

MASTER REVITALIZATION STRATEGY

Gleason Park Neighborhood

Prepared for:

CITY OF STOCKTON

Department of

Housing and Redevelopment

April 1999



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PREPARED FOR:

CITY OF STOCKTON
DEPARTMENT OF HOUSING AND REDEVELOPMENT

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TABLE OF CONTENTS

Executive Summary	i
Chapter 1: Introduction.....	3
1.1 Background and Purpose	3
1.2 The Community-Based Planning Process	4
1.3 Report Organization.....	5
Chapter 2: The Gleason Park Neighborhood	7
2.1 Neighborhood Profile	7
2.2 Neighborhood Design and Character	15
2.3 Assets, Challenges and Opportunities	15
Chapter 3: A Community Vision.....	23
Chapter 4: Revitalization Strategy	25
4.1 Revitalization Strategies	25
4.2 Action Matrix	33
Chapter 5: Implementation Program.....	43
5.1 Implementation Program.....	43
5.2 Gleason Park Benchmarks.....	45
Tables	
Table 2-1: Demographic Characteristics, City of Stockton, Gleason Park	8
Table 2-2: Summary of Gleason Park Housing Inventory	9
Table 2-3: Land Use in Gleason Park	10
Table 2-4: Building Conditions	11
Table 2-5: Summary of Gleason Park Business Inventory	13
Table 2-6: Selected Taxable Retail Sales – City of Stockton and Gleason Park	14
Table 2-7: 1997 Demographic Characteristics of 1-mile and 2-mile Rings	20
Table 2-8A: Retail Expenditure Potential – Gleason Park, 1- and 2-Mile Rings (Est. 1997)	20
Table 2-8B: Number of Stores Supportable – Gleason Park, 1- and 2-Mile Rings (Est. 1997)	21
Table 2-9: Major Employers with Downtown Offices in Vicinity of Gleason Park	21

EXECUTIVE SUMMARY

The Gleason Park Neighborhood is a close-knit, socially diverse community located just south of Downtown Stockton. In recent years, crime has overridden the neighborhood, drug dealers have taken over Edna Gleason Park, and absentee property owners have let their buildings deteriorate. Long-time residents of Gleason Park remember better days, when it was safe for children to play in the streets and for people to stroll outside at night.

This document represents the efforts of the City of Stockton, neighborhood residents, businesses, and community organizations who have come together to reclaim the neighborhood. The *Gleason Park Master Revitalization Strategy* describes the community's vision for the future, and identifies a set of actions to be implemented in order to achieve that vision.

Background

The Gleason Park neighborhood encompasses approximately 75 acres (22 square blocks) of land, and is located immediately south of Downtown Stockton. The neighborhood is defined by Lafayette Street to the north, Grant Street to the east, Hazelton Avenue to the south, and El Dorado Street to the west. The Gleason Park neighborhood is ethnically diverse, with many Asian and Hispanic residents. Ethnic markets and restaurants are the mainstay of local business. Income levels of Gleason Park residents are generally half that of the City of Stockton, with a majority of the population described as "low and moderate income" according to HUD (Department of Housing and Urban Development) standards.

A "Needs Assessment" study of Gleason Park was completed for the City of Stockton in March 1996. Through interviews with community members, the study identified the prevailing problems facing Gleason Park as crime, deteriorating public infrastructure, substandard housing conditions, inadequate social services, and a lack of adequate commercial and retail facilities serving local residents.

In September 1997, the City of Stockton Department of Housing and Redevelopment (HRD) initiated a community planning process designed to develop specific strategies to revitalize Gleason Park. Throughout the process, community input has been critical to the development of the *Strategy*. Four community workshops were held between November 1997 and June 1998, culminating in a public review of the *Strategy* by the City Council in January 1999. The partnerships formed during this planning process will be invaluable to the ongoing implementation of this *Strategy*.

Assets, Challenges and Opportunities

While there are many challenges facing the neighborhood, Gleason Park has numerous assets to leverage in achieving its vision for the future. The community identified crime, aging buildings and infrastructure, isolation due to the Crosstown Freeway, competition from larger retail establishments, decline of Downtown Stockton, transit dependence of residents, and zoning regulations that inhibit desirable land uses as challenges to achieving revitalization. Among the neighborhood's assets are its close-knit community, historic structures, ethnic diversity and pride, and successful small markets and restaurants.

Revitalization Strategy

The Revitalization Strategy outlines policy-oriented actions to develop facilities, programs, and activities. It provides a framework for collaboration and partnerships with residents, neighborhood organizations, government agencies and private businesses, linking existing City and private projects with Gleason Park. The Revitalization Strategy is organized into three priority levels: Primary, Supporting, and Longer Term Revitalization Strategies.

Primary Revitalization Strategies

The Primary Revitalization Strategies include three projects intended to jump-start the neighborhood revitalization process by (1) strengthening the existing commercial base; (2) reclaiming Edna Gleason Park as a community resource; and (3) renovating and developing new housing that will attract responsible residents to the area. The strategies target two specific areas: the Lafayette Street corridor, a key neighborhood strength to be reinforced, and the Edna Gleason Park, a current liability with the potential to become a neighborhood asset.

Commercial Revitalization Strategies

- Lafayette Street will be developed and promoted as an International Market Place in cooperation with the Downtown Alliance, building upon the success of local ethnic restaurants and the Farmers' Market.
- Signage, streetscape and parking improvements for Lafayette Street are recommended to support the International Market Place.

Edna Gleason Park Revitalization Strategies

The Gleason Park Revitalization Strategies will revive the park through:

- Additional crime prevention;
- Physical improvements such as landscaping and lighting; and
- New community facilities and activities, particularly for neighborhood youth (e.g., Community Center, Safe Youth After School Program, Summer Parks Program).



Targeted Housing Development Strategy

- Renovate and develop new housing along Lafayette Street (between California and Grant Streets); and
- Renovate and develop new housing on blocks adjacent to Gleason Park.

- 3.. Establish a neighborhood improvement association, in partnership with the City of Stockton and the Downtown Alliance, to lead the implementation of the *Revitalization Strategy*. Members will represent the neighborhood to the City Council when issues affecting Gleason Park are on the agenda, work with the police department, help to maintain Edna Gleason Park, and coordinate outreach efforts in the neighborhood. Consistent with Stockton's Citizen Participation Plan, the neighborhood Community Development Committee representative should be nominated by and speak for this association.
4. Work with the Stockton Police Department to improve security in the area and to set up a neighborhood watch program.
5. Work with non-profit organizations such as affordable housing developers, ethnic community groups, and social service providers to bring new housing and social services to Gleason Park.
6. Utilize existing loan and grant programs available through the City of Stockton, San Joaquin County and non-profit organizations. Organize outreach efforts through a neighborhood services coordinator so that business-owners and residents of Gleason Park are aware of the opportunities available to them.
7. Include Gleason Park in the new redevelopment project area to make tax increment financing available as one of financing tools to carry out the Action Plan.
8. Encourage public-private-community partnerships to ensure continued commitment, cooperation and collaboration from all sectors of the community.
9. Monitor and evaluate progress to determine whether any "mid-course corrections" are needed. Demonstrated success also helps to sustain or increase commitment to the neighborhood revitalization process.



The development of this *Strategy* is another major step toward regaining the vitality and energy of the neighborhood. Continued commitment and support of residents, businesses, property owners, non-profit organizations, and local government are vital to successfully achieving the vision for Gleason Park.

Chapter 1

INTRODUCTION

This document provides a framework for revitalizing the Gleason Park Neighborhood of Stockton, California (Gleason Park). Please note that the actual park at the center of the neighborhood will be referred to in this report as Edna Gleason Park. Developed in cooperation with neighborhood residents, business owners, and other stakeholders, the Gleason Park Master Revitalization Strategy describes the community's vision for the future, and identifies the projects, programs and actions the City and community will undertake to implement the plan's recommendations for Gleason Park.

1.1 Background and Purpose

Project Background and History

In September 1997, the City of Stockton Department of Housing and Redevelopment (HRD) initiated a community planning process designed to develop specific strategies to revitalize Gleason Park. The Revitalization Strategy builds upon a "Needs Assessment" study of Gleason Park, completed in March 1996. The Needs Assessment described the area's serious physical and social decay and identified five major problems impacting the area including:

1. Crime;
2. Deteriorating public infrastructure (streets and utilities);
3. Substandard housing conditions;
4. Inadequate social services; and
5. Lack of adequate commercial and retail facilities serving local residents.

One recommendation of the Needs Assessment was the development of a Master Revitalization Strategy, to be integrated with the Downtown Revitalization Plan. The City of Stockton retained the consulting firm of Moore Iacofano Goltsman to work with the community to prepare this Gleason Park Master Revitalization Strategy (Strategy).

Location and Neighborhood Boundaries

Gleason Park encompasses approximately 75 acres (22 square blocks) of land, located immediately south of downtown Stockton and bounded by Lafayette Street to the north, Grant Street to the east, Mormon Sough to the south, and El Dorado Street to the west. Gleason Park is adjacent to and just south of the Crosstown Freeway (Highway 4), with on/off access at two major interchanges at El Dorado and Stanislaus Streets. The Crosstown Freeway has served as a barrier that has cut off Gleason Park from Downtown. (See Figures 1-1 and 1-2 for project location and neighborhood aerial photograph.)

1.3 Report Organization

This document is organized into five major sections:

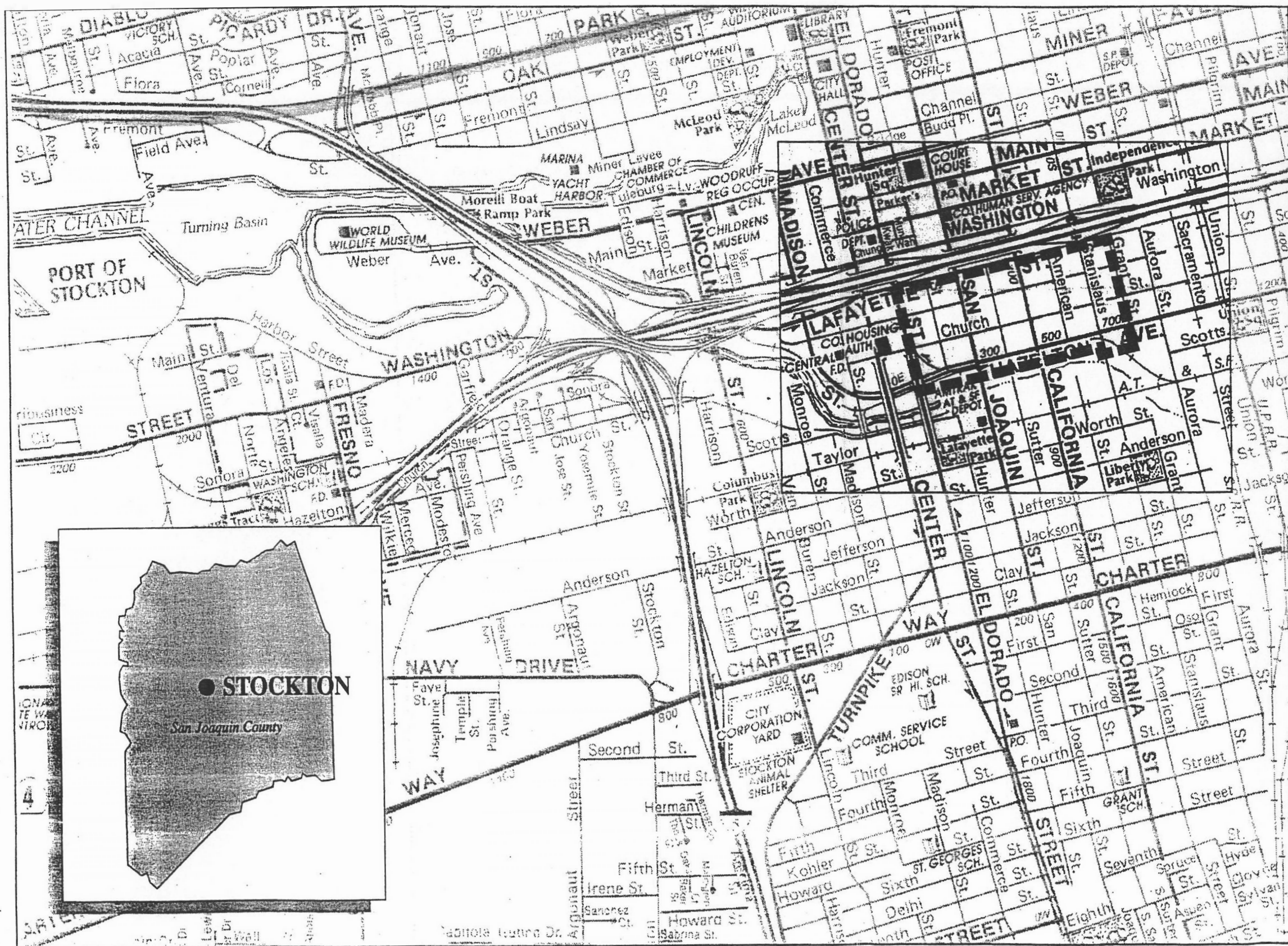
Section 1.0 – *Introduction*.

Section 2.0 – *The Gleason Park Neighborhood*. This section describes the current state of Gleason Park, and discusses its assets and challenges.

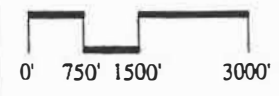
Section 3.0 – *A Community Vision*. This section presents the community vision for the future of Gleason Park.

Section 4.0 – *Revitalization Strategy*. This section outlines the actions that comprise the Strategy, which forms a framework for achieving the community’s vision.

Section 5.0 – *Implementation Program*. This section lays out the Implementation Program for executing the Strategy.



**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**



**Figure 1-1
PROJECT LOCATION**

Prepared for:
City of Stockton
Housing and Redevelopment Department
305 North El Dorado Street, Suite 200
Stockton, California 95202-2306

Prepared by:
MIG, Inc.
800 Hearst Avenue, Berkeley, California 510/845-7549





**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

Figure 1-2
**AERIAL PHOTO-PROJECT
AREA**

Prepared for:
City of Stockton
Housing and Redevelopment Department
305 North El Dorado Street, Suite 210
Stockton, California 95202-2306

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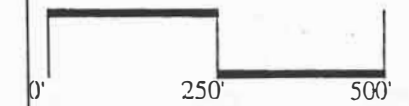
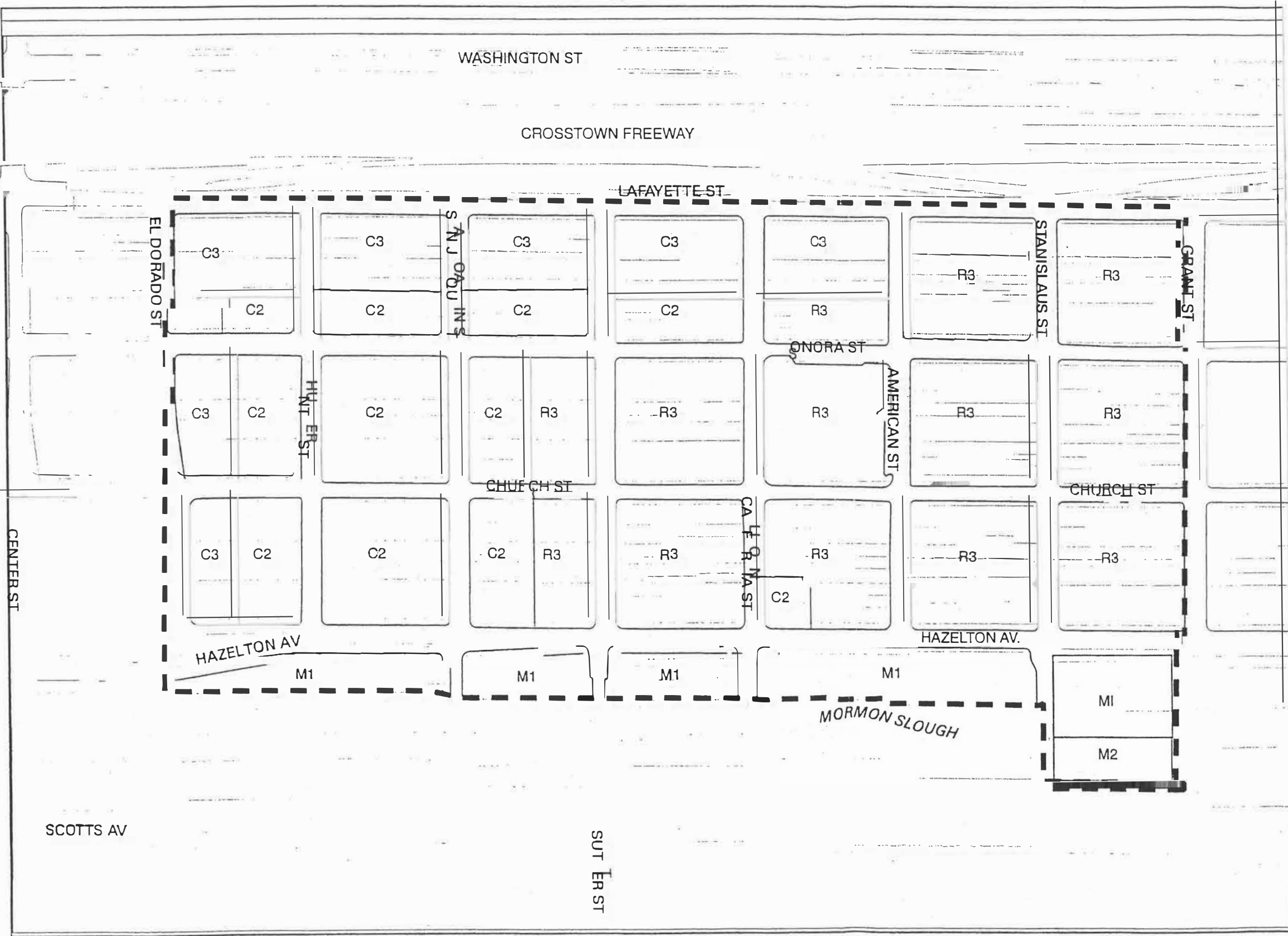


NORTH

**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

LEGEND

- C2 General Business District
- C3 Central Business District
- M1 Light Industrial District
- M2 Heavy Industrial District
- R3 Apartment District

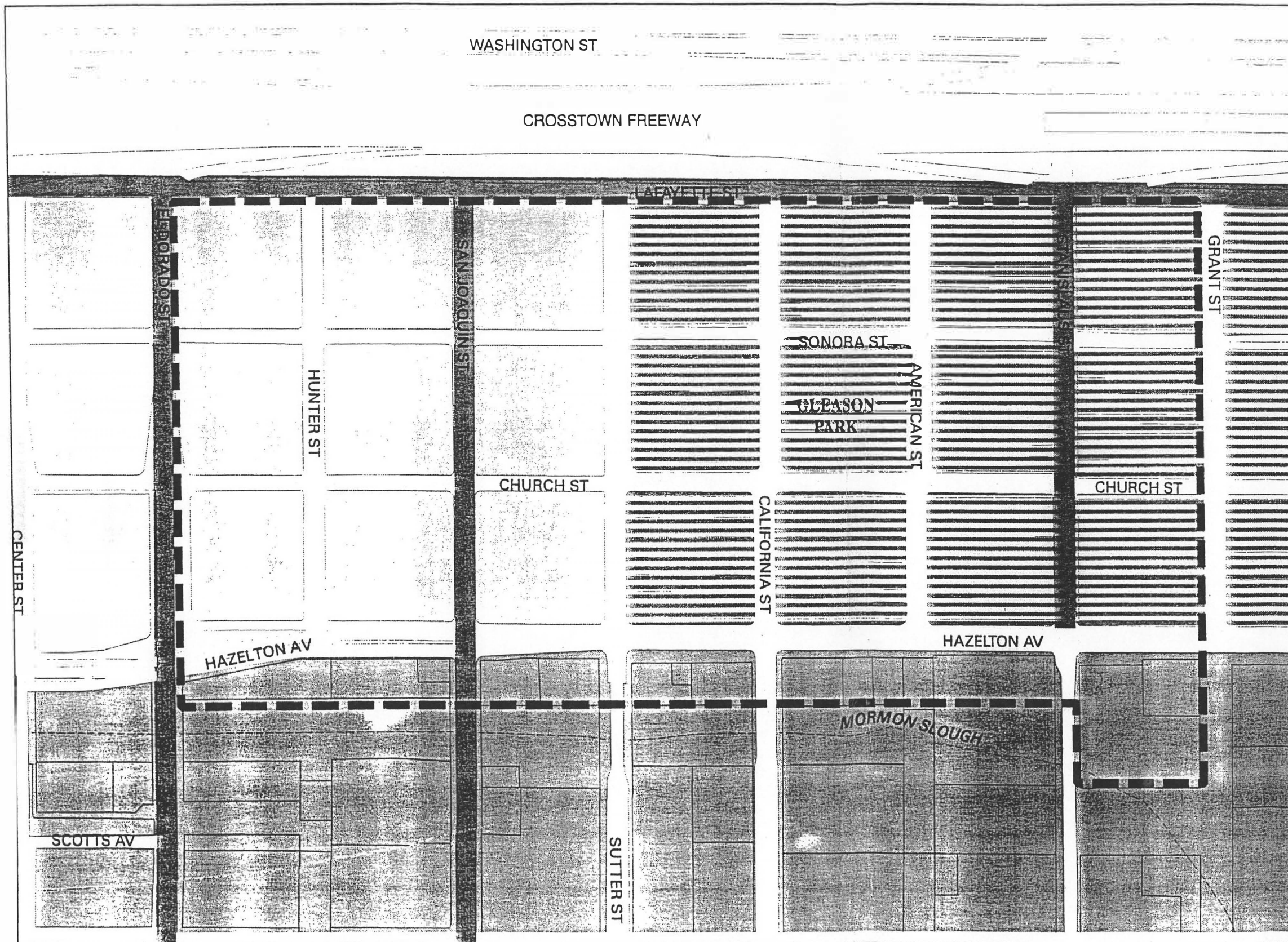


**Figure 2-1
EXISTING ZONING MAP**

Prepared for:
City of Stockton
Housing and Redevelopment Department
345 North El Dorado Street, Suite 200
Stockton, California 95202-2306



Prepared by:
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GLEASON PARK NEIGHBORHOOD MASTER REVITALIZATION STRATEGY

LEGEND

- Low-Medium Density Residential
- Commercial
- Industrial
- Arterial/Collector Street
- Local Street

Source: Stockton General Plan, 1990

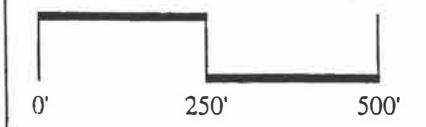


Figure 2-2
**STOCKTON
GENERAL PLAN**

Prepared for:
City of Stockton
Housing and Redevelopment Department
305 North El Dorado Street, Suite 200
Stockton, California 95202-2306

Prepared by:
MIG, Inc.

800 Hearst Avenue, Berkeley, California 510/845-7549



2.1 Neighborhood Profile

Overview of Gleason Park

Gleason Park is a close-knit, socially diverse community just south of downtown Stockton. In recent years, the neighborhood has become overridden with crime and deterioration, particularly in the immediate surroundings of Edna Gleason Park. However, the neighborhood does claim numerous successes, from local restaurants and ethnic markets to cultural centers and families committed to the neighborhood.

Population Characteristics

Tables 2-1 and 2-2 summarize the population and housing characteristics of Gleason Park in comparison to the City of Stockton as a whole. According to 1990 data, Gleason Park is a small community of 2,557, or just over 1% of the total Stockton population of 211,000 (see Table 2-1). The current total population of Stockton is 238,000.

The neighborhood is ethnically diverse and family-oriented. Historically Asian and Hispanic, the neighborhood today is 47% Asian and 43% Hispanic. The area's low median age (26.2 years) and large average household size (4.2 persons), relative to the City's median age (29.3 years) and average household size (3.1 persons), reflects the presence of large families with young children in Gleason Park.

As shown in Table 2-1, it is estimated that nearly half of the households in Gleason Park had an annual income of less than \$11,300, which is roughly equivalent to 35% of the HUD area median (San Joaquin County), as compared to one-fifth citywide. Typically, households with incomes below 50% of median income, who are classified as very low income, require the greatest level of assistance to meet housing affordability standards.

There is also a low owner-occupancy rate as shown in Table 2-2. Of the 694 housing units in Gleason Park in 1990, 74% were renter-occupied, 18% were owner-occupied, and 8% were vacant. Only 68% of the single-family units were occupied by owners.

Table 2-1: Demographic Characteristics, City of Stockton, Gleason Park

1990	City of Stockton	(%)	Gleason Park⁽¹⁾	(%)
Population	210,943		2,557	
Ethnicity				
White	92,029	43.6%		6.0%
African American	19,118	9.1%		2.7%
Am. Indian	1,463	0.7%		0.3%
Asian	45,239	21.4%		47.0%
Hispanic	52,653	25.0%		43.4%
Other/Not Counted	441	0.2%		0.6%
Total	210,943	100%		100%
Median Age	29.3		26.2	
Age Distribution				
< 18 Years		31.4%		35.5%
18 to 34		24.0%		27.8%
35 to 54		26.4%		21.6%
55 to 74		12.7%		9.5%
75 +		5.5%		5.6%
Total		100%		100%
Number of Households	68,794		606	
Persons/HH	3.1		4.2	
Household Income Distribution				
< \$11,300	13,340	19.4%	277	45.7%
\$11,300 - \$16,200	7,102	10.3%	154	25.4%
\$25,800 - \$38,800	12,740	18.5%	74	12.2%
\$38,800 +	12,993	18.9%	69	11.4%
Total	68,923	100.0%	606	100.0%
Median Household Income	\$26,876		\$11,948	
Per Capita Income	\$11,331		\$4,130	

Source: 1990 Census

(1) For the purpose of this study, defined as Census Tract 1, Block 3 and 4

(2) These income ranges are equivalent to HUD Income categories (% of Area Media Income) for San Joaquin County. However, because income ranges do not coincide with ranges reported in the Census, the number of households per income category was estimated by KMA.

Prepared by: Keyser Marston Associates, Inc.

Table 2-2: Summary of Gleason Park Housing Inventory

Total Number of Existing Housing Units by Tenure	1990 Gleason Park		
Owner Occupied	18%	123	Units
Renter Occupied	74%	517	
Vacant	<u>8%</u>	<u>54</u>	
Total	100%	694	Units⁽¹⁾
Total Number of Occupied Units by Type ⁽²⁾			
Single Family			
Owner Occupied	68%	123	Units
Renter Occupied	<u>32%</u>	<u>58</u>	
Total Single Family	100%	181	Units (28%)
Multi-family			
Owner Occupied		0	
Renter Occupied		<u>459</u>	
Total Multi-family		459	Units (72%)
Total Occupied		640	Units (100%)
Total Proposed Number of Housing Units ⁽⁴⁾			
Mercy Charities Housing (California/Lafayette)		100-150	Units ⁽³⁾
ACLCL (scattered site single and multi-family) Housing		50-100	Units
Chinese Benevolent Association - Quan Ying Sr. Apts.		20	Units

Sources:

(1) Per M.E. Shay & Co.'s Quan Ying Senior Apartment Market Study

(2) Per Needs Assessment Study

(3) Affordable to households with income 25%-50% the area's median.

(4) Based on information and preliminary plans made available at the time this document was finalized.

Prepared by: Keyser Marston Associates, Inc.

Existing Legal Framework – General Plan and Zoning

Under the existing General Plan and Zoning Ordinance, Gleason Park includes C-3 and C-2 for commercial uses and R-3 and for residential uses. These zoning classifications provide for a wide variety of commercial and residential uses. Potentially incompatible land uses abut each other on Hazelton Avenue and Grant Street, where light and heavy industrial uses (M-1 and M-2) are allowed across the street from residential uses. Many of the industrially zoned properties across Hazelton Avenue are of insufficient size to accommodate industrial development. Figure 2-1 illustrates the zoning designations from the Zoning Ordinance, and Figure 2-2 illustrates the land use designations from the General Plan.

Land Use

This section presents the existing land uses within Gleason Park, also illustrated in Figure 2-3. The information is based on a land use survey and data provided by the City of Stockton.

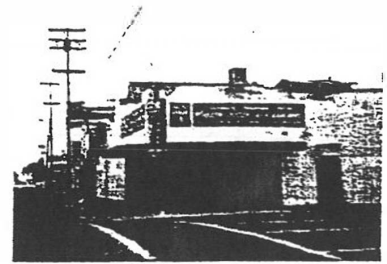


Table 2-3 illustrates the acreage of land uses found in Gleason Park. Streets and sidewalks account for 33% of total acreage. Next to street space, the predominant land use is residential (32%), followed by retail/professional (13%) and vacant (11%) property. Edna Gleason Park (3% of that total acreage) accounts for all of the park space in the neighborhood.

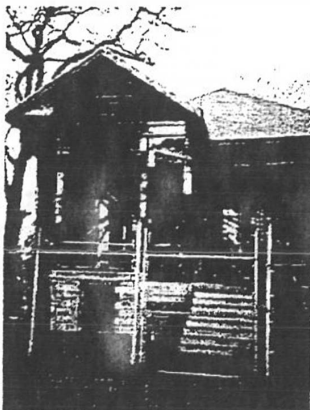
Table 2-3: Land Use in Gleason Park

<i>Land Use</i>	<i>Acres</i>	<i>Percent</i>
Residential	26.7	35%
Retail	7.5	10%
Wholesale & Warehousing	2.7	4%
Parks (Edna Gleason Park)	2.2	3%
Vacant	8.3	11%
Other	5.9	8%
Streets/Sidewalk	22.7	30%
Total	75.9	100%

Source: City of Stockton 1998

Currently, Gleason Park is served by 32 small businesses operating within the community. Most of these businesses are automotive services, small markets or convenience stores, and restaurants. The markets and automotive services tend to be dispersed throughout the community. Reflecting the zoning, most of the commercial uses are clustered west of Sutter Street and along Lafayette, El Dorado, and Hazelton Streets.

Housing tends to be located in the residentially zoned area east of Sutter Street. A few older residential structures are located on the industrially zoned eastern side of Grant Street.



Building Conditions

Gleason Park has an aging housing stock. According to 1990 census data, of the 694 housing units, 320 were built before 1940. The median-year building date for housing units is 1942-1943.

Most of the multi-family housing in Gleason Park (structures with two or more dwelling units) is substandard. According to a 1997 inventory of building structures and vacant land, over half of the multi-family structures and one-third of the single-family homes are in substandard condition. Figure 2-4 identifies buildings recommended for rehabilitation or demolition, based on the

following criteria: condition of the structure, lot size and configuration, position of the structure on the property, historic character and consistency of design characteristics with the neighborhood, and consistency of current use with anticipated future affordable housing developments in the neighborhood.

Commercial structures are generally in better condition than residential structures. One-third of all commercial buildings were in good condition, and only 14% were rated as substandard. However, almost half of the commercial/retail structures were in need of moderate repair.



There are 21 vacant lots in Gleason Park, which are generally not maintained and in a state of neglect. Widespread lack of fencing around vacant lots makes them convenient hangouts for drug dealing and alcohol use. Discarded hypodermic needles, condoms, miscellaneous junk, potholes and cracked concrete and asphalt are hazards for the many children in the area. There are also 19 abandoned and boarded-up structures in the community, some of which are occupied by squatters.

Conditions within a one-block radius surrounding the former Edna Gleason Park are particularly bad. Over two-thirds of the multi-family buildings and over 40% of the single family homes in this area are in substandard condition. All four vacant lots are in very poor condition, and one of the four retail buildings is in substandard condition.

Table 2-4: Building Conditions

Good: Little or no repairs required
 Fair: Moderate repairs and renovation needed
 Substandard: Major repairs and renovation required

Gleason Park Neighborhood				
Type	Good	Fair	Substandard	Total
Single Family	43 (28%)	56 (37%)	54 (35%)	153
Multi-family	4 (4%)	40 (41%)	53 (55%)	97
Commercial	16 (33%)	25 (52%)	7 (15%)	48
Vacant Lots	0 (0%)	6 (29%)	15 (71%)	21
Total	63	127	129	319

One Block Radius of Edna Gleason Park				
Type	Good	Fair	Substandard	Total
Single Family	20 (27%)	24 (32%)	30 (41%)	74
Multi-family	2 (11%)	4 (22%)	12 (67%)	18
Commercial	1 (25%)	2 (50%)	1 (25%)	4
Vacant Lots	0 (0%)	0 (0%)	4 (100%)	4
Total	23	30	47	100

Source: Gleason Park Needs Assessment, ACLC, Inc. March 1997.

Transportation and Circulation

Streets

Gleason Park includes the following streets, which are laid out in a grid pattern immediately south of the Crosstown Freeway:

East/West Streets

- Lafayette Street
- Sonora Street
- Church Street
- Hazelton Avenue

North/South Streets

- El Dorado Street (northbound only)
- Hunter Street
- San Joaquin Street
- Sutter Street
- California Street
- American Street
- Stanislaus Street
- Grant Street

There is a low volume of through traffic traversing the neighborhood. Intersections on the above mentioned streets are at level of service A or B. Interchanges to the Crosstown Freeway at El Dorado and Stanislaus Streets permit access to and from the neighborhood. Many of the north-south streets in Gleason Park carry through traffic to and from Downtown Stockton or the Crosstown Freeway. This through traffic detracts from the safety and character of Gleason Park. See Figure 2-5 for traffic volumes.

Streets in Gleason Park are in poor condition, with numerous potholes. Many sidewalks are cracked and have vegetation growing through holes and cracks. Several streets are missing street signs, and many of the community's streets and sidewalks are strewn with litter and debris.

According to an informed 1997 study conducted by the City of Stockton's Public Works Department, the Gleason Park area needs between \$11.6 and \$12.5 million in public infrastructure reconstruction and repair work. Over \$8.0 million will be needed for street improvements, primarily reconstruction of most of the road system in the neighborhood. The study indicates that Sonora, Church, Stanislaus, American, California, Sutter, San Joaquin, Hunter, and El Dorado Streets need complete reconstruction, while substantial reconstruction will be required for Lafayette, Hazelton and Grant Streets.

Public Transit

Public transit is particularly important to residents in Gleason Park because many residents are transit dependent. According to the 1990 census, approximately half of all households and over half of the elderly in the area do not have access to a car.

Currently, eight SMART bus routes service Gleason Park. These include routes 1A, 1B, 1C, 1D, 5, 10, 11, and 21. Figure 2-6 illustrates the bus service routes. Intervals between buses generally range between 20 and 40 minutes for any one bus route, but actual waiting time can be less given route overlaps and the number of buses that service the area. Bus service

is only available to Gleason Park between 6:20 a.m. and 7:20 p.m., a major inconvenience for residents working late night shifts.

Parking

To discourage drug dealing, vandalism, and related crimes, on-street parking is not permitted on selected streets in Gleason Park. Parking is available on commercial streets and at parking lots beneath the Crosstown Freeway. Many of Gleason Park's commercial establishments and community centers also provide off-street parking.



Market Conditions and Trends

A recent inventory of uses in the area indicates that an estimated 36 businesses, with a total of nearly 400,000 square feet, are located within Gleason Park. Of this total, about one-third are small, "mom-and-pop" markets and convenience stores. There is also a surprising concentration of automotive services (8), such as tire and auto repair shops, restaurants (5), and industrial firms (5) in the area. (See Table 2-5 and Figure 2-7.)

Table 2-5: Summary of Gleason Park Business Inventory

<i>Type of Businesses</i>	<i>Total Number of Businesses</i>	<i>Total Estimated Floor Area (sq. ft)</i>
Restaurants	5	63,400
Small Markets/Convenience Stores	10	64,300
Automotive Services	8	94,600
Services (Veterinarian Clinic, Laundry)	2	14,700
Commercial (Mortuary, Recycling)	2	25,100
Light Industrial	5	115,000
Vacant	4	13,200
Total	36	390,300

Source: City of Stockton

Prepared by: Keyser Marston Associates, Inc.

Based on interviews with business owners in the area, some of the older businesses are turning over as their owners retire. Reportedly, these businesses are being bought by Indian- and Chinese-Americans in the area.

Of the retail uses in the area, the restaurants are the best performers as they are able to attract both residents and workers to the area. The long-established and well-known On Lock Sam Restaurant, in particular, attracts customers from as far as Tracy and Manteca. The Emerald Restaurant is also known to be popular with the downtown lunch crowd.

Total reported sales (retail and non-retail) for the fourth quarter of 1996 and the first three-quarters of 1997 in Gleason Park were estimated at \$11.8 million. Of this, an estimated \$2.6 million (22%) were in retail sales and \$9.2 million (78%) were in non-retail sales (e.g., auto repair, industrial, etc.). As shown on Table 2-6, restaurant sales in Gleason Park comprised approximately 1.0% of total City restaurant sales while total retail sales in the area represented less than 0.3% of total retail sales in the City.

**Table 2-6: Selected Taxable Retail Sales – City of Stockton and Gleason Park
4th Quarter 1996 to 3rd Quarter 1997**

Retail	City of Stockton	Gleason Park	Gleason Park as % of City
1. <i>Comparison Goods</i>			
Apparel	\$53,591,000	\$0	N/A
General Merchandise	\$270,293,000	\$0	N/A
Home Furnishings and Appliances	\$64,980,000	\$0	N/A
Specialty Retail	<u>\$130,536,000</u>	<u>\$0</u>	N/A
<i>Subtotal Comparison Goods</i>	\$519,400,000	\$0	N/A
2. <i>Convenience Goods</i>			
Drug Stores ⁽¹⁾	\$54,215,000	\$0	N/A
Food Stores ⁽¹⁾	\$314,340,000	\$1,150,000 ⁽²⁾	0.4%
Packaged Liquor Stores	<u>\$12,225,000</u>	<u>N/A</u>	<u>N/A</u>
<i>Subtotal Convenience Goods</i>	\$380,780,000	\$1,150,000	
3. <i>Eating and Drinking</i>	\$150,761,000	\$1,500,000	1.0%
Total Retail Sales	\$1,050,941,000	\$2,650,000	0.3%
Total Non-Retail Sales ⁽³⁾		\$9,164,000	
Total Reported Sales		\$11,814,000	

Sources: City of Stockton - GEO Area Report

(1) Adjusted to total sales: assumes 60% of drug store and 30% of food store merchandise are taxable.

(2) Adjusted for specific food stores only.

(3) Include auto repair, industrial and other non-retail sales in area.

Prepared by: Keyser Marston Associates, Inc.

Resident-serving retail uses are limited primarily to the several small ethnic markets in the area, such as the Asian Foodmart and Sun Wong Kee. These stores cater primarily to the nearby Asian population as there are a number of much larger and newer Asian food stores located in the north end which serves the Asian population in north Stockton.

Other than the food stores, there are no other resident-serving uses, such as dry goods or drug stores, in the area. Currently, residents go to the larger establishments along Charter Way (e.g., Centro-Mart, Super Save, Charter Way Pharmacy) and at the Eastland Plaza (Food 4 Less, Walgreen's) for most of their convenience goods. (See Figure 2-8.)

2.2 Neighborhood Design and Character

The neighborhood is comprised of a mix of single- and multi-family residences and commercial activity. The single-family homes are generally one-story, wooden structures on small lots. Multi-family and commercial structures are generally two- to three-stories in height. The mix of commercial establishments throughout the area has the potential to add vitality to the neighborhood. Architecturally, there is a mix of Victorian, "Queen Anne" structures and brick and wood buildings of no particular style. Asian influence is also visible in the detailing and design of such structures as the On Lock Sam Restaurant.



Unfortunately, there are many factors that detract from the potentially pleasant character of the neighborhood. The number of vacant lots and boarded-up structures give the neighborhood an unsafe feeling and detract from any sense of visual unity. Other items contribute to the overall "tired" appearance of the place: poor maintenance; excessively wide streets; lack of street trees, and isolation due to the abutting freeway and Mormon Slough. Neighborhood safety is compromised by local criminal activities. Nonetheless, there are pockets of well-maintained homes and businesses, which can be the springboard from which the neighborhood rebuilds.

2.3 Assets, Challenges and Opportunities

As identified by the community during workshop sessions, Gleason Park's unique mix of history, ethnic and social diversity, and neighborhood pride provides for a distinctive identity. They also recognized many obstacles facing the neighborhood, but saw that there are numerous examples of successful households and businesses, and opportunities for progress. This Strategic Plan builds on these opportunities while addressing the major challenges it faces in creating its future. (See Site Analysis in Figure 2-9 for key features of the Gleason Park neighborhood.)

Assets

Close-Knit Neighborhood

Gleason Park is a close-knit, quiet, family-oriented community with strong and committed neighborhood organizations. Many of the families have lived in the neighborhood for generations.

History

Gleason Park's Victorian architecture and older buildings are an asset to the neighborhood (see Figure 2-10). Where possible, these historic buildings should be preserved and/or rehabilitated.



Ethnic Diversity

Both historically and in recent times, Gleason Park has had a rich cultural heritage with primarily Asian and Hispanic roots. Organized cultural groups strengthen the community by providing focus centers such as the Filipino Community Center. The Chinese Benevolent Association is working to develop the Quan Ying Senior Housing project, which will be 20 units of rehabilitated apartments for the elderly. Jene Wah provides linguistic services, citizenship and language classes, and senior recreation programs. The multi-ethnic nature of Gleason Park's population also represents a unique market niche that could potentially be expanded upon.

Existing Businesses

There are several successful commercial developments in the neighborhood, particularly along Lafayette Street. Ethnic restaurants and markets have been especially popular, and contribute to the unique character of the neighborhood. The Saturday Farmers' Market, located in the parking lot under the Crosstown Freeway, is also very successful.



Non-Profit Support

Gleason Park has recently attracted interest from two well-established developers of affordable housing in California. Mercy Charities Housing California (MCHC) proposes to develop 100 units of affordable housing on two key blocks along Lafayette Street, including property directly north of the park. ACLC, Inc. is planning to develop an affordable housing project on parcels east of Gleason Park. ACLC has also begun working with the Bank of America Foundation to create a community center and Head Start program in Edna Gleason Park. Since the park and properties abutting the park have witnessed serious decay, these projects are crucial in providing stability to the neighborhood. Further, the new residents increase the potential market base for commercial activity.

A number of non-profit agencies also provide ongoing services to Gleason Park. The Senior Service Agency provides adult day care, nutritional services, and other services for seniors. The Stockton Food Bank provides nutritional services such as the Brown Bag Program, which delivers food to seniors. The Gospel Rescue Mission Center provides emergency shelters for the homeless, a substance abuse treatment and residence program, financial representation for those who need assistance with Social Security and disability paperwork,

and a thrift store. Jene Wah, as mentioned above, provides senior programs, linguistic services, and classes for language training and citizenship.

Challenges

Crime

High levels of crime plague Gleason Park and, as indicated in resident surveys. According to the Stockton Police Department reports, 372 significant crimes were committed during the one-year period from June 1995 to June 1996. At least two vacant lots in the community are used as drug dealing and drug use locations. Edna Gleason Park itself is also known for drug-related activity. The Stockton Police Department, in conjunction with the City, has initiated the Safe Stockton Program, which is a combination of programs to organize the community against crime, and provide activities for youth. The police department is also stepping up its efforts to patrol the neighborhood. Still, concerns about safety and security are the major constraint to attracting new investment to the area.

Aging Buildings and Infrastructure

As discussed in the previous section, buildings and infrastructure in Gleason Park are in need of repair. Contributing to this problem is the high number of absentee landowners.

Isolation

Gleason Park is geographically isolated. The Crosstown Freeway separates the area from Downtown to the north. The Mormon Slough also separates the neighborhood from other residential areas to its south. These obstacles create both a physical and psychological barrier that discourages outsiders from spending time in Gleason Park.

Competition from Larger Retail Establishments

Existing and potential new stores in the area face strong competition from nearby facilities, such as the large supermarkets and drugstores, located along Charter Way and at the Eastland Plaza. Gleason Park is also not a recognized retail location to those outside of the neighborhood.

Decline of Downtown

The decline of the City's downtown in past decades continues to impact the economic viability of the Gleason Park neighborhood, as fewer people work and live in the downtown area.

Through Traffic

North-south roads through the Gleason Park neighborhood suffer from cut-through travel. This traffic detracts from the safety and character of Gleason Park. The excessively wide roads further exacerbate the problem by encouraging high speeds.

Transit Dependence

Gleason Park residents are at a disadvantage in the labor market because many do not have access to automobiles. Further, since the bus does not operate after 7:20 p.m., mobility at night is severely restricted. Fortunately, SMART's current planning process for a future downtown transit center provides a starting point for improving transit access. The future location of the new transit center can greatly impact the availability of transit service to and from the Gleason Park Neighborhood.

Zoning

Two major problems have been identified with the current zoning scheme:

- Industrially zoned properties along the south edge of the neighborhood are too small to accommodate industrial uses, and abut residentially zoned properties. These areas can be rezoned to attract more suitable development;
- Residential areas to the east of Sutter Street include a mix of multi-family apartment blocks and older single-family homes on small lots, creating an imbalance of form and scale. Creating finer distinctions among land use categories in the zoning ordinance may stabilize and strengthen neighborhood character, particularly those areas that currently have well maintained single-family homes.

Opportunities

Retail Market Support Base

Gleason Park Neighborhood. Given the small size of the population and the low-income level of its residents, Gleason Park has a very limited market support base for retail. As estimated on Tables 2-6 and 2-7, the current Gleason Park population of 2,557 residents could potentially generate drug and grocery store expenditures and eating and drinking expenditures of about \$4.2 million. At an average \$300 to \$350 per square foot of sales, the area could potentially support about 12,000 to 14,000 square feet of these uses. An estimated total of over 128,000 square feet of grocery stores and eating and drinking establishments already exist downtown. Even assuming an addition of 350 to 450 new residents with the completion of Mercy Charities' proposed housing development, future growth is not anticipated to add significantly to the existing market support base.

Nearby Neighborhoods. While the Gleason Park Neighborhood itself may not provide market support for additional businesses, there are an estimated 20,000 residents within a one-mile radius of the neighborhood, with similar demographic characteristics to residents of Gleason Park. A preliminary analysis indicates that these residents have a total expenditure potential in the range of \$32 million for pharmacy and grocery store items and over \$2 million for eating and drinking establishments. Thus, they represent an additional source of market support that can be tapped for new or expanded retail uses in Gleason Park. (See Tables 2-7, 2-8A and 2-8B.)

Tables 2-8A and 2-8B indicate that the total resident expenditure potential within a one-mile radius of Gleason Park can support approximately 93,000 square feet of pharmacy and food stores and about 6,000 square feet of eating and drinking space, assuming typical industry target sales. Although there are already a number of these retail uses located in the

1-mile ring area, most are not meeting standard industry sales performance levels. The opportunity exists, therefore, for Gleason Park to capture a share of the potential sales in the area.

Downtown Employees. Another source of market support is the office employees in Downtown Stockton and nearby. Based on information provided by the San Joaquin County Council of Governments, there are at least six major employers, with approximately 7,000 employees, which have offices downtown or located in close vicinity to Gleason Park (see Table 2-9). As previously mentioned, restaurants such as the Emerald and On-Lock Sam in Gleason Park are reportedly popular luncheon places. This existing draw can be expanded and strengthened by offering a broader selection of retail opportunities such as multi-ethnic restaurants and/or shops.

Drivers on Crosstown Freeway. Due to Gleason Park's location along the Crosstown Freeway and El Dorado Street, the area has excellent regional visibility and freeway access. An appropriate use at the key corner of Lafayette and El Dorado, in particular, can provide a strong, much-needed focal point for the neighborhood and draw people into the neighborhood.

Table 2-7: 1997 Demographic Characteristics of 1-mile and 2-mile Rings

	<i>Gleason Park</i> ⁽¹⁾	<i>1-Mile Ring</i> ⁽²⁾	<i>2-Mile Ring</i> ⁽²⁾
Population	2,557	20,318	65,341
No. of Households	606	6,494	20,331
<i>Ethnicity</i>			
White	6%	13%	21%
African American	4%	9%	10%
American Indian	< 1%	< 1%	< 1%
Asian	46%	33%	22%
Hispanic	24%	57%	47%
Other	20%	< 1%	< 1%
Median Age	26.2	30.7	30.3
Median Household Income	\$14,500 ⁽¹⁾	\$16,900	\$22,500
Per Capita Income	\$5,100 ⁽¹⁾	\$7,500	\$9,400
Total Housing Units	694	7,100	20,900
Owner-Occupied	18%	23%	40%
Renter-Occupied	74%	69%	54%

(1) Assumes minor change in population, ethnicity, and age from 1990. HH Income and per capita income escalated at 3% from 1990. Based on U.S. Census.

(2) Based on estimates by Claritas, Inc.

Prepared by: Keyser Marston Associates, Inc.

Table 2-8A: Retail Expenditure Potential – Gleason Park, 1- and 2-Mile Rings (Est. 1997)

	Gleason Park Expenditure Potential ⁽¹⁾		1-Mile Ring Expenditure Potential ⁽¹⁾		2-Mile Ring Expenditure Potential ⁽¹⁾	
	<i>Per Capita</i>	<i>Total</i>	<i>Per Capita</i>	<i>Total</i>	<i>Per Capita</i>	<i>Total</i>
<i>Population</i>		2,557		20,318		65,341
<i>Per Capita Income</i>		\$5,100		\$7,500		\$9,400
Selected Retail Categories						
<i>1. Convenience Goods</i>						
Drug Stores	\$40	\$102,300	\$40	\$812,720	\$40	\$2,613,640
Food Stores	<u>\$1,500</u>	<u>\$3,835,500</u>	<u>\$1,550</u>	<u>\$31,492,900</u>	<u>\$1,600</u>	<u>\$104,545,600</u>
<i>Subtotal Convenience Goods</i>	\$1,540	\$3,937,800	\$1,590	\$32,305,620	\$1,640	\$107,159,240
<i>2. Eating and Drinking</i>						
	\$100	\$255,700	\$110	\$2,234,980	\$120	\$7,840,920
Total Selected Categories	\$1,640	\$4,193,500	\$1,700	\$34,540,600	\$1,760	\$115,000,160

(1) Based on analysis of retail spending pattern in other communities with similar demographic characteristics.

Prepared by: Keyser Marston Associates, Inc.

Table 2-8B: Number of Stores Supportable – Gleason Park, 1- and 2-Mile Rings (Est. 1997)

	Industry Range ⁽¹⁾		Gleason Park Retail Space Supportable		1-Mile Ring Retail Space Supportable		2-Mile Ring Retail Space Supportable	
	Target Sales per sq. ft.	Average Size of Establishment	Total sq. ft.	No. Stores	Total sq. ft.	No. Stores	Total sq. ft.	No. Stores
Selected Retail Categories								
<i>1. Convenience Goods</i>								
Drug Stores	\$300	2,500	340	0	2,709	1	8,712	3
Food Stores	\$350	20,000	11,000	0	89,980	4	298,702	15
<i>Subtotal</i>			11,340	0	92,689	6	307,414	18
<i>2. Eating and Drinking</i>								
	\$350	1,500	730	0	6,386	4	22,403	15
Total Selected Categories			12,070	0	99,074	10	329,816	33

(1) Estimated for mid-size, independent establishments.

Prepared by: Keyser Marston Associates, Inc.

Table 2-9: Major Employers with Downtown Offices in Vicinity of Gleason Park

Estimated Number of Employees ⁽¹⁾

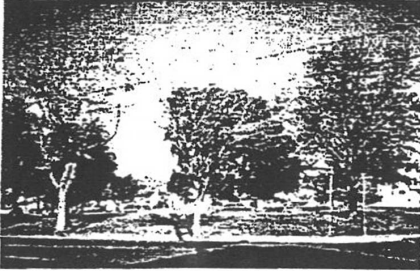
<i>1. Private Employees</i>	
American Savings Bank (Washington Mutual)	733
Bank of Stockton	370
Guaranty Federal Bank	360
The Stockton Record	<u>368</u>
Total Private	1,831
<i>2. Public Employees</i>	
San Joaquin County Personnel	3,600
City of Stockton	<u>1,600</u>
Total Public	5,200
Total Employees	7,031

(1) Total reported. Not all employees may be located Downtown.

Prepared by: Keyser Marston Associates, Inc.

Local Government Support

The City of Stockton makes available a number of grant and loan programs for new construction, building rehab, and other improvements. Additionally, since Gleason Park is located within the Stockton/San Joaquin Enterprise Zone, businesses are eligible for a number of economic development incentives. See Appendix A for a summary of existing financial assistance programs.

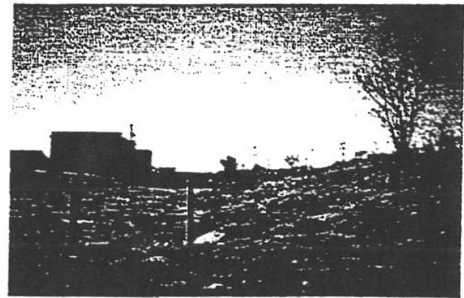


Edna Gleason Park

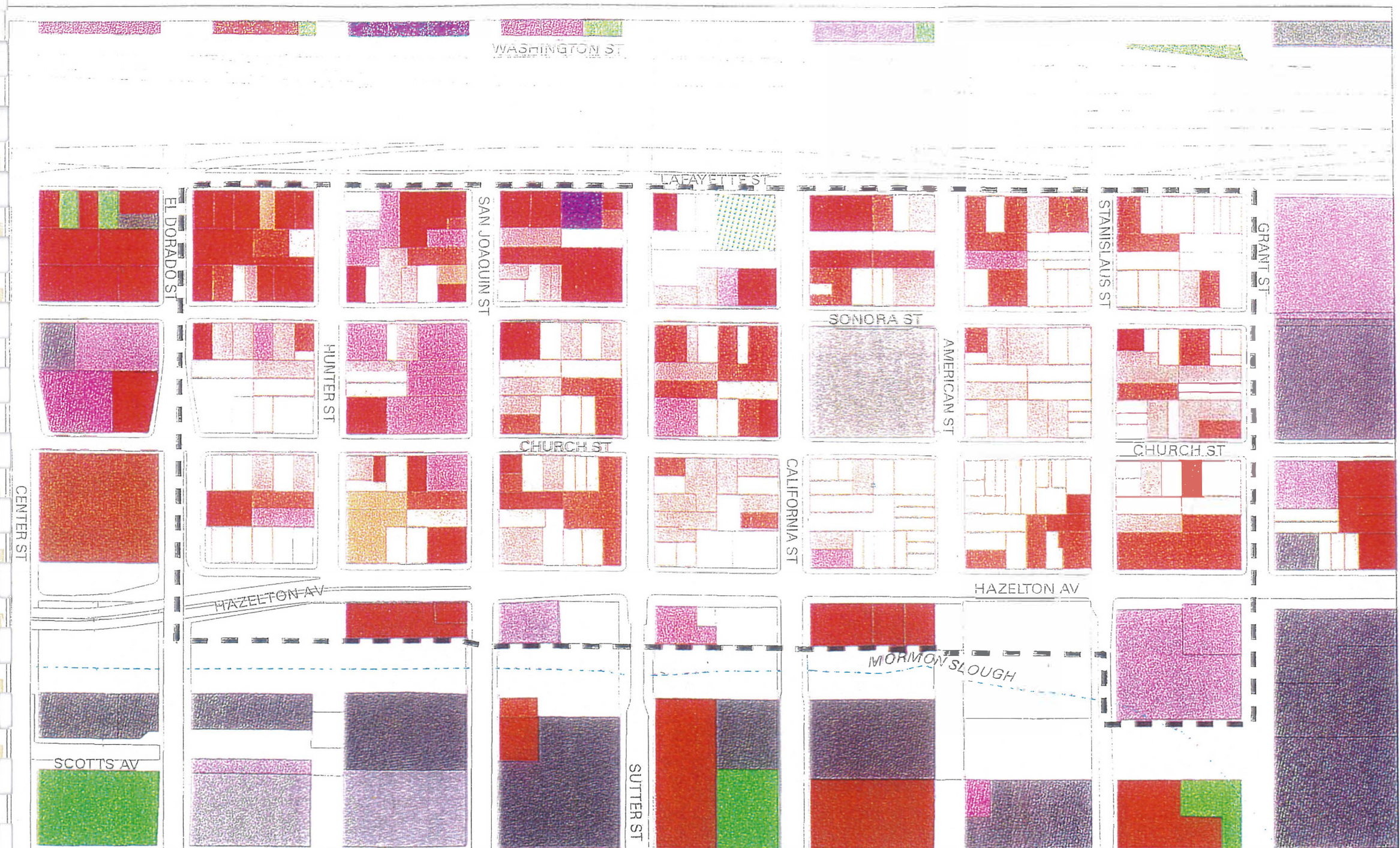
Edna Gleason Park is no longer being maintained as a City park. All services (bathrooms, sprinklers, etc.) have been removed due to vandalism. With the closure of the park, the level of criminal activity is more dispersed and less concentrated in the park itself. If Edna Gleason Park can be turned into a community resource and activity center, it could once again become an asset to the neighborhood.

Mormon Slough

Currently, Mormon Slough is a neglected drainage ditch along the southern edge of Gleason Park. Mormon Slough can potentially be developed into an open space feature and buffer between the neighborhood and industrial land uses to the south. The U.S. Army Corps of Engineers and San Joaquin Area Flood Control Agency (SJAFC) are currently investigating the possibility of restoring Mormon Slough.

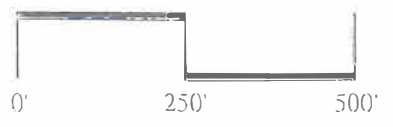


**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**



**GLEASON PARK MASTER COMMUNITY DEVELOPMENT
BLOCK GRANT TARGET AREA - PARCELS BY LAND USE**

- Legend.**
- | | | | | |
|----------------------------|--------------------------------------|---------------------------------|-----------------------------|----------------------------|
| One Housing Unit | Group Quarters, Hotels, Mobile Homes | Transportation | Government Services | Colleges & Universities |
| Two or Three Housing Units | Professional Offices | Industrial | Hospitals | Utilities & Communications |
| Multiple Housing Units | Retail & Professional Services | Religious & Other Organizations | Elementary & Middle Schools | Parks & Recreation |
| Vacant | Wholesale & Warehousing | Cemeteries | High Schools | Agriculture |



**Figure 2-3
EXISTING LAND USE**

Prepared for:
City of Stockton
Housing and Redevelopment Department
305 North El Dorado Street, Suite 200
Stockton, California 95202-2306





Prepared by:
MIG, Inc.
800 Hearst Avenue, Berkeley, California 510/845-7549

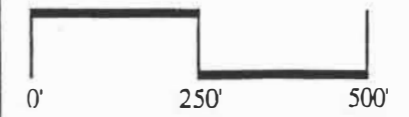


This information is not intended to be used as a basis for any other project or program. The information is for informational purposes only and is not intended to be used as a basis for any other project or program. The information is for informational purposes only and is not intended to be used as a basis for any other project or program.



**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

- LEGEND**
-  Suitable for Rehabilitation
 -  Suitable for Rehabilitation or Demolition
 -  Suitable for Demolition
 -  Other Building (Good Condition)



**Figure 2-4
BUILDING CONDITIONS**

Prepared for:
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Housing and Redevelopment Department
305 North El Dorado Street, Suite 200
Stockton, California 95202-2306

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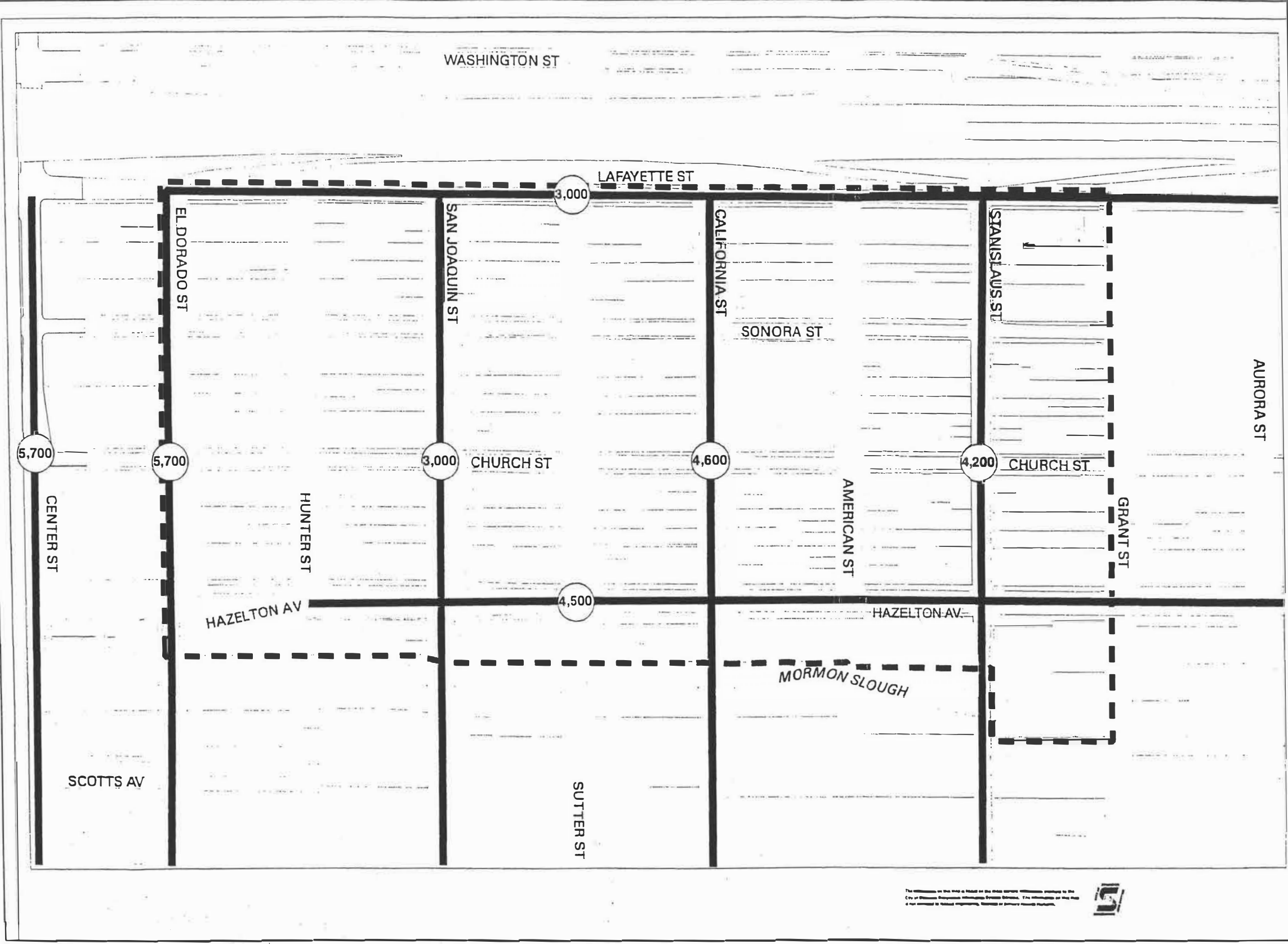
The information on this map is based on the most current information available to the City of Stockton Geographic Information System (GIS). The information on this map is not intended to make engineering, financial or property status claims.



GLEASON PARK NEIGHBORHOOD MASTER REVITALIZATION STRATEGY

LEGEND

 Average Daily Traffic



Source: Traffic volume in vehicles per day, City of Stockton, Dept. of Public Works, 1997.

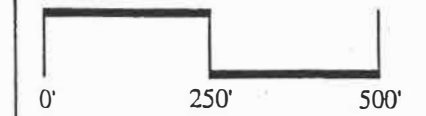


Figure 2-5
TRAFFIC VOLUMES

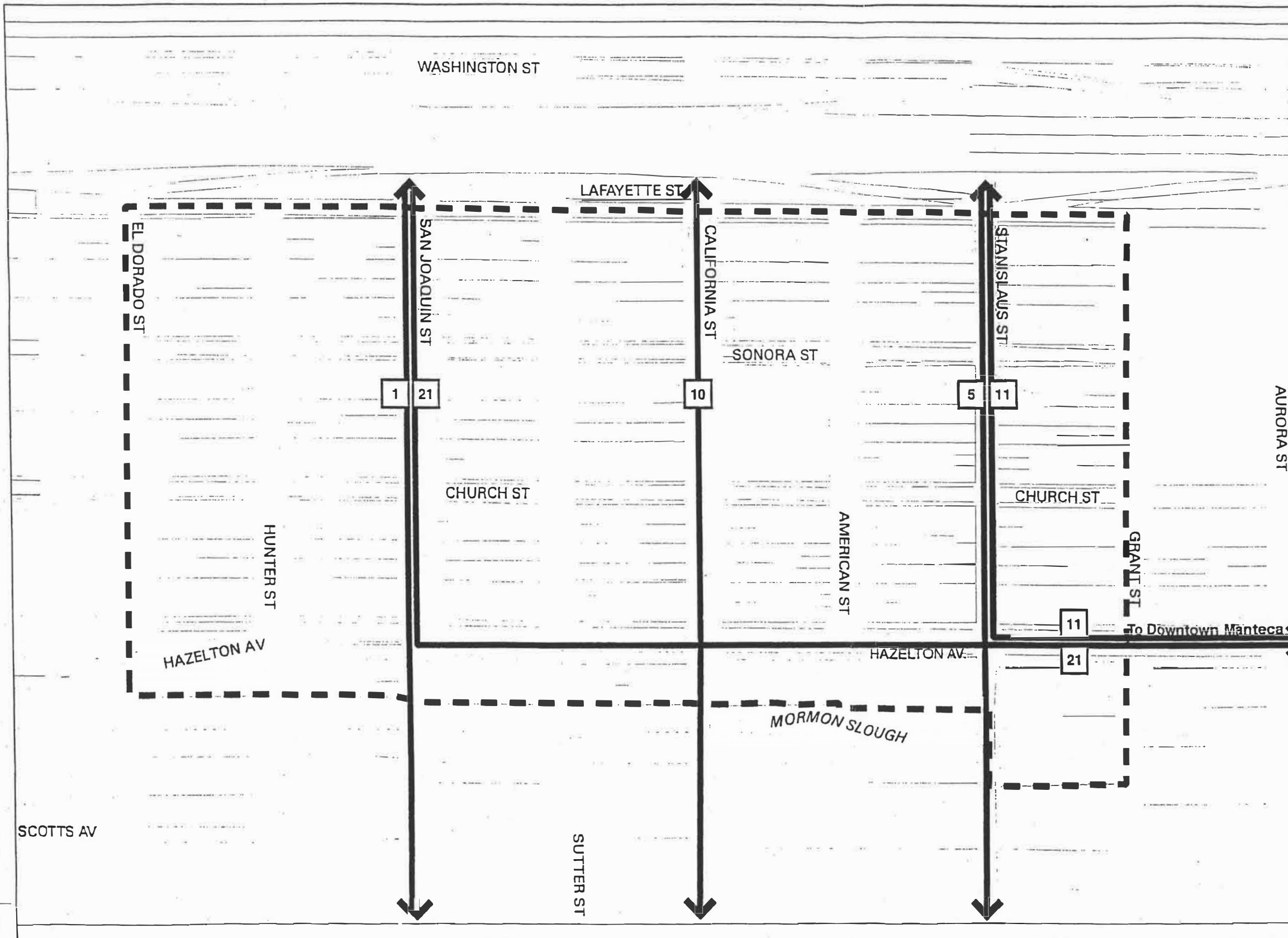
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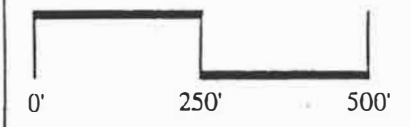




**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

LEGEND

N Bus route



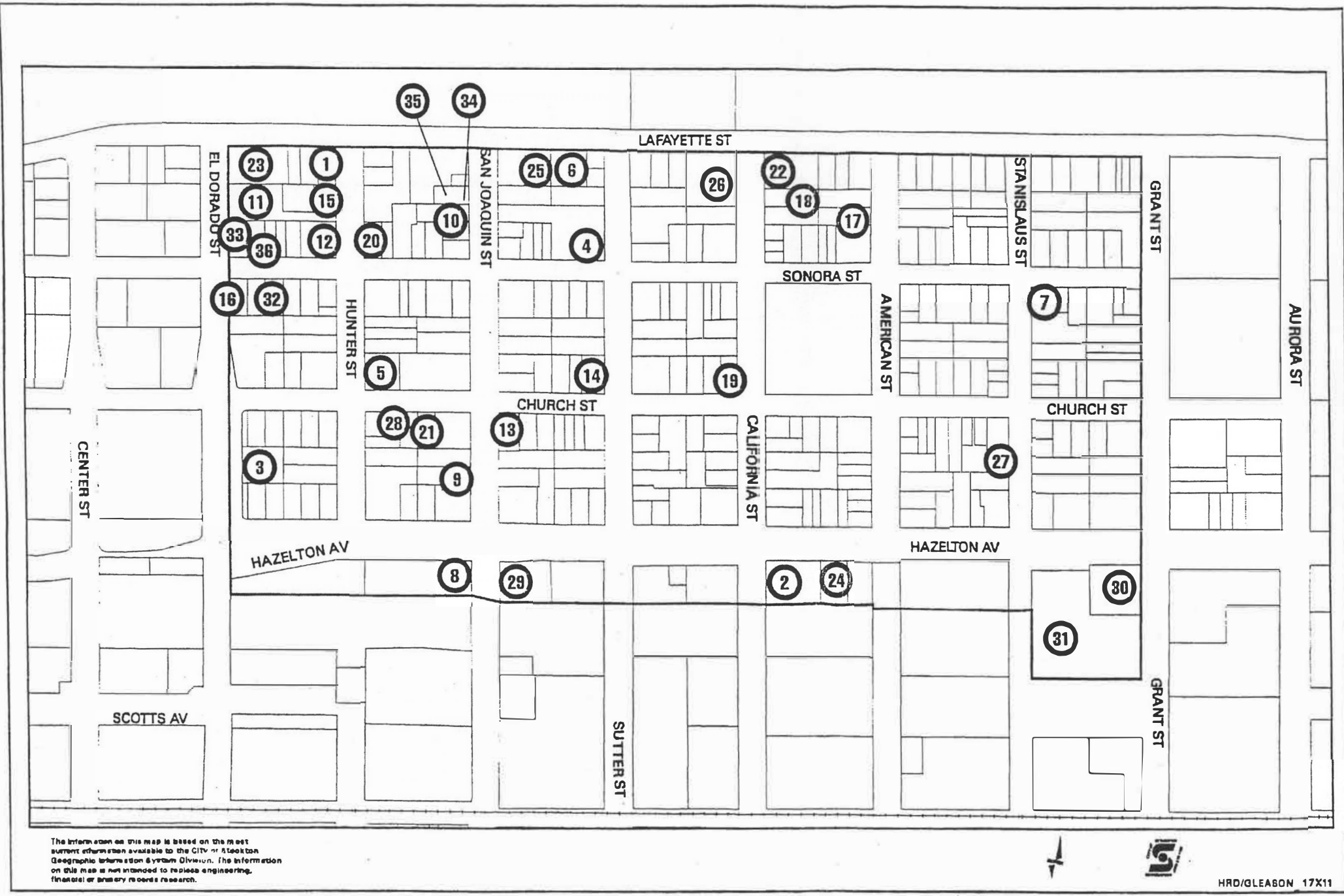
**Figure 2-6
BUS SERVICE**

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**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**



The information on this map is based on the most current information available to the City of Stockton Geographic Information System Division. The information on this map is not intended to replace engineering, financial or survey records research.

HRD/GLEASON 17X11

Restaurants

- 1 Emerald Restaurant
- 2 Golden Rice Bowl
- 3 Mi Casa Restaurant
- 4 On Lock Sam
- 5 Taqueria Dos Hermanos

Small Markets/Convenience Stores

- 6 Asian Foodmart/Bake Shop
- 7 Better Buy Market
- 8 Dunn's Mini-Mart
- 8 Kwong Tuck Wo Company
- 10 My Market
- 11 Star Fish Market
- 12 Sun Wong Kee
- 13 Tsu-V Market
- 14 U-Save Market
- 15 Wing Wah Deli-Market

Automotive Services

- 18 Alcon Tire Shop
- 17 American Body Shop
- 18 California Radiator Works
- 19 Delta Pumps
- 20 Louie's Garage
- 21 Reynosa's Auto Body Works
- 22 South Stockton Smog and Tune
- 23 Ueda Auto Repair

Service

- 24 Coin-Op Laundromat
- 25 Hardin Animal Hospital

Commercial

- 28 Stockton Mortuary
- 27 H & B Recycling

Light Industry

- 28 Bo Mah Factory
- 28 China Noodle Factory
- 30 Hinshaw Supply Co.
- 31 Motion Industries, Inc.
- 32 The Illono Circle, Inc.

Vacancies

- 33 Commons Restaurant (Chinese)
- 34 Herbalist - formerly
- 35 Quong Wah Yuen Chinese Deli
- 38 Ultimate Fun Video - formerly

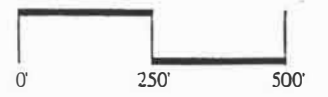


Figure 2-7
**GLEASON PARK EXISTING
BUSINESS INVENTORY**

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GLEASON PARK NEIGHBORHOOD MASTER REVITALIZATION STRATEGY

Supermarkets

- A1** Food 4 Less Supermarket (Eastland Plaza, NEC Wilson Way and Fremont St.)
- A2** Centro-Mart (310 W. Charter Way)
- A3** Super Save Market (39 W. Charter Way)

Major Drug Stores

- A4** Walgreens (Eastland Plaza)
- A5** Day & Night Drug (134 E. Weber)
- A6** Charter Way Pharmacy (210 W. Charter Way)

Eating and Drinking (Office Workers)

- B1** On Lock Sam (333 S. Sutter)
- B2** Emerald (315 S. Hunter)
- B3** Arroyo's Cafe (324 S. Center—to be relocated to Weber St. on waterfront)
- B4** Lekim's (631 N. Center)
- B5** Cancun (248 N. El Dorado)
- B6** Tio Pepe's II (135 E. Lindsay)

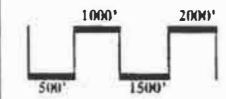
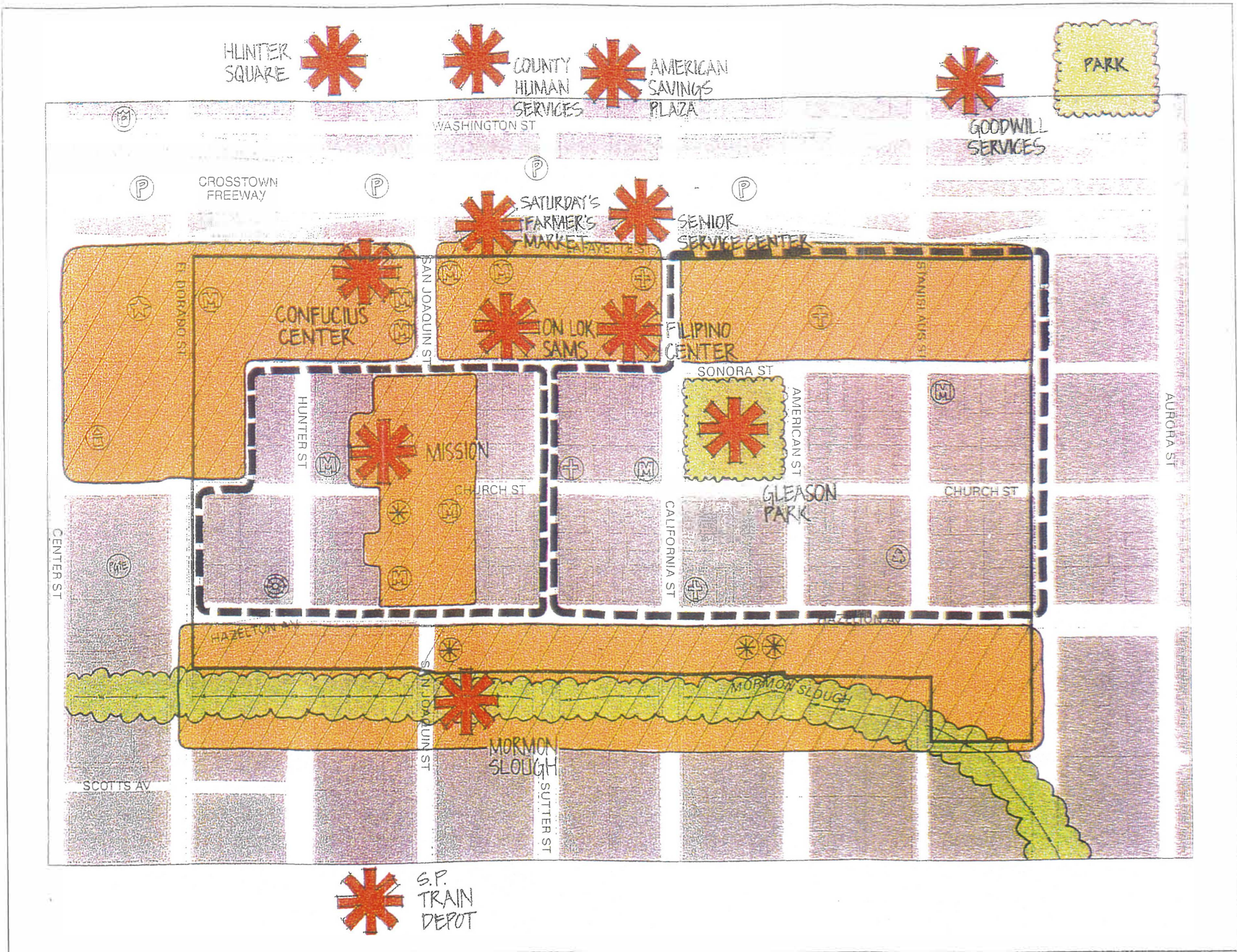


Figure 2-8
COMPETITION

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Stockton, California 95202-2106

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**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

- LEGEND
- ANCHOR FEATURES
 - AREAS OF STABILITY
 - AREAS OF CHANGE
 - CHURCH
 - MARKET
 - PARKING
 - NEW PROJECT
 - POLICE STATION
 - HOUSING AUTHORITY
 - RECYCLING CENTER
 - BUDDHIST TEMPLE
 - OTHER



Figure 2-9
SITE ANALYSIS




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**GLEASON PARK NEIGHBORHOOD
MASTER REVITALIZATION
STRATEGY**

Contribution to the Overall Character
of the Neighborhood

-  High
-  Medium
-  Low

Source: Architectural Resources Group,
Architects, Planners and Conservators, Inc.

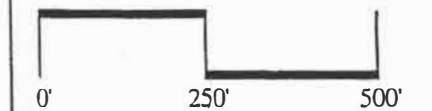


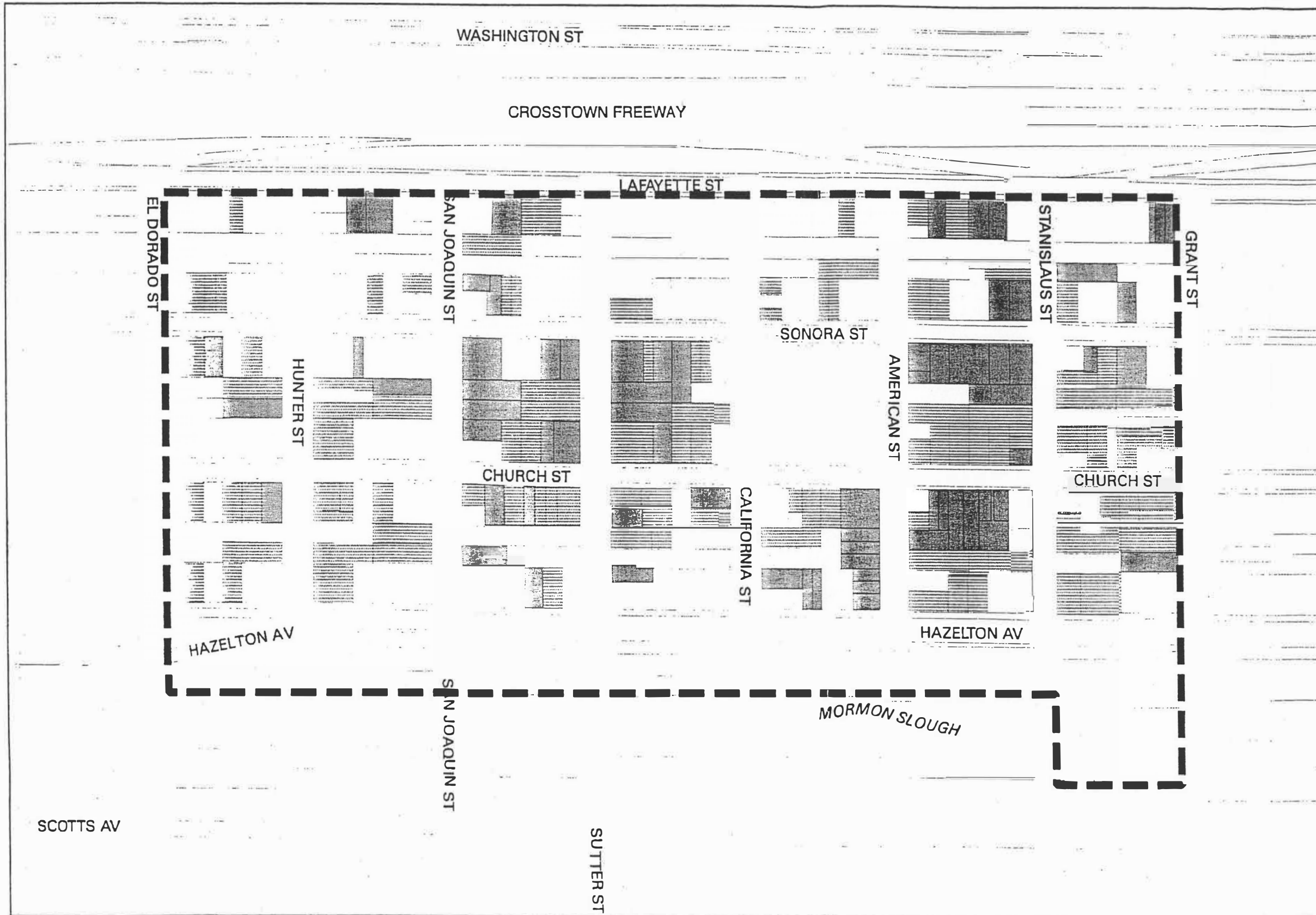
Figure 2-10
HISTORIC RESOURCES

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Housing and Redevelopment Department
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Stockton, California 95202-2306

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NORTH



Chapter 3

A COMMUNITY VISION

Gleason Park's community vision is a statement of the neighborhood's preferred future. It is the ideal toward which the Master Revitalization Strategy strives. The vision for a Gleason Park of the future has been developed through discussions with the community over a seven-month period beginning with the first community workshop on November 19, 1997 and ending with the fourth workshop on June 27, 1998.

A Community Vision for the Gleason Park Neighborhood

Neighborhood Composition

Gleason Park will continue to be a primarily residential area with strong ethnic diversity. The area will also be a prosperous location for small business owners, such as ethnic restaurants and markets.

Sense of Place and Affordability

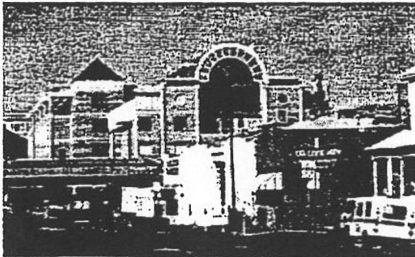
A range of quality affordable housing options will be available in the neighborhood and encourage higher rates of home ownership. The attractive Victorian homes in the neighborhood will be maintained as affordable places to live, thus adding to the sense of place in Gleason Park.

Family Orientation

This family-oriented community will be a safe place in which to live and raise children. After school and safe play facilities will be available to the neighborhood. Additionally, a range of social services for everyone, from childcare and youth programs to job training and senior services will be available to the neighborhood. Ethnic community centers will solidify residents' sense of cultural identity and pride.



Relation to the Downtown and Stockton Region



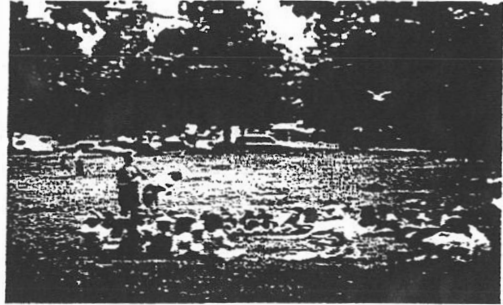
New and existing businesses will continue to be successful and provide services and products to Gleason Park. The neighborhood will be maintained as an attractive and safe place in which to do business. A diverse selection of products and services will be provided for neighborhood residents as well as downtown workers, travelers on the Crosstown Freeway and residents of the larger Stockton and San Joaquin County region. Pedestrian connections to downtown will be attractive, inviting, direct and safe.

Edna Gleason Park

Edna Gleason Park will become the social center of the community. The Park itself will be renovated as a beautiful and well-maintained gathering place for the community and as a play space for children. Space will be provided at the park for active and passive recreation.

Neighborhood Green Space

A streetscape of sheltering trees will be maintained throughout the neighborhood. Mormon Slough will be restored as a riparian greenbelt providing a green edge to the community and a safe place to walk and picnic.



Gleason Park will become a Children's Activity Center

Chapter 4

REVITALIZATION STRATEGY

The Revitalization Strategy outlines policy-oriented actions and more specific projects to develop facilities, programs, and activities. It provides a framework for collaboration and partnerships with residents, neighborhood organizations, government agencies and private businesses, linking existing City and private projects with Gleason Park.

These strategies are based upon the neighborhood goals and vision developed with community input, and are prioritized into Primary, Supporting, and Longer Term Revitalization Strategies. The Primary Strategies are intended to jump-start the revitalization process with targeted, high-priority projects that will produce visible results in the near future. The Supporting Strategies supplement the primary strategies by addressