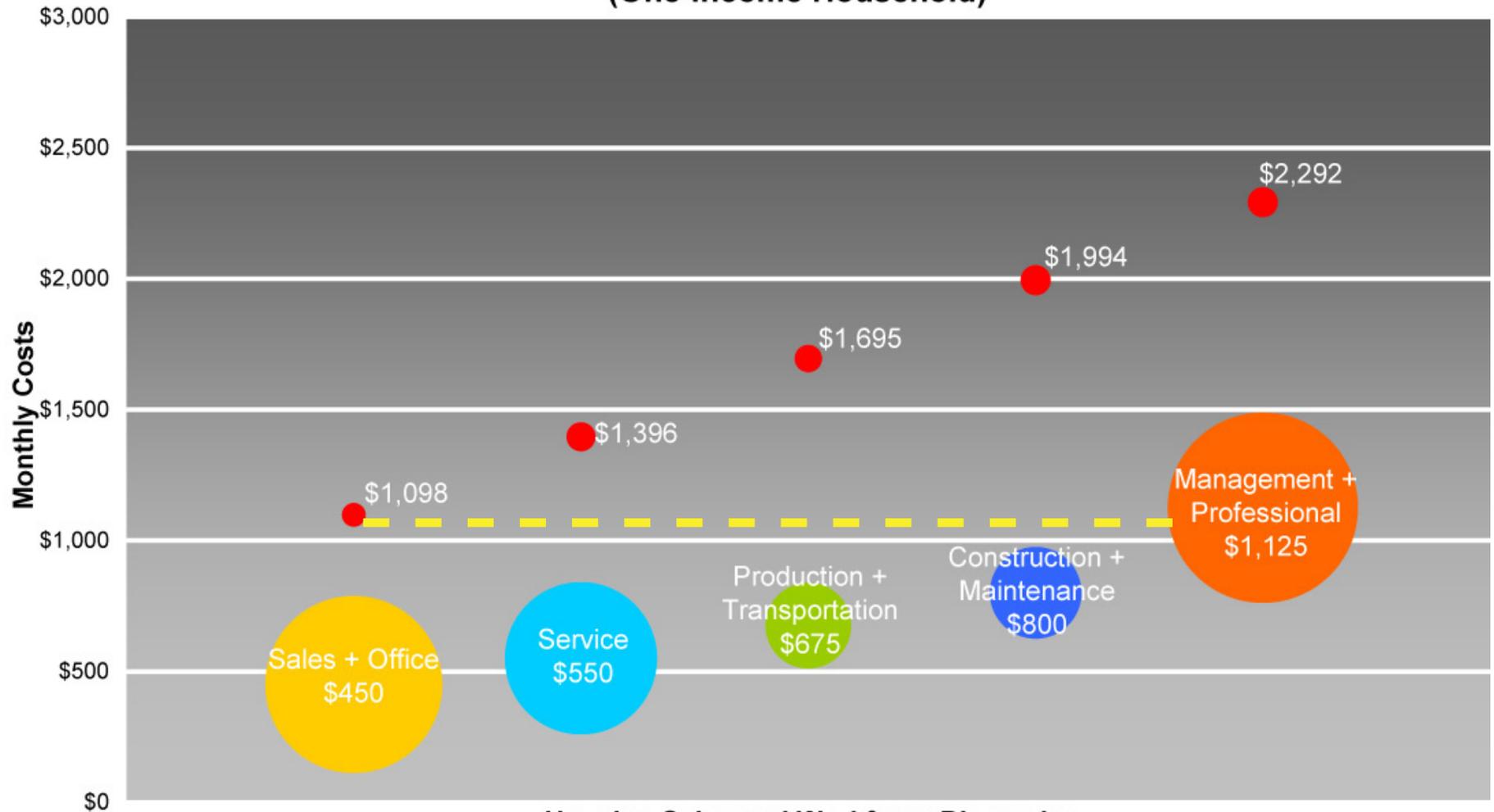


The above graph represents the average monthly costs required to own the housing that was sold in Sierra Vista during the second half of 2007. The monthly costs are calculated based on a standard 30-year

mortgage at a 6% interest rate and include insurance, utilities, maintenance, and reserve costs (approximately an additional \$500/month on top of the mortgage payments). The range of costs required to own the homes

that were sold begin at around \$1,100 per month on the low end to upwards of \$2,300 per month on the high end. The median monthly ownership costs fall around \$1,700 per month.

### Housing Costs (2007) vs. Affordability Levels (One-Income Household)



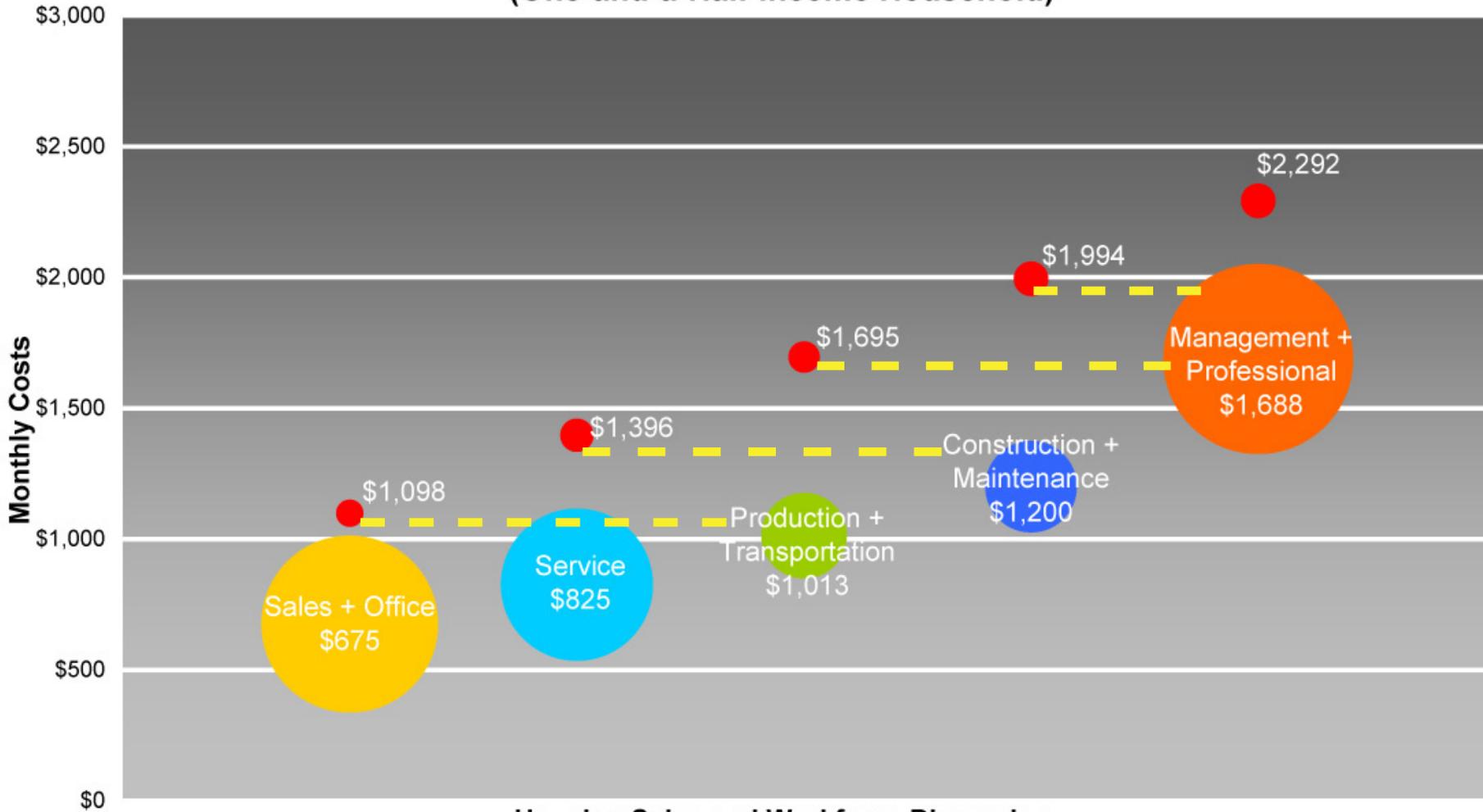
#### Housing Sales and Workforce Dispersion

This graph compares the 2007 homeownership housing costs to the affordable monthly housing cost limits by workforce dispersion. The red circles represent the 2007 housing sales (quantified by relative size of the circles) and the monthly costs required to own those homes, while the colored

circles along the bottom of the graph represent the workforce dispersion and the median monthly amount that such worker could allot to housing costs and remain within affordability limits (30% AGI). For a one-income household, as is represented here, there is clearly a gap that

exists between what the lower-wage workforce sectors earn and can afford compared to the cost of housing in Sierra Vista. However, for a one-income household, the Management and Professional sector could attain the lower-cost housing in the city.

### Housing Costs (2007) vs. Affordability Levels (One-and-a-Half-Income Household)



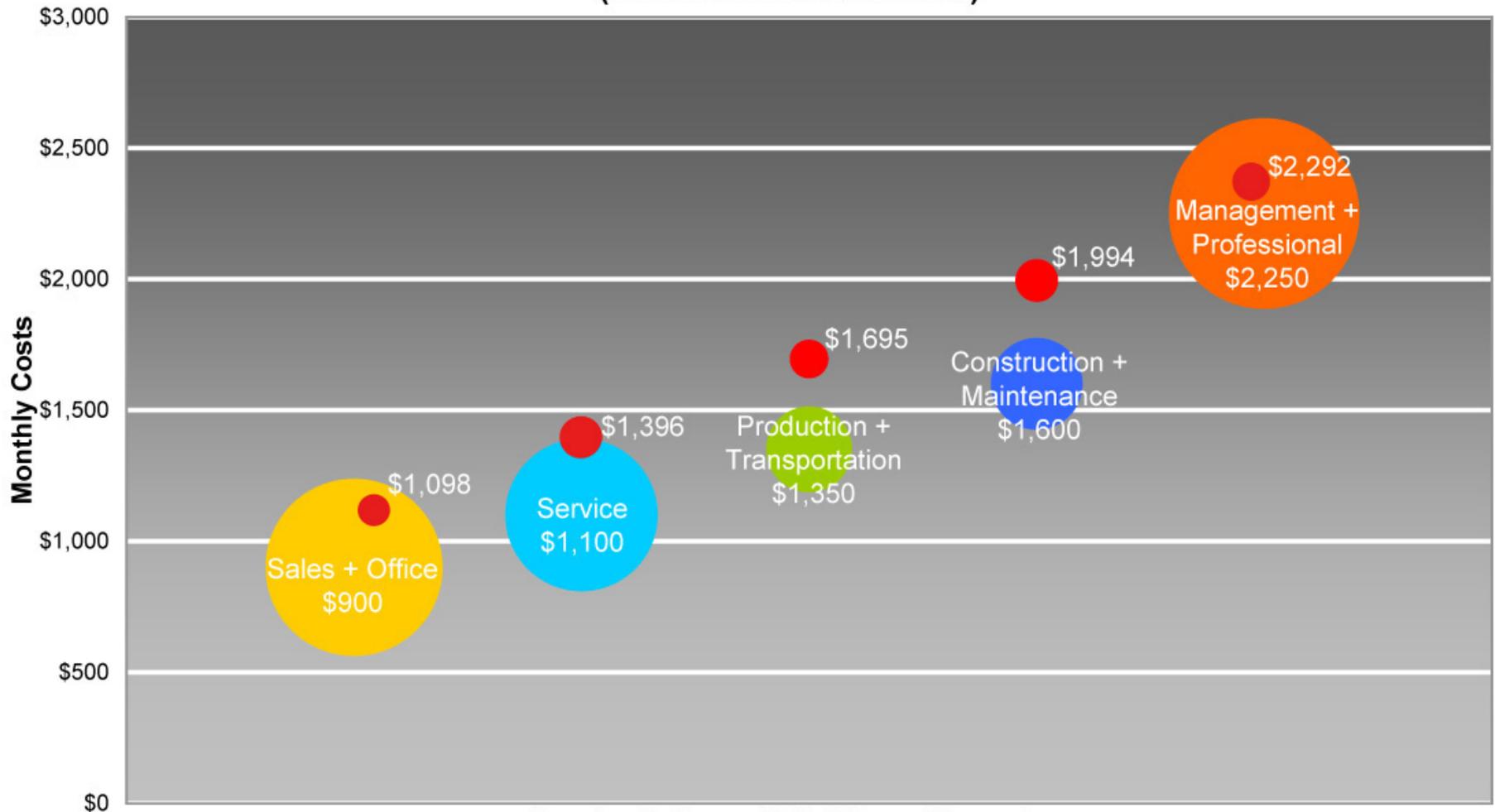
#### Housing Sales and Workforce Dispersion

This graph compares the 2007 homeownership housing costs (red circles) to the affordable monthly housing cost limits for a one-and-a-half-income household by workforce dispersion (colored circles). For

a one-and-a-half-income household, there is less of a gap that exists between what the workforce can afford and the cost of housing. However, the lowest-cost housing sold in 2007 (with a median monthly cost of \$1,098) is still

unattainable for one-and-a-half incomes from the lowest-earning workforce sectors (Sales & Office and Service).

### Housing Costs (2007) vs. Affordability Levels (Two-Income Household)



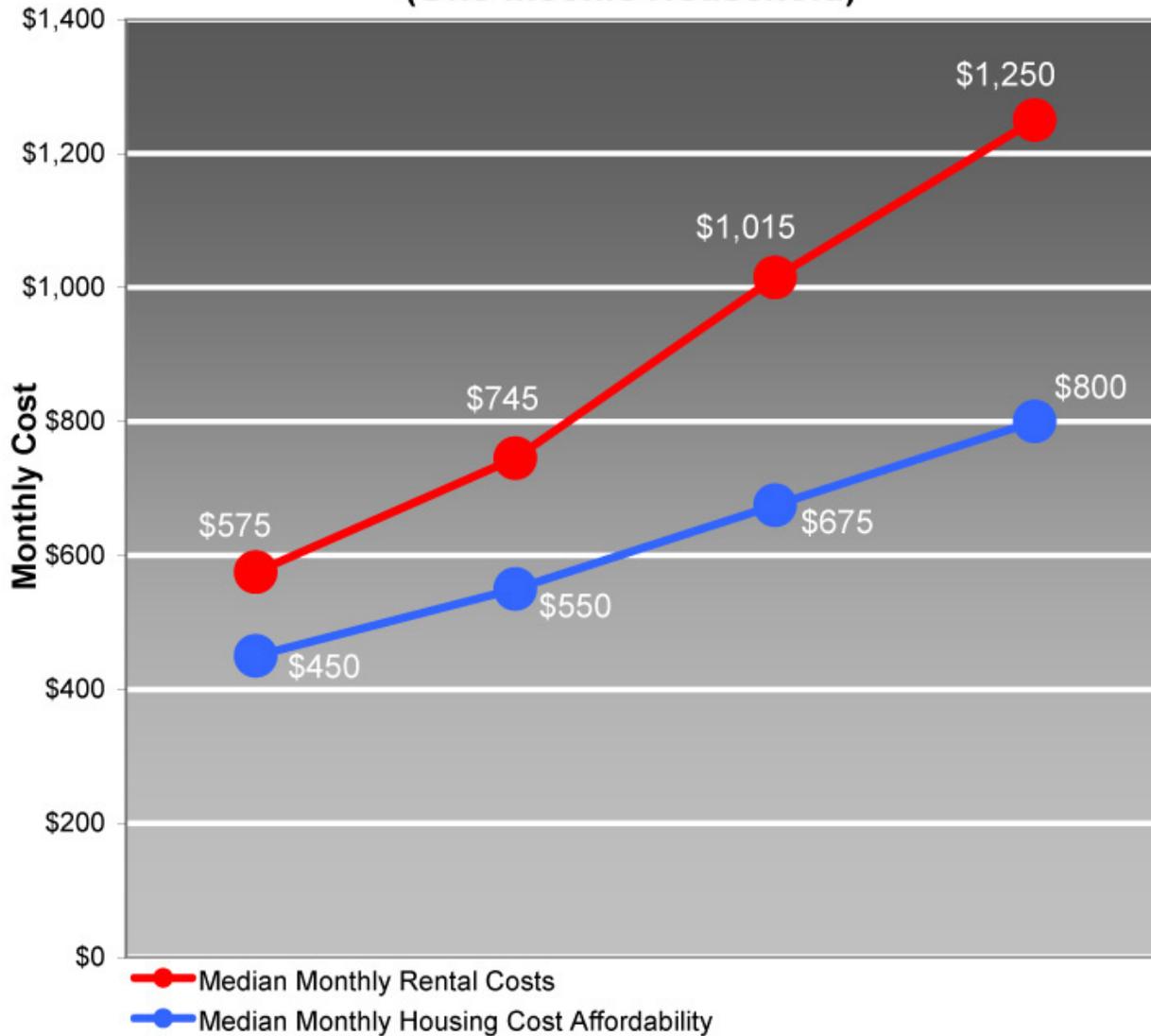
#### Housing Sales and Workforce Dispersion

This graph compares the 2007 homeownership housing costs (red circles) to the affordable monthly housing cost limits for a two-income household by workforce dispersion (colored circles). For a two-income

household, most all workforce sectors could attain at least a portion of the housing that is available on the market. However, in the two-income scenario, the lower-end of the lowest earning workforce sector (Sales and Service)

may still have difficulty attaining for-sale housing, especially if higher-earning sectors choose to buy lower-cost housing, resulting in reduced low-cost housing availability.

### Rental Affordability (One-Income Household)



The rental market constitutes a fairly large portion of the housing market in Sierra Vista. This is due to the general transient nature of the community’s Fort Huachuca army base and the related frequent turn-over of the non-civilian workforce population. A large number of rental properties is concentrated on the city’s west end closer to the army base, and within higher density zoning areas.

There is some concern regarding the price range of rental housing for the lower-wage resident civilian workforce, such as retail and sales employees. As shown in the graph to the left, a lower-wage employee can afford to allocate approximately \$450 per month towards housing costs (based on a 30% of Annual Gross Income affordability level as established by HUD). The lower cost-range of available rental housing in Sierra Vista, generally for one-bedroom apartments, was found to be around \$575 per month. For low-wage workforce with families and one income earner, finding decent and affordable rental housing could be problematic.

### PROPERTY OWNERSHIP

**18.49%**  
of all Properties owned by Non-Residents

SIERRA VISTA RESIDENT   
SIERRA VISTA NON-RESIDENT 



## PHYSICAL | EVALUATION

Livability is an inclusive definition encompassing multiple factors that affect the quality of life and well-being of a community. A driving force in evaluating a community's livability includes the availability and proximity of amenities. The aspects identified in this study include the proximity of housing communities to major amenities such as shopping, education, parks and recreation, public transit, medical facilities, and religious institutions.

Serving more than 7,000 students, Sierra Vista Unified School District is composed of one high school, two middle schools, and six elementary schools. Higher education opportunities are available through several institutions including the University of Arizona South Campus, Cochise Community College, the University of Phoenix, and Western International University.

Nicknamed "Hummingbird Capital of the U.S.," Sierra Vista offers 14 parks, four community centers (two general, one aquatic, one youth/teen), and a library. Recent additions to the city's parks and



recreation department include a 2002 indoor aquatic facility (complete with 150' water slide, 25 yard lap/wave pool, and diving well) and a 2008 skate and bike court.

Sierra Vista is the commercial center for Cochise County. General shopping areas are located primarily along Fry Boulevard and South Highway 92. The Mall at Sierra Vista is approximately 400,000 square feet, and is anchored by a Cinemark 10, Dillard's, and Sears.

Vista Transit, the city's bus, serves the city with five routes. Routes link citizens to commercial and civic centers in addition to Fort Huachuca, the city's largest employer.

The map on the adjacent page provides a visual overview of the location of these amenities in relation to the housing communities previously identified.



### Article Sources:

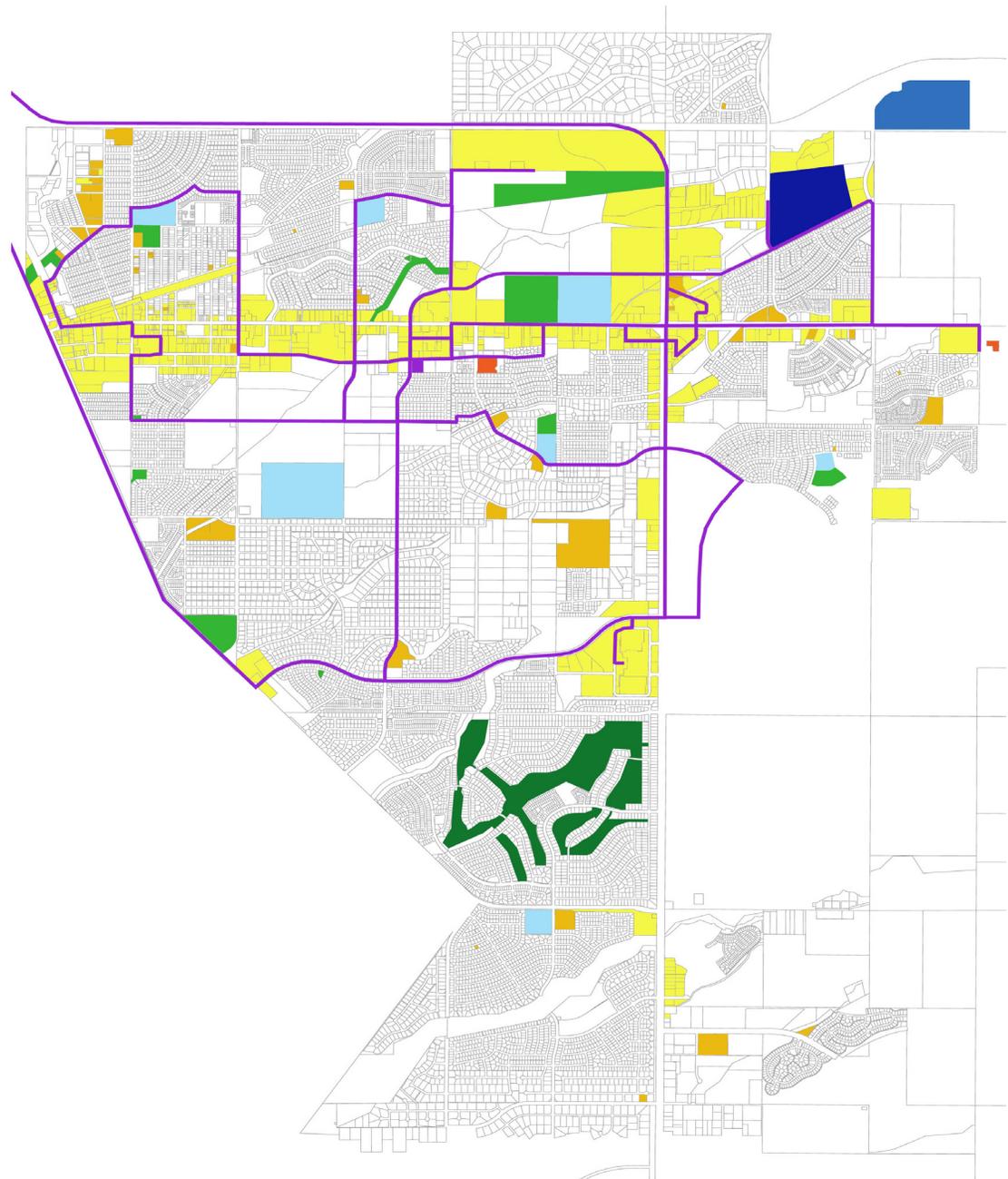
City of Sierra Vista Website  
Sierra Vista Unified School District Website  
The Mall at Sierra Vista Website

### Image Sources:

Pool: [http://www.ci.sierra-vista.az.us/cms1//index.php?option=com\\_content&task=section&id=25&Itemid=316](http://www.ci.sierra-vista.az.us/cms1//index.php?option=com_content&task=section&id=25&Itemid=316)  
Balloons: <http://www.flickr.com/photos/dmguz/289546979/in/set-72157594361875727/>  
Mall: [www.cc-winterhaven.com](http://www.cc-winterhaven.com)  
Hummingbird: <http://flickr.com/photos/14773055@N00/31369376/>

### ACCESSIBILITY & PROXIMITY TO AMENITIES

- ELEMENTARY/MIDDLE SCHOOL ■
- HIGH SCHOOL ■
- COLLEGE/UNIVERSITY ■
- PUBLIC TRANSIT ■
- MEDICAL ■
- RELIGIOUS ■
- COMMERCIAL ■
- PUBLIC PARKS & REC ■
- PRIVATE PARKS & REC ■

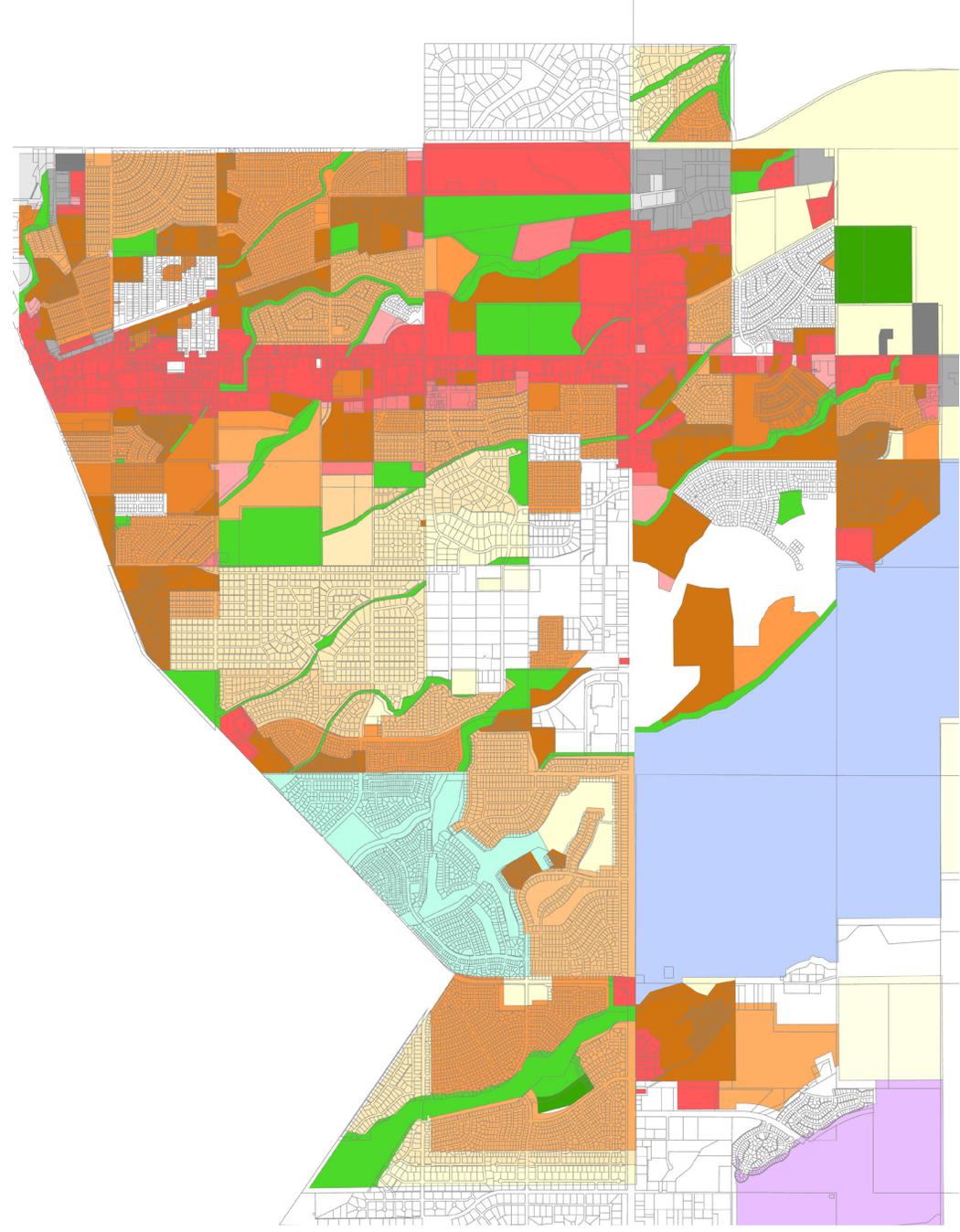


**ZONING**  
**CITY OF SIERRA VISTA**  
 (see following page for zoning descriptions)

NC	
LC	
OP	
GC	
IP	
LI	
HI	
OS	
OS-PF	
UR	
SFR-36	
SFR-18	
SFR-12	
SFR-10	
SFR-8	
SFR-6	
MHR	
MFR	
COUNTRY CLUB ESTATES	
TRIBUTE	
VENTANA DE FLORES SPECIFIC PLAN	

**ZONING**  
**UNINCORPORATED COUNTY AREAS,**  
**IN TRACT 15**  
 (AREAS SHOWN WHITE  
 ON MAP, FALL IN TO THESE  
 4 ZONING CATEGORIES)

GB	
NB	
MH-36	
MH-72	



**ZONING, CITY****COUNTRY CLUB ESTATES**

Defined by the development.

**GC (General Commercial)**

Serves the central retail marketing function of the city's trade area and provides shoppers with a variety of stores and services on a one-stop basis.

**HI (Heavy Industrial)**

Reserved for industrial structures and uses found to be offensive, hazardous, or otherwise adverse to the economic welfare of nearby residential and commercial uses.

**IP (Industrial Park)**

This is the most restrictive of the industrial zones and is intended as a complement to residential and commercial areas by providing nearby employment opportunities in a park-like setting.

**LC (Limited Commercial)**

Provides compactly grouped retail and personal services satisfying the day-to-day needs of residents of the immediate neighborhood.

**LI (Light Industrial)**

Provides industrial and higher-intensity commercial development situated away from residential or lower-intensity commercial uses.

**MFR (Multi-Family Residence)**

Provides high density residential areas for single-family, two-family, and multi-family dwellings. Regulations are designed to

stabilize and protect the character of the district, promote and encourage the creation of a favorable environment for family life, and prohibit incompatible activities.

**MHR (Manufactured Home Residence)**

Provides for single-family dwelling units whether manufactured homes or site built homes. The regulations encourage the provision of open space and density comparable to multiple-family residential districts.

**NC (Neighborhood Convenience)**

Provides basic convenience goods and services within walking distance of nearby residents.

**OP (Office Professional)**

Provides an environment conducive to development of office and related uses adjacent to major commercial cores. It is intended to be a buffer zone between medium- to high-density residential and intensive commercial areas.

**OS (Open Space)**

Areas set aside to serve recreational functions or to provide open space areas.

**OS-PF (Open Space/Public Facilities)**

Areas set aside to serve recreational functions or to provide open space areas, and to provide area for governmental buildings and facilities, schools and school grounds, and related uses.

**SFR (Single Family Residence)**

## PHYSICAL | EVALUATION

Stabilizes and protects the single-family by creating a desirable environment for family life, and prohibiting all incompatible activities.

One dwelling per 7,200 sf; single- and multiple-household dwellings including rehabilitated mobile homes, manufactured homes, parks, and recreational vehicle parks.

### TRIBUTE

Defined by the development.

### UR (Urban Ranch)

Provides small ranch and farm areas within the city in order to protect and conserve livestock, agriculture and suburban ranch uses established in natural areas within the urban area.

### VENTANA DE FLORES SPECIFIC PLAN

Defined by the development.

## ZONING, COUNTY ISLANDS IN TRACT 15

### GB (General Business)

Provides appropriate areas for office uses, retail stores and service establishments in which the market area extends beyond the nearby neighborhoods

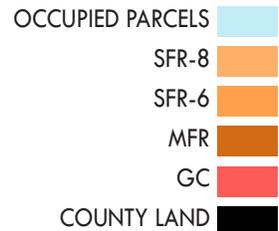
### NB (Neighborhood Business)

Provides areas for small shops, businesses and service establishments in convenient locations to meet the daily needs of households in surrounding residential areas.

### MH-36 (Multiple Household Residence)

One dwelling per 3,600 sf; single- and multiple-household dwellings including rehabilitated mobile homes, manufactured homes, parks, and recreational vehicle parks.

### MH-72 (Multiple Household Residence)

**ZONING****OF VACANT PARCELS FOUND WITHIN RESIDENTIAL SURVEY AREAS (2007-2008)**

The majority of the vacant parcels found within the survey areas are zoned General Commercial, mostly due to the linear site of the former railroad, now Railroad Ave. Other zoning types found are single- and multi-family residence and land belonging to the county (county islands).

**GC (General Commercial)**

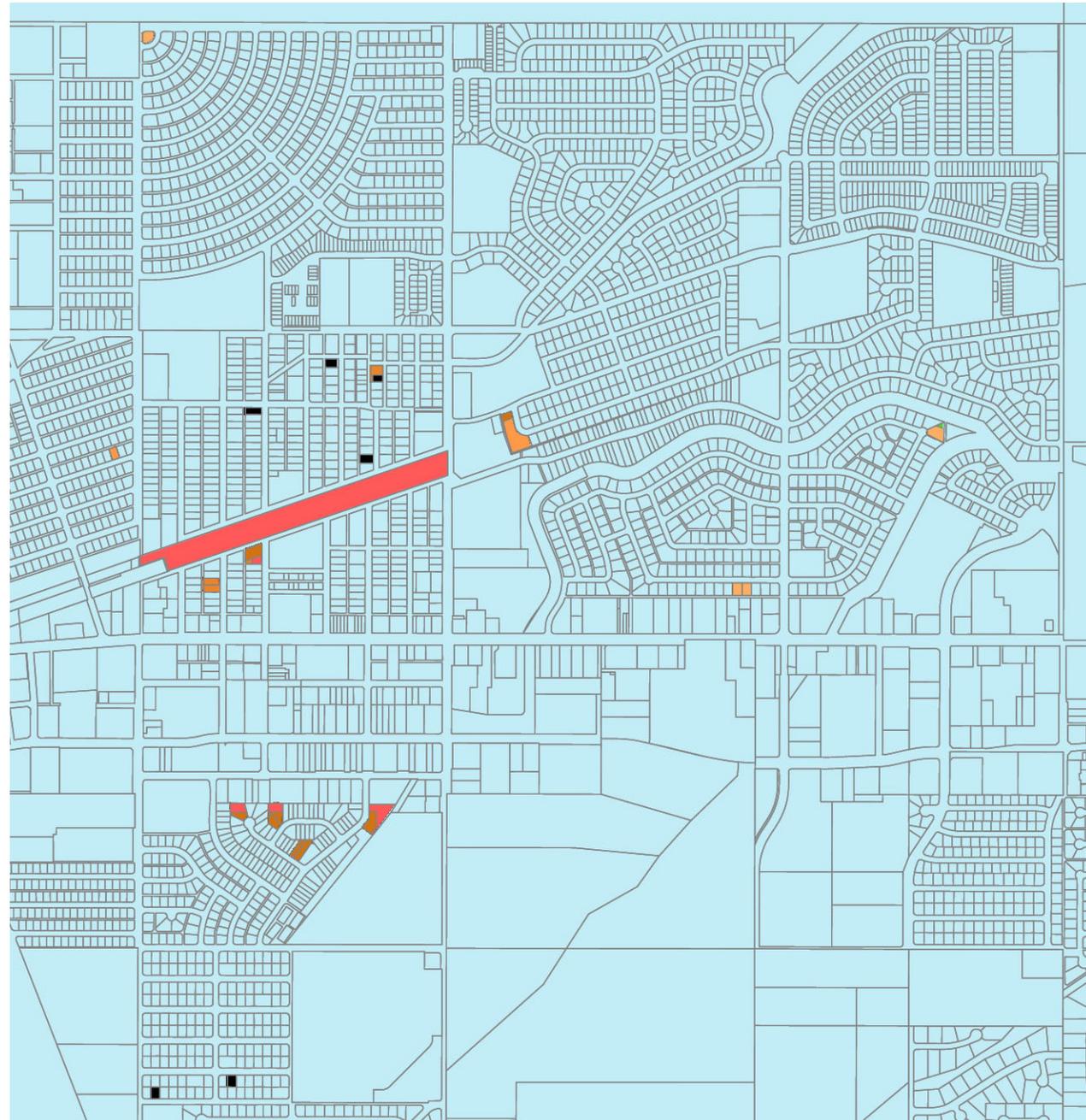
Serves the central retail marketing function of the city's trade area, and provides shoppers with a variety of stores and services on a one-stop basis.

**MFR (Multi-Family Residence)**

Provides high density residential areas for single-family, two-family, and multi-family dwellings. Regulations are designed to stabilize and protect the character of the district, promote and encourage the creation of a favorable environment for family life, and prohibit incompatible activities.

**SFR (Single Family Residence)**

Stabilizes and protects the single-family by creating a desirable environment for family life, and prohibiting all incompatible activities.



**EMERGENCY SERVICES**

**CITY**

**SIERRA VISTA POLICE DEPT.**

Sierra Vista Police Department  
 911 N. Coronado Drive  
 Sierra Vista, Arizona 85635  
 (520) 458-3311



66 sworn officers  
 37 civilian employees  
  
 35 volunteers  
 (reported in 2007)  
  
 Jurisdiction area  
 138 sq miles

**SIERRA VISTA FIRE DEPT.**



#1 1295 E. Fry Blvd.  
 #2 4127 Avenida Cochise  
 #3 under construction  
  
 36 career firefighters

**COUNTY**

**COCHISE COUNTY SHERIFF**

Sierra Vista Patrol District  
 100 Colonia De Salud, Suite 106  
 Sierra Vista, Arizona 85635  
 (520) 803-3850



86 sworn officers,  
 21 deputies in SV  
  
 7 civilian employees  
  
 85 volunteers in 2 volunteer  
 programs  
 (reported in 2007)  
  
 Jurisdiction area  
 6,215 sq miles  
  
 SV patrol area  
 750 sq miles

**FRY FIRE DISTRICT** (run by state government)



#1 207 N. 2nd St.  
 (Fry Townsite)  
 #2 4817 S. Apache Ave.  
 #3 5019 Thuma Rd.  
 (Moson Rd. area)  
  
 29 career firefighters

Because county islands are not incorporated into the City of Sierra Vista, they fall under the jurisdiction of Cochise County. They must rely on the county for services such as waste management, fire coverage and protection, as well as police — only the Cochise County Sheriff's Department has jurisdiction within these county islands. It is under debate frequently if the surrounding city should provide emergency services to these unincorporated areas.

The emergency services for the city and county are listed on this page, and a map showing the locations of fire departments is shown on the next page.

Sources:

City of Sierra Vista website

Official website of the City of Surprise, AZ

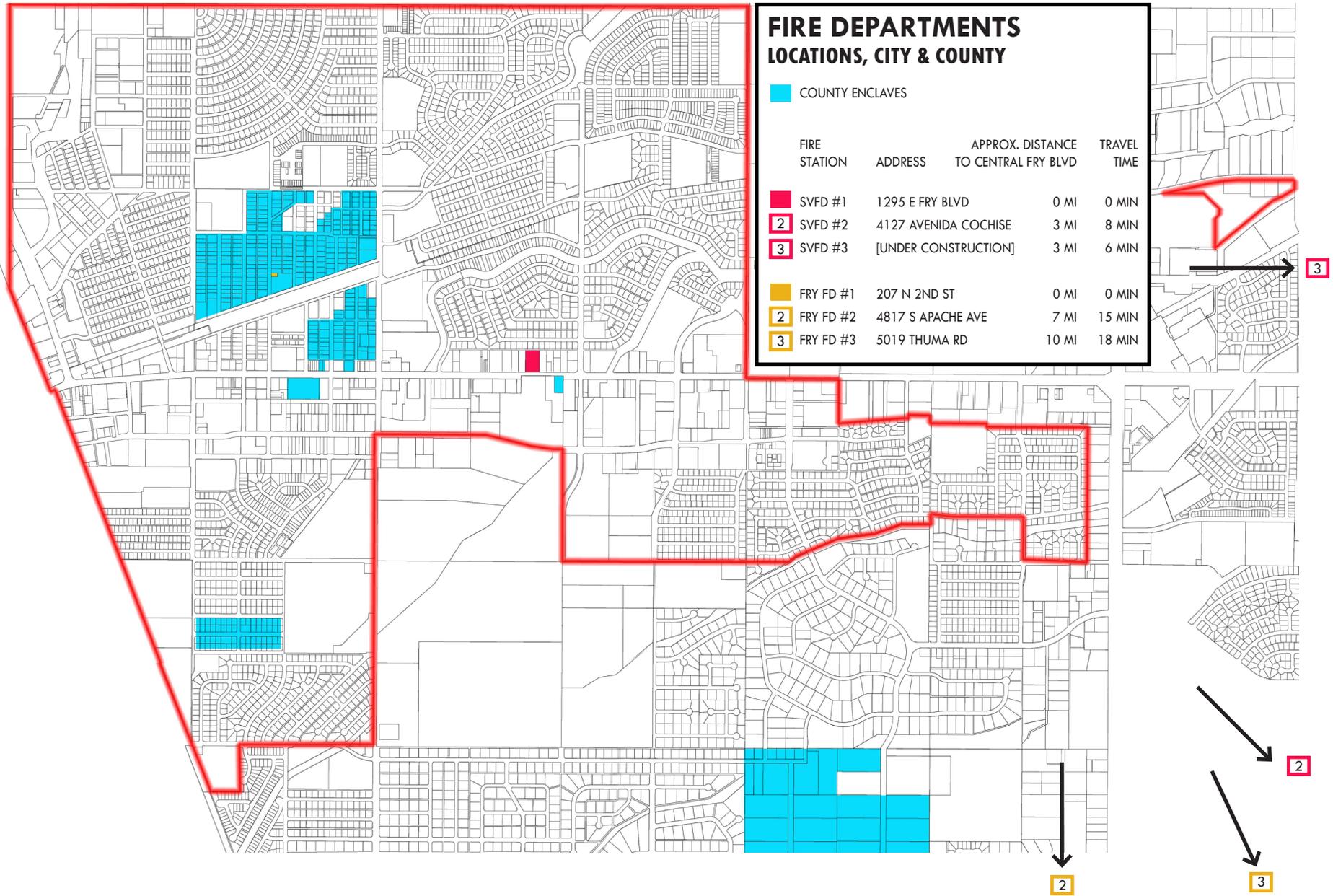
A Guide for Annexation, League of Arizona, Cities & Towns, December 2000

Fry Fire District website

Fire Departments Net website: <http://www.fire-departments.net/county/AZ/Cochise-County.html>

Cochise College website, Local Statistics:

[http://www.cochise.edu/depts/dirs/organizations/cer/local\\_statistics.asp](http://www.cochise.edu/depts/dirs/organizations/cer/local_statistics.asp)



**TABLE 1, SERVICES & ASSOCIATED COSTS**

SERVICE	CITY OF SIERRA VISTA RESIDENTS	UNINCORPORATED COCHISE COUNTY RESIDENTS
Fire Protection	\$8.67 per year	\$290.08 per year
Sanitation & Sewer	45 gallon, per year \$330.84 65 gallon, per year \$347.52 95 gallon, per year \$372.90  Recycling: no charge  Yard waste pickup service no charge <small>provided by City of SV</small> TOTAL: \$372.90 or less	Sewer: 6x year \$27.96 per year (\$167.76) <small>provided by City of SV</small>  Sanitation: 96 gallon, per year \$228.00 fuel fee, per year \$52.44 <small>provided by Waste Management</small>  Recycling: 30 gallon bag \$2.00 Yard waste drop off \$5.00/cubic yd <small>provided by City of SV</small> TOTAL: \$448.20 or more*
# of Fire Calls (2007)	4,499 (Fire 701, EMS & other 3,798)	2,284 (Fire 503, EMS & other 1,781)
Fire Response Time	5 minutes, 31 seconds	8 minutes**
# of Police Calls (2007)	50,202	8,551
Police Response Time	2 minutes, 23 seconds	<5-30 minutes***

\* If county resident has private well and does not require sewer services, the total would be \$280.44 or more.  
 \*\* The calls from the mountain regions have been excluded from this calculation.  
 \*\*\* Response times vary, and are dependent on location of deputy at time of call and number of calls being handled at that time. Emergency calls take priority over all other calls.

Table 1 provides comparative information on the major costs and levels of services provided for Sierra Vista and Cochise County residents. Table 2 compares property taxes in the City and in the unincorporated County. The information is provided for the benefit of unincorporated area property owners who may want to know the costs associated with annexation into the City. Some of the differences in services can be attributed to the size of the County’s jurisdiction area compared to the more compact urban area.

The savings are then passed on to the consumer, in this case the City resident. Similarly, the quicker response time for City fire and police services may be explained by efficiencies associated with the compact urban form, urban street network, and related infrastructure and facilities.

**Opportunities for Property Owner**

- Lower cost for fire services
- Lower cost for trash removal
- Availability of recycling/yard waste pickup services
- Quicker response times for fire and police

Sources:  
 City of Sierra Vista  
 Sierra Vista Fire Department  
 Chief Bill Miller, Fry Fire District  
 Karen J. Jarvis, Police Records Supervisor, Sierra Vista Police Department  
 Lt. Thad J Smith,  
 SV District One, Cochise County Sheriff’s Office  
 Waste Management  
 City of Surprise, AZ

Table 2 shows that the unincorporated County resident paid \$1349.23 in property taxes. A Sierra Vista City resident paid \$1181.01, or \$168.22 less, than his/her County counterpart. All county residents must pay the Fire District Assistance Tax. Residents within the Fry jurisdiction must pay an additional \$281.41 per year.

## TABLE 2, 2007 PROPERTY TAX

Rates are established the third Monday in August.  
All rates are per \$100 of assessed value.

CATEGORIES	TAX RATES		CITY OF SIERRA VISTA	UNINCORPORATED COUNTY
	Primary	Secondary		
COCHISE COUNTY*				
General Government	2.8653		\$286.53	\$286.53
Library	0.1451	\$14.51	\$14.51	
Flood	0.2597	\$25.97	\$25.97	
COCHISE COLLEGE*				
Cochise College	1.7430		\$174.30	\$174.30
ELEMENTARY SCHOOLS				
Buena	3.2865		\$328.65	\$328.65
Buena	0.9972	\$99.73	\$99.73	
HIGH SCHOOLS				
Buena	1.5512		\$155.12	\$155.12
Buena	0.7434	\$74.34	\$74.34	
CITY				
Sierra Vista	0.1319		\$13.19	NA
FIRE DISTRICTS*				
Fry	2.8141		NA	\$281.41
FIRE DISTRICT ASSISTANCE TAX*				
Fire District Assistance		0.0867	\$8.67	\$8.67
<b>TOTAL PROPERTY TAX</b>			<b>\$1181.01</b>	<b>\$1349.23</b>

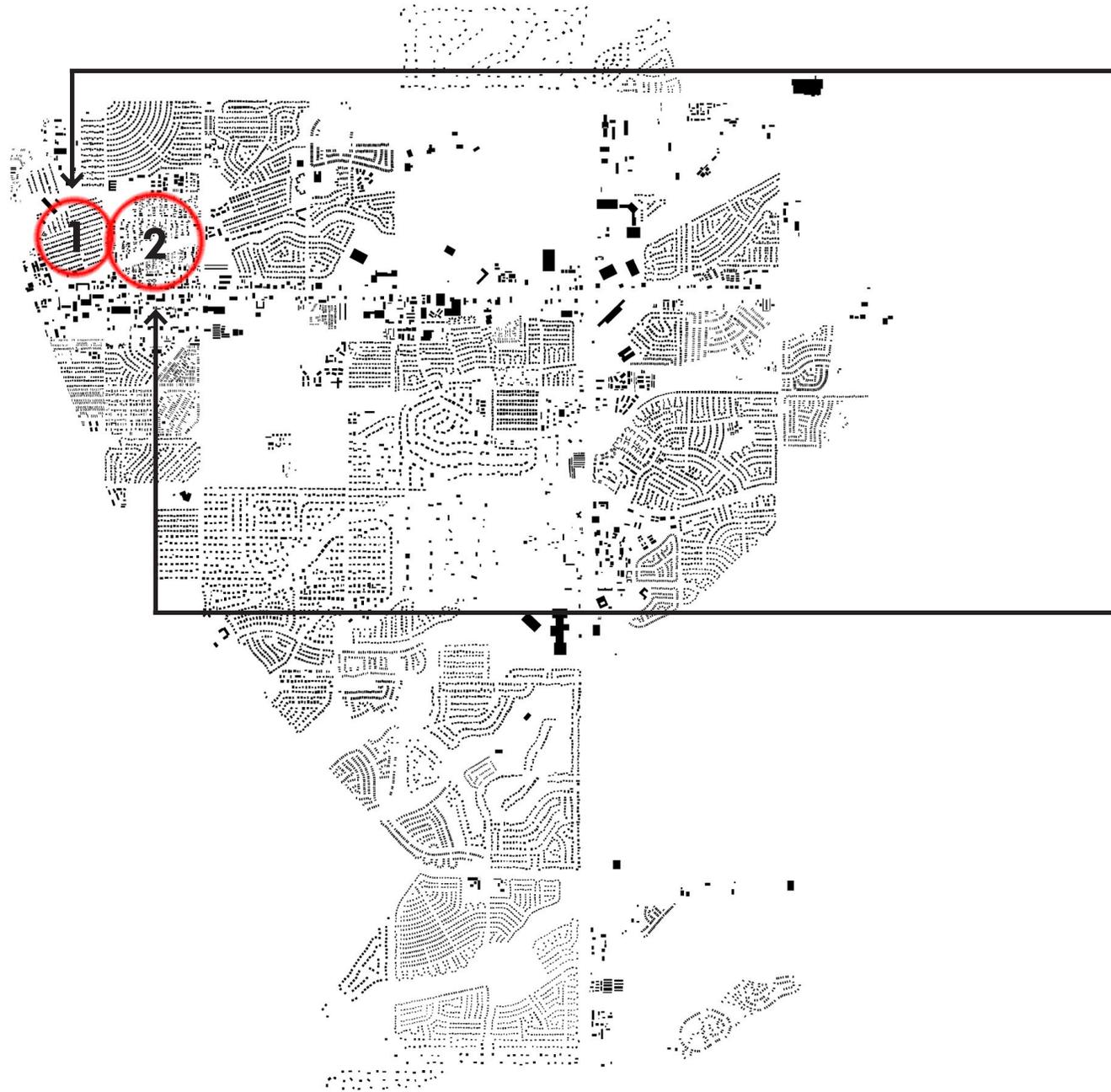
\*Rates apply countywide to all properties.

source: Cochise County Treasurer's Office website

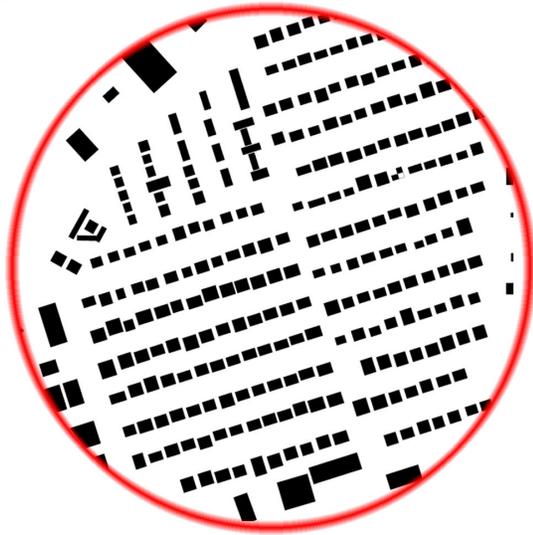
### FIGURE-GROUND STUDY

A figure-ground map was generated for the City of Sierra Vista in order to evaluate and compare physical context and corridors within the city. In a figure-ground map, structures are silhouetted against a white backdrop allowing one to easily focus on development patterns. An analysis of the map indicates the density of existing structures, comparative size of structures, integrity of streetscape, and availability for further development.

**BLACK AREAS  
INDICATE  
EXISTING  
STRUCTURES**



1

STREETSCAPE  
HAS INTEGRITY

**EXAMPLE 1** shows a prudent use of space, with structures of comparable size closely placed together and a well defined streetscape. Existing developments allow little room for any future development and improvement.

2

STREETSCAPE  
NEEDS IMPROVEMENT

**EXAMPLE 2** includes loosely placed structures that vary in size. Further analysis reveals poorly defined streets and possible opportunities for development through the implementation of infill housing. Infill housing could be implemented by building additional units on the same lot, by dividing existing homes/lots into multiple units, or building on lots that were previously vacant. Infill housing would help to define corridors and urban edges.

## PHYSICAL | EVALUATION

**S**idewalks are the backbone of the pedestrian network linking pedestrians to transportation stops and major corridors within the community. For communities to encourage citizens to bike and walk, a network needs to be in place that is equal to, if not better than, that used by motorists. Although a sidewalk might not seem as necessary in a residential neighborhood as it might be on a busy arterial street, residential sidewalks are still warranted. Sidewalks in communities encourage neighborliness and street life. In addition, studies have indicated that the likelihood of a site with a paved sidewalk being a vehicle/pedestrian crash site is 88.2

percent lower than that of a similar site without a sidewalk. (“An Analysis of Factors Contributing to ‘Walking Along Roadway’ Crashes: Research Study and Guidelines for Sidewalks and Walkways.” U.S. Department of Transportation Federal Highway Administration, February 2002.)

While several of the areas surveyed have a sidewalk system in place, a number of neighborhoods surveyed are limited to a curb without sidewalk, or have no system in place at all. Streets with no sidewalk system in place are hazardous due to a lack of defining boundaries and barriers separating pedestrians and motorists. Areas

with a curb in place and buffer between residences are better; however, this configuration is inaccessible to those with disabilities, and can force pedestrians to share the street with motorists if the buffer has become obstructed by overgrown plants or resident parking. Areas with both a curb and sidewalk in place are the preferred option for safety and ease of pedestrian travel.

Street lighting along sidewalks deters criminals while allowing users to see the path which they are traveling, and identify potentially hazardous situations/people ahead. None of the areas surveyed offered public lighting.



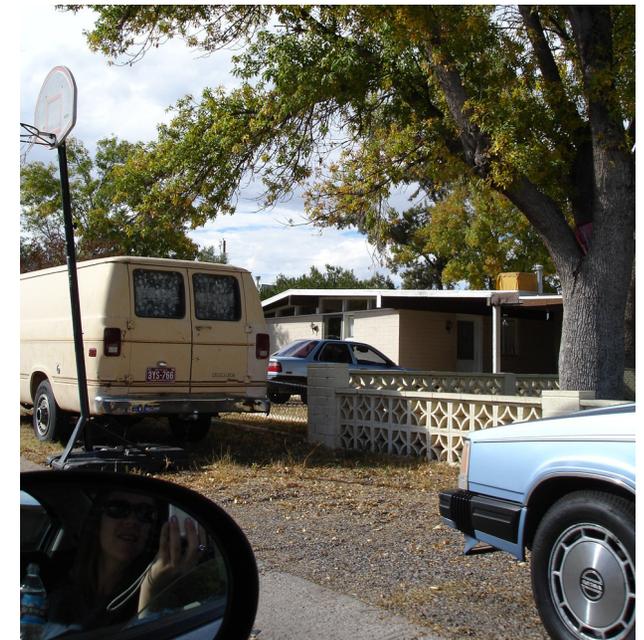
SURVEY AREA 9: GARDEN CANYON TERRACE/  
LA POSTA MOBILE HOMES/ GARDEN CANYON MOBILE HOMES

**Streets with no sidewalk or curb fare the worst due to the road’s undefined shoulder and boundaries promoting haphazard use.**



SURVEY AREA 2: SULGER

**A curb with buffer offers more safety and ease of movement for pedestrians, however remains inaccessible to those with disabilities.**



SURVEY AREA 2: SULGER

**When the buffer between the road and property lines is misused, pedestrians are forced to share the road with motorists.**

The dumping and storing of refuse materials negatively affects safety, property value, and the quality of life. Manufactured housing within the Fry Townsite lacks foundation skirting that can increase property value while protecting home pipes and fixtures and reducing bills associated with heating and cooling.

Tree of Heaven (*Alianthus altissima*) was identified in several locations within the Fry Townsite. It is a large rapidly growing tree that thrives in both full sun and disturbed soil conditions. It is drought tolerant and can resist high salinity levels. Although some of these characteristics might sound appealing in an

arid climate, it is in fact an opportunistic plant that has the ability to out-compete native plant species through its rapid growth and the production of toxins that prevents the establishment of other plants. The plant is known for its offensive odor (particularly the flowers) and is labeled invasive. It can be difficult to get rid of due to its abundant production of seeds, high germination rate, and strong root system.



SURVEY AREA 7: FRY TOWNSITE

**Invasive plant materials have the potential of out competing native plants, and can be very difficult to get rid of.**



SURVEY AREA 1: VILLA DEL RIO/VERDE MEADOWS

**Areas with a sidewalk and curb in place increase safety and accessibility while encouraging pedestrian activity.**



SURVEY AREA 7: FRY TOWNSITE

**Absence of skirting on housing stock can be aesthetically displeasing and increases heating and cooling expenses.**



SURVEY AREA 7: FRY TOWNSITE

**Dumping negatively affects safety, property value, and overall quality of life.**

## NEIGHBORHOOD ASSOCIATION INFORMATION

**B**orrowing a definition from the City of Phoenix, a Neighborhood Association is an organized group of people who live in a specific area and have a vested interest in improving the quality of life in their community. These people come together to reach common objectives, ranging from neighborhood cleanups to creating an entire development plan.

Currently, Sierra Vista has a few neighborhood associations, with the most active being the Southwest Sierra Vista Resident Association (SWSVRA). Started in 2000, the association was originally made up of three neighborhoods. Now the association has grown to include four neighborhoods — Verde Meadows, Via Del Rio, Garden Canyon Terrance, and the Sulger Subdivision.

### SWSVRA

SWSVRA's membership is open to all residents. Its literature specifically states that it is not a homeowners' association, meaning that it is open to renters as well as owners. SWSVRA invites all residents to their meetings, which are held on the third Thursday of every month, and are run by an elected board of directors.

Since 2000, residents of southwest Sierra Vista neighborhoods have worked to improve communication, safety, and quality of life in the area. Those efforts have resulted in more street lights, a new bus stop, park improvements, and a neighborhood watch program. SWSVRA also has forged a close relationship with the Kiwanis Club of Sierra Vista, the recipient of a \$20,000 grant from



Kiwanis International, which has focused efforts and funds to improve Ciaramitaro Park as well as three other smaller parks nearby.

### KEY FACTS

1. Motto: "Neighbors Helping Neighbors"
2. Promotes safe physical living & crime prevention
3. Establishes communication and builds relationship among neighborhoods and city departments

The SWSVRA sponsors the following programs:

### Problem Resolution Action Team System (PRATS)

- Establish points of contacts (city and association)
- Track problem reporting and receive/provide follow-up

### Safe Neighborhood Program

- Work with association members, city police and fire departments, city neighborhood officers, city council members, and other city departments as needed to create and maintain all around safe neighborhoods
- Strive for a safe environment for residents to reside in, including structures, surrounding areas, streets and walkways, and parks and playgrounds
- Provide crime prevention and other safe neighborhood-related information at monthly meetings

### Membership Program

- Establish and maintain a formal board of directors to include neighborhood directors/coordinators and street representatives
- Recruit membership

### Neighborhood Newsletter

- Keep membership informed and educated through the distribution of a neighborhood newsletter

## NEIGHBORHOOD RESOURCES, AZ

### TUCSON

The Department of Neighborhood Resources (DNR) brings focus and priority to neighborhood needs and promotes greater involvement of citizens in City of Tucson government. DNR places an emphasis on providing citizens with direct information about City services, and on connecting citizens with personnel and resources for effective service delivery.

- To increase citizen participation in municipal government activities and promote a more informed citizenry
- To further specific neighborhood initiatives by encouraging and empowering neighborhoods to develop their own assets and resources
- To inspire greater confidence in city government by providing information and responding to citizens' questions and requests
- To build partnerships and coalitions of resources to help neighborhoods enhance the quality of life for families and youth

### PHOENIX

The city of Phoenix publishes a Neighborhood Resources Guide that is available at all firehouses, police stations, city service centers, and libraries, as well as on their website. They have an extensive list of programs in the Neighborhood Services section, which includes:

- Reimbursement programs for improvements to house exteriors and landscapes
- Utility cost reduction reimbursement program
- Community improvement programs
- Home improvement/repair grant and loan



programs

- Crime prevention/graffiti abatement programs
- Neighborhood organization guidelines to help with neighborhood cleanups, block parties, etc.

### PIMA COUNTY

The Pima County Community Development and Neighborhood Conservation Department sponsors four main programs: Affordable Housing and Community Planning, Neighborhood Reinvestment Program, Community and Rural Development, and Outside Agency Program.

The department's goals are to:

- Increase access to programs and services through improved community awareness
- Preserve and increase safe, decent, and affordable housing

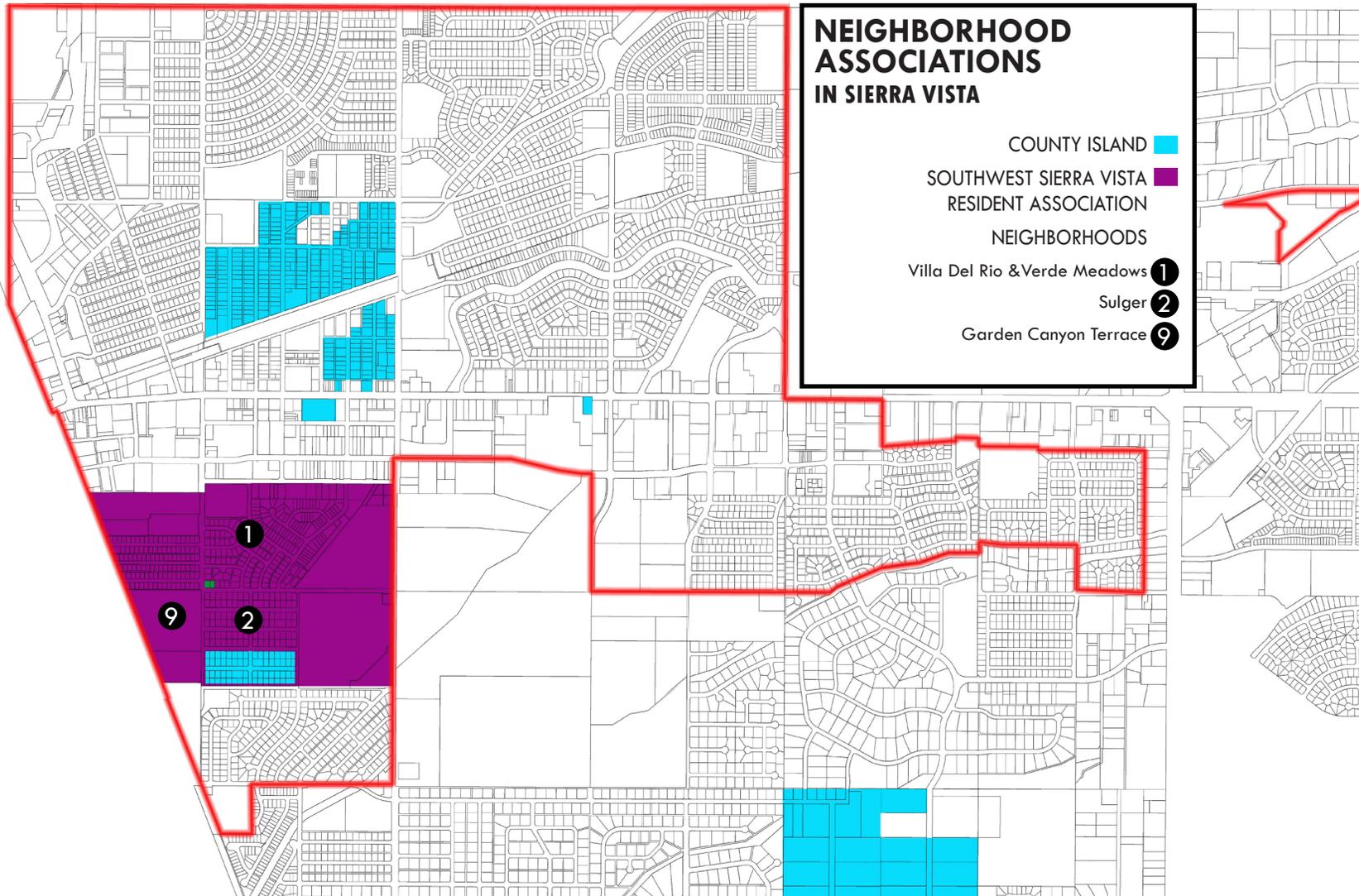
- Preserve and promote sustainable communities

Of particular interest is the Neighborhood Reinvestment Program, which funds small-scale improvement projects in neighborhoods with economic and social need. A criterion for proposal acceptance is documentation of consensus from the community, and an estimated number of individuals and households who will benefit from the project.

Having an organized neighborhood association already in place eases and expedites the process of applying for a grant or source of funding.

sources:

Sierra Vista Herald, May 18, 2008  
 Southwest Sierra Vista Resident Association  
 Department of Neighborhood Resources, City of Tucson website  
 Neighborhood Resources Guide, City of Phoenix website  
 Pima County Community and Economic Development website





1 VERDE MEADOWS/VILLA DEL RIO



**VISUAL ASSESSMENT**

Studies have shown that neighborhoods with established resident/homeowners associations benefit from residents having a greater sense of ownership for, and investment in, personal and community property. The photographs on this page were taken in the four neighborhoods included in the SWSVRA. The images here show a range of yard and streetscape maintenance. Generally, with regard to visual appearance, the yards and buffer zones found in these neighborhoods look as good if not better than most.

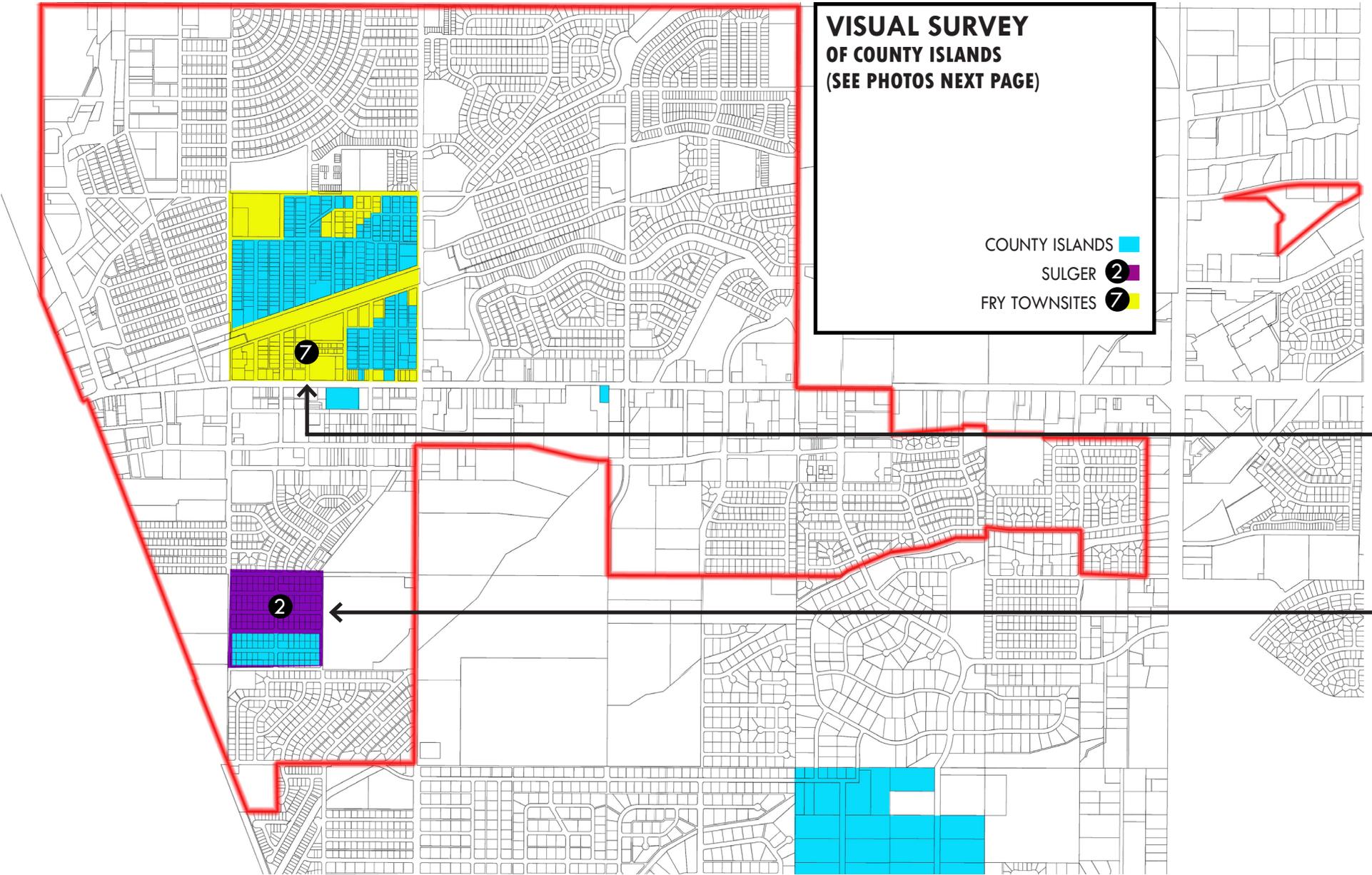


2 SULGER



9 GARDEN CANYON TERRACE







**WHAT IS A COUNTY ISLAND?**

A county island (sometimes referred to as a county enclave) is an unincorporated area within a county, usually, but not always, surrounded on all sides by an incorporated area such as a city. On maps, these geopolitical anomalies will form jagged or complex borders and ‘holes’ in the city limits. County islands are generally found more frequently in the western United States, where previously smaller cities have annexed and incorporated more land into their jurisdiction. There are three county islands found within the target areas identified in Sierra Vista.

**COUNTY ISLANDS IN SIERRA VISTA**

There are five county islands in the northwest corner of the city. Two

islands are located within the Fry Townsites. Photographs taken for the windshield survey show occurrences of random dumping, overgrown buffer zones, and a diverse range of housing conditions.

One island is located in the Sulger Subdivision, one of the participating neighborhoods in the Southwest Sierra Vista Residents Association. The streetscapes in Sulger vary greatly, from well-maintained sidewalks and buffer areas, to ones that are overgrown or nonexistent. (See additional photos on page 164 in the Appendix).

Annexation would provide a cohesive sense of community for these areas and promote continuity amongst streetscapes, buffer zones, and housing conditions.



**CURRENT DEVELOPMENTS**

Since Census 2000, Sierra Vista has added 6,961 new residents for an overall population growth of 18.4 percent. This makes Sierra Vista the fastest-growing city in Cochise County since 2000 (only considering growth that is not the result of annexation). Sierra Vista’s average annual population growth from 2000 through 2007 was 2.5 percent.

One way that Sierra Vista is responding to this population increase is by increasing the number of public amenities, some of which are highlighted below. Recently completed and renovated parks and multi-use paths will offer residents many recreation and community opportunities. Future developments like the West End master plan and the Garden Canyon Linear Park — huge projects which are broad in scope — will serve Sierra Vista’s community for generations to come.

Many of these current and future development plans address the needs identified at the end of this section.



**SIERRA VISTA KIWANIS SKATE & BIKE COURT**

The Sierra Vista Kiwanis Skate & Bike Court reopened on Saturday, May 31, 2008. The court follows park hours and is lit until close at 11 p.m. each day.

The total cost of the Skate and Bike Court project was about \$750,000. The Kiwanis Club of Sierra Vista collected about \$86,000 in start-up money through several years of annual telethon fundraising.

**NEW MULTI-USE PATHS**

Sierra Vista celebrated the completion of two multi-use paths on July 11, 2008.

The first path (approximately 0.7 of a mile) is located on the north side of SR90 (from the east driveway of the Crossroads Center to Giulio Cesare), and the second path (approximately 0.5 of a mile) is located on the south side of SR 90 between Avenida Del Sol and Colonia De Salud.

These new additions give the city a total of 18 miles of multi-use paths, and are only a portion of the network of pathways planned for the City of Sierra Vista to encourage alternate forms of transportation, such as biking, walking, and skating. Although the pathways may be used by motorized wheel chairs, other forms of motorized transportation are not allowed on the paths.

This project is funded by Federal Highway Funds, which are distributed by the Arizona Department of Transportation (ADOT) for roadway enhancements. The final construction cost of the multi-use paths was approximately \$760,000.00. The project was administered by ADOT in cooperation with Cochise County, City of Sierra Vista, and the Southeastern Arizona Association of Governments.

**OTHER PARK IMPROVEMENTS**

Ciaramitaro Park was recently completed, and improvements were made to Timothy Lane Park, Bella Vista Park, and Nancy Hakes Park.

**FUTURE DEVELOPMENTS**

**WEST END DEVELOPMENT**

Sierra Vista’s historic West End is being revitalized through the combined efforts of residents, business owners, city staff, and West End commissioners.



The West End is the oldest neighborhood in the city. It is located near the main gate of Fort Huachuca and features many shopping and dining opportunities in a setting of historic and recent business and residential developments.

The city has created incentive programs to encourage development in the West End, such

as the Infill Incentive District Program, and permit and impact fee waivers.

The goals of the West End Commission, revised in 2008, are listed below:

**Fry Boulevard**

Support the implementation and redesign of the Fry Boulevard streetscape improvement plan between the gate of Fort Huachuca and 7th Street to encourage a more pedestrian-friendly community that also supports investment and reinvestment of businesses along Fry Boulevard.

**Architectural Design Guidelines**

Support the formal adoption of the West Sierra Vista Architectural Design Guidelines.

**Website**

Support and guide the development of a City Redevelopment West End Web Site.

**Grants**

Support increased city effort in the research and writing of grants for west side improvements.

**West Side Annex**

Support the use of this city-owned property. Provide support for the private sector to develop the site in a manner beneficial to the west end.

**Storefront Improvement Programs**

Continue support of the EDF storefront

improvement program. Begin work on a formal proposal to solicit next-round CDBG funding for a matching grant program.

**Streetlight/Cleanup/Parking**

Continue on-going efforts to obtain grant or other funding for the installation of streetlights where needed (C.I.P. List), for cleanup of dilapidated mobile homes and junk vehicles, for the creation of parking where required, and for the lighting of street signs where necessary.

**Sidewalks**

Support effort to obtain funding for sidewalks on N. Carmichael Drive, W. Busby, and other locations, as needed. (C.I.P. List)

**Multiple-Use Trails**

Pursue the development of livable communities through continued development of bike and pedestrian trails.

**Annexation of county enclaves**

Continue annexation of Fry Townsite and Sulger areas and include participation of west end Commission members.

**Transit Improvements**

Encourage more effective routing through residential areas.

**Pedestrian Connection**

Acquire properties located north of city-owned right-of-way west of Family Dollar retail store north to intersection with Whitton Street, and develop a multi-use trail with park amenities. (C.I.P. List)

**Railroad Right-of-Way**

Support efforts to develop the railroad right-of-way as a linear park or low-cost housing.

**Fort Huachuca Welcome Center**

Work with Fort personnel to integrate the

welcome center and museum design and layout with the west end.

**Permitting Efficiency**

Support on-going collaborative effort to improve the permitting process.

**Resident Associations**

Support the existing and create new neighborhood resident associations on West End.

**GARDEN CANYON LINEAR PARK**



City residents recently completed an extensive public participation process and helped guide the design and planning of Garden Canyon Linear Park. The park site is located between the Fort Huachuca Boundary and SR

92, south of Buffalo Soldier Trail.

The final selection for the master plan (McGann & Associates, Landscape Architects & Planners) is a composite of three alternative options, with an emphasis on increasing development from west to east. This natural park site will feature many program elements, including riparian and upland Sonoran Desert vegetation, provision of wildlife habitat, biological connection between Huachuca Mountains and the San Pedro River Drainage corridor, parking facilities, attractive access points and trailheads, universally accessible trail system, and a group ramada area.

The estimated cost for the total park development, which will occur in three phases, is \$1,983,000.00.

This cost estimate is based on conceptual master plan and proposed facility costs, and will need to

be updated and refined as detailed design and engineering work is completed.

**CYR CENTER PARK**

The former Sierra Ready Mix site was generously donated by the Cyr family for a future park, which will address residents' wishes for more multi-use facilities and playing fields. The Sierra Vista Animal



Control Facility has been relocated and the City's Recycling Center soon will be, making the entire area available for the future Cyr Center Park.

**LOW INCOME HOUSING, EXISTING & PROPOSED**

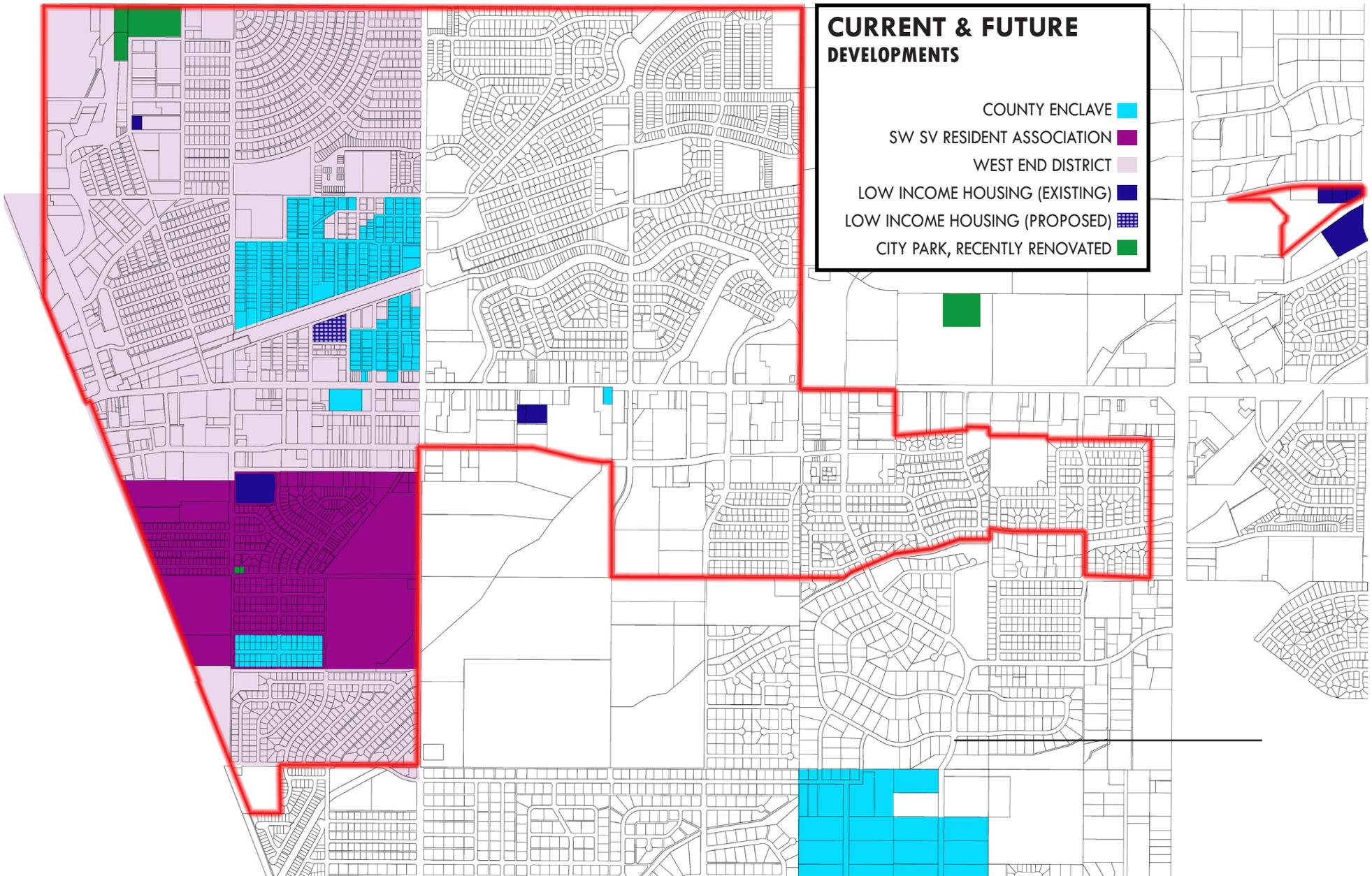
Currently Sierra Vista supports and has approved future low income housing properties (which includes

the redevelopment of some mobile home parks, like Santa Fe Springs, which is in progress) with Home and Housing Trust Fund (HTF) properties and Section 42 Low Income Housing Tax Credit (LIHTC) properties.

**TRIBUTE DEVELOPMENT**

Early in 2006, the City Council approved a specific plan for the master planned community "Tribute" by Castle and Cooke. The developer plans to build 6,959 new homes, consisting of both single and multi-family units, over the next 15 to 20 years on a 1,916-acre site southeast of the city. Tribute will also include commercial development, open space areas, public school sites and public facilities.

sources: Arizona Department of Housing  
City of Sierra Vista website  
Sierra Vista's The Herald, Feb. 18, 2008  
Village Profile website



## NEEDS IDENTIFIED

### 1. **Rehabilitation and Reinvestment in Economically Stressed Areas**

The target areas identified show a larger percentage of older and less well-maintained housing stock. Reinvestment for improvements to existing housing stock will assist in providing better quality affordable housing.

### 2. **Increased Neighborhood Participation**

Establishment of Neighborhood Associations will increase communication among residents and city agencies, address safety/security concerns and improve social and physical quality of life in the communities.

### 3. **Creation of Affordable Housing**

High-Density and Mixed-Use Developments increase the likelihood for residents to be able to afford housing in the area which they work.

### 4. **Street Improvements**

Promote pedestrian activity and safety, while improving overall community aesthetics.

### 5. **Annexation of County Islands**

By annexing unincorporated county islands, the city will be able to properly plan the area and provide adequate emergency and public services for its residents.



# DEVELOPMENT

The development phase is the final segment of the book and includes recommendations made by the Drachman Institute in response to the needs identified at the end of the Evaluation Chapter.

100	<b>RECOMMENDATIONS FOR TARGET AREAS</b>
101	REHABILITATION & REINVESTMENT
104	INCORPORATION OF MIXED-USE DEVELOPMENTS
108	NEED FOR STREET IMPROVEMENTS
120	RAILROAD AVENUE PROPOSAL
122	ANNEXATION OF COUNTY ISLANDS
123	CREATION OF NEIGHBORHOOD ASSOCIATIONS
124	POTENTIAL FUNDING SOURCES
125	<b>GOALS AND STRATEGIES</b>

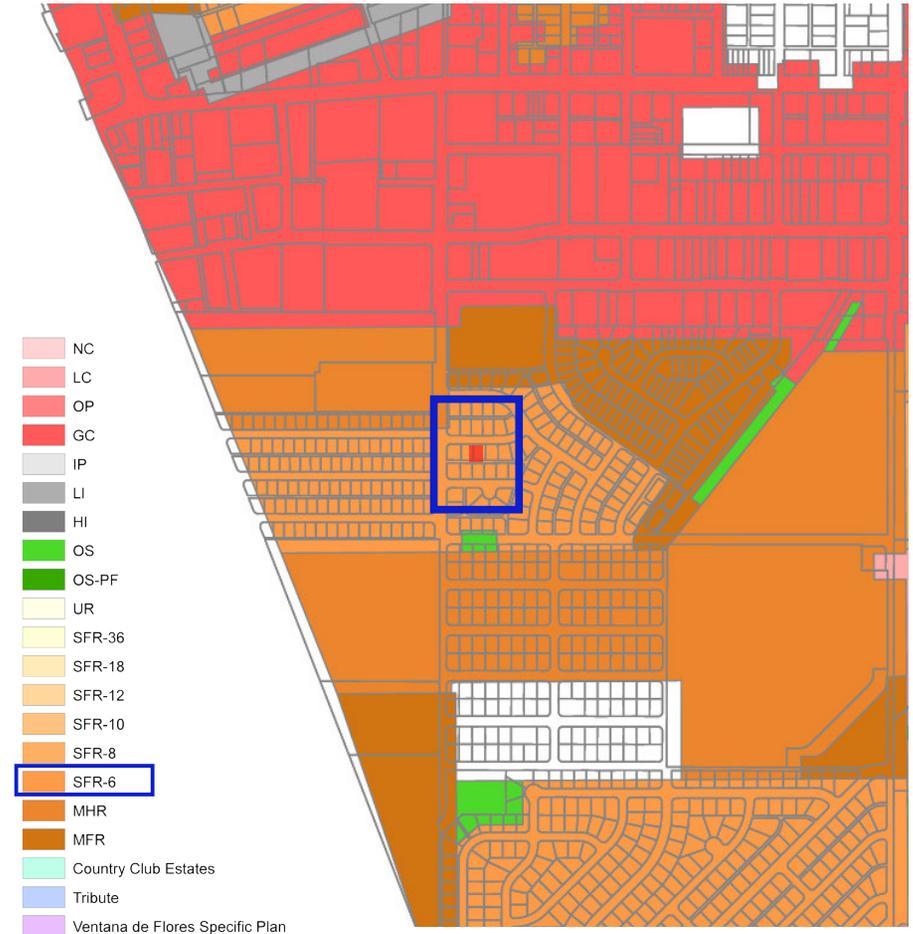
## RECOMMENDATIONS | DEVELOPMENT

Based on the information collected and the findings derived from the data, the following set of recommendations for improving the availability, quality, and access to affordable and attainable housing in Sierra Vista is provided:

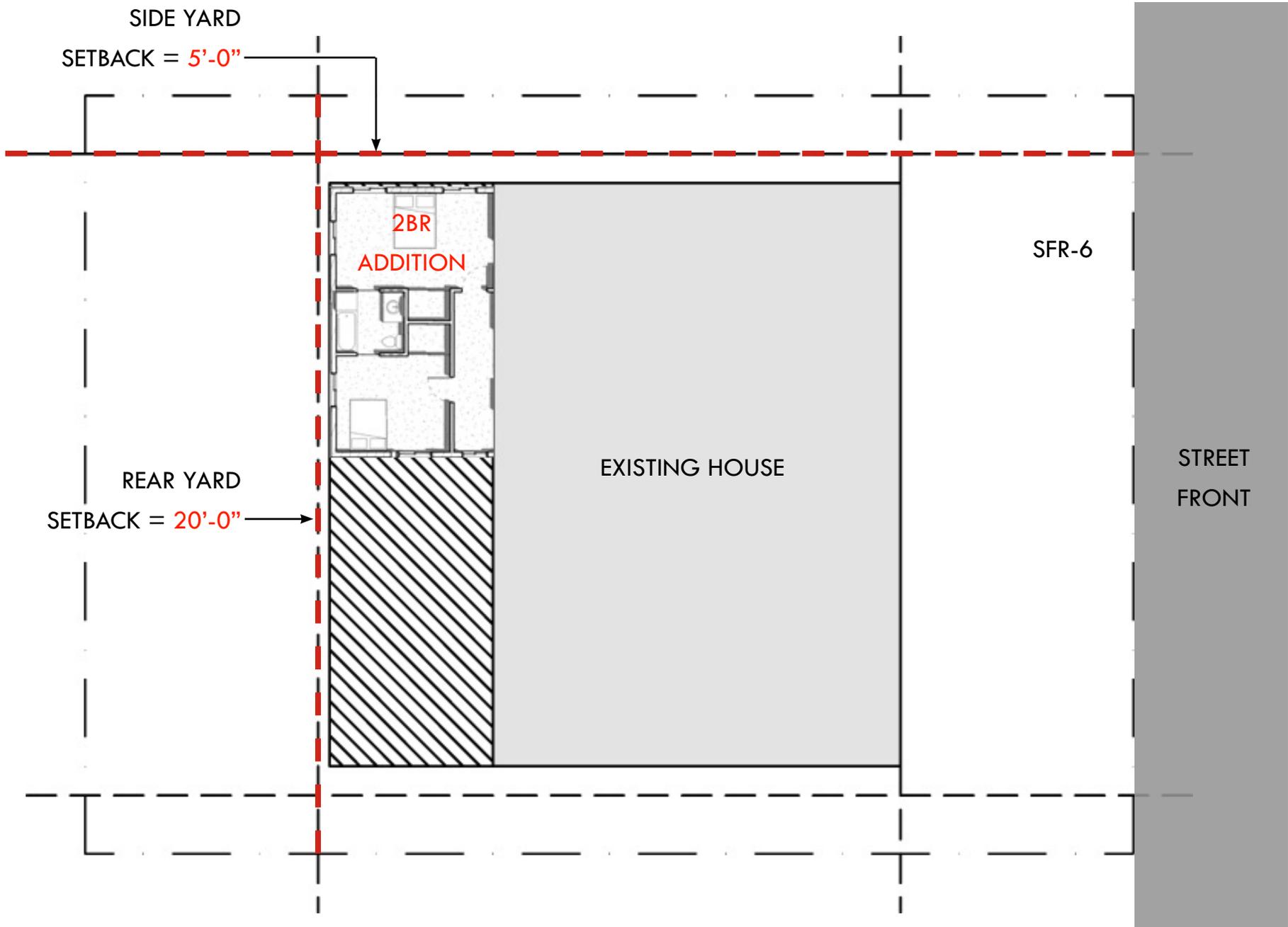
- Reinvest in, and rehabilitate, existing poor condition housing stock
- Facilitate additions and expansions to existing housing stock in identified target areas to support reinvestment improvement goals
- Encourage the development of a vibrant West End with pedestrian-oriented shopping integrated with workplaces and affordable residential uses
- Enhance the physical context of older, deteriorated neighborhoods with streetscape improvements to maintain health, safety, and welfare standards
- Seek USDA funding in conjunction with Cochise County Housing Authority for the unincorporated county enclaves
- Annex county enclaves
- Encourage the creation of neighborhood organizations

### REHABILITATION & REINVESTMENT

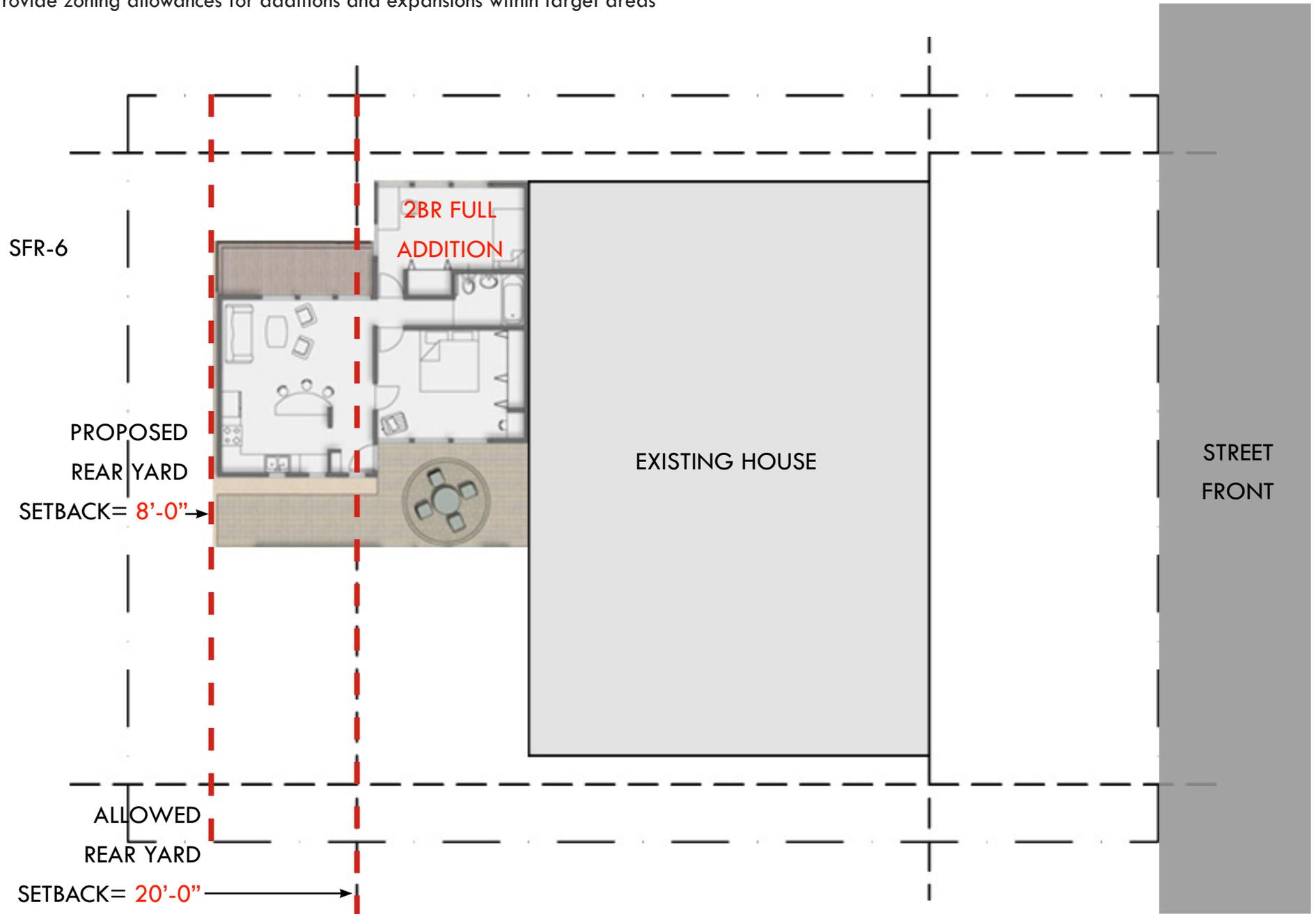
Facilitate additions and expansions to existing housing stock. This is one example of a property in an identified target area with two hypothetical expansion opportunities illustrated.



	SFR-36	SFR-18	SFR-12	SFR-10	SFR-8	SFR-6
Minimum Site Area	36,000 ft <sup>2</sup>	18,000 ft <sup>2</sup>	12,000 ft <sup>2</sup>	10,000 ft <sup>2</sup>	8,000 ft <sup>2</sup>	6,000 ft <sup>2</sup>
Maximum Building Height	28 ft	28 ft	28 ft	28 ft	28 ft	28 ft
Front Setback	40 ft	35 ft	25 ft	25 ft	25 ft	20 ft
Rear Setback	30 ft	30 ft	25 ft	25 ft	25 ft	20 ft
Interior Side Setback	20 ft	15 ft	15 ft	10 ft	7 ft	5 ft
Street Side Setback	20 ft	20 ft	15 ft	15 ft	10 ft	10 ft



Provide zoning allowances for additions and expansions within target areas



## INCORPORATING AFFORDABLE HOUSING THROUGH MIXED-USE AND HIGH-DENSITY DEVELOPMENT

Mixed-use development is a form of higher-density development that typically incorporates residential, retail, and commercial units into a single locale. This is frequently achieved by situating retail spaces on the street level while locating commercial and residential uses in the floors above. Building up instead of out results in high-density housing and increases the number of people who can live in a given area. Even in fairly recent history, it was common for homes to be near retail and commercial units, and for store owners to live above their shops. This was largely due to practicality. It wasn't until the rise of the automobile that residents began to locate far from city centers in large tracts of single-use zoning. This trend gave rise to urban sprawl, a condition where a city's physical growth outpaces its population growth. Urban sprawl results in

increased development on former natural areas, increased reliance on the automobile, and decreased affordability for low/moderate income families. Housing movements of today, which include Smart Growth, New Urbanism, and New Pedestrianism, revisit the trends of the past by bringing residents back to the heart of the city through high-density developments and walkable communities.

It is not uncommon for people to respond negatively when they hear the words "higher-density". Perhaps this is because many incorrectly believe that higher-density development contributes to crime, pollution, and traffic. There are, in fact, many advantages to high-density development. Higher-density development can offer all the ingredients of a quality life while alleviating some of life's expenses. For residents, higher-density development can result in more affordable housing units. Close proximity results in less car use, reduced traffic congestion, less air pollution, and an increased feeling of security

brought by additional eyes on the street. When individuals and families don't need to spend as much on housing, they have more money to spend on health care and other necessities. For businesses, higher-density development locates customers within close proximity, fueling a lively atmosphere and an increase in economic activity. For a municipality, higher-density development brings savings in city infrastructure (emergency services, roads, sewer, water, and utilities) in terms of cost per unit. In short, higher-density development is a viable option for affordable housing and is something that should be seriously considered for any growing community.

Sources (from left to right):  
 Crozet, Virginia: <http://picasaweb.google.com/amanda.burbage/PleasantGreenPhotosDecember07/photo#5162110538520860690>  
 Bellingham, Washington: [http://www.homesteadcap.com/projects\\_description.asp?projectnumber=WA2005-001](http://www.homesteadcap.com/projects_description.asp?projectnumber=WA2005-001)  
 San Diego, California: <http://www.sandiegometro.com/2006/feb/sdscene.php>  
 San Francisco, California: <http://diseno-sf.com/bayview.php>  
 Antioch, Tennessee: <http://www.americanhomeguides.com/community/HPC-19745.html>  
 Minneapolis, Minnesota: [http://www.co.hennepin.mn.us/vgn/images/portal/cit\\_100003649/49/4/119728379petermanrivers.jpg](http://www.co.hennepin.mn.us/vgn/images/portal/cit_100003649/49/4/119728379petermanrivers.jpg)



CROZET, VIRGINIA

*High density development*



BELLINGHAM, WASHINGTON

*Mixed-use affordable housing*



SAN DIEGO, CALIFORNIA

*Mixed-use affordable housing for seniors*

There are a number of steps which can be taken to encourage affordable housing through both high-density and mixed-use development. Methods applicable to promoting affordable housing within the target areas may include any of the following:

**1. Select areas for mixed-use overlay zoning**

Mixed-use development will allow for the development of residential, retail, and commercial units in a single locale, lowering transportation expenses.

**2. Encourage infill housing**

Infill housing adds more units to existing subdivisions and neighborhoods through the development of vacant lots, and through redevelopment of older areas which are underutilized or vacant due to undesirable living conditions.

**3. Require developers to replace affordable housing units as they are demolished**

As communities grow, affordable housing is often demolished to make way for higher-priced housing stock, leaving a shortage of affordable housing. Requiring developers to replace demolished affordable housing units helps to ensure an adequate stock of affordable housing for the future.

**4. Adopt ordinances encouraging the development of affordable housing**

Inclusionary zoning requires that a portion of new housing units be affordable. Although it is difficult for cities in Arizona to pass inclusionary zoning ordinances, it is possible for cities to encourage developers adopt inclusionary zoning. Meaningful density bonuses such as agreeing to let developers to build more housing on their land than standard zoning permits allows developers to generate more revenue and recover some of the costs incurred by affordable housing units.

**5. Eliminate setbacks from the street**

Eliminating setbacks allows for street front development and increases the amount of development that can occur within a given area.

**6. Decrease minimum lot sizes**

Smaller lots cost less money. By decreasing the minimum lot size, properties become more affordable, and housing units can be built at a higher density.

**7. Disperse affordable units with market-rate units**

Mixing unit types decreases socioeconomic rifts and increases the diversity of the labor force within an area.

**8. Utilize available sources of funding for affordable housing**

Programs such as Low Income Housing Tax Credits, USDA Rural Development, and the Arizona State Housing Fund are designed to aid in the development of affordable properties.



**SAN FRANCISCO, CALIFORNIA**

*Mixed-use affordable housing*



**ANTIOCH, TENNESSEE**

*High density development*



**MINNEAPOLIS, MINNESOTA**

*Mixed-use affordable housing for families with children*

**CASE STUDIES**

**Stone Avenue Corridor Prototype**

Tucson, Arizona

**Project Type:**

Mixed-Use, Infill, Affordable Housing

**Site Size:**

3.59 acres – 16.7 res./acre density

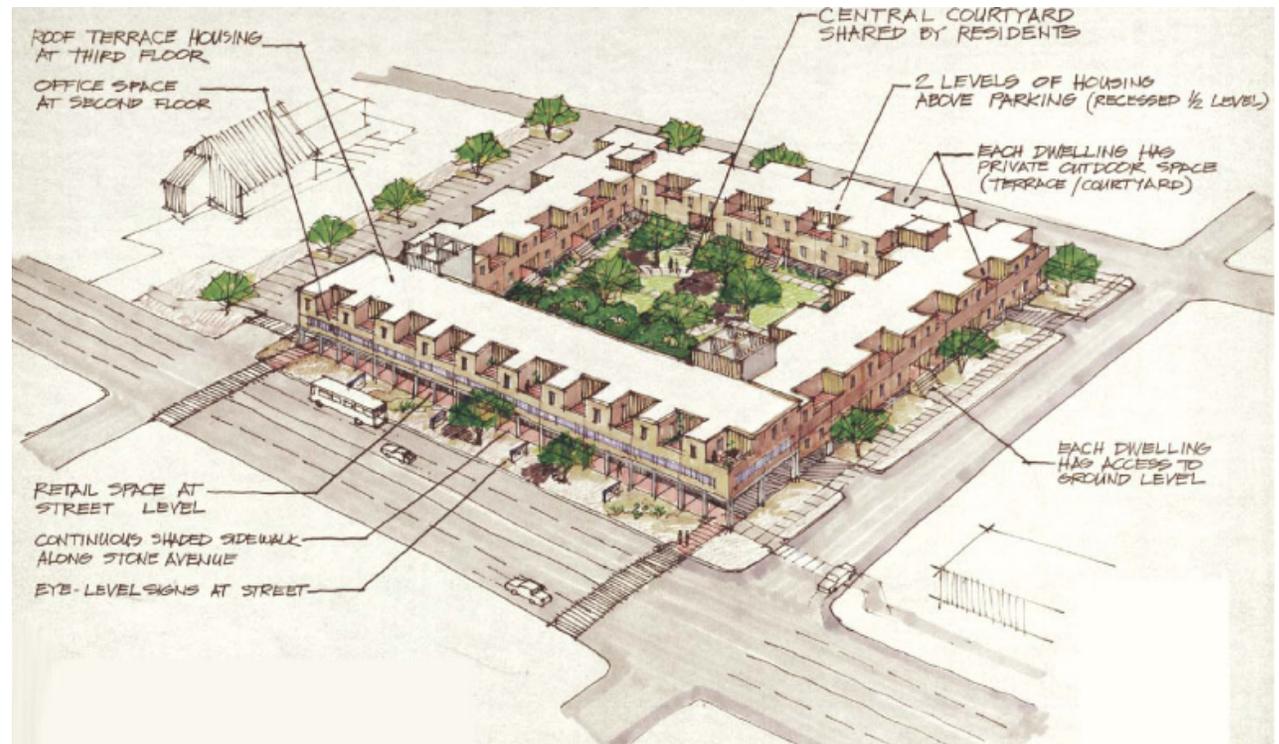
10,800 sq. ft. retail

18,000 sq. ft. office space

60 residential units

The Stone Avenue Corridor Prototype is part of a multi-disciplinary study funded by the City of Tucson. It started when eight concerned neighborhood associations teamed up to form the Stone Avenue Coalition, and approached the Mayor and Council with their concerns. The coalition was alarmed by the deteriorating condition of Stone Avenue, a historic North-South corridor. Served by a streetcar line in the late 19th century, commercial development along the avenue flourished through the early 1900s as it further developed into a State Highway. With the arrival of Interstate 10 in the 1950s, businesses gradually left the corridor, and the once thriving area declined. The purpose of the multi-disciplinary study funded by the city is to identify actions which can be implemented over time to return vitality and prominence to the avenue.

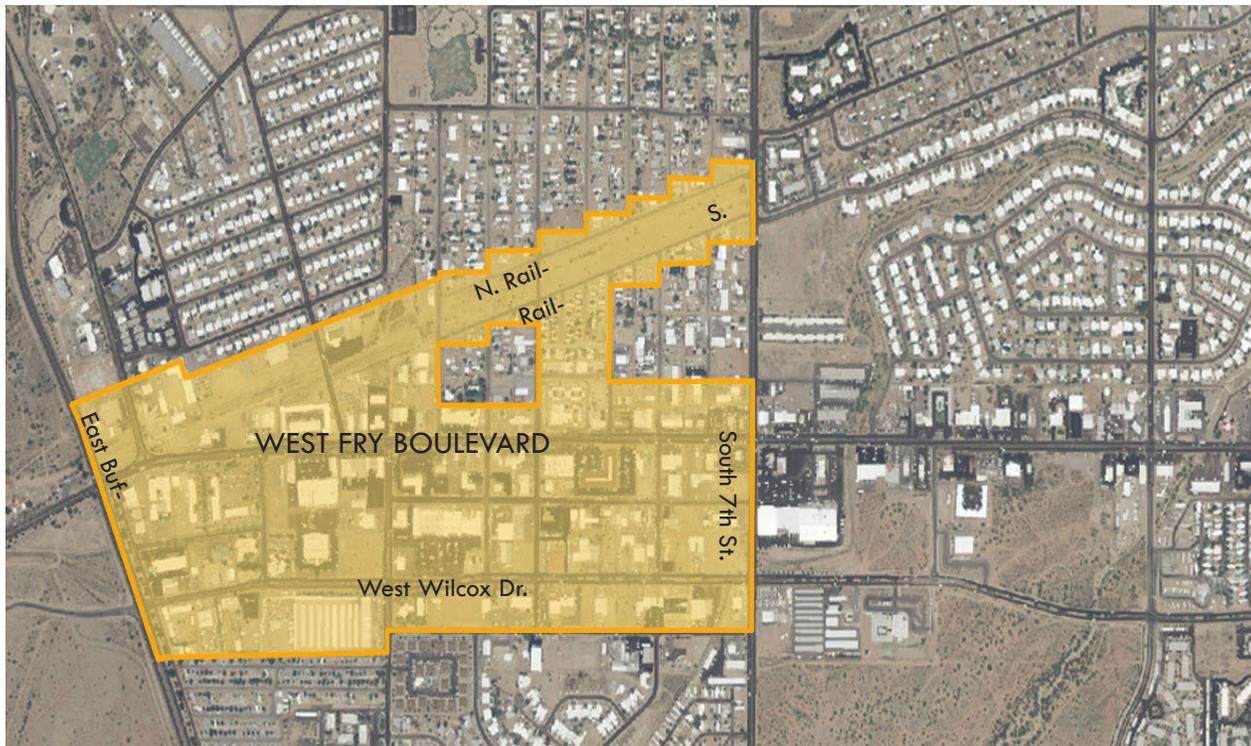
Designed as a mixed-use complex, the



prototype offers retail and professional office space along Stone Avenue with high-density housing on the remaining three sides. Street level space along Stone is designated for retail, while the upper two levels are reserved as professional office space. The commercial side of the complex is complimented by awnings that offer shade to pedestrians. Parking is located off Stone, providing an unobstructed view of the retail space from the street. In the center of the complex is an open courtyard, creating a secure, shaded, and sheltered space for residents. Resident parking is located below each unit,

recessed one-half level from the street, ensuring two covered parking spaces per residence and eliminating the need for surface parking. Units are mixed-income with two-thirds of the housing units priced at market-rate and the remaining one-third priced as affordable.

Sources:  
<http://dot.ci.tucson.az.us/projects/stone/>



### SIERRA VISTA'S POTENTIAL FOR A MIXED-USE DEVELOPMENT OVERLAY ZONE

Sierra Vista's greatest potential for mixed-use development lies in the West End along Fry Boulevard as it approaches the main gates of Fort Huachuca. Comprised of the city's oldest developments and highest percentage of vacancies, this area has an immense potential for redevelopment that would bring people back to the area. Land suitable for mixed-use zoning can be found in both the municipality and county enclaves.

Mixed-use zoning in the target areas would cause them to redevelop with an image unique from other areas of the city. As stated before, mixed-use development can increase the local sense of place, where recreation, shopping, and work occur within a close proximity. This type of development would bring vitality to the area. Residents would have more transportation options and be less dependent on their cars, which is significant as more than twelve percent of households in this area do not have a vehicle. By identifying and focusing development on a

specific area in the mixed-use zone, the city could begin investing in public streetscape improvements, (as outlined in the following pages), that would set the standard for ensuring development within the area. Utilizing available sources of funding reserved for the creation of affordable housing would make mixed-use developments more feasible. As mixed-use developments approached completion, the city could keep ahead of development by improving the streetscape for subsequent phases. Due to the age of the target areas, it will be important to ensure that historical buildings and areas are protected not only from demolition, but future developments that would detract from the historical atmosphere. (Currently no structures within the area have been placed on the Arizona Historic Register).

## GENERAL STREETScape IMPROVEMENTS

### PEDESTRIAN INFRASTRUCTURE

The implementation of curbs and sidewalks on all roads within the target areas should top the list of streetscape improvements. As the backbone of the pedestrian network, sidewalks will connect adults and children to bus stops, friends, parks, schools, shopping, and work. This

increased connectivity will enhance the safety of residents while fostering pedestrian activity. As with any design, efforts should be taken to make areas accessible to those of all abilities. Poorly designed sidewalks that don't adhere to ADA Accessibility Guidelines attract lawsuits, and can be difficult or even impassable for physically and visually impaired pedestrians.

### CYCLIST INFRASTRUCTURE

Bike lanes offer unobstructed passage for

cyclists riding on the shoulders of roads. They are designed to separate fast moving vehicles from slower moving cyclists. Designated bike lanes increase the safety of cyclists while encouraging additional residents to commute by bike. Expanding the City's current bike lane and multiple-use path network to include collector streets and pedestrian corridors within the target areas will allow recreational cyclists, bicycle commuters, and residents without access to a private vehicle to travel more places within the safety of a designated bike lane.

### LANDSCAPE BUFFER

Street trees and groundcover plantings can further enhance neighborhoods within target areas that have buffer sizes sufficient to permit landscaping. Trees amplify the aesthetic value of an area, supply pedestrians with shade, and lessen the urban heat island effect. Appropriately directed landscape investments can add to the overall quality of life.

Due to Sierra Vista's desert climate, measures should be taken to minimize plant watering requirements. The first step in conserving water is to select appropriate plant materials that require less water. Plant lists should consist of native and desert adaptive species. Water harvesting techniques such as bioswales and curb cuts utilize rainwater by redirecting the water from impermeable surfaces (asphalt and concrete), to plant root zones. Most plants will require supplemental irrigation for the first



18 months until established. This can be done directly by the city, or through the purchase of a watering contract. Utilizing rainwater can eliminate supplemental irrigation (post plant establishment) while decreasing the load placed on the city’s storm water system. An assortment of appropriate street trees was selected from the University of Arizona Cooperative Extension Master Gardener’s list tailored specifically to the Sierra Vista area. Selections are listed on the chart below.

**PEDESTRIAN LIGHTING**

Pedestrian lighting along sidewalks and streets enables pedestrians to see the path which

they are traveling, and to identify potentially hazardous situations as they approach. Fixtures are typically mounted 14-16’ above the sidewalk, with poles spaced approximately 100’ apart. Lighting can be done on one or both sides of a street, with light posts alternating in a staggered fashion.

When not well thought out, lighting can be somewhat counter productive. Two of the biggest drawbacks associated with pedestrian lighting include temporary impairment of night vision experienced upon leaving a lighted environment, and light pollution of the night sky. Both problems can be mitigated with the use

of appropriate lighting. Routine maintenance and uniform placement of light poles minimizes stretches of darkness encountered by pedestrians. Additionally, the use of full cutoff or fully shielded fixtures and properly selected lamps minimizes the amount of light that can escape to the atmosphere and pollute the night sky.

Appropriately planned and implemented pedestrian lighting within the target areas would allow residents to navigate paths at night as safely and securely as possible.

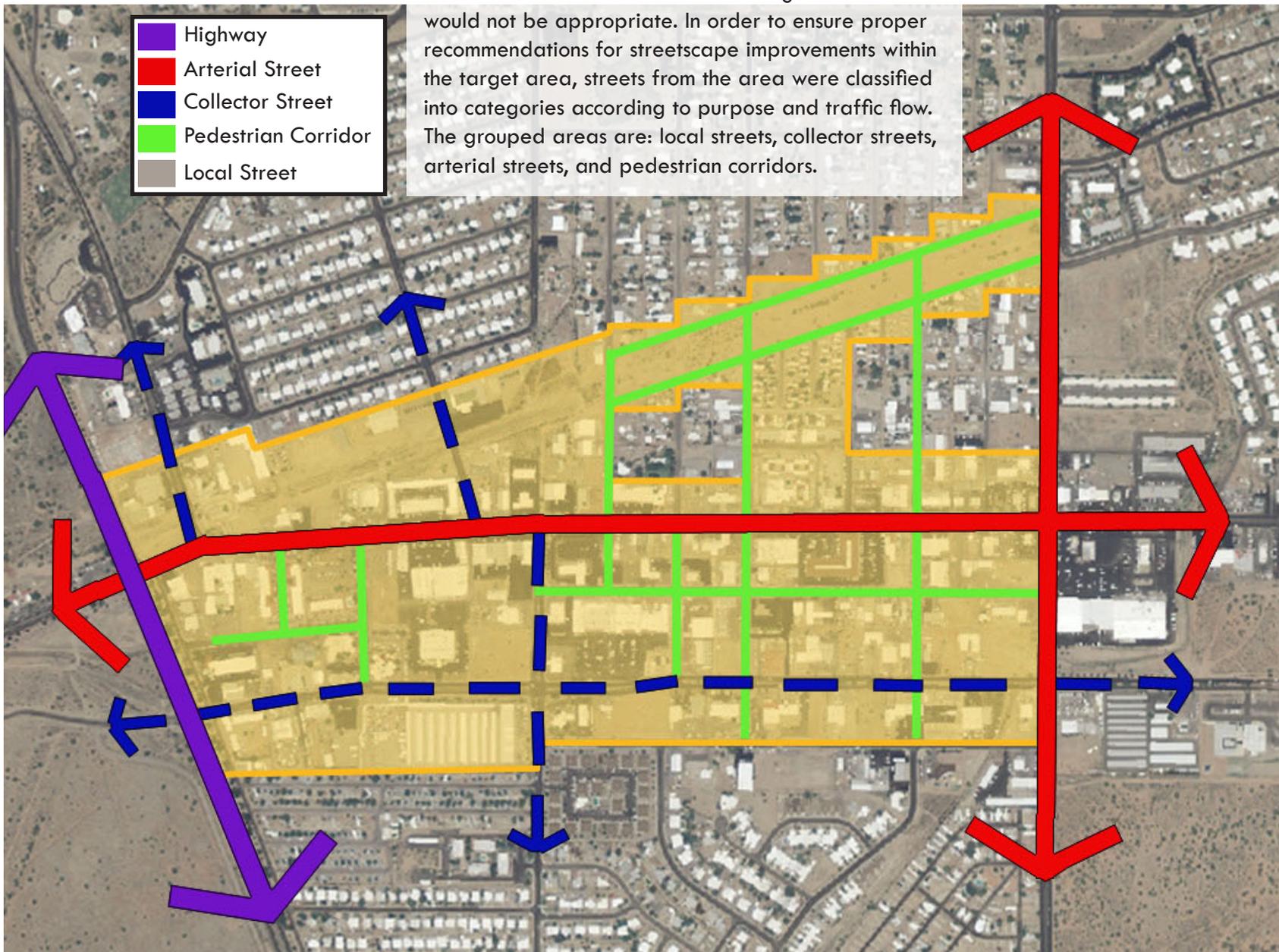
COMMON NAME	SCIENTIFIC NAME	MATURE SIZE	WATERING FREQUENCY
Arizona Ash	Fraxinus velutina ‘Rio Grande’	30’ H 30-40’ W	Moderate
Blue Palo Verde	Parkinsonia floridum	35’ H 30’ W	Low-Moderate
Buckeye Oak	Quercus buckleyi	35’ H & W	Low-Moderate
Chilean Mesquite	Prosopis chilensis	20-40’ H & W	Low-Moderate
Chinese Pistache	Pistacia chinensis	30-60’ H & W	Low-Moderate
Common Hackberry	Celtis occidentalis	50’ H & W	Moderate
Desert Museum Palo Verde	Parkinsonia hybrid ‘Desert Museum’	20’ H & W	Low-Moderate
Desert Willow	Chilopsis linearis	15-30’ H 10-20’ W	Low-Moderate
Honey Mesquite	Prosopis glandulosa	30’ H & W	Low
Littleleaf Palo Verde	Parkinsonia microphyllum	20’ H & W	Low-Moderate
Mexican Blue Oak	Quercus oblongifolia	30’ H & W	Low
Netleaf Hackberry	Celtis reticulata	25-30’ H & W	Moderate
Shoestring Acacia	Acacia stenophylla	30’ H 20” W	None-Low

For a complete list of plants appropriate for the Sierra Vista area visit: [http://www.ag.arizona.edu/cochise/mg/sierra\\_vista\\_plant\\_list.pdf](http://www.ag.arizona.edu/cochise/mg/sierra_vista_plant_list.pdf)



### SPECIFIC STREETSCAPE IMPROVEMENTS

Prescribing the same streetscape applications and treatments for all roads within the target area would not be appropriate. In order to ensure proper recommendations for streetscape improvements within the target area, streets from the area were classified into categories according to purpose and traffic flow. The grouped areas are: local streets, collector streets, arterial streets, and pedestrian corridors.



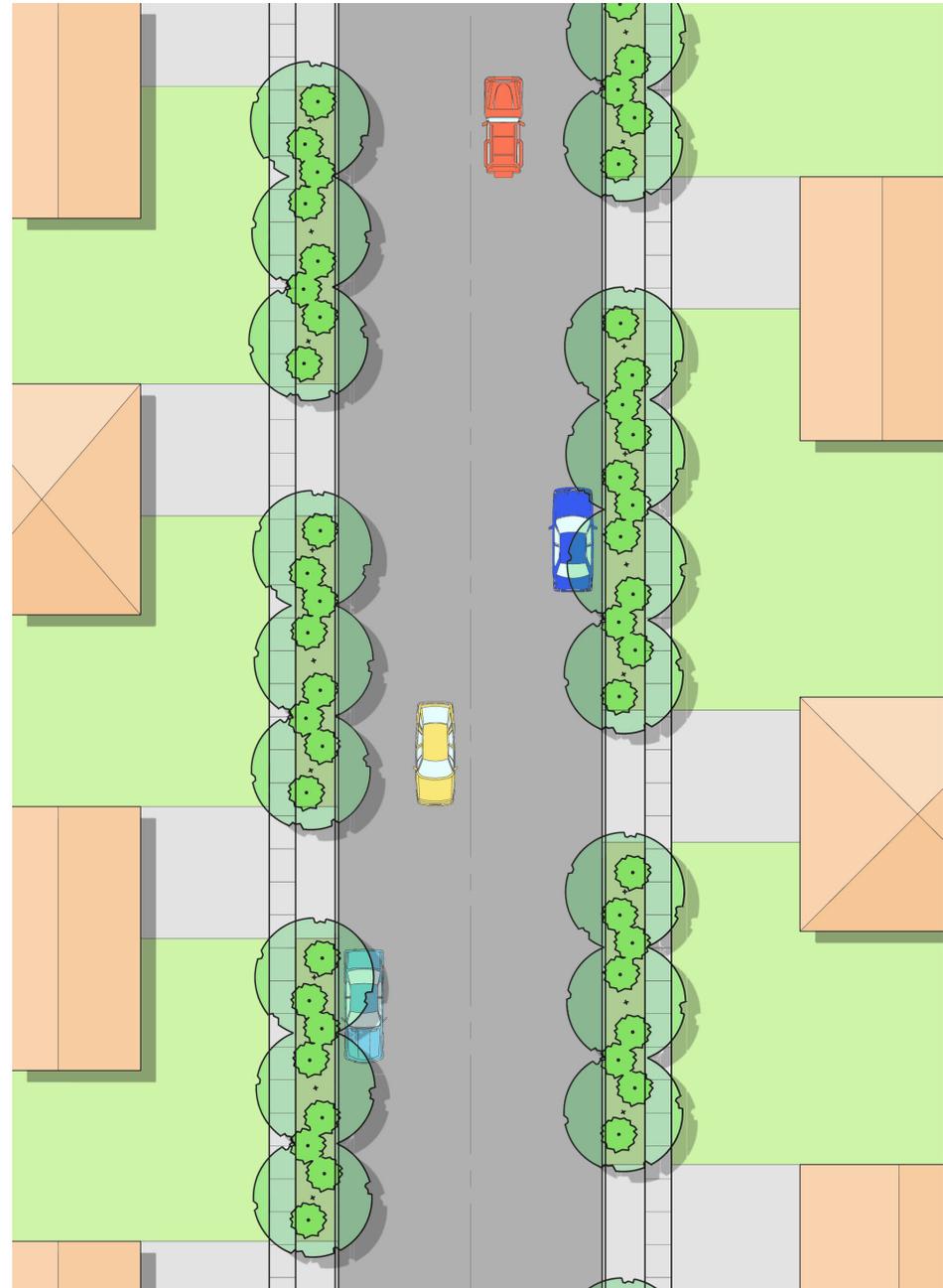


STREET IN THE VICINITY OF CARMICHAEL APARTMENTS, SURVEY AREA 9: GARDEN CANYON TERRACE

## LOCAL STREETS

Local streets are characterized by low traffic flow, primarily directed toward gaining access to properties bordering the street such as residences.

Specific streetscape improvements for local streets within the target areas consist of curb and sidewalk, pedestrian lighting, and a landscape buffer where circumstances permit. Standard sidewalk sizes can vary, but as a general guideline, 5' is the comfortable width at which two adults can walk side by side. Budget constraints and/or lack of available space may yield narrower sidewalks. Lighting should be bright enough to light the general vicinity of sidewalks, but not so bright that it shines into residences. Landscape buffers should be a minimum of 5' in width to allow for proper plant establishment.

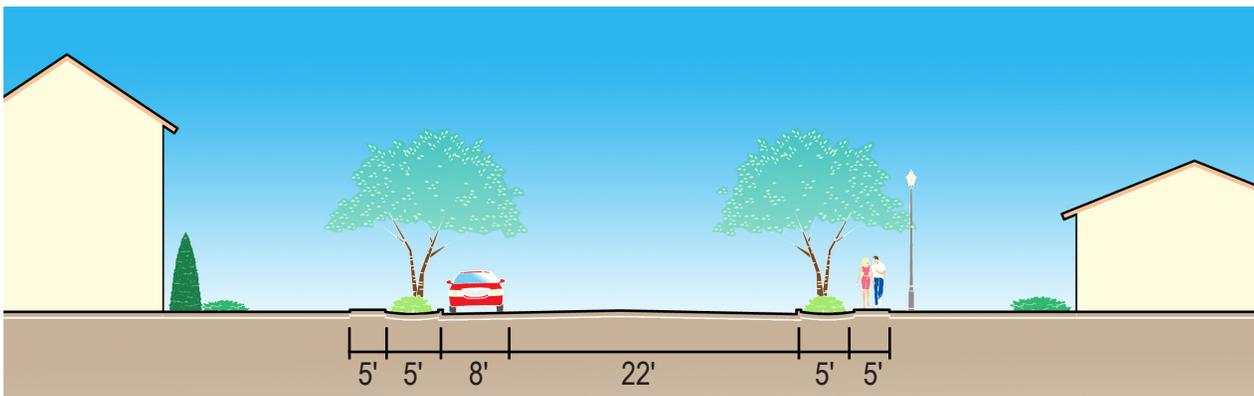




**POSSIBLE CONFIGURATION:**

Sidewalk	[2 x 5 ft.]	10 ft.
Landscape Buffer	[2 x 5 ft.]	10 ft.
Moving Lane	[2 x 11 ft.]	22 ft.
Street Parking		8 ft.
Right of Way		

**TOTAL RIGHT OF WAY** 50 ft.



**THIS PAGE:**

(above) Existing signage in parts of Sierra Vista identify areas according to neighborhood.

(top left) Local streetscape in Goodyear, AZ with landscape buffer in place separating sidewalk from road and property boundaries.

(bottom left) Sierra Vista local streetscape prototype in section.

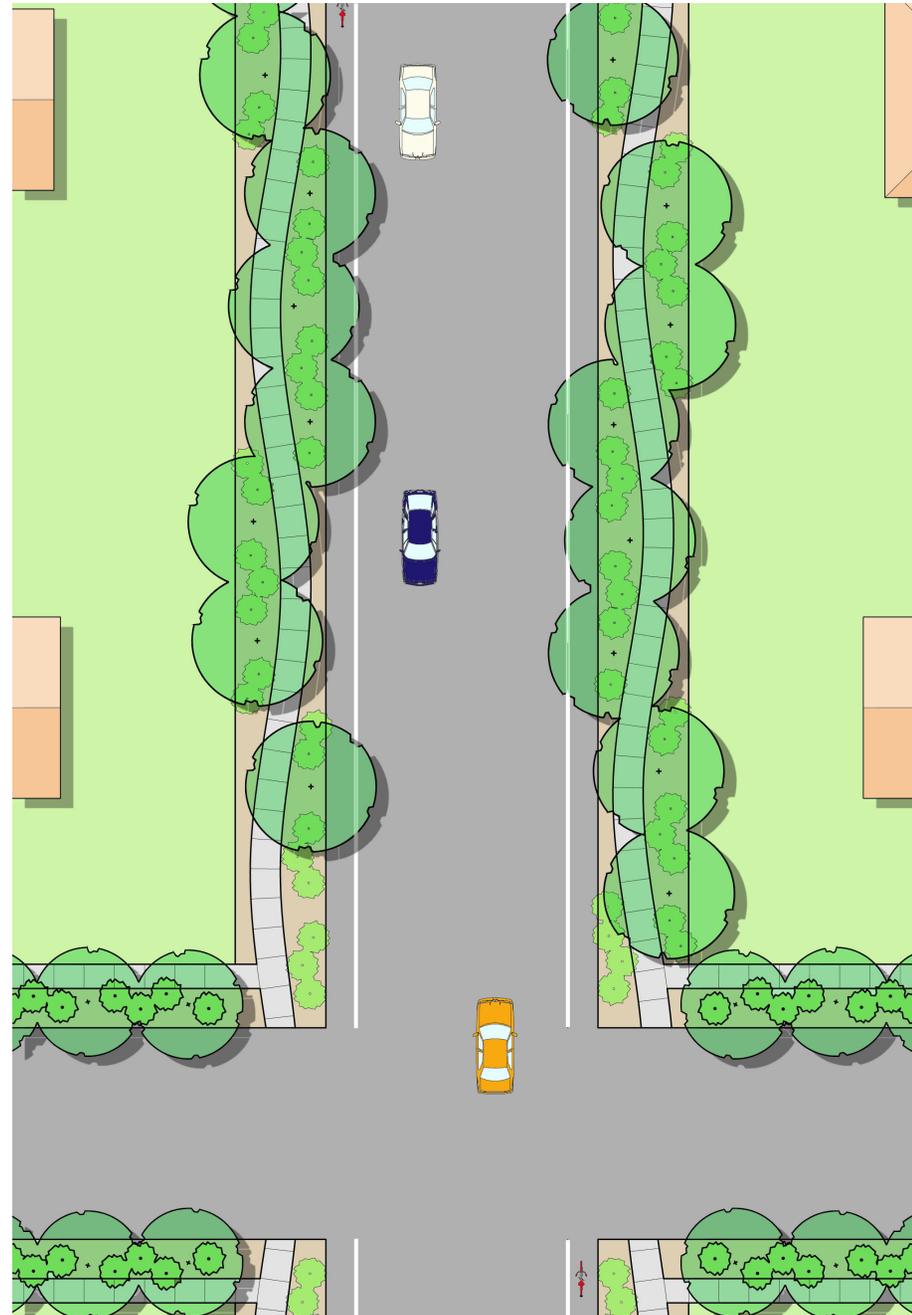
**OPPOSITE PAGE:**

Sierra Vista local streetscape prototype in plan view.

## COLLECTOR STREETS

Also referred to as feeder streets, collector streets are a step up in size and vehicular load from local streets. Collector streets move vehicles from local streets to areas of greater and larger arterial streets. The speed and flow of traffic on collector streets is higher than that of local streets, and street parking is less common. Collector streets in the target areas/mixed-use overlay zone can be found in both residential and commercial areas.

Specific streetscape improvements for collector streets include all those of local streets, but to a larger scale. Sidewalks and landscape buffers are wider and pedestrian lighting more prevalent. Additionally, collector streets should begin to include bike lanes to separate cyclists from vehicular traffic. Bike lanes with a width of 4-5' should be located on street shoulders. Utility pole ornamentation, benches, and waste receptacles may be implemented on busy collector streets within the area such as Wilcox Drive.





**POSSIBLE CONFIGURATION:**

Sidewalk	[2 x 5 ft.] 10 ft.
Landscape Buffer	[2 x 8 ft.] 16 ft.
Bike Lane	[2 x 5 ft.] 10 ft.
Moving Lane	[2 x 12 ft.] 24 ft.

**TOTAL RIGHT OF WAY** 60 ft.

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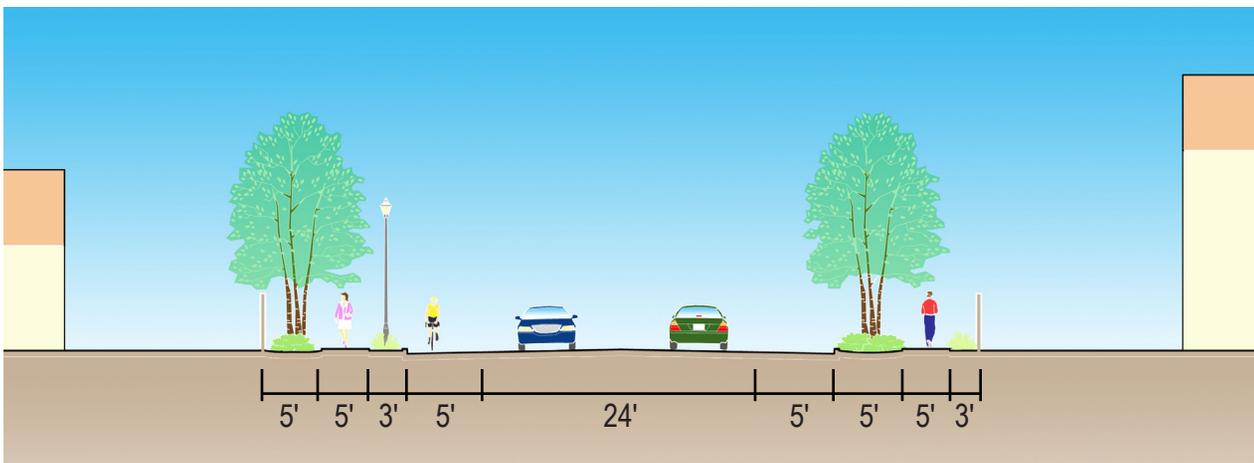
(above) Street banners used for way finding and to convey information on upcoming events may be appropriate on some of the busier collector streets.

(top left) Mountain Avenue in Tucson, AZ is well executed example of a collector street that separates vehicle, bicycle, and pedestrian traffic. The oversized bike lanes have become very popular with students commuting to the University of Arizona's campus.

(bottom left) Sierra Vista collector streetscape prototype in section.

**OPPOSITE PAGE:**

Sierra Vista collector streetscape prototype in plan view. In areas with a larger buffer, landscaping could line both sides of the sidewalk increasing shade for pedestrians.



## ARTERIAL STREETS

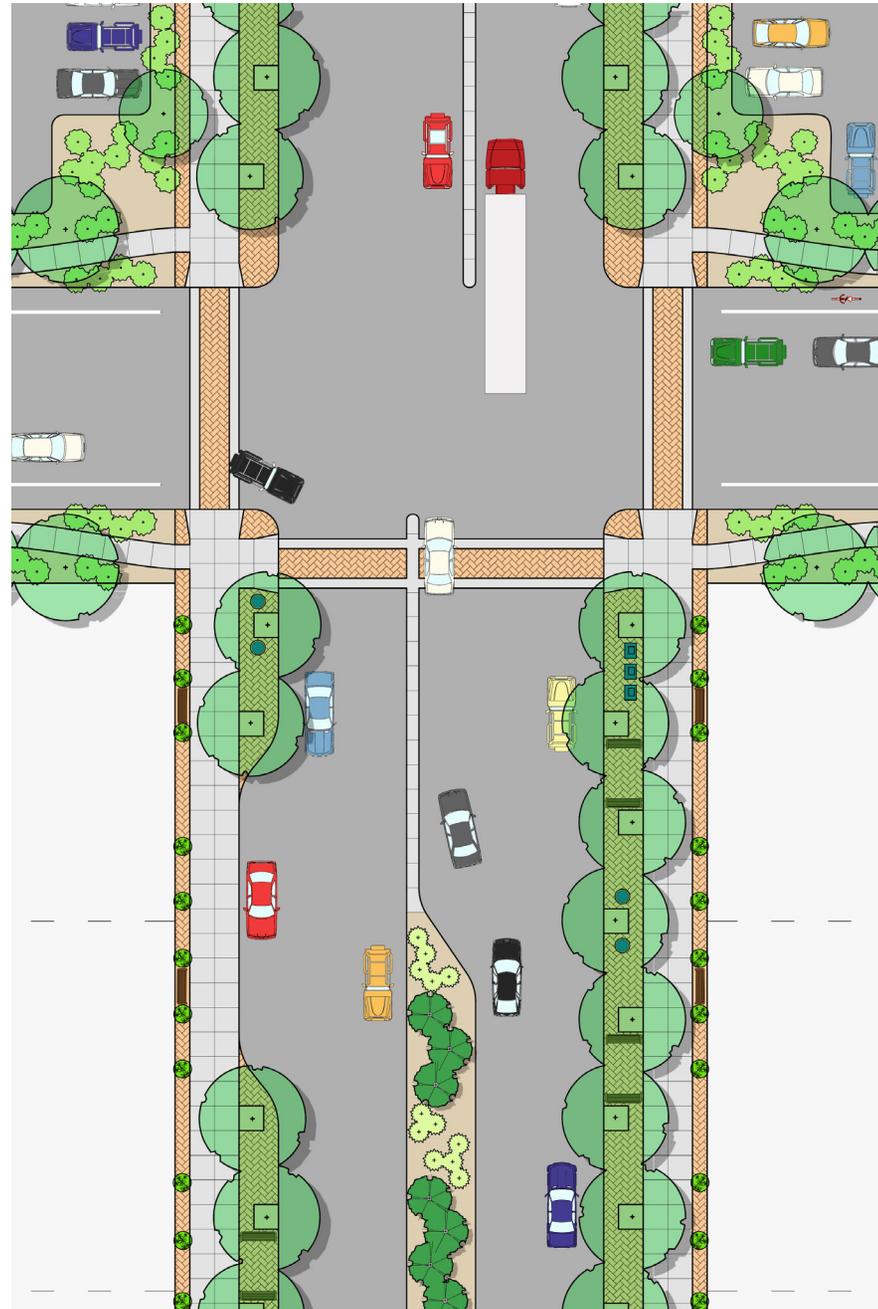
Arterial streets are the largest classification of streets found in the target areas/mixed-use overlay zone, and are one step below highways. They generally have multiple lanes of traffic traveling at high speeds. The purpose of arterial streets is to carry the greater portion of traffic from one end of the city to the other.

Arterial streetscapes can be best divided into a landscape/furniture zone, a pedestrian zone, and a frontage zone. Treatment of these three zones is important in establishing an area's identity, as they often play a key role in a first impression for individuals visiting a community or neighborhood for the first time. A well designed streetscape is capable of breathing fresh life into an area.

The landscape/furniture zone can be as narrow as 5' or as wide as 10'. A zone more than 8' wide allows for loading pullouts. Objects that could potentially encroach or hinder pedestrian travel are located in this zone. This includes, but is not limited to, benches, bike racks, bollards, fire hydrants, parking meters, public art, signage, vending (i.e. newspaper), and waste receptacles. The addition of landscaping will provide shade, as well as transition the eye from the height of buildings to the street. The landscape/furniture area may extend into the median of the road, separating opposed traffic, and regulating the occurrence of left-turns.

The pedestrian zone has a sidewalk 10'-12' wide, capable of accommodating large quantities of pedestrians. For the pedestrian zone to function properly it is important that it remain free of obstructions.

The frontage zone separates the pedestrian zone from buildings, and can be as narrow as 3'. This zone is designed to prevent buildings from becoming pedestrian obstacles. Larger frontage zones may include space for benches, tables, planters, or any item that a business may wish to display to lure customers.

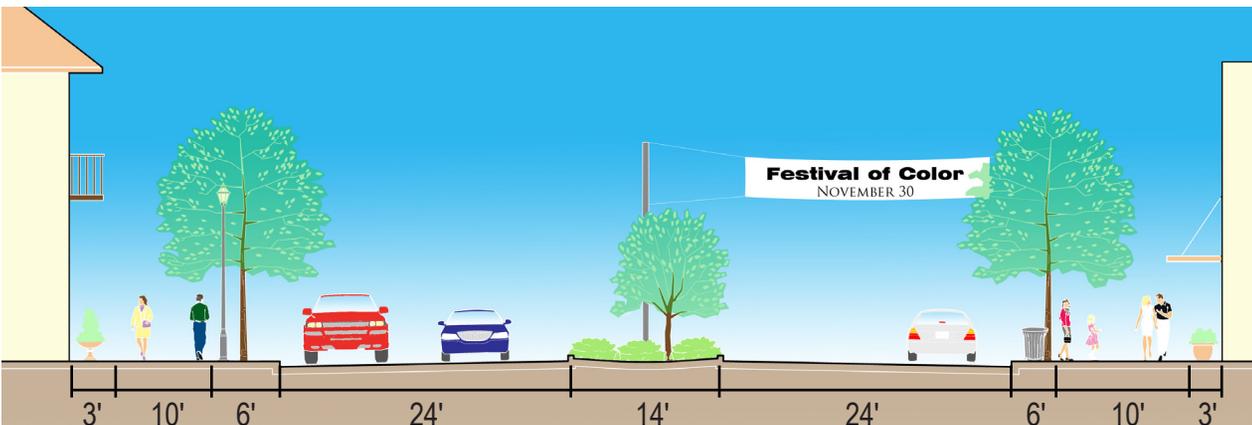




POSSIBLE CONFIGURATION:

Frontage Zone	[2 x 3 ft.] 6 ft.
Pedestrian Zone	[2 x 10 ft.] 20 ft.
Landscape Zone	[2 x 6 ft.] 12 ft.
Moving Lane	[4 x 12 ft.] 48 ft.
Median	14 ft.

TOTAL RIGHT OF WAY 100 ft.



**THIS PAGE:**

(above) Pedestrian signals like the one shown from Tucson, AZ provide pedestrians a safe place to cross without increasing the number of traffic signals on arterial streets.

(top left) An inviting arterial streetscape in Cincinnati, OH complete with landscape/furniture, pedestrian, and frontage zones.

(bottom left) Sierra Vista arterial streetscape prototype in section.

**OPPOSITE PAGE:**

Sierra Vista arterial streetscape prototype in plan view. Note bike lanes are located on parallel streets to either side of arterial streets for safety.

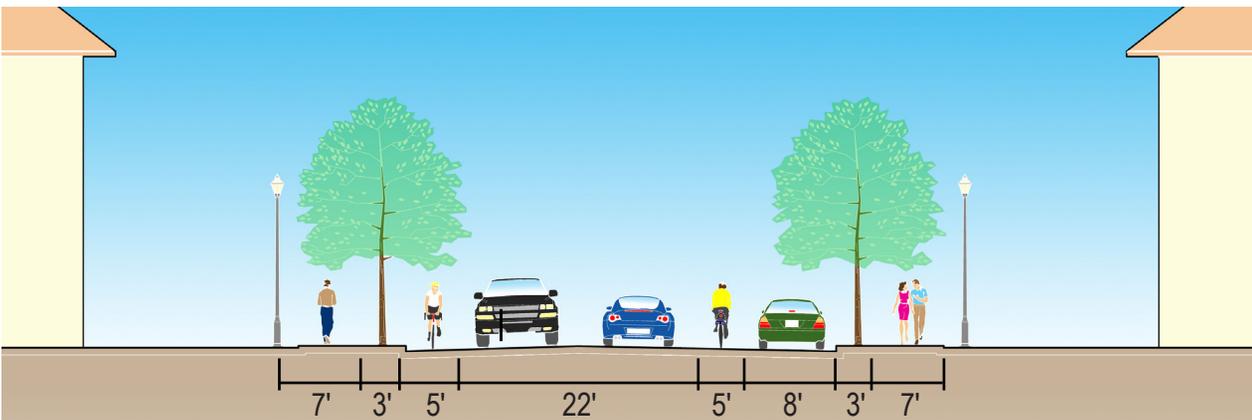




**POSSIBLE CONFIGURATION:**

Sidewalk	[2 x 7 ft.] 14 ft.
Landscape Buffer	[2 x 3 ft.] 6 ft.
Bike Lane	[2 x 5 ft.] 10 ft.
Moving Lane	[2 x 11 ft.] 22 ft.
Parallel Parking	8 ft.

**TOTAL RIGHT OF WAY** 60 ft.



**THIS PAGE:**

(above) Ocean Parkway in Brooklyn, NY is an alternative pedestrian corridor solution that has bike lanes located off the road, and uses railings to separate cyclists from pedestrians.

(top left) A pedestrian corridor like the one shown from Louisville, KY deters non-local vehicular traffic, and offers a pedestrian friendly atmosphere.

(bottom left) Sierra Vista pedestrian corridor prototype in section.

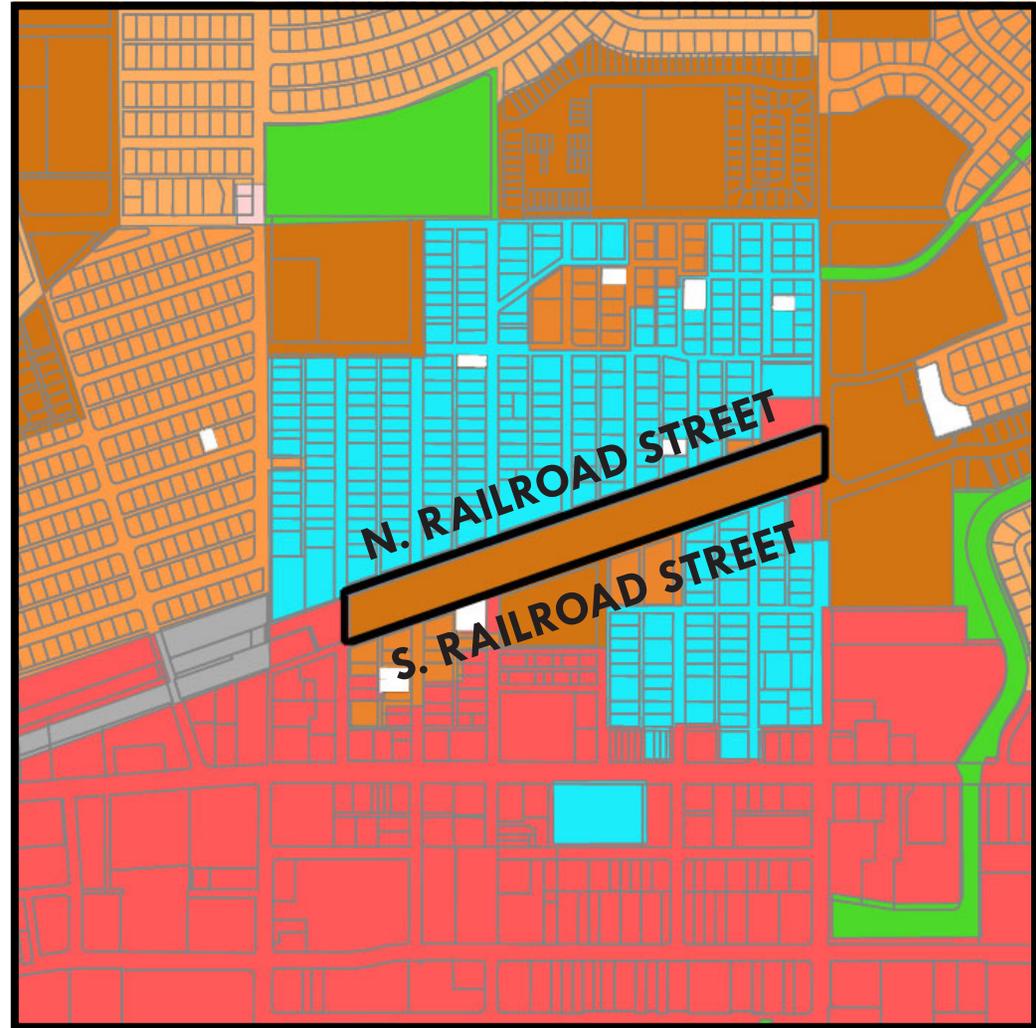
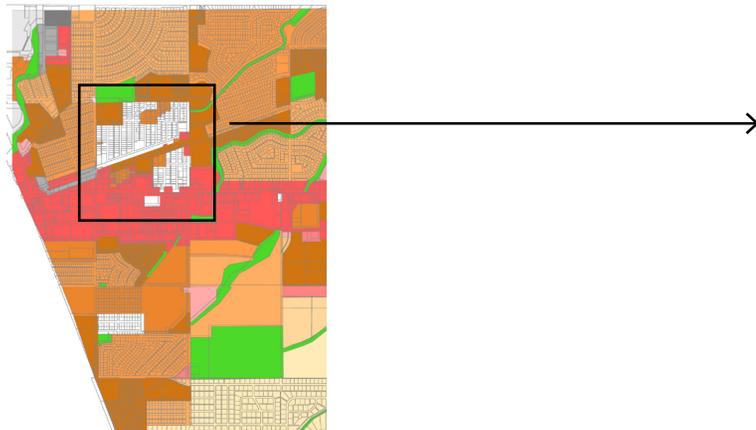
**OPPOSITE PAGE:**

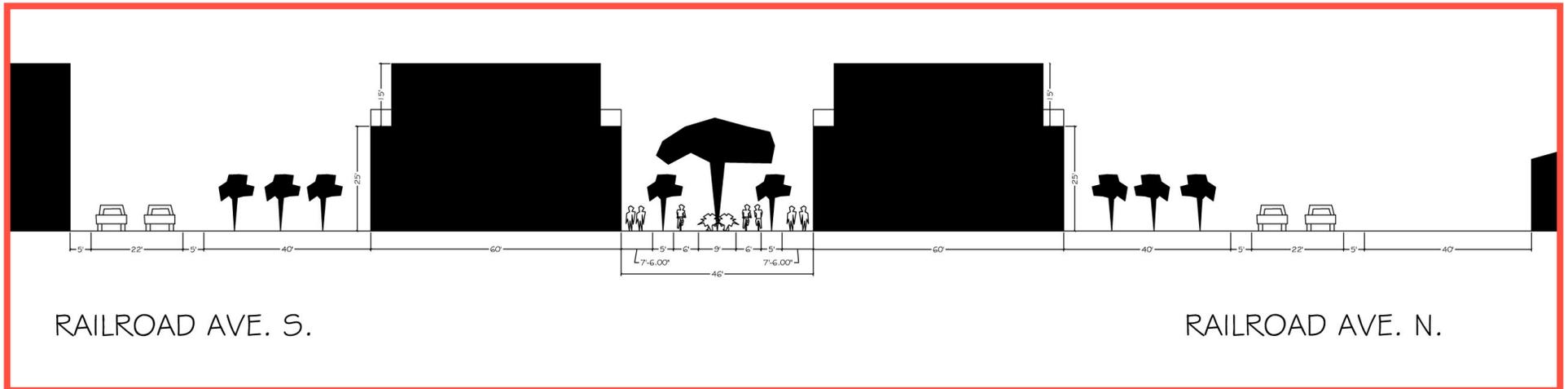
Sierra Vista pedestrian corridor prototype in plan view. Striping on the road for bike lanes and parking spaces will help to differentiate the function of spaces.

## RAILROAD AVENUE STREETScape IMPROVEMENTS

N. and S. Railroad Avenues are located north of Fry Blvd., a busy commercial corridor in the West End. The site of a former railroad, this 215' wide swath of vacant land is an appropriate place for mixed-use development, affordable housing, and streetscape improvements. This plan would seamlessly tie together retail, commercial, residential and recreational areas, and would create a livable, walkable central node in the target area.

In January 2005, the Drachman Institute completed the Railroad Avenue Housing Project, which investigated site planning possibilities for affordable housing in this area. For more information about this project, see page 185 in the Appendix.

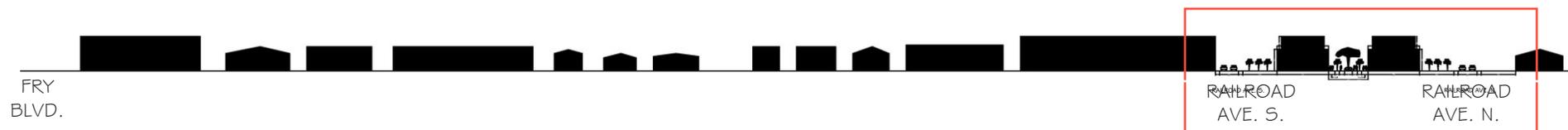




ABOVE: This section detail shows one possible configuration for the area between N. and S. Railroad Avenues. The three story buildings house ground floor retail space, commercial offices on the second floor, and residential units on the third floor. The buildings are set back 40' from the road, and look over a park/pedestrian and bike corridor on the back side.

BELOW: This section view shows the area between Fry Blvd. (on left) and N. and S. Railroad Ave. (on right).

This section provides a look at how a mixed-use overlay zone would include buildings of varying heights, and would be able to accommodate retail, commercial, and single-family residences in close proximity. The buildings range in height from 12'-15' to 40'.



**ANNEXATION OF COUNTY ISLANDS**

**Annexation Process**

Annexation is the process by which a city or town may assume jurisdiction over unincorporated territory adjacent to its boundaries. Because these county lands are surrounded by the annexing city, it meets all requirements for contiguity, size, and shape.

The city is not obligated to annex the entire island. If the city wishes to annex only a portion, this area is exempt from size, shape, and contiguity provisions because it is surrounded on at least three sides by the annexing city.

In Arizona, annexation requires the consent of the owners of at least one-half of the value of the real and personal property and more than one-half of the property owners in the territory to be annexed as shown by the last assessment. In addition, the

consent and action of the city or town council are required.

There are practical reasons why the City should take a more proactive approach to annex the islands: Development applications from the unincorporated areas are subject to County development standards, with the City playing only a minor, non-binding advisory role in the review process. When the project is eventually annexed into Sierra Vista, the entire community ends up paying for the cost of upgrading the associated facilities and infrastructure to City standards. It is important to promote easily identifiable corporate boundaries, which would make service delivery more efficient and effective. This is particularly true for emergency situations, such as radio-dispatched police and fire calls for service, where time is of the essence (see statistics on page 88).

Residents feel strongly about annexation, and may have different reasons for wishing to remain part of the unincorporated county. Some are listed below:

**FOR ANNEXATION**

- Residents receive the benefits of a higher level of municipal services
- Development is subject to municipal building codes, subdivision requirements, and zoning ordinances
- Residents are permitted a voice in community affairs that affect them

**AGAINST ANNEXATION**

- Residents wish to live outside city limits in order to avoid taxes, permitting fees, ordinances and services they do not want

**RECOMMENDATIONS**

**1. Annex in phases**

Phase 1 — Areas which would benefit from city development plans annexed first. Potential areas: areas within the mixed-use target area, close to Fry Blvd. business corridor.

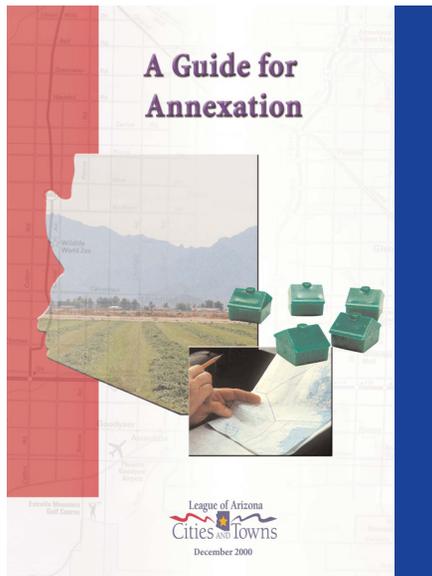
Phase 2 — Rehabilitate/renovate areas which would qualify for grant money as county land; investigate and apply to funding sources. Potential areas: northern section of Fry Townsites, (furthest from the business corridor, outside of mixed-use target area), and the island within Sulger Subdivision.

**2. Create letter/brochure describing benefits of annexation**

Brochure would be provided to residents and property owners of the proposed area for annexation, and would highlight economic and service benefits of annexation of county islands. Support with data from city and county to list specific services and costs associated with each.

**3. Coordinate annexation with other development plans (West Sierra Vista Master Plan) to support overall community zones and contributions**

- Contiguous city boundary and development consistency
- Mixed-use zoning
- Pedestrian corridor/green space
- Central business node, sense of place for city



**CREATION OF MORE NEIGHBORHOOD ASSOCIATIONS**

Neighborhood Associations (NAs) are created by dedicated people who share interest in neighborhood goals, which may include better communication, crime reduction, beautification, application for grant money, etc. NAs provide the structure for residents and municipalities to work together toward common pursuits. A city composed of well-functioning neighborhoods makes for a well-functioning city.

The City and its residents would benefit from the establishment of more NAs like the Southwest Sierra Vista Resident Association. Because Sierra Vista has a high percentage of non-resident owners, renter-occupied buildings (See Property Ownership Map on page 73), the following tenets should be required of all NAs:

- NA membership is voluntary, unlike homeowners’ associations
- NAs must be inclusive to property owners, renters, and business owners

**Benefits:**

- NAs promotes community interaction and participation
- NAs establish communication between residents and city agencies
- NAs provide public forums for residents and owners to voice their concerns
- NAs increase sense of personal safety and security



- NAs promote “Neighborhood Watch”-type living environments
- NAs stabilize and add value to community
- NAs lead to other improvements by empowering neighborhood residents and strengthening community ties
- NAs create visible capitol improvements, which increase property value
- NAs inspire neighborhoods to improve own property
- NAs and the City can improve a neighborhood’s appearance by working together to consistently enforce City of Sierra Vista codes

**Recommendations**

Sierra Vista can take steps to encourage

its citizens to become more involved in their local government and increase community pride by creating a network of neighborhood associations. The following actions would build the municipal structure for individuals to build upon.

1. SV Community Development office dedicates a department devoted to the needs and concerns of neighborhoods.
2. Neighborhood department sets up a standard procedure/application for requesting neighborhood association registration. The city should work to ensure a clear, standard application procedure and should provide assistance throughout the process.
3. City offers incentives/benefits to registered neighborhood associations and their residents. For example:
  - mailing of newsletters/postcards
  - covering postage costs
  - arranging for meeting space
  - providing assistance and equipment for neighborhood clean-ups
  - sponsoring neighborhood assistance and infrastructure improvement programs
4. City coordinates with other possible funding sources for registered neighborhood associations, and makes this information available to the public.

sources:

A Guide for Annexation, from League of Arizona, Cities and Towns 2000  
 West Sierra Vista Master Plan  
 Annexation Policy Manual, Surprise, AZ

## FUNDING SOURCES

### INSTITUTIONAL PROGRAMS AND ORGANIZATIONS

The following is a list of institutional programs and organizations that have been identified as possible sources for initiating new housing development and ownership incentives within the City of Sierra Vista. Specific programs should be further evaluated for the appropriate project or assistance application. The City of Sierra Vista may want to establish a non-profit organization that can facilitate, monitor and assist households wishing to buy or rehabilitate homes within the city.

#### Public Funding Sources

ADOH State Housing Trust Fund

The Department of Commerce, Office of Housing and Infrastructure Development (HID) administers the federal Community Development Block Grant (CDBG) program for non-metropolitan counties in Arizona

Section 8 (Cochise County)

FHA Funding-Section 203(b) Loans

USDA Funding: Rural Development Housing and Community Facilities Programs (for unincorporated areas)

Arizona Housing Trust Fund

The State of Arizona offers enterprise zone tax incentives to encourage businesses to create jobs in economically distressed areas.

#### Public Private Partnerships

Habitat for Humanity and other non-profit organizations

Low Income Housing Tax Credit (LIHTC) Support

USDA Development Housing Programs

Sierra Vista Economic Development Program administers the Sierra Vista Westside Revolving Loan Program, which provides no interest, low-fee loans of up to \$50,000 for qualified property owners that will:

- Improve appearance of facilities
- Increase property values
- Inspire capital reinvestment

The City of Sierra Vista, upon the review of Development Services, may waive certain permit fees within the Westside Business District.

### FUNDING SOURCES FOR COUNTY PROJECTS

USDA Funding

#### Section 515 Rental Assistance program

serves low-income families, so they do not spend more than 30 percent of their income on housing rents

#### Section 533 Housing Preservation grant funds

can put up to \$15,000 in rehabilitation improvements in each home, by organizations that do housing rehab (like the Cochise County housing authority)

**Section 502 program** serves families earning up

to 80% of the county median income who are seeking to purchase new or existing homes. The program offers very low interest (as low as 1%) loans amortized over up to 33 years

**Section 504 grants** are up to \$7,500 for very low-income elderly persons earning less than 50% area median income. Section 504 loans are up to \$20,000 for low-income persons, with 1% interest on the loan for up to 20 years

#### USDA Mutual Self Help Housing programs

are used primarily to help very-low and low-income households construct their own homes. A qualified organization that does these types of homes, like Chicanos Por La Causa, would have to be found.

**USDA Water and Waste Disposal grants and loans**, technical assistance and training grants, and solid waste management grants could be used to repair aging infrastructure



## GOALS AND STRATEGIES

### Goal 1

Rehabilitate and Reinvest in Economically Stressed Areas

1. Facilitate additions and expansions to existing housing stock in identified target areas to support reinvestment improvement goals
2. Provide zoning allowances for additions and expansions within target areas

### Goal 2

Increase Affordable Housing Stock

1. Create an overlay zone allowing mixed-use development
2. Give meaningful incentives for infill development and redevelopment
3. Utilize available sources of funding in the development of additional affordable housing

### Goal 3

Improve Quality of City Streetscapes

1. Further develop the pedestrian and cyclist infrastructure through the installation of sidewalks and bike paths
2. Incorporate pedestrian lighting
3. Establish a positive identity for the area through the modification of visible and physical features within the landscape

### Goal 4

Provide a plan for annexation of unincorporated county areas

1. Determine logical city boundary and contiguous service area
2. City sets up incentive program for owners in county islands (septic permit/hookup fees waived, rehabilitation permit/construction fees waived, etc.)
3. Prepare draft of letter to property owners, which explains benefits of annexation

### Goal 5

Promote Formation of Neighborhood Associations

1. Organize meeting for Community Development office and board members from SWSVRA, a successful NA in Sierra Vista
2. Coordinate city agencies to handle needs and support for of NAs
3. Draft application form/NA by-laws
4. Post signs in public buildings/print brochures/post announcement on website to generate local interest



# APPENDICES

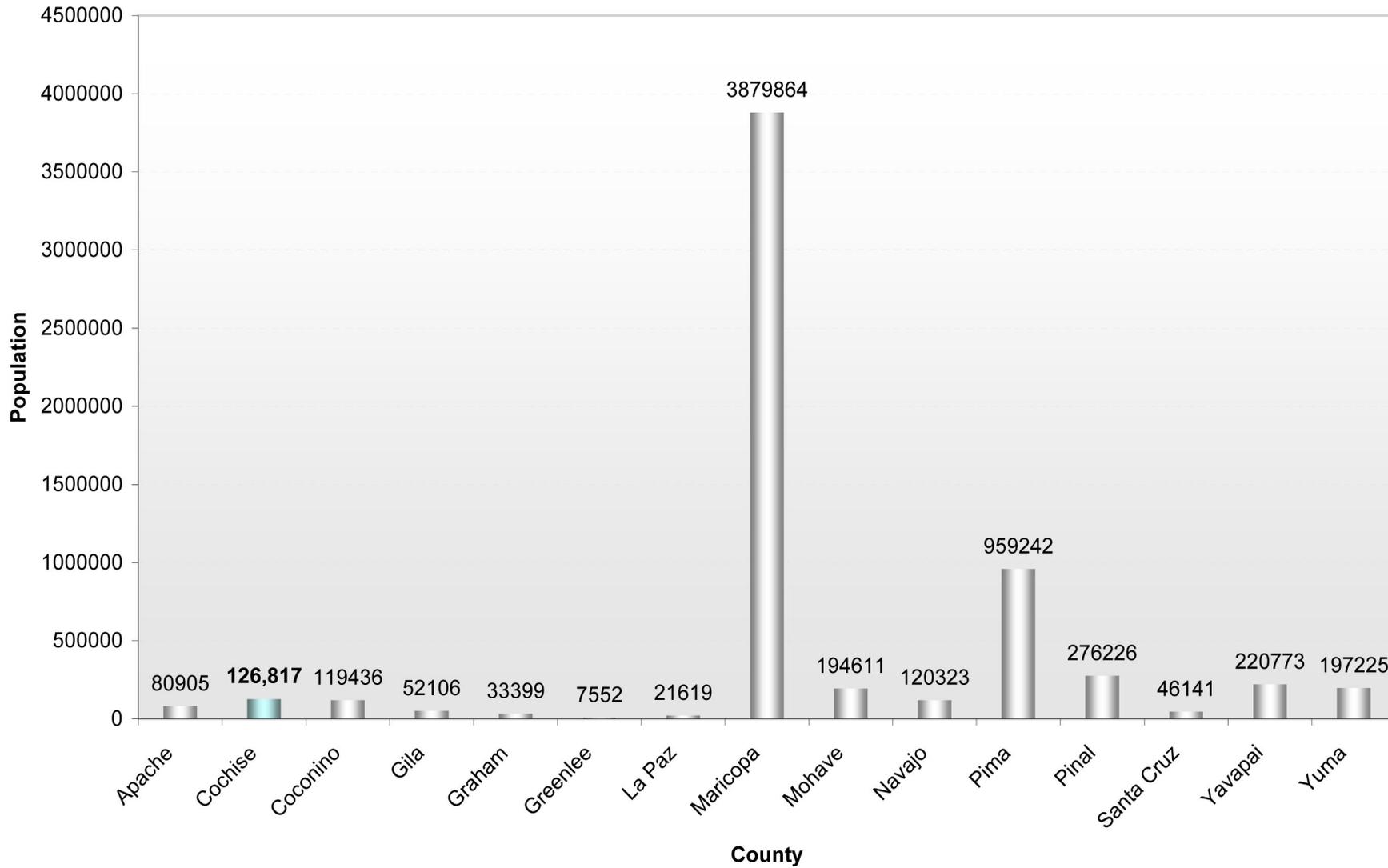
The appendices contain an assortment of materials not presented within the body of the text, but valuable in supplementing the document.

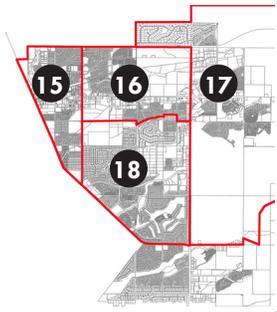
Additional 2000 U.S. Census data graphs correspond and expand upon those found in the statistical assessment. The community survey questionnaire is a copy of the survey in which community members took part as

originally posted on the City's website. The windshield survey photo essay contains a series of pictures highlighting conditions from each of the 18 areas of the detailed parcel survey. Finally, the glossary of terms is a list of affordable housing terminology as well as other less commonplace terms found in the document.

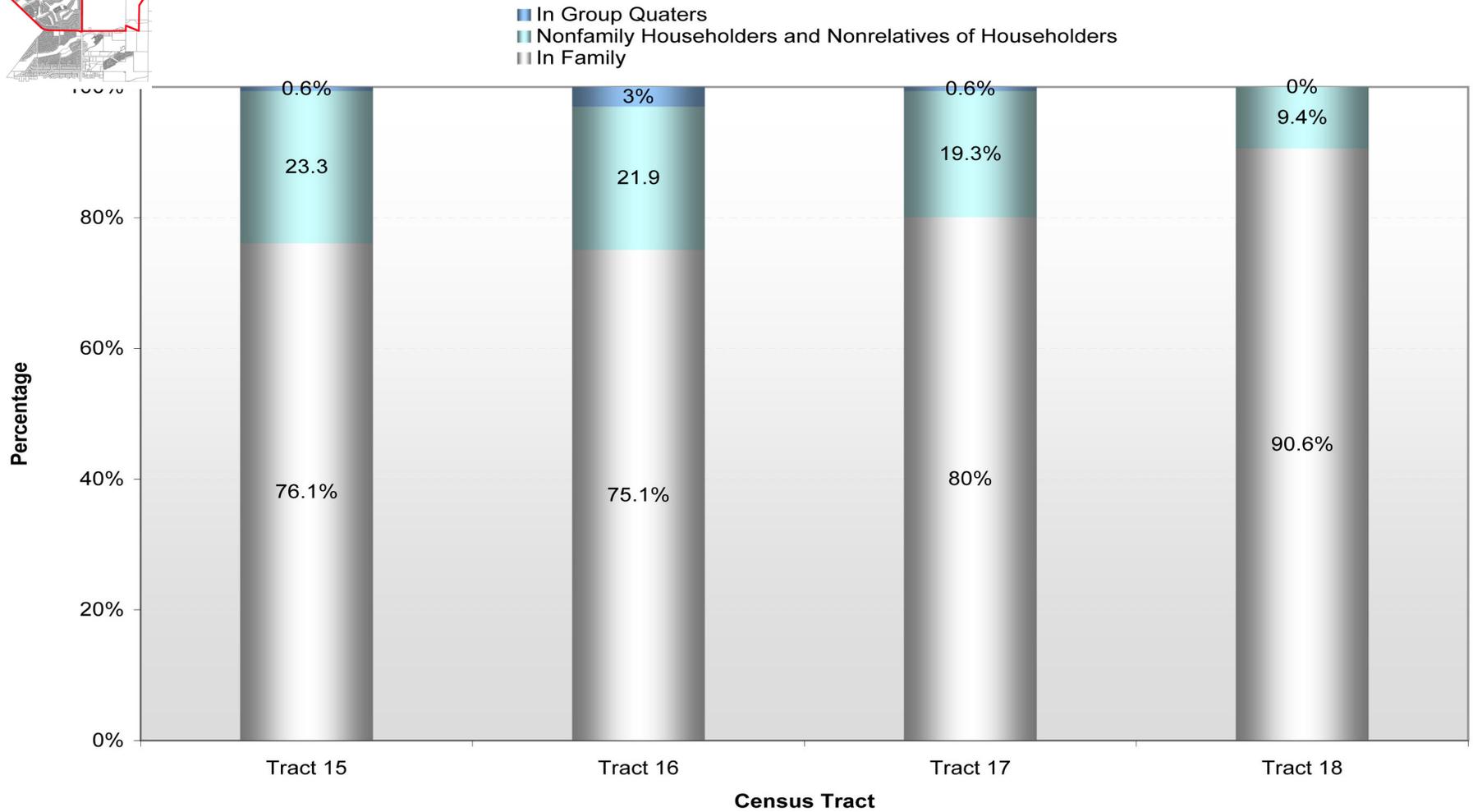
128	APPENDIX A	ADDITIONAL 2000 CENSUS DATA GRAPHS
143	APPENDIX B	COMMUNITY SURVEY QUESTIONNAIRE
147	APPENDIX C	COMMUNITY SURVEY QUESTIONNAIRE RESULTS
158	APPENDIX D	WINDSHIELD SURVEY PHOTO ESSAY
176	APPENDIX E	NEIGHBORHOOD ASSOCIATION INFORMATION
179	APPENDIX F	RAILROAD AVENUE HOUSING PROJECT
186	APPENDIX G	GLOSSARY OF HOUSING AND DEVELOPMENT TERMS

### 2007 County Population Estimates for the State of Arizona

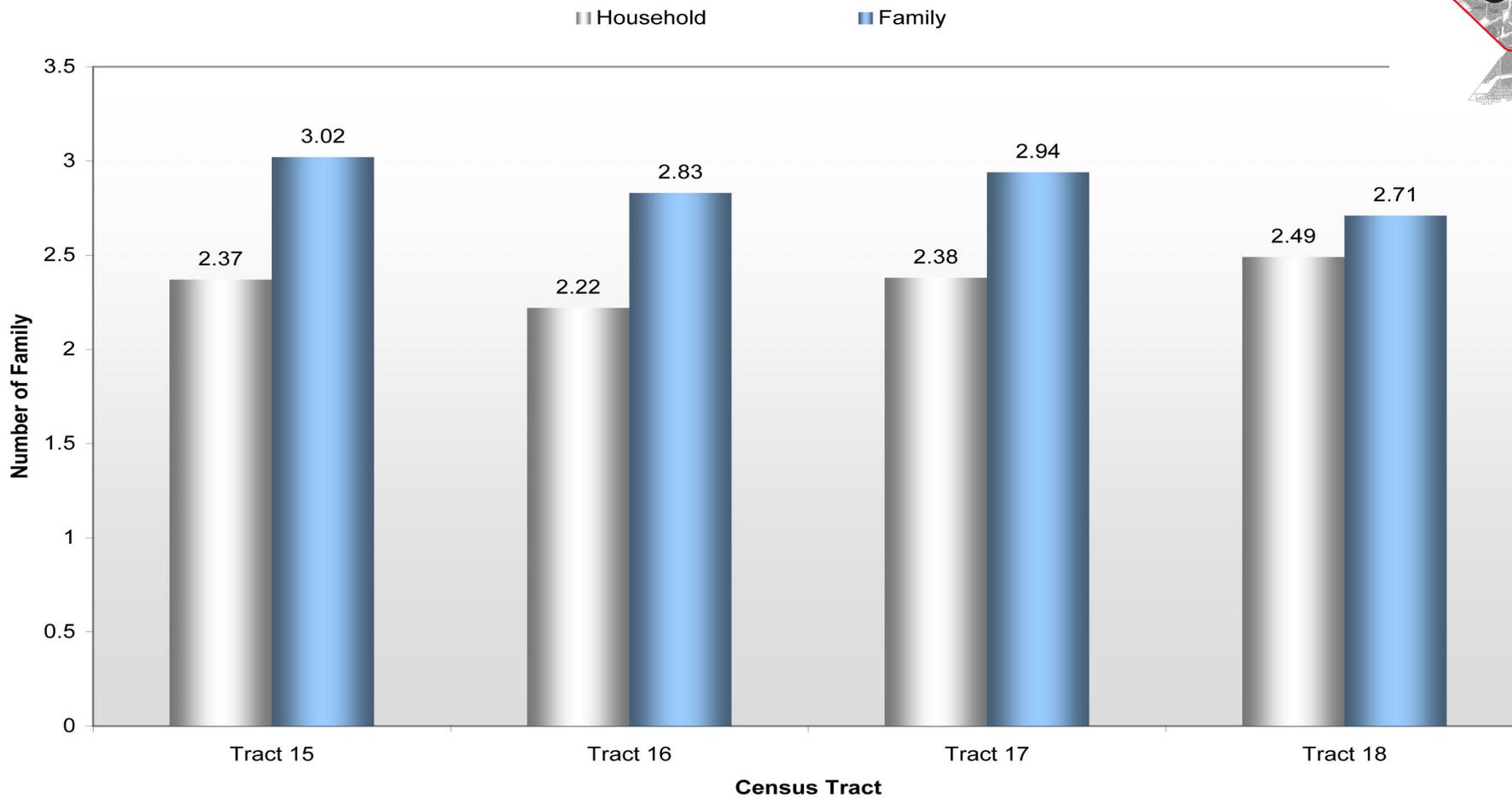
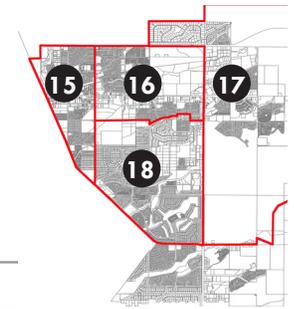


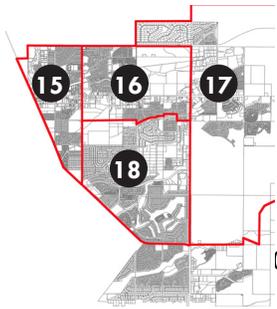


Percentage of Households Composed by Family, Non-family, and Group Quaters

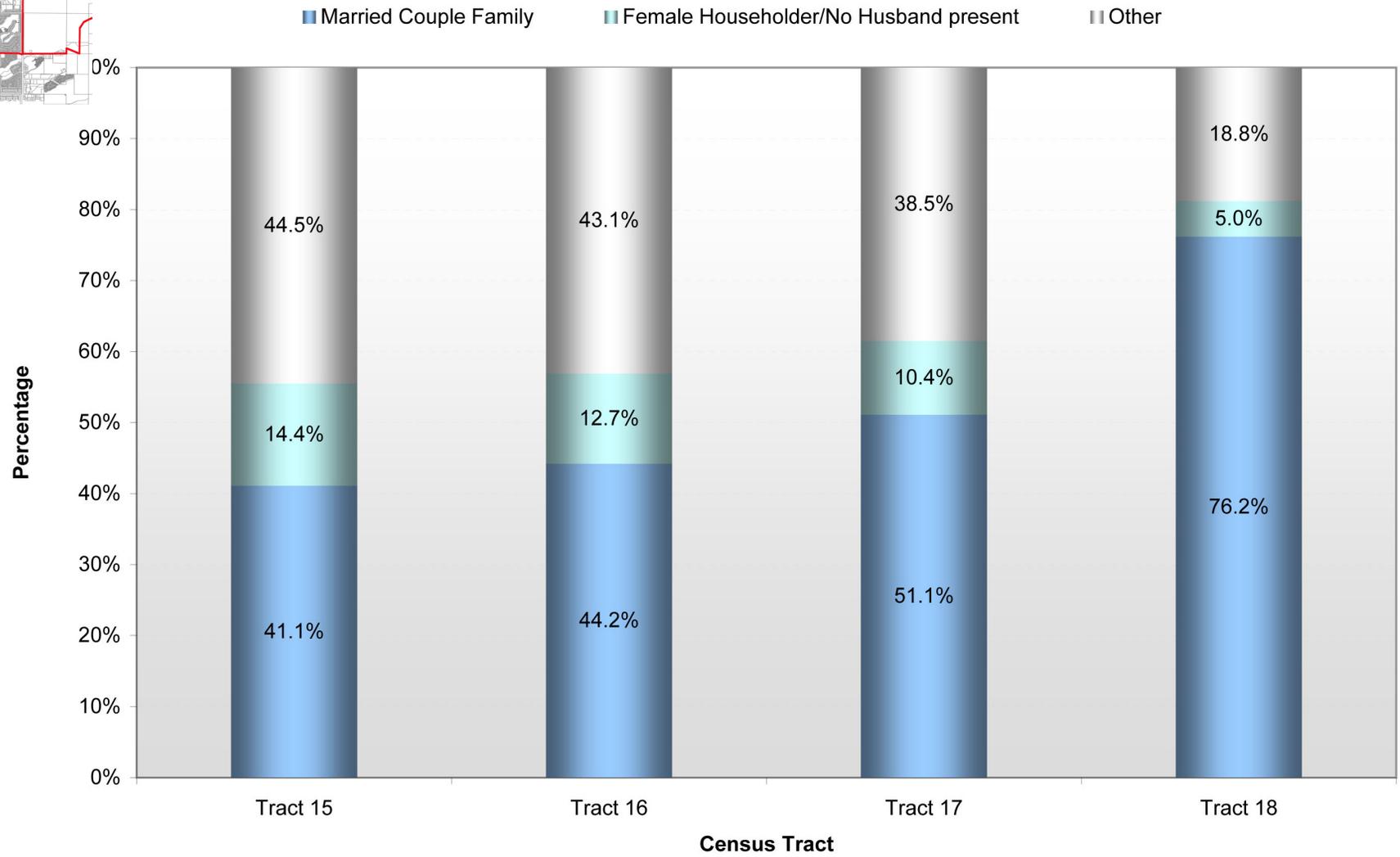


Population per Occupied Housing Unit to Average Family Size

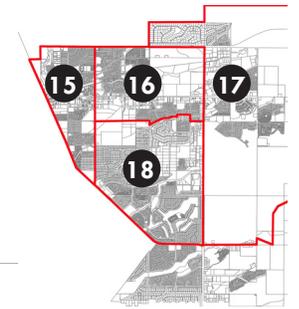




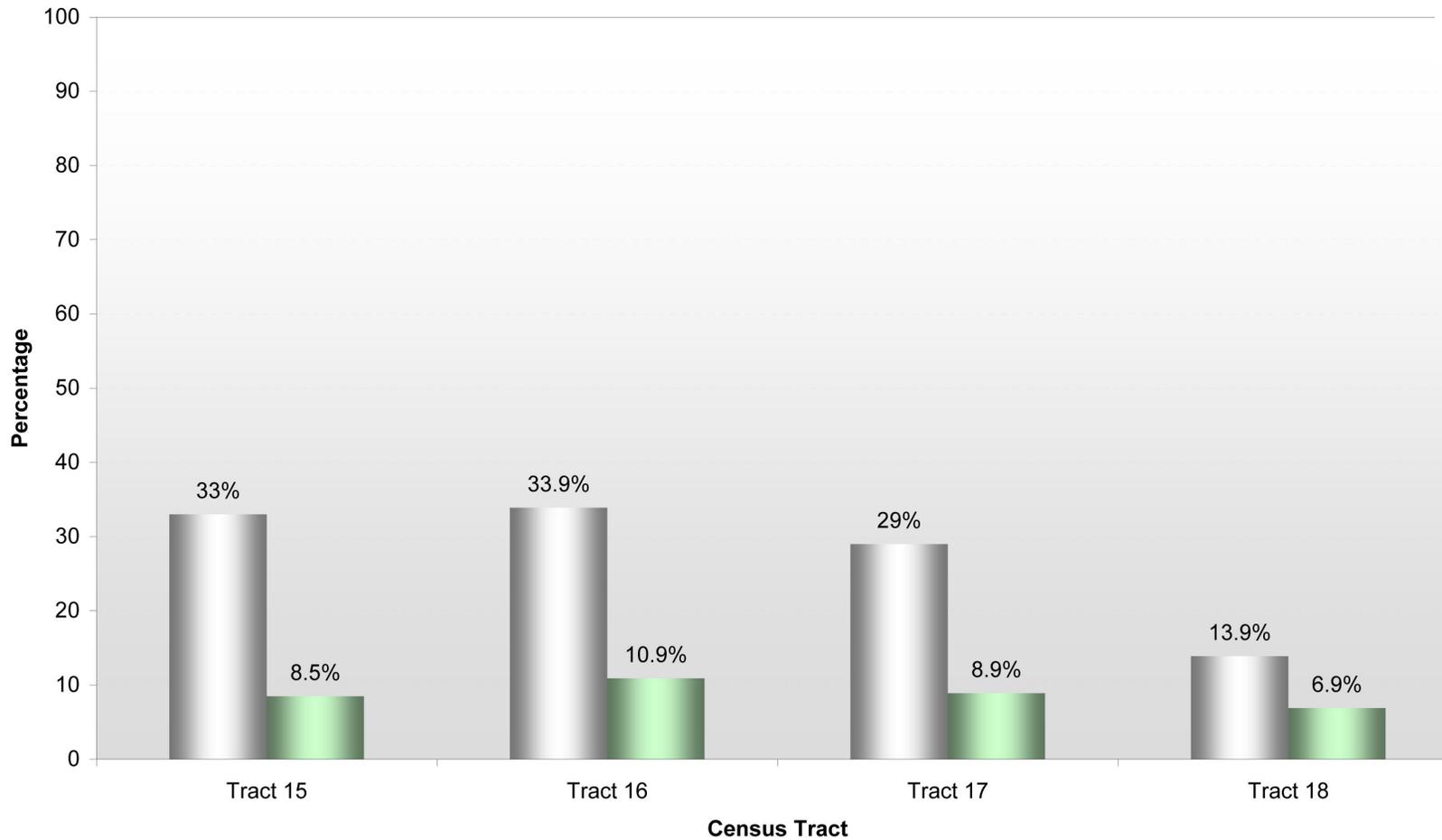
### Types of Family Households

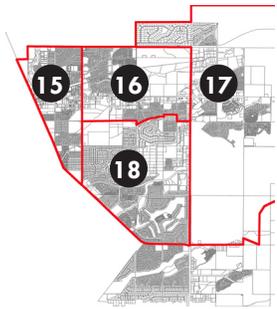


### Percentage of Non-family Households

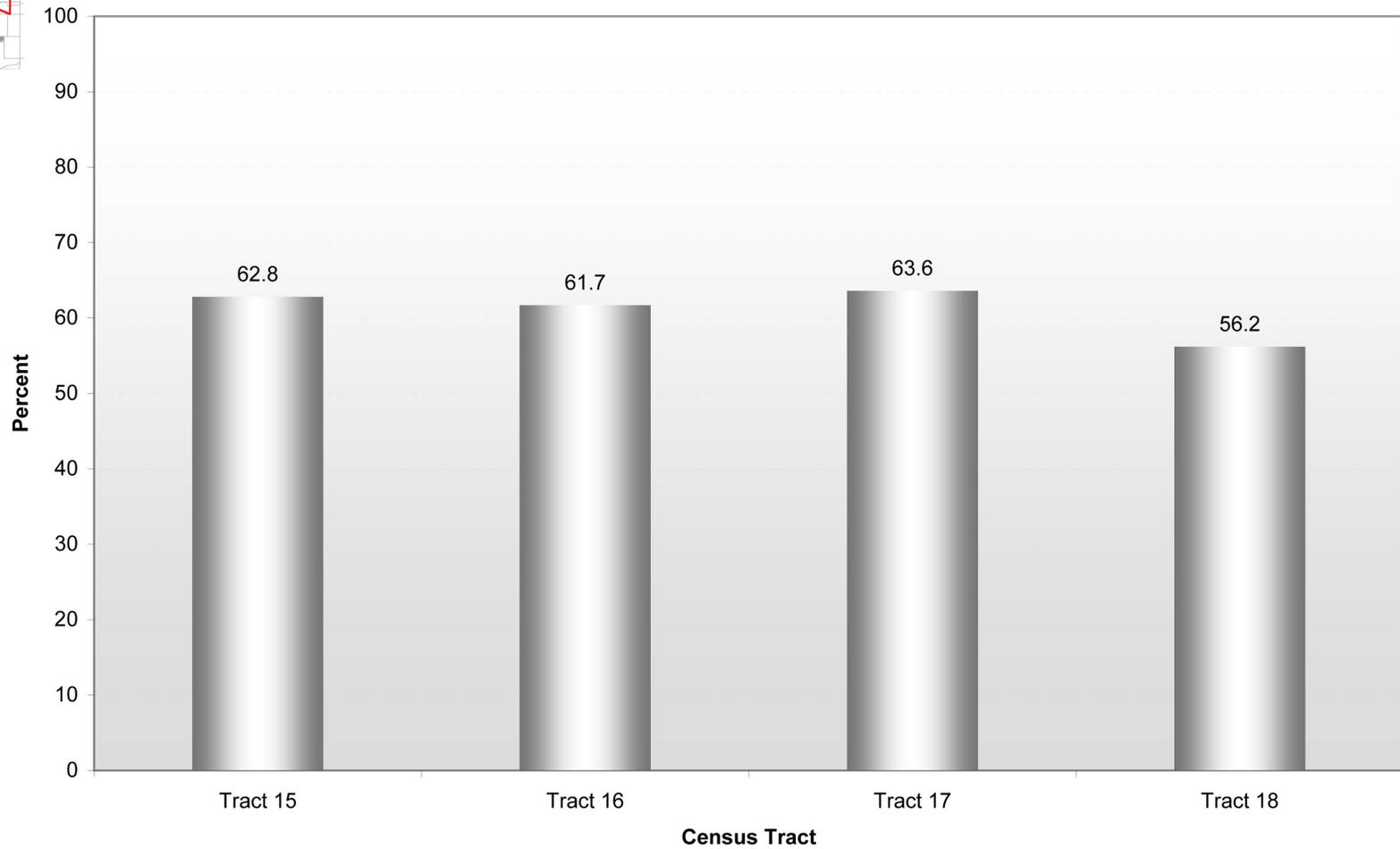


■ Single Resident Households   ■ Senior Citizen Single Resident Households

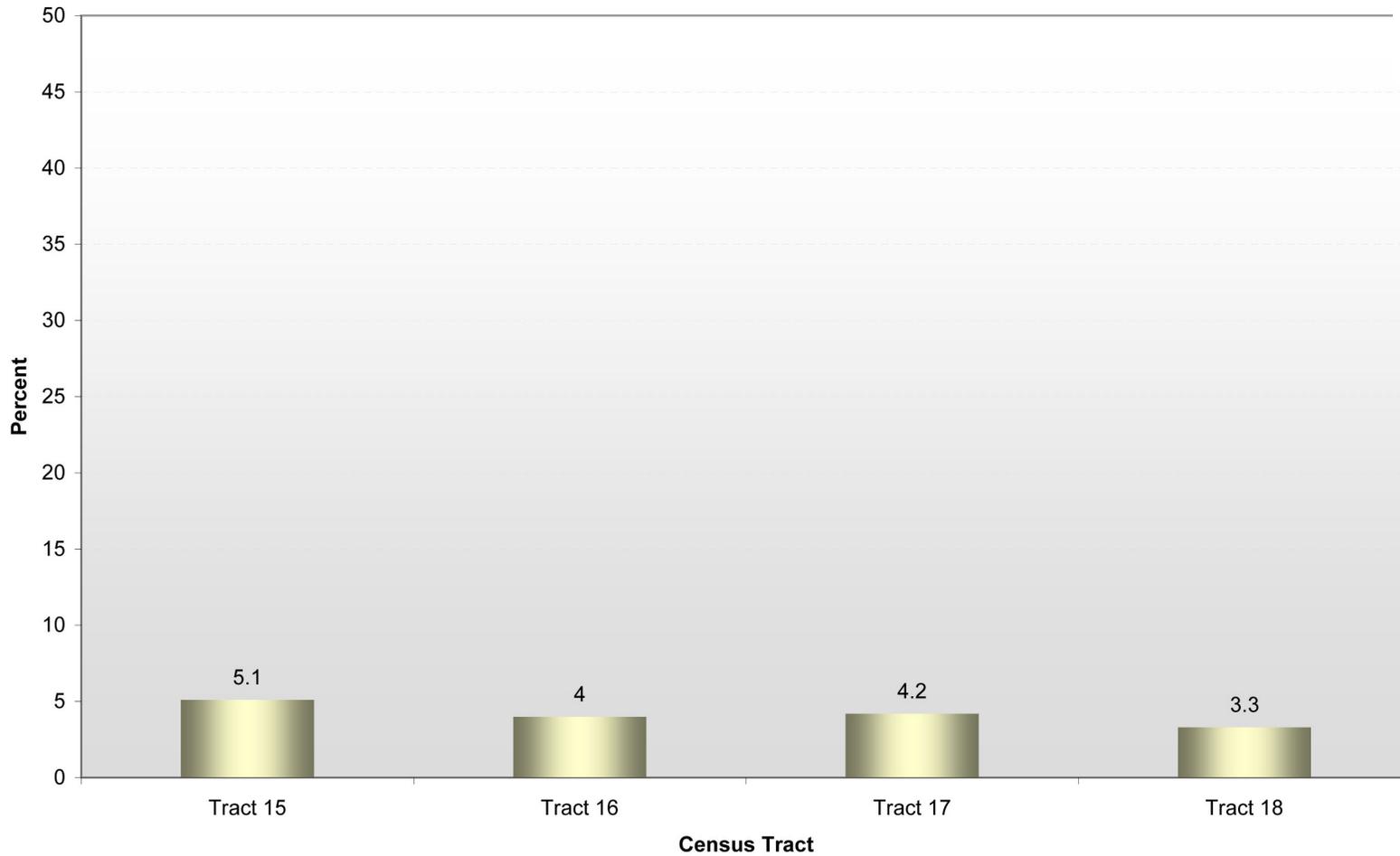
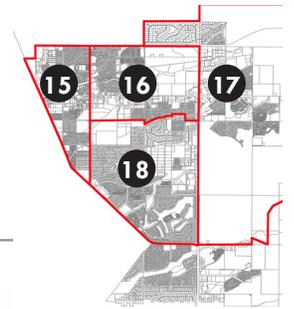




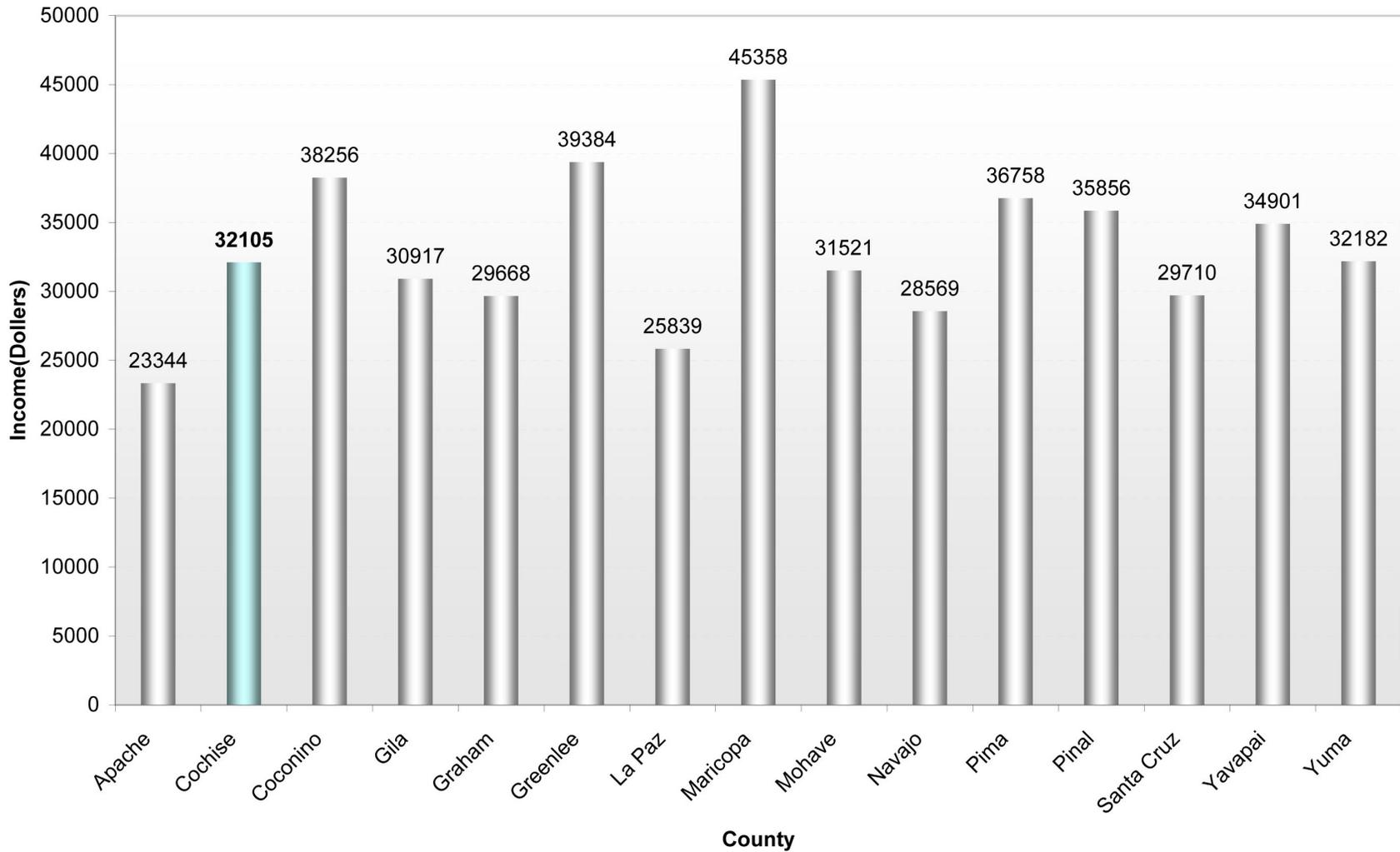
**Percentage of Population 16 Years-old and Above Present in Labor Force**



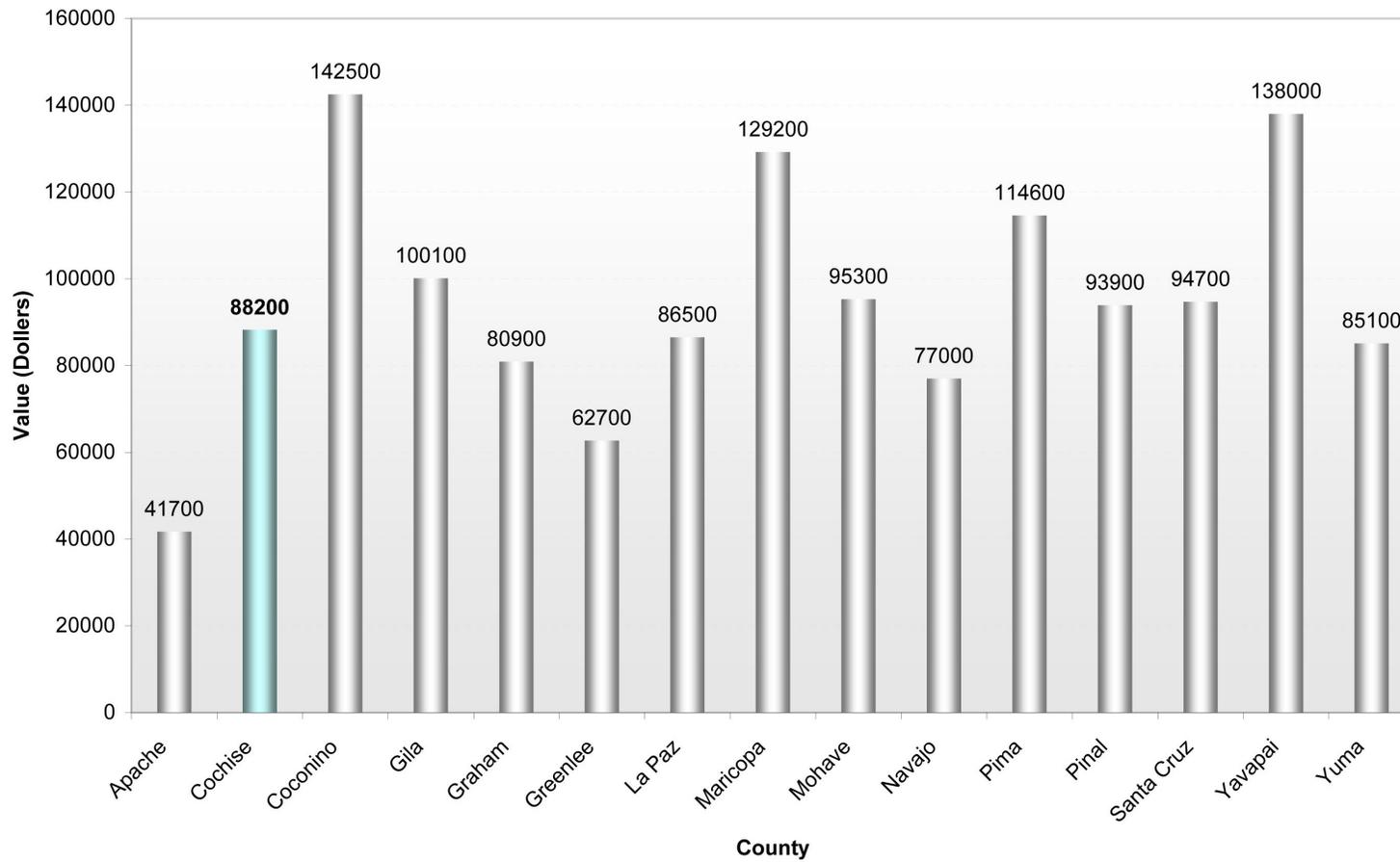
### Unemployment Rates



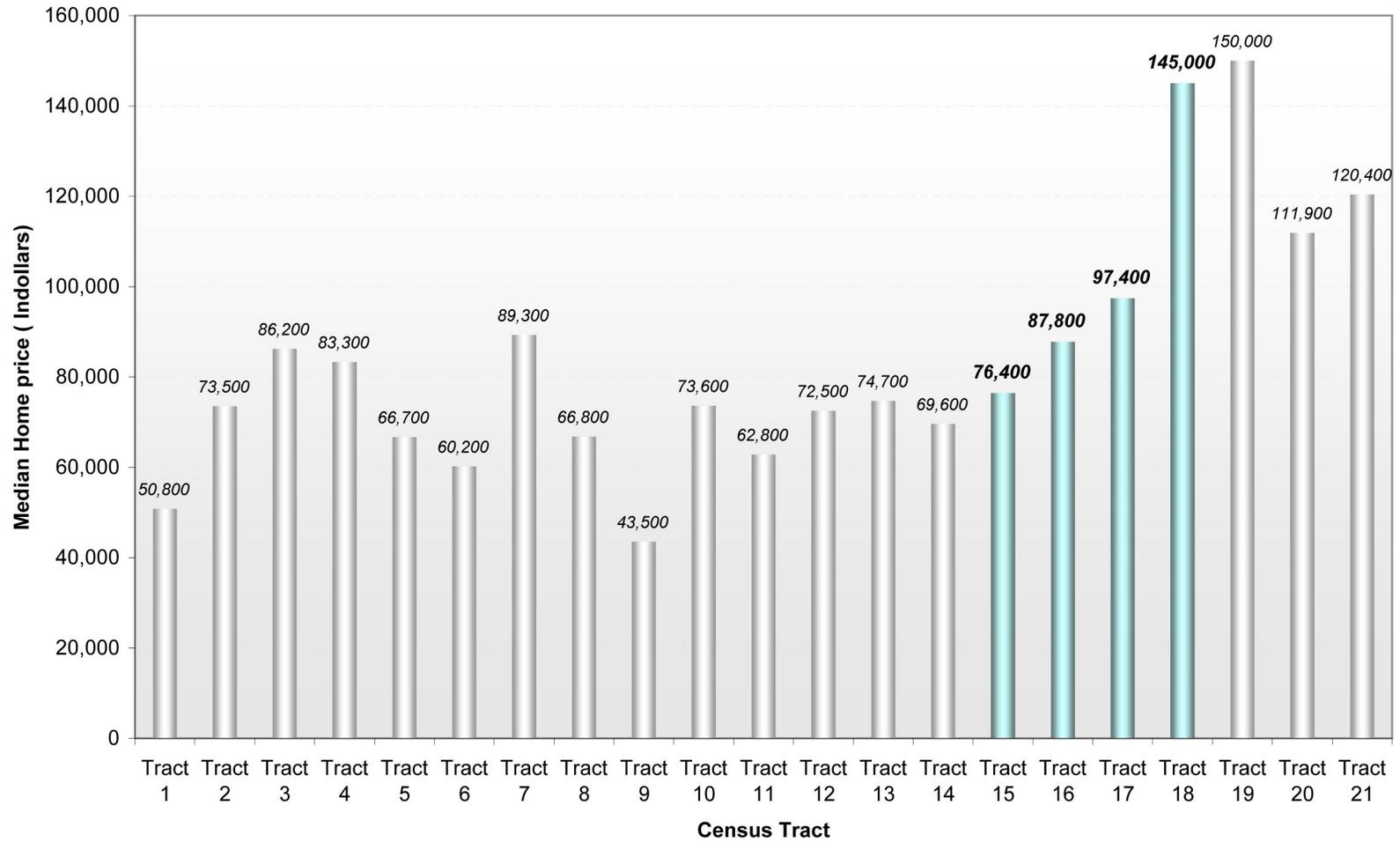
**Median Household Income by County for the State of Arizona**



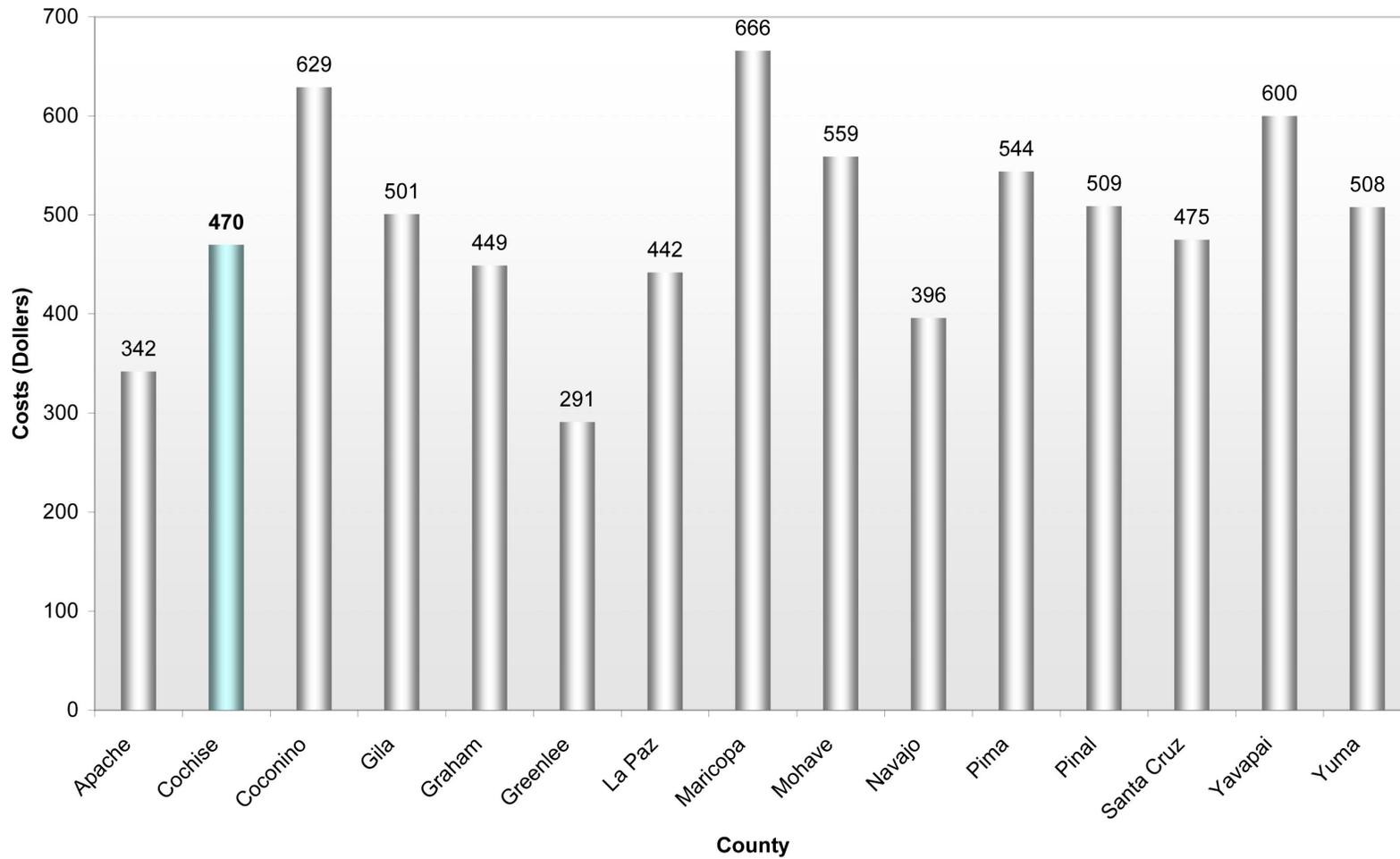
### Average Home Values by County for the State of Arizona



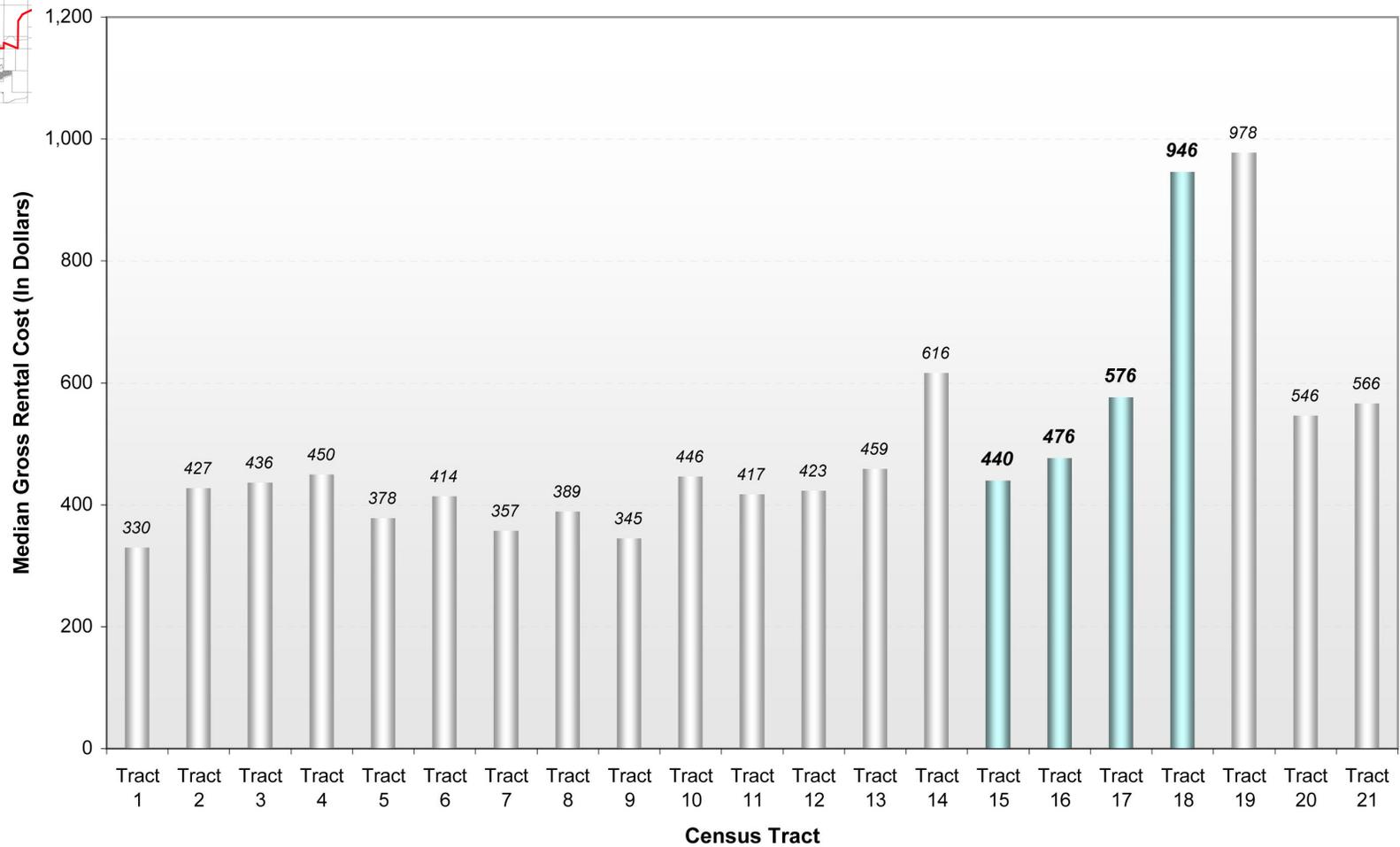
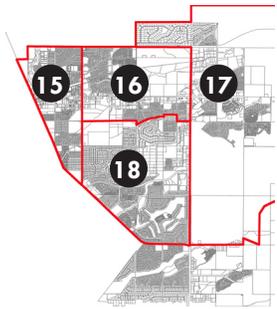
### Cochise County Median Home Value



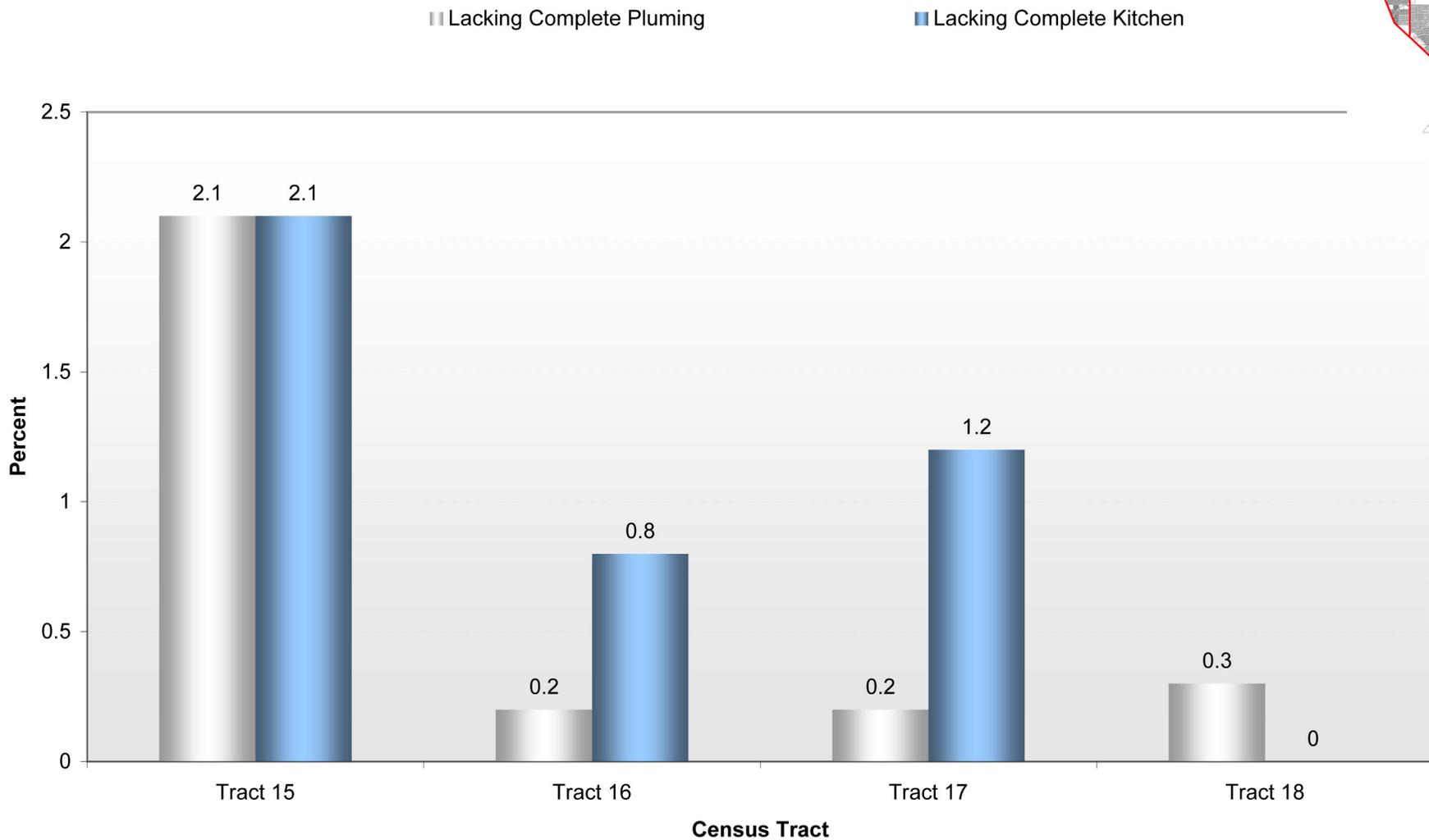
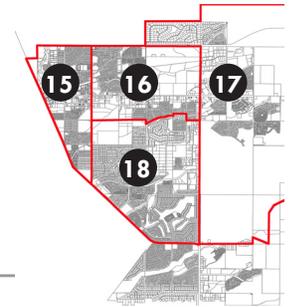
### Arizona Median Rental Costs



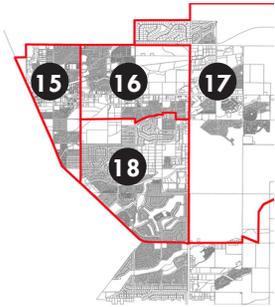
### Cochise County Median Rental Costs



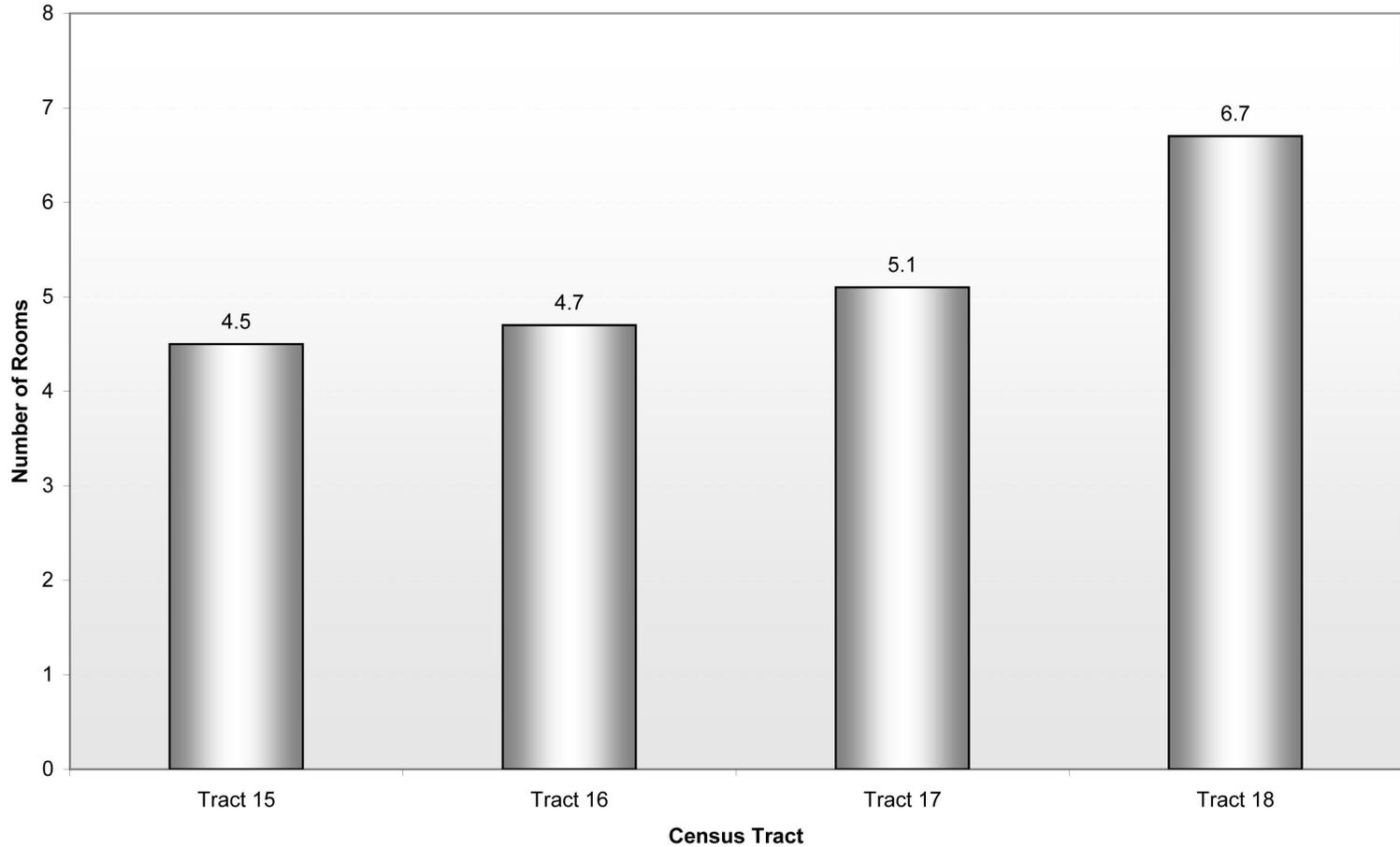
### Percentage of Housing Units Lacking Complete Facilities

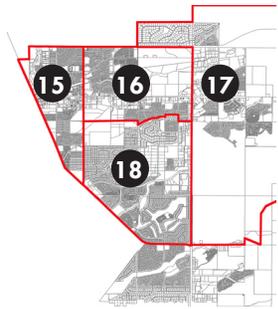


Assuming 2.1% of the 7,627 residents living within Tract 15 lack complete plumbing and/or complete kitchens an estimated 150+ residents are living without complete facilities.

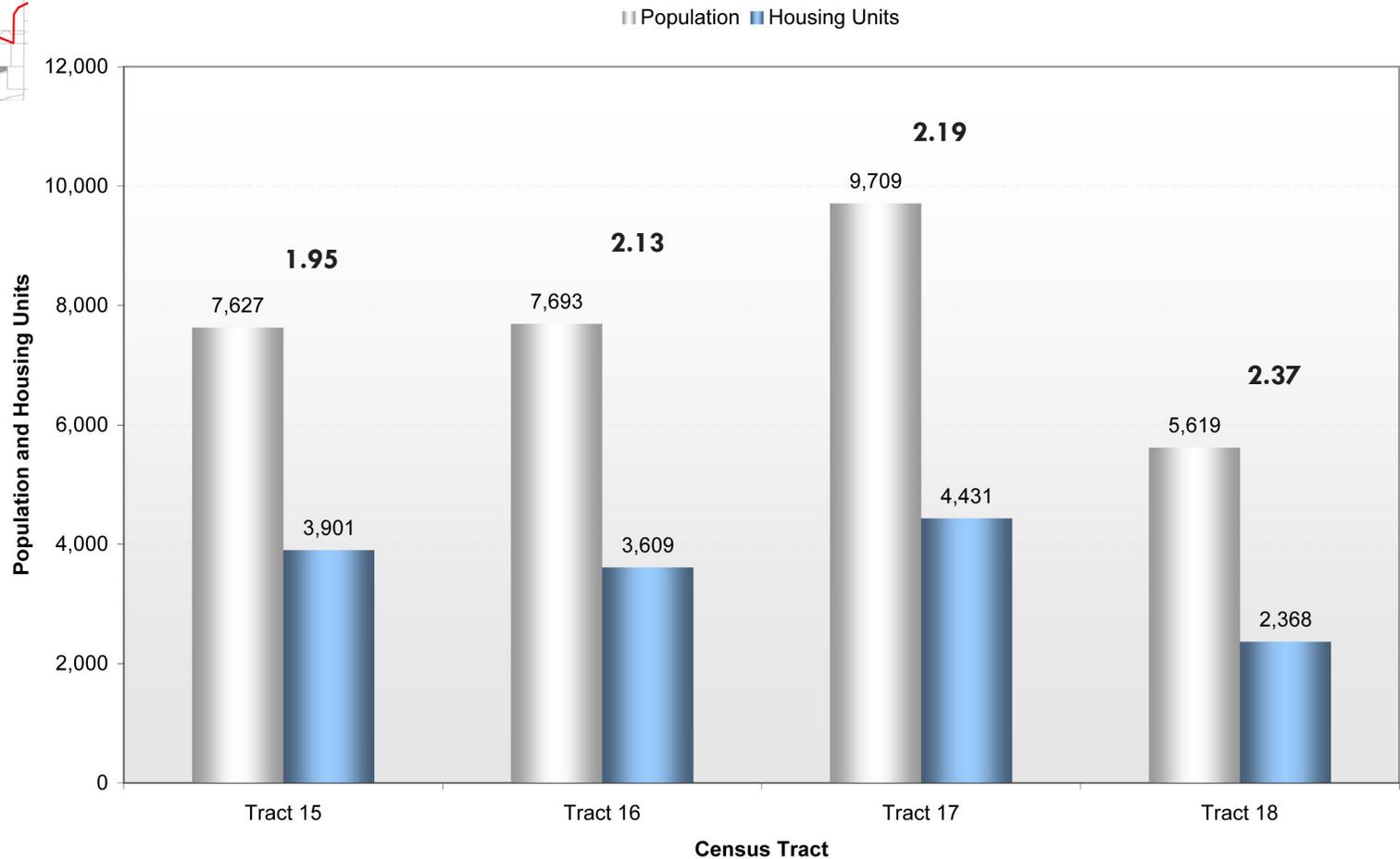


Average Number of Rooms per Unit





### Population & Housing Units



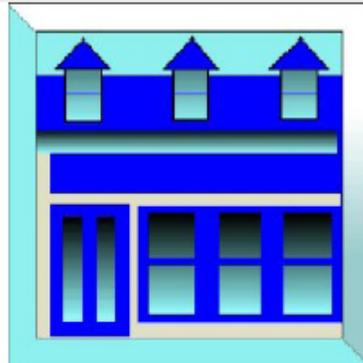
This graph shows the population in relation to the number of housing units. Tract 18 has the greatest population to unit ratio with 2.37 residents for every housing unit, while Tract 15 has the lowest population to unit ratio with 2.01 residents for every housing unit. The fact that Tract 15 has the least residents per unit can be misleading, because it also has the least rooms per unit (see graph on page 32), and the highest percentage of vacant units (see graph on page 26) making Tract 15 the least crowded of any of the tracts.

**The Drachman Institute Housing Survey**

The Drachman Institute, a research arm of the University of Arizona, is updating information from Sierra Vista area residents on the affordability of local housing. This information will be used in a report the Institute is completing for the City of Sierra Vista to help officials address future housing needs. Please take your time to help with this research project to benefit your own community. All responses are completely anonymous.

Please Begin Survey

Questions with \* are required.



Let's Begin. The survey should take between 3-5 minutes to complete.

1 How long have you lived in the Sierra Vista area?

- Under 1 year
- 1-2 years
- 3-6 years
- 6-10 years
- more than 10 years

2 How long have you lived at your current residence?

- Under 1 year
- 1-2 years
- 3-6 years
- 6-10 years
- more than 10 years

3 \* Do you currently rent or own?

- Rent
- Own

Now we need some information about where you are renting and what it costs. This will help us find out what people are paying to live in the Sierra Vista area. Your anonymous answers will be combined with other renters in the area and will be used to help plan for future community housing needs.



4 What kind of place do you rent?

- House
- Condo/Townhome
- Apartment
- Mobile/Manufactured Home
- Room within a Residence

5 How many bedrooms do you have?

- 1 bedroom
- 2 bedrooms
- 3 bedrooms
- 4 bedrooms
- 5 or more bedrooms

6 About how many square feet do you rent?

- Under 600 square feet
- Between 600 – 900 square feet
- Between 900 – 1200 square feet
- Between 1200 – 1500 square feet
- Between 1500 – 2000 square feet
- More than 2000 square feet

7 How much is your monthly rent payment?

- Under \$100 per month
- Between \$100 - \$199 per month
- Between \$200 - \$349 per month
- Between \$350 - \$499 per month
- Between \$500 - \$749 per month
- Between \$750 - \$999 per month
- Between \$1,000 - \$1,499 per month
- More than \$1,500 per month

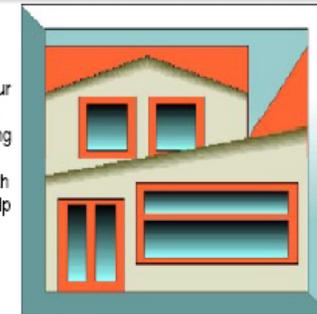
8 Which of the following utilities are included in your monthly rent? (check all that apply)

- Water
- Sewer
- Trash collection
- Electricity
- Gas
- None of the above

9 Of the utilities not included in your rent, about how much do you pay each month for water, sewer, trash collection, electricity, or gas?

- Under \$25 each month
- Between \$25 - \$50 each month
- Between \$50 - \$100 each month
- Between \$100 - \$150 each month
- Between \$150 - \$200 each month
- More than \$200 each month

Now we need some information about your home and what it costs each month. This will help us find out what people are paying to live in the Sierra Vista area. Your anonymous answers will be combined with other homeowners and will be used to help plan for future community housing needs.



4 What kind of home do you own?

- Site-built House
- Condo/Townhome
- Mobile/Manufactured Home

5 How many bedrooms do you have?

- 1 bedroom
- 2 bedrooms
- 3 bedrooms
- 4 bedrooms
- 5 or more bedrooms

6 About how many square feet is your home?

- Under 600 square feet
- Between 600 - 900 square feet
- Between 900 - 1200 square feet
- Between 1200 - 1500 square feet
- Between 1500 - 2000 square feet
- Between 2000 - 2500 square feet
- More than 2500 square feet

7 How much is your monthly mortgage payment including principal, interest, taxes and insurance?

- Under \$500 per month
- Between \$500 - \$749 per month
- Between \$750 - \$999 per month
- Between \$1,000 - \$1,299 per month
- Between \$1,300 - \$1,599 per month
- Between \$1,600 - \$1,999 per month
- Between \$2,000 - \$2,499 per month
- More than \$2,500 per month

8 About how much do you pay each month for water, sewer, trash collection, electricity, and gas?

- Under \$50 each month
- Between \$50 - \$100 each month
- Between \$100 - \$150 each month
- Between \$150 - \$200 each month
- Between \$200 - \$300 each month
- More than \$300 each month

10 Do you use the Vista Transit bus service?

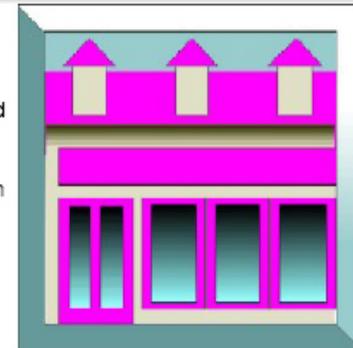
YES  NO



11 For what purpose(s) do you use the Vista Transit bus service? (check all that apply)

- Get to or from work
- Go shopping
- Go to medical or dental appointments
- Go to recreational programs or facilities
- Other, please specify

We're almost done. The last thing we need is some information about you and your household. Again, all answers are completely anonymous. This is important in measuring affordability of housing and to help address future housing needs.



12 How many people live at your residence?

- Just One
- 2-3 people
- 4-5 people
- 6-7 people
- 7-10 people
- more than 10 people

13 What are the ages of those who live at your residence? (please check all age ranges that apply)

- Under 5 years old
- 5-10 years old
- 10-15 years old
- 16-25 years old
- 26-35 years old
- 36-45 years old
- 46-55 years old
- 56-62 years old
- over 62 years old

14 How many income-earners live at your residence?

- 1 earner
- 2 earners
- 3 earners
- More than 3 earners

15 Do any income earners receive the Military's Basic Allowance for Housing (BAH)?

YES  NO

16 What is your total annual household income?

- Under \$15,000 per year
- \$15,000 - \$30,000 per year
- \$30,000 - \$50,000 per year
- \$50,000 - \$75,000 per year
- \$75,000 - \$100,000 per year
- \$100,000 - \$150,000 per year
- Over \$150,000 per year

17 What is your source of household income? (check all that apply)

- Wages from employment
- Retirement / Pension
- Social Security
- Unemployment
- Government welfare assistance
- Other, please specify

18 What is your zip code?

- 85602
- 85603
- 85613
- 85615
- 85616
- 85635
- 85638
- 85650
- Other, please specify

19 Finally, if you have any additional comments regarding overall housing availability and affordability in the Sierra Vista area, please feel free to share them.

Thank you for participating in this survey. The information will be shared with the City of Sierra Vista as part of the Drachman Institute housing assessment for the area.

Zoomerang Survey Results  
The Drachman Housing Survey

Cross Tab Report: by Zip Code  
Response Status: Completes | Parcels  
Filter: Zip Code  
Jun 23, 2008 9:37 AM PST

How long have you lived in the Sierra Vista area?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1199	3	12	63	117	50	658	3	277	16
<b>Under 1 year</b>	119	0	2	23	4	3	66	0	14	7
<b>1-2 years</b>	140	2	0	24	11	4	78	0	19	2
<b>3-6 years</b>	236	1	1	13	27	15	118	2	57	2
<b>6-10 years</b>	151	0	2	2	21	4	72	0	50	0
<b>more than 10 years</b>	553	0	7	1	54	24	324	1	137	5
How long have you lived at your current residence?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1199	3	12	63	117	50	658	3	276	17
		0.25%	1.00%	5.25%	9.76%	161.29%	54.88%	0.25%	23.02%	1.42%
<b>Under 1 year</b>	214	0	1	34	13	8	131	0	23	4
<b>1-2 years</b>	239	1	0	23	22	12	135	1	41	4
<b>3-6 years</b>	287	2	5	5	29	11	152	1	76	6
<b>6-10 years</b>	158	0	1	0	22	6	69	0	60	0
<b>more than 10 years</b>	301	0	5	1	31	13	171	1	76	3

# COMMUNITY SURVEY QUESTIONNAIRE RESULTS | APPENDIX C

Do you currently rent or own?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1205	3	12	63	118	50	659	3	277	20
<b>Rent</b>	328	0	3	58	13	8	205	0	32	9
<b>Own</b>	877	3	9	5	105	42	454	3	245	11
What kind of place do you rent?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	325	0	3	57	12	8	204	0	32	9
<b>House</b>	159	0	3	32	5	5	86	0	24	4
	48.90%	0.00%	100.00%	56.10%	41.70%	62.50%	42.20%	0.00%	75.00%	44.40%
<b>Condo/Townhome</b>	14	0	0	5	0	0	9	0	0	0
	4.30%	0.00%	0.00%	8.80%	0.00%	0.00%	4.40%	0.00%	0.00%	0.00%
<b>Apartment</b>	96	0	0	9	1	1	84	0	0	1
	29.50%	0.00%	0.00%	15.80%	8.30%	12.50%	41.20%	0.00%	0.00%	11.10%
<b>Mobile/Manufactured Home</b>	34	0	0	0	5	2	19	0	5	3
	10.50%	0.00%	0.00%	0.00%	41.70%	25.00%	9.30%	0.00%	15.60%	33.30%
<b>Room within a Residence</b>	22	0	0	11	1	0	6	0	3	1
	6.80%	0.00%	0.00%	19.30%	8.30%	0.00%	2.90%	0.00%	9.40%	11.10%
How many bedrooms do you have?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	326	0	3	57	13	8	204	0	32	9
<b>1 bedroom</b>	61	0	0	13	5	1	38	0	1	3
<b>2 bedrooms</b>	81	0	2	2	1	0	65	0	10	1
<b>3 bedrooms</b>	138	0	1	33	6	6	75	0	14	3
<b>4 bedrooms</b>	42	0	0	9	1	1	24	0	6	1
<b>5 or more bedrooms</b>	4	0	0	0	0	0	2	0	1	1

About how many square feet do you rent?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	321	0	3	56	13	7	201	0	32	9
<b>Under 600 square feet</b>	51	0	0	13	2	1	31	0	2	2
	15.90%	0.00%	0.00%	23.20%	15.40%	14.30%	15.40%	0.00%	6.30%	22.20%
<b>Between 600 – 900 square feet</b>	54	0	1	6	3	0	42	0	1	1
	16.80%	0.00%	33.30%	10.70%	23.10%	0.00%	20.90%	0.00%	3.10%	11.10%
<b>Between 900 – 1200 square feet</b>	64	0	2	7	0	1	50	0	3	1
	19.90%	0.00%	66.70%	12.50%	0.00%	14.30%	24.90%	0.00%	9.40%	11.10%
<b>Between 1200 – 1500 square feet</b>	72	0	0	18	4	3	41	0	6	0
	22.40%	0.00%	0.00%	32.10%	30.80%	42.90%	20.40%	0.00%	18.80%	0.00%
<b>Between 1500 – 2000 square feet</b>	59	0	0	10	4	1	29	0	12	3
	18.40%	0.00%	0.00%	17.90%	30.80%	14.30%	14.40%	0.00%	37.50%	33.30%
<b>More than 2000 square feet</b>	21	0	0	2	0	1	8	0	8	2
	6.50%	0.00%	0.00%	3.60%	0.00%	14.30%	4.00%	0.00%	25.00%	22.20%

How much is your monthly rent payment?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	323	0	3	55	13	8	203	0	32	9
<b>Less than \$100</b>	22	0	0	17	0	0	3	0	2	0
<b>Between \$10 -\$199</b>	2	0	0	0	0	0	2	0	0	0
<b>Between \$200-\$349</b>	14	0	0	0	2	1	10	0	0	1
<b>Between \$350-\$499</b>	24	0	0	0	1	1	20	0	1	1
<b>Between \$500-\$749</b>	78	0	3	3	3	3	56	0	7	3
<b>Between \$750-\$999</b>	88	0	0	13	4	2	64	0	5	0
<b>Between \$1,000-\$1,499</b>	88	0	0	22	3	1	44	0	15	3
<b>More than \$1,500</b>	7	0	0	0	0	0	4	0	2	1

# COMMUNITY SURVEY QUESTIONNAIRE RESULTS | APPENDIX C

Which of the following utilities are included in your monthly rent? (check all that apply)

	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
		322	0	3	56	12	8	202	0	32
<b>Water</b>	153	0	0	48	7	2	85	0	7	4
	47.50%	0.00%	0.00%	85.70%	58.30%	25.00%	42.10%	0.00%	21.90%	44.40%
<b>Sewer</b>	196	0	2	48	4	2	121	0	14	5
	60.90%	0.00%	66.70%	85.70%	33.30%	25.00%	59.90%	0.00%	43.80%	55.60%
<b>Trash collection</b>	222	0	2	48	4	2	143	0	20	3
	68.90%	0.00%	66.70%	85.70%	33.30%	25.00%	70.80%	0.00%	62.50%	33.30%
<b>Electricity</b>	80	0	0	47	2	0	25	0	4	2
	24.80%	0.00%	0.00%	83.90%	16.70%	0.00%	12.40%	0.00%	12.50%	22.20%
<b>Gas</b>	78	0	0	43	2	0	28	0	4	1
	24.20%	0.00%	0.00%	76.80%	16.70%	0.00%	13.90%	0.00%	12.50%	11.10%
<b>None of the above</b>	75	0	1	5	5	6	44	0	10	4
	23.30%	0.00%	33.30%	8.90%	41.70%	75.00%	21.80%	0.00%	31.30%	44.40%

Of the utilities not included in your rent, about how much do you pay each month for water, sewer, trash collection, electricity, or gas?

	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
		300	0	3	46	11	7	193	0	31
<b>Under \$25 each month</b>	46	0	0	35	0	0	8	0	2	1
	15.30%	0.00%	0.00%	76.10%	0.00%	0.00%	4.10%	0.00%	6.50%	11.10%
<b>Between \$25 - \$50 each month</b>	13	0	1	1	0	0	9	0	1	1
	4.30%	0.00%	33.30%	2.20%	0.00%	0.00%	4.70%	0.00%	3.20%	11.10%
<b>Between \$50 - \$100 each month</b>	54	0	0	2	2	1	43	0	4	2
	18.00%	0.00%	0.00%	4.30%	18.20%	14.30%	22.30%	0.00%	12.90%	22.20%
<b>Between \$100 - \$150 each month</b>	61	0	1	3	1	4	44	0	6	2
	20.30%	0.00%	33.30%	6.50%	9.10%	57.10%	22.80%	0.00%	19.40%	22.20%
<b>Between \$150 - \$200 each month</b>	58	0	1	2	3	2	44	0	5	1
	19.30%	0.00%	33.30%	4.30%	27.30%	28.60%	22.80%	0.00%	16.10%	11.10%
<b>More than \$200 each month</b>	68	0	0	3	5	0	45	0	13	2
	22.70%	0.00%	0.00%	6.50%	45.50%	0.00%	23.30%	0.00%	41.90%	22.20%

What kind of home do you own?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	873	3	9	5	105	41	452	3	245	10
<b>Site-built House</b>	746	1	8	3	68	24	420	0	214	8
	85.50%	33.30%	88.90%	60.00%	64.80%	58.50%	92.90%	0.00%	87.30%	80.00%
<b>Condo/Townhome</b>	21	0	0	2	0	0	18	0	1	0
	2.40%	0.00%	0.00%	40.00%	0.00%	0.00%	4.00%	0.00%	0.40%	0.00%
<b>Mobile/Manufactured Home</b>	106	2	1	0	37	17	14	3	30	2
	12.10%	66.70%	11.10%	0.00%	35.20%	41.50%	3.10%	100.00%	12.20%	20.00%
How many bedrooms do you have?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	874	3	9	5	105	42	453	3	244	10
<b>1 bedroom</b>	5	0	1	2	0	1	1	0	0	0
	0.60%	0.00%	11.10%	40.00%	0.00%	2.40%	0.20%	0.00%	0.00%	0.00%
<b>2 bedrooms</b>	80	0	2	0	10	8	29	0	28	3
	9.20%	0.00%	22.20%	0.00%	9.50%	19.00%	6.40%	0.00%	11.50%	30.00%
<b>3 bedrooms</b>	502	1	5	3	61	26	285	2	114	5
	57.40%	33.30%	55.60%	60.00%	58.10%	61.90%	62.90%	66.70%	46.70%	50.00%
<b>4 bedrooms</b>	249	1	1	0	29	6	121	0	89	2
	28.50%	33.30%	11.10%	0.00%	27.60%	14.30%	26.70%	0.00%	36.50%	20.00%
<b>5 or more bedrooms</b>	38	1	0	0	5	1	17	1	13	0
	4.30%	33.30%	0.00%	0.00%	4.80%	2.40%	3.80%	33.30%	5.30%	0.00%

# COMMUNITY SURVEY QUESTIONNAIRE RESULTS | APPENDIX C

About how many square feet is your home?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	870	3	9	5	104	42	450	3	244	10
<b>Under 600 square feet</b>	4 0.50%	0 0.00%	0 0.00%	2 40.00%	0 0.00%	1 2.40%	1 0.20%	0 0.00%	0 0.00%	0 0.00%
<b>Between 600 – 900 square feet</b>	13 1.50%	0 0.00%	1 11.10%	0 0.00%	1 1.00%	3 7.10%	3 0.70%	0 0.00%	3 1.20%	2 20.00%
<b>Between 900 – 1200 square feet</b>	54 6.20%	0 0.00%	2 22.20%	0 0.00%	9 8.70%	5 11.90%	27 6.00%	1 33.30%	9 3.70%	1 10.00%
<b>Between 1200 – 1500 square feet</b>	158 18.20%	1 33.30%	1 11.10%	1 20.00%	17 16.30%	13 31.00%	104 23.10%	1 33.30%	19 7.80%	1 10.00%
<b>Between 1500 – 2000 square feet</b>	301 34.60%	0 0.00%	3 33.30%	1 20.00%	21 20.20%	11 26.20%	167 37.10%	1 33.30%	94 38.50%	3 30.00%
<b>Between 2000 - 2500 square feet</b>	219 25.20%	1 33.30%	1 11.10%	1 20.00%	30 28.80%	6 14.30%	101 22.40%	0 0.00%	77 31.60%	2 20.00%
<b>More than 2500 square feet</b>	121 13.90%	1 33.30%	1 11.10%	0 0.00%	26 25.00%	3 7.10%	47 10.40%	0 0.00%	42 17.20%	1 10.00%
How much is your monthly mortgage payment including principal, interest, taxes and insurance?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	810	3	9	5	96	40	414	3	230	10
<b>Under \$500</b>	156	0	4	3	24	11	66	1	45	2
<b>Between \$500 - \$749</b>	111	0	3	0	24	8	58	1	15	2
<b>Between \$750 - \$999</b>	139	1	2	1	10	1	90	1	32	1
<b>Between \$1,000 - \$1,299</b>	143	0	0	0	10	11	81	0	39	2
<b>Between \$1,300 - \$1,599</b>	113	1	0	1	5	4	61	0	41	0
<b>Between \$1,600 - \$1,999</b>	87	0	0	0	11	4	36	0	34	2
<b>Between \$2,000 - \$2,499</b>	38	0	0	0	6	1	15	0	16	0
<b>More than \$2,500</b>	23	1	0	0	6	0	7	0	8	1

About how much do you pay each month for water, sewer, trash collection, electricity, and gas?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	861	3	9	5	104	42	442	3	243	10
<b>Under \$50 each month</b>	25 2.90%	0 0.00%	0 0.00%	3 60.00%	3 2.90%	2 4.80%	13 2.90%	0 0.00%	3 1.20%	1 10.00%
<b>Between \$50 - \$100 each month</b>	74 8.60%	1 33.30%	2 22.20%	0 0.00%	7 6.70%	6 14.30%	38 8.60%	0 0.00%	19 7.80%	1 10.00%
<b>Between \$100 - \$150 each month</b>	146 17.00%	1 33.30%	1 11.10%	1 20.00%	21 20.20%	9 21.40%	76 17.20%	1 33.30%	32 13.20%	4 40.00%
<b>Between \$150 - \$200 each month</b>	236 27.40%	1 33.30%	3 33.30%	1 20.00%	27 26.00%	15 35.70%	113 25.60%	2 66.70%	72 29.60%	2 20.00%
<b>Between \$200 - \$300 each month</b>	268 31.10%	0 0.00%	4 44.40%	0 0.00%	29 27.90%	8 19.00%	148 33.50%	0 0.00%	79 32.50%	0 0.00%
<b>More than \$300 each month</b>	123 14.30%	0 0.00%	0 0.00%	0 0.00%	19 18.30%	2 4.80%	58 13.10%	0 0.00%	42 17.30%	2 20.00%
Do you use the Vista Transit bus service?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1200	3	12	63	117	50	658	3	275	19
<b>Yes</b>	51 4.30%	0 0.00%	0 0.00%	1 1.60%	0 0.00%	2 4.00%	44 6.70%	0 0.00%	2 0.70%	2 10.50%
<b>No</b>	1149 95.80%	3 100.00%	12 100.00%	62 98.40%	117 100.00%	48 96.00%	614 93.30%	3 100.00%	273 99.30%	17 89.50%

# COMMUNITY SURVEY QUESTIONNAIRE RESULTS | APPENDIX C

For what purpose(s) do you use the Vista Transit bus service? (check all that apply)										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	48	0	0	1	1	2	39	0	2	3
<b>Get to or from work</b>	12 25.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	12 30.80%	0 0.00%	0 0.00%	0 0.00%
<b>Go shopping</b>	26 54.20%	0 0.00%	0 0.00%	1 100.00%	0 0.00%	0 0.00%	25 64.10%	0 0.00%	0 0.00%	0 0.00%
<b>Go to medical or dental appointments</b>	15 31.30%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	14 35.90%	0 0.00%	1 50.00%	0 0.00%
<b>Go to recreational programs or facilities</b>	18 37.50%	0 0.00%	0 0.00%	1 100.00%	0 0.00%	1 50.00%	16 41.00%	0 0.00%	0 0.00%	0 0.00%
<b>Other, please specify</b>	10 20.80%	0 0.00%	0 0.00%	0 0.00%	1 100.00%	1 50.00%	4 10.30%	0 0.00%	1 50.00%	3 100.00%
How many people live at your residence?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1200	3	12	63	118	50	656	3	276	19
<b>Just One</b>	175	0	3	11	15	5	104	2	27	8
<b>2-3 people</b>	733	2	6	22	79	34	392	1	190	7
<b>4-5 people</b>	245	1	3	23	18	11	137	0	50	2
<b>6-7 people</b>	35	0	0	2	6	0	18	0	9	0
<b>7-10 people</b>	2	0	0	0	0	0	1	0	0	1
<b>more than 10 people</b>	10	0	0	5	0	0	4	0	0	1

## APPENDIX C | COMMUNITY SURVEY QUESTIONNAIRE RESULTS

What are the ages of those who live at your residence? (please check all age ranges that apply)										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1191	3	11	60	118	50	652	3	275	19
<b>Under 5 years old</b>	167 14.00%	0 0.00%	2 18.20%	21 35.00%	13 11.00%	6 12.00%	106 16.30%	0 0.00%	19 6.90%	0 0.00%
<b>5-10 years old</b>	139 11.70%	1 33.30%	2 18.20%	12 20.00%	12 10.20%	6 12.00%	80 12.30%	0 0.00%	25 9.10%	1 5.30%
<b>10-15 years old</b>	176 14.80%	1 33.30%	2 18.20%	11 18.30%	14 11.90%	6 12.00%	99 15.20%	0 0.00%	41 14.90%	2 10.50%
<b>16-25 years old</b>	270 22.70%	0 0.00%	2 18.20%	31 51.70%	18 15.30%	11 22.00%	158 24.20%	0 0.00%	47 17.10%	3 15.80%
<b>26-35 years old</b>	235 19.70%	0 0.00%	2 18.20%	28 46.70%	19 16.10%	10 20.00%	144 22.10%	0 0.00%	28 10.20%	4 21.10%
<b>36-45 years old</b>	299 25.10%	1 33.30%	3 27.30%	14 23.30%	22 18.60%	10 20.00%	181 27.80%	2 66.70%	60 21.80%	6 31.60%
<b>46-55 years old</b>	357 30.00%	1 33.30%	4 36.40%	3 5.00%	33 28.00%	18 36.00%	187 28.70%	0 0.00%	106 38.50%	5 26.30%
<b>56-62 years old</b>	229 19.20%	0 0.00%	3 27.30%	1 1.70%	40 33.90%	17 34.00%	91 14.00%	0 0.00%	73 26.50%	4 21.10%
<b>over 62 years old</b>	297 24.90%	1 33.30%	3 27.30%	0 0.00%	35 29.70%	5 10.00%	155 23.80%	1 33.30%	94 34.20%	3 15.80%
How many income-earners live at your residence?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1167	3	12	58	117	48	642	3	266	18
<b>1 earner</b>	491 42.10%	1 33.30%	4 33.30%	31 53.40%	44 37.60%	15 31.30%	294 45.80%	2 66.70%	90 33.80%	10 55.60%
<b>2 earners</b>	624 53.50%	2 66.70%	7 58.30%	22 37.90%	68 58.10%	30 62.50%	321 50.00%	1 33.30%	167 62.80%	6 33.30%
<b>3 earners</b>	33 2.80%	0 0.00%	1 8.30%	1 1.70%	4 3.40%	2 4.20%	19 3.00%	0 0.00%	6 2.30%	0 0.00%
<b>More than 3 earners</b>	19 1.60%	0 0.00%	0 0.00%	4 6.90%	1 0.90%	1 2.10%	8 1.20%	0 0.00%	3 1.10%	2 11.10%

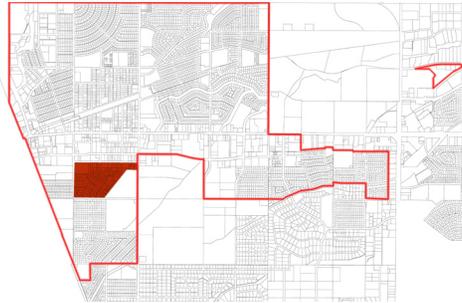
COMMUNITY SURVEY QUESTIONNAIRE RESULTS | APPENDIX C

Do any income earners receive the Military's Basic Allowance for Housing (BAH)?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1174	3	12	62	115	49	643	3	268	19
<b>Yes</b>	185	0	0	36	9	2	102	0	30	6
	15.80%	0.00%	0.00%	58.10%	7.80%	4.10%	15.90%	0.00%	11.20%	31.60%
<b>No</b>	989	3	12	26	106	47	541	3	238	13
	84.20%	100.00%	100.00%	41.90%	92.20%	95.90%	84.10%	100.00%	88.80%	68.40%
What is your total annual household income?										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1143	3	10	61	112	45	628	3	262	19
<b>Under \$15,000</b>	49	0	0	1	7	3	37	0	1	0
<b>\$15,000 - \$30,000</b>	139	0	3	26	13	4	75	1	16	1
<b>\$30,000 - \$50,000</b>	209	1	2	19	24	7	113	1	39	3
<b>\$50,000 - \$75,000</b>	249	1	1	6	15	13	164	0	42	7
<b>\$75,000 - \$100,000</b>	238	0	2	5	25	7	128	1	66	4
<b>\$100,000 - \$150,000</b>	188	0	2	4	19	10	84	0	68	1
<b>Over \$150,000</b>	71	1	0	0	9	1	27	0	30	3

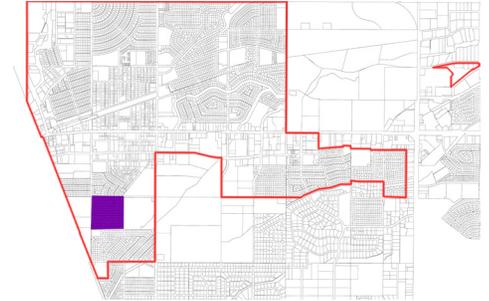
What is your source of household income? (check all that apply)										
	Total*	What is your zip code?								
		85602	85603	85613	85615	85616	85635	85638	85650	Other, please specify
	1189	3	12	60	118	50	650	3	273	20
<b>Wages from employment</b>	981	3	10	57	90	44	542	3	216	16
	82.50%	100.00%	83.30%	95.00%	76.30%	88.00%	83.40%	100.00%	79.10%	80.00%
<b>Retirement / Pension</b>	419	2	4	2	45	15	216	1	132	2
	35.20%	66.70%	33.30%	3.30%	38.10%	30.00%	33.20%	33.30%	48.40%	10.00%
<b>Social Security</b>	258	0	2	0	33	9	141	0	72	1
	21.70%	0.00%	16.70%	0.00%	28.00%	18.00%	21.70%	0.00%	26.40%	5.00%
<b>Unemployment</b>	4	0	0	1	0	0	3	0	0	0
	0.30%	0.00%	0.00%	1.70%	0.00%	0.00%	0.50%	0.00%	0.00%	0.00%
<b>Government welfare assistance</b>	9	0	0	0	0	1	8	0	0	0
	0.80%	0.00%	0.00%	0.00%	0.00%	2.00%	1.20%	0.00%	0.00%	0.00%
<b>Other, please specify</b>	100	0	0	3	15	3	42	0	33	4
	8.40%	0.00%	0.00%	5.00%	12.70%	6.00%	6.50%	0.00%	12.10%	20.00%

\* Total = The number of respondents for the entire survey who answered the Row question and, if a filter is applied, meet the filter criteria.

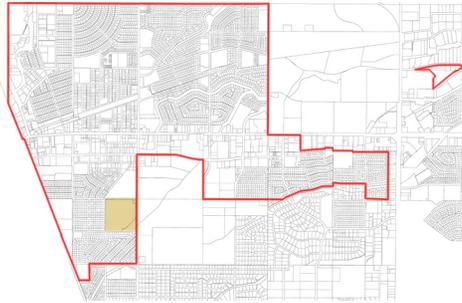
Villa Del Rio  
Verde Meadows



Sulger 2

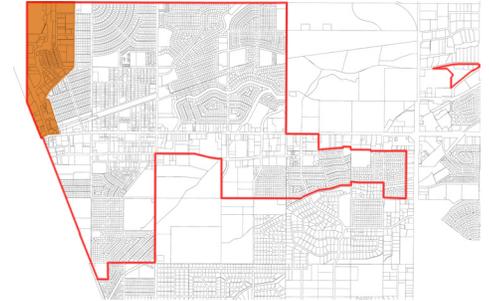


3 Los Arcos Mobile Homes

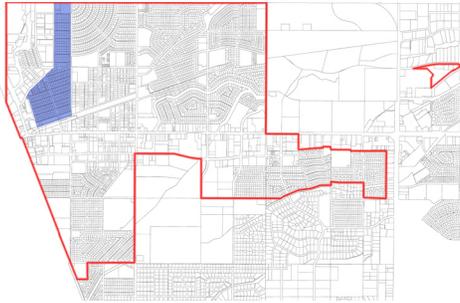


Montaña  
Walnut Grove Mobile Homes

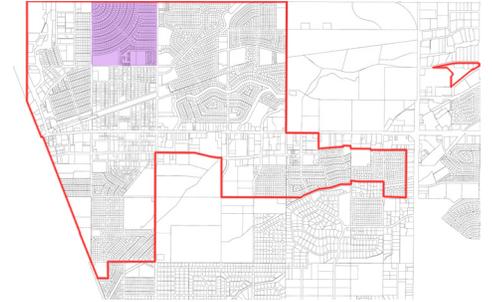
4



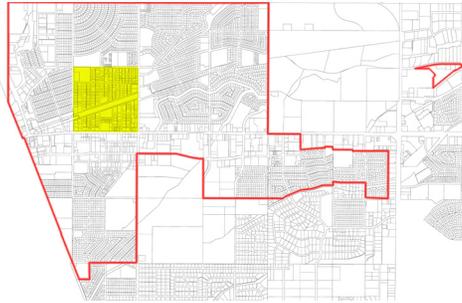
**5** Garden Canyon  
El Coronado Heights



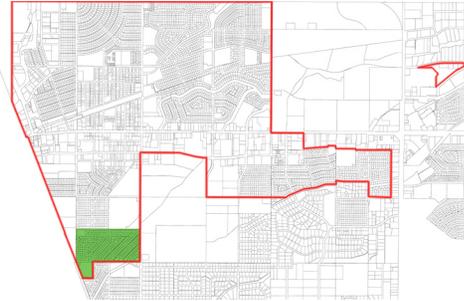
Garden Canyon Heights



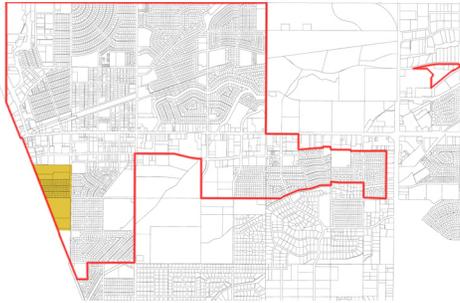
7 Fry Townsite



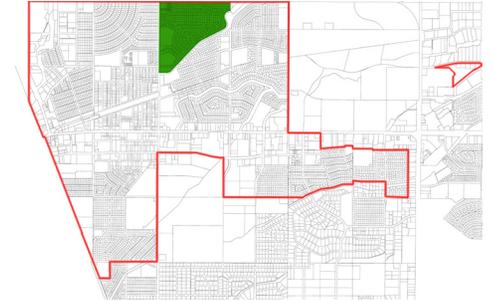
The Meadows 8



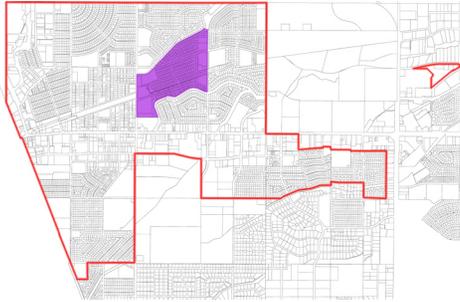
9 Garden Canyon Terrace  
La Posta Mobile Homes  
Garden Canyon Mobile Homes



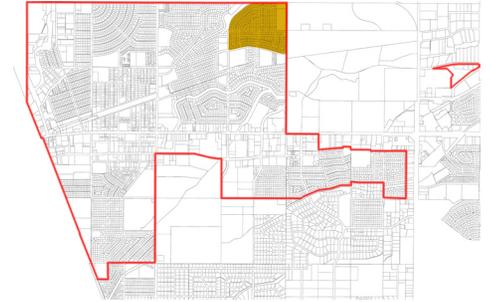
Vista Village 10



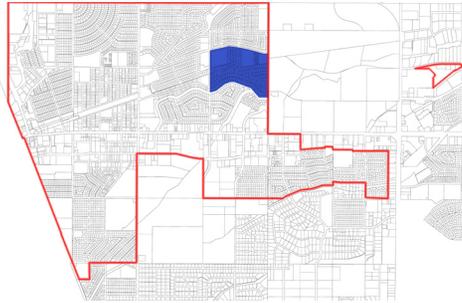
11 Quail Hollow



Valiente 12

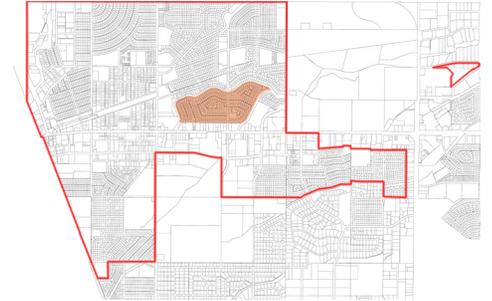


**13** North Park  
Buena No. 3

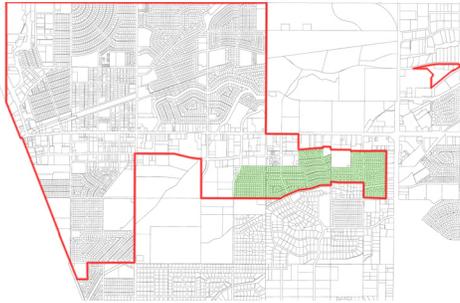


Bella Vista Estates  
Buena No. 1

14

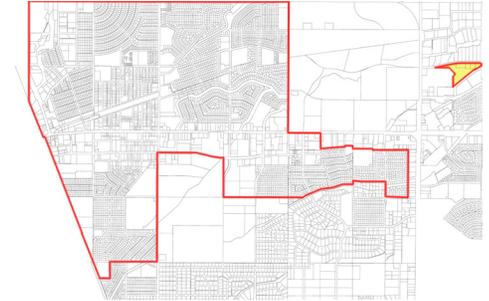


15 The Village



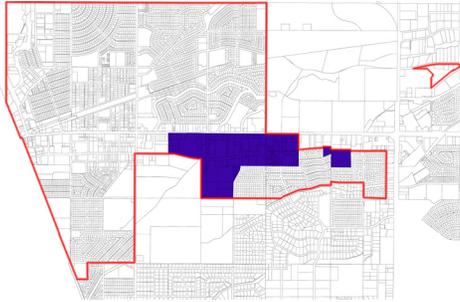
San Pedro Apartments

16



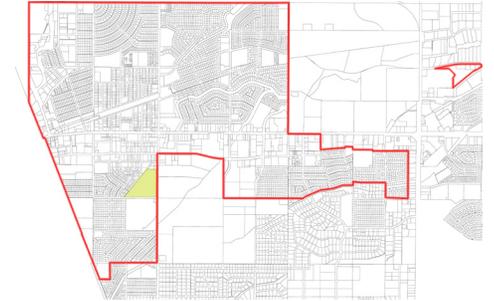
17

Wilcox Ave. Apartments  
Bel Aire Mobile Homes  
Thunderbird Mobile Homes



Sierra Grande Mobile Homes

18



## NEIGHBORHOOD ASSOCIATION INFORMATION

The City of Tucson's Department of Neighborhood Services is a good source of information for the formation of NAs, and could serve as a model for the City of Sierra Vista. On their website, they include lists of services and items included in the NA registration packet. Some resources follow in the next few pages. For more information, see their website at:

<http://www.ci.tucson.az.us/dnr/Neighborhoods/neighborhoods.html>

sources:

City of Tucson, Department of Neighborhood Resources

### City of Tucson Dept. of Neighborhood Resources

#### Mission Statement

The Department of Neighborhood Resources (DNR) brings focus and priority to neighborhood needs and promotes greater involvement of citizens in City of Tucson government. We place an emphasis on providing citizens with direct information about City services, and connecting citizens with personnel and resources for effective service delivery.

#### Our Goals

- To increase citizen participation in municipal government activities and promote a more informed citizenry.
- To further specific neighborhood initiatives by encouraging and empowering neighborhoods to develop their own assets and resources.
- To inspire greater confidence in city government by providing information and responding to citizens' questions and requests.
- To build partnerships and coalitions of resources to help neighborhoods enhance the quality of life for families and youth.

#### DNR services enhance the ability of neighborhoods to:

- Build a strong working relationship with city government
- Create strength from diverse interests that exist within the neighborhood
- Learn more about their neighbors and take responsibility for each others' needs

#### DNR can provide the following to registered neighborhood associations:

- Copying and mailing services for newsletters, announcements, and other communications
- Arranging for meeting facilities
- Assisting with neighborhood clean-up requests



**DEPARTMENT OF NEIGHBORHOOD RESOURCES**  
**320 N. COMMERCE PARK LOOP**  
**BOX 27210**  
**TUCSON AZ 85726**  
**Phone: 520-791-4605 Fax: 520-791-2566**

### SERVICES TO REGISTERED NEIGHBORHOODS

#### Mailing Assistance

DNR offers two types of mailing assistance, postcards and newsletters. Postcards afford easy production for neighborhoods and DNR staff, go out first class and arrive quickly but have limited space for content. Newsletters are more time and labor intensive for neighborhoods but allow for more information content. Newsletters and oversized postcards go out third class and the delivery time is slower. Details of our mailing policy are in a separate heading in this manual.

Postcard or newsletter copy can be sent to us via mail, fax, in person or emailed to:

[Neighborhood@tucsonaz.gov](mailto:Neighborhood@tucsonaz.gov).

Mailings share neighborhood information and perform the function of meeting the bylaw required advance notice of meetings. Some neighborhoods list all the meetings for the year in one mailing, thereby fulfilling the bylaw requirement.

#### Meeting Facilities

DNR can assist registered neighborhood associations by arranging for meeting facilities at a neighborhood school. Please allow a minimum of 5 weeks to book the space you require. If a neighborhood wishes to meet on a weekend, holiday or during the summer break, schools charge an additional fee for their unplanned staff time to make the facility available. The neighborhood has the option to pay that fee directly or finding an alternative meeting location.

#### Clean ups

DNR acts as a liaison to Environmental Services when neighborhoods request clean up assistance. The request must come from the leadership of a registered neighborhood association on behalf of that association and not from individual residents for individual service. The preference is to have the clean up during the Brush and Bulky pick-up dates. See the Environmental Services website for Brush and Bulky schedules.



**NEIGHBORHOOD ASSOCIATION APPLICATION**

**CERTIFICATION  
RECERTIFICATION  
OR CHANGE OF BOUNDARIES**

**WARD(S) NO.(S)** \_\_\_\_\_ **REGISTRATION DATE** \_\_\_\_\_

APPLICATION FOR NEIGHBORHOOD GROUPS INTERESTED IN BEING CERTIFIED AND SERVED BY THE DEPARTMENT OF NEIGHBORHOOD RESOURCES, CITY OF TUCSON.

**ASSOCIATION NAME:** \_\_\_\_\_

**PROPOSED BOUNDARIES:** NORTH: \_\_\_\_\_

EAST: \_\_\_\_\_

WEST: \_\_\_\_\_

SOUTH: \_\_\_\_\_

**(Attach a map)**

=====  
Per Citizen Participation Guidelines (Approved by Mayor and Council July 6, 1992, Item I.C.1) "The organization must clearly involve a 'neighborhood' with boundaries clearly stated that do not overlap the boundaries of other neighborhood associations."

**NOTE:** If the boundaries your association proposes overlap those of another DNR registered association, you must demonstrate that the overlapping territory will create a contiguous and continuous addition to your association's proposed territory and that a majority of the residents/owners of properties within that overlapping territory wish to cease membership in the older existing association and wish to become a member of your new association.

Please further note that certification by the DNR office will qualify your association or group for DNR limited services and resources on a first come, first served basis. Certification is not intended or designed to qualify the applicant or its officers or members for membership, grants, standing, etc., with any other organization, agency or department. Satisfaction of other entities' requirements must be done independently of or in addition to the DNR certification process.

=====  
**APPLICATION FILED BY:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_ **CITY:** \_\_\_\_\_

**STATE:** \_\_\_\_\_ **ZIP:** \_\_\_\_\_ **TELEPHONE:** \_\_\_\_\_

**SIGNATURE\*:** \_\_\_\_\_

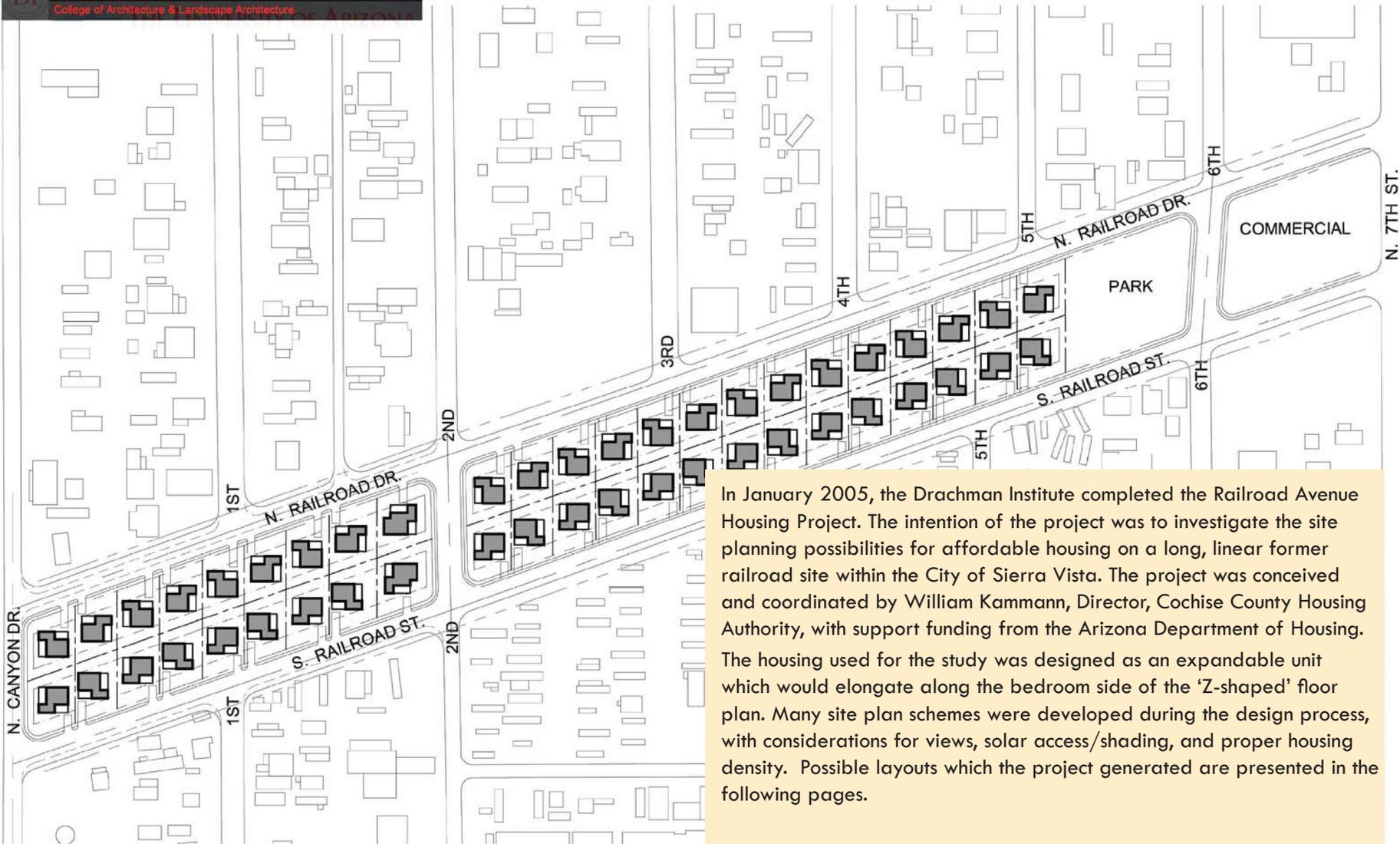
**BRIEF STATEMENT OF OBJECTIVES AND GOALS, CONCERNS AND INTEREST OF THE ASSOCIATION:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*By signing this application you affirm that you are duly authorized to speak/apply and act as contact on behalf of the applicant association/neighborhood group and affirm that you have read the attached (above-referenced) registration guidelines, that you understand them and that your association or group, intends to comply with these guidelines and to promptly develop and file By-laws consistent with those guidelines.

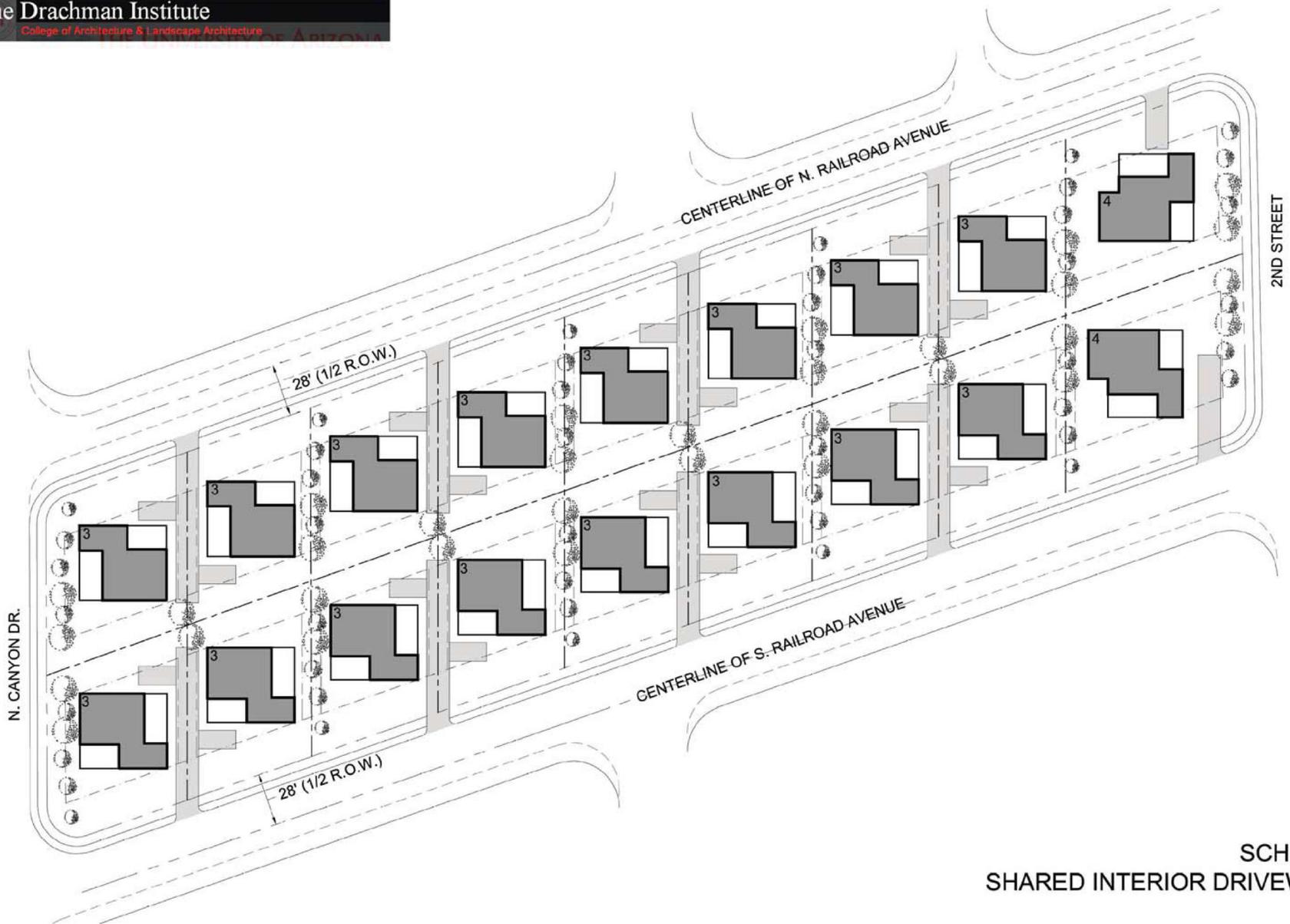
**COMPLIANCE DATE: (DNR USE ONLY):** \_\_\_\_\_  
s\dnr-FY-03\forms\application for NA8-1-02

**The Drachman Institute**  
 College of Architecture & Landscape Architecture



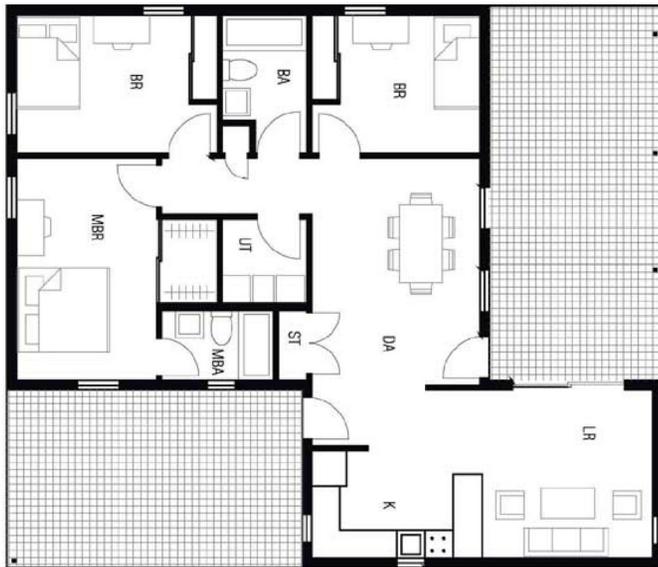
In January 2005, the Drachman Institute completed the Railroad Avenue Housing Project. The intention of the project was to investigate the site planning possibilities for affordable housing on a long, linear former railroad site within the City of Sierra Vista. The project was conceived and coordinated by William Kamman, Director, Cochise County Housing Authority, with support funding from the Arizona Department of Housing. The housing used for the study was designed as an expandable unit which would elongate along the bedroom side of the 'Z-shaped' floor plan. Many site plan schemes were developed during the design process, with considerations for views, solar access/shading, and proper housing density. Possible layouts which the project generated are presented in the following pages.

**SITE PLAN**  
 NTS

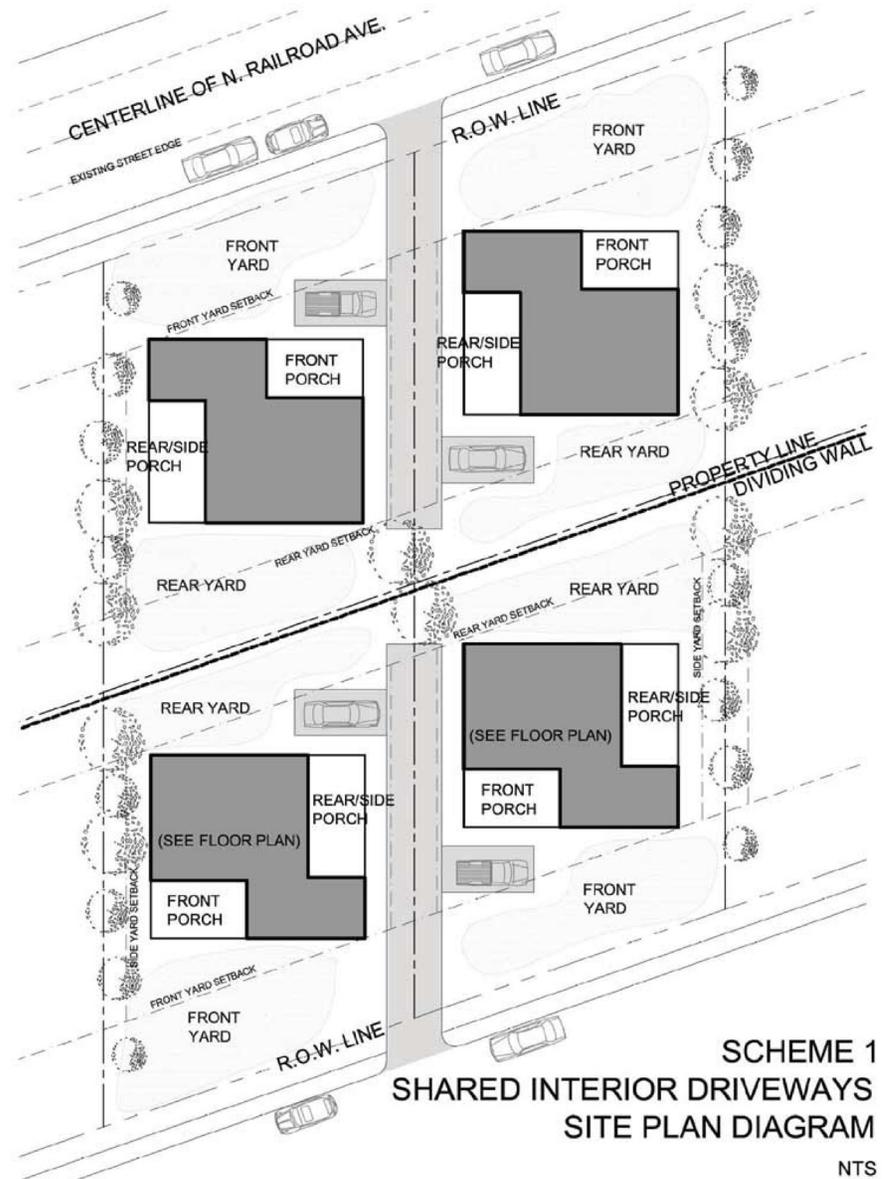


SCHEME 1  
SHARED INTERIOR DRIVEWAYS

1"=50'



3 BEDROOM FLOOR PLAN  
 1/8"=1'-0"



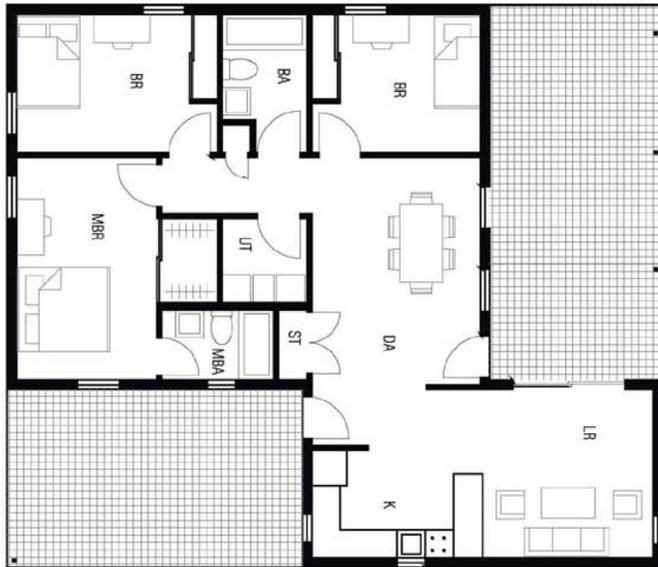
SCHEME 1  
 SHARED INTERIOR DRIVEWAYS  
 SITE PLAN DIAGRAM

NTS

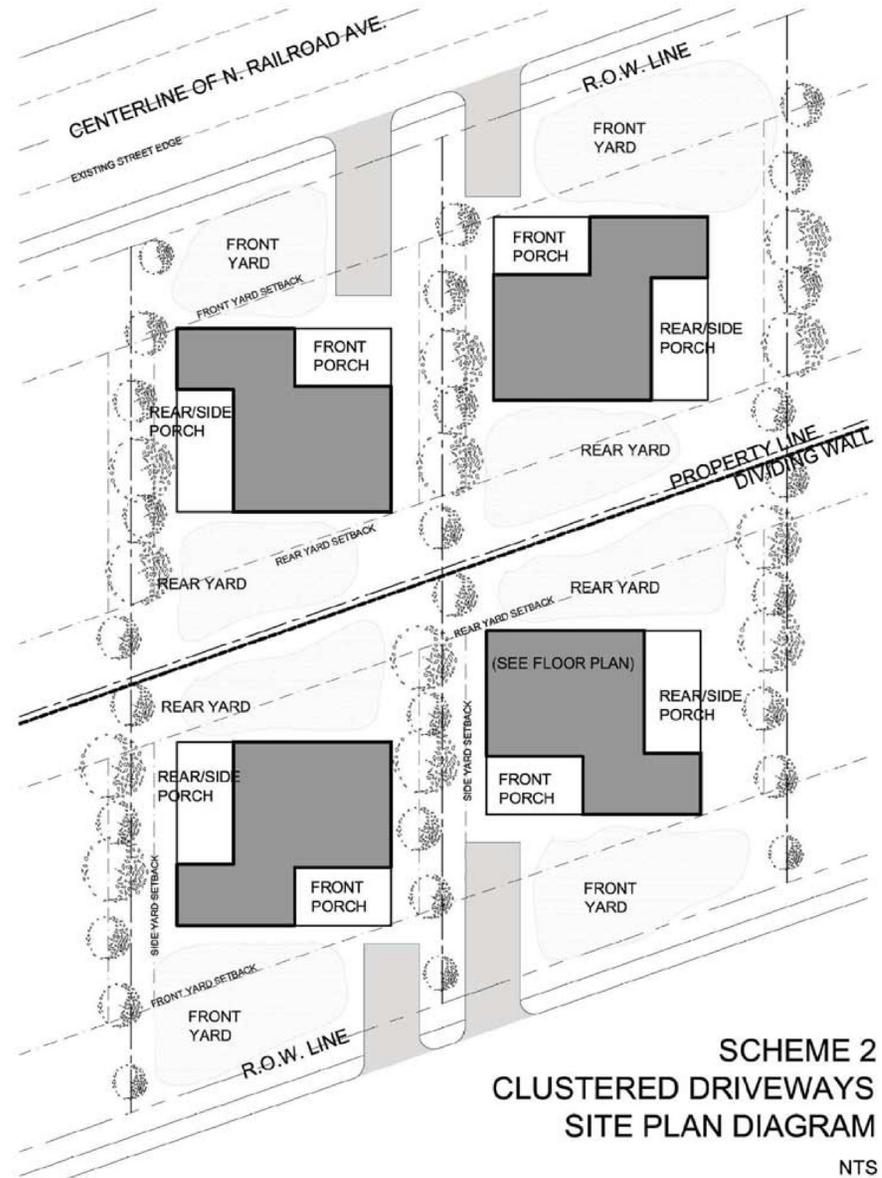


SCHEME 2  
CLUSTERED DRIVEWAYS - ALTERNATING UNITS

1"=50'



3 BEDROOM FLOOR PLAN  
 1/8"=1'-0"



SCHEME 2  
 CLUSTERED DRIVEWAYS  
 SITE PLAN DIAGRAM  
 NTS



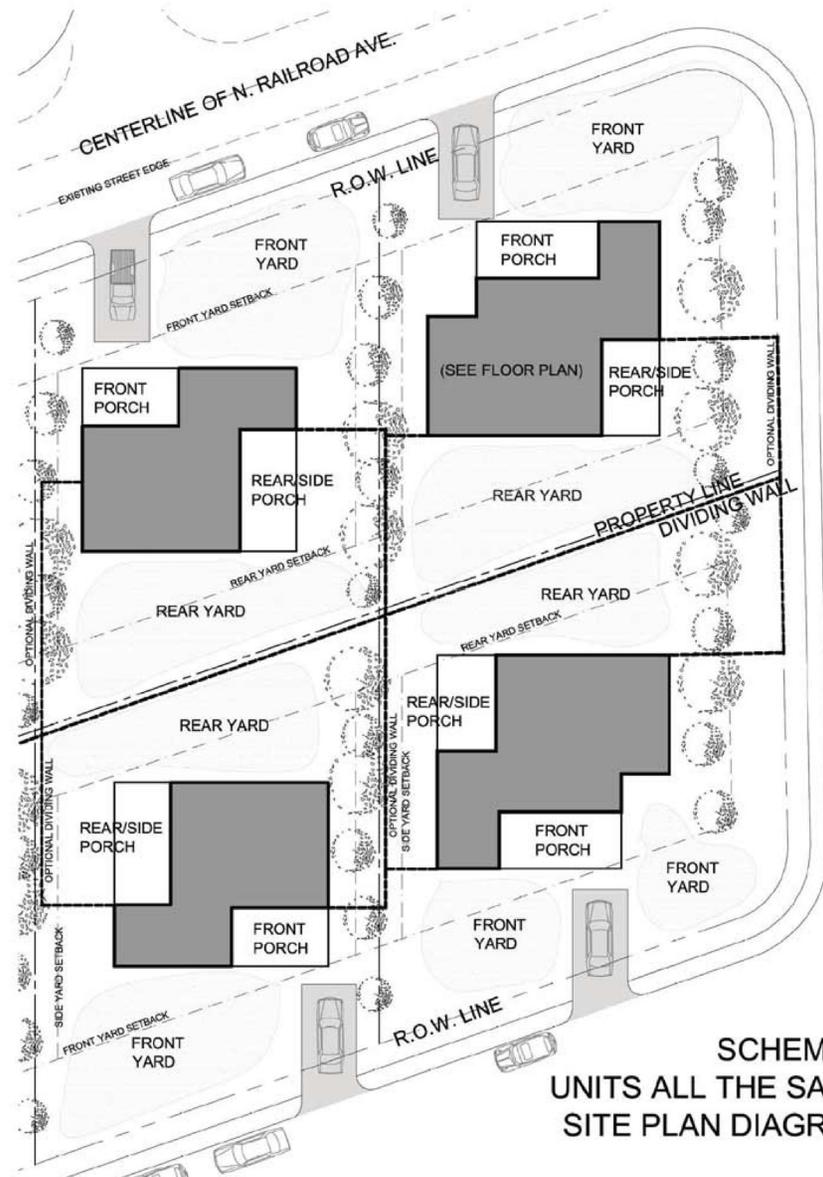
SCHEME 3  
UNITS ALL THE SAME

1"=50'



4 BEDROOM FLOOR PLAN

1/8"=1'-0"



SCHEME 3  
UNITS ALL THE SAME  
SITE PLAN DIAGRAM

NTS

**HOUSING & DEVELOPMENT TERMS**

**ADOH (Arizona Department of Housing)**

Administers federally and state-funded community development and affordable housing programs for the State of Arizona.

**Arizona State Housing Fund**

Financing made available for the development of affordable rental properties in the form of a loan.

**Accessory Dwelling Unit (ADU)**

A habitable living unit added to, created inside, or detached from a single-family home that is suitable for full-time occupancy because it provides space and facilities for sleeping, living, eating, cooking and sanitation. The most common types of ADUs are guesthouses, granny flats, and converted garages.

**Affordable**

A home or apartment is considered affordable if the household pays no more than 30% of gross family income for mortgage, insurance, etc. or for rent and utilities.

**Annexation**

Annexation is the process by which a city or town may assume jurisdiction over unincorporated territory adjacent to its boundaries.

**Area Median Income (AMI)**

The median income earned by households living in a specific geographic area. The United States Department of Housing and Urban Development (HUD) establishes area median incomes annually.

Income eligibility for State or federal housing assistance is generally expressed as a percent of AMI. For example, a low-income household is defined by HUD as one that earns between 51% and 80% of AMI.

**Bioswale**

A gently sloped swale with plantings where water is collected during storm events and infiltrates into the ground to be used by the plants. Decreases demand on stormwater systems.

**Community Development Block Grants (CDBG)**

CDBG funds come from the federal government and are administered by the Arizona Department of Housing to support community development projects in localities throughout the state.

**Community Housing Development Organization (CHDO)**

A private nonprofit, community-based service organization that has obtained or intends to obtain staff with the capacity to develop affordable housing for the community it serves. Many nonprofit organizations are also CHDOs.

**Community Land Trust (CLT)**

A way to build permanently affordable homes. A purchaser buys and owns the home, but the land on which the home sits is owned by a not-for-profit or municipal entity. The cost of the house does not include the cost of the land. The owner pays a nominal ground lease monthly. Careful restrictions ensure the home is resold only to an income eligible household.

**Curb Cut**

A section intentionally cut out of a curb allowing water to leave. Effective in channeling water to bioswales below street level.

**Density**

The number of housing units that can be built on an acre of land.

**United States Department of Housing and Urban Development (HUD)**

The federal agency that administers affordable housing and community development programs.

**Housing Trust Fund**

A fund into which revenue from any source, including gifts, can be set aside to be used solely to build and preserve affordable housing. Other communities have used dedicated housing funds for: down payment assistance, revolving loan funds, gap financing, leveraging other financing, land purchase.

**Inclusionary Housing**

Requires developers to build affordable housing as part of every development project. State legislation is required. A number of states, including California, Colorado and Massachusetts, have legislation enabling local governments to require inclusionary housing. Arizona does not have such legislation. The percentage of affordable housing developers are required to build varies by jurisdiction and ranges from 4% up to 30%. Many jurisdictions require an affordable housing contribution for commercial as well as residential construction.

**Infill Housing**

New development activity occurring on vacant parcels or redevelopment of obsolete and vacant units located within an underutilized, predominately developed area.

**In-Lieu Fee**

Monies a developer pays the City instead of building affordable housing units. Payment of an in-lieu fee is one way for a developer to satisfy the commitment to provide affordable housing as part of a development project. In doing so, the developer agrees to a monetary payment in lieu

of constructing the affordable housing units.

### **Low Income & Very Low Income**

According to the United States Department of Housing and Urban Development (HUD), a household earning between 51% and 80% of Area Median Income (AMI) is considered low-income. Households earning 50% or less of AMI are defined as very low-income.

### **Low Income Housing Tax Credit**

Many for-profit and nonprofit-developed rental properties use these federal income tax credits. The Washington State Housing Finance Commission allocates these credits to developers to build or fix up low-income housing. Large corporations, institutions, pension funds, and insurance companies invest in the housing as a method to gain the tax credits and reduce their income tax obligations. These apartments serve residents below 60% of median income and must accept Section 8 vouchers.

### **Market-Rate Unit**

Housing units that are available for sale or rent at prevailing market rates and are considered affordable to moderate- and higher-income households without requiring any housing subsidy.

### **Mixed-Use Housing**

Housing that brings residential and commercial together. Typically commercial units are located at street level with residential units situated above.

### **Multiple Dwelling**

A building containing two or more dwelling units or a combination of two or more separate, single-family dwelling units on one lot or building site is a multiple dwelling. A duplex or triplex is a multiple dwelling.

### **Multi-Family Residence Zone**

**The general purpose is to provide medium-density residential areas as part of a compatible mixture of housing types in the city. Multi-family development is limited to that which provides an adequate amount of open space.**

### **New Pedestrianism**

A variation of New Urbanism focused even more intensely on the development of pedestrian lanes.

### **New Urbanism**

An American design movement aimed at the creation of neighborhoods diverse in both use and population. Focused on pedestrian transit, while embracing local history, climate, ecology, and architecture.

### **Neighborhood Association**

A neighborhood association (NA) is a group of property owners, renters, and business owners who advocate for or organize activities within a neighborhood. An association may have elected leaders and voluntary dues.

Unlike homeowner associations, neighborhood association membership is voluntary or informal. Neighborhood associations are focused on general advocacy and community events.

### **Non-Profit Housing Organization**

A private, community-based not-for-profit service organization that develops and/or manages affordable housing.

### **Setback**

The minimum distance between a reference line (usually a property line) and a building, or portion of a building, as required by ordinance or code.

### **Smart Growth**

A group of strategies concentrated on the

development of a city's center and the reduction of urban sprawl. Objective is to improve mobility and other aspects pertaining to the quality of life while reducing travel related impacts.

### **Streetscape**

All the elements of street design and conditions as they impact street users and local residents. Includes building frontages, furniture, landscaping, lighting, paving, and signs.

### **USDA Rural Development**

Helps communities in obtaining financial assistance for a diversity of needs through loans, loan guarantees, and grants.

### **Urban Heat Island**

A condition in cities created when asphalt, concrete, and buildings replace natural vegetation. These objects absorb and radiate heat, causing temperatures (particularly nighttime) to rise above levels natural to the area.

### **Urban Sprawl**

The spreading of a city over rural land in large tracts of low density single family development. Contributes to the rapid development of natural areas, and to automobile dependence.

### **Walkable Community**

A community that is designed around pedestrian activity. Sidewalks, crossings, and street layout are all oriented toward ease of pedestrian travel.

## **CREDITS**

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## **DISCLAIMER**

The information contained within this report is intended as guidance for the City of Sierra Vista in informing decisions related to housing developments and improvements. The visual survey assessment was performed to the best knowledge and judgement of The Drachman Institute staff, and is subject to verification by the City of Sierra Vista or other parties prior to implementation of any action.



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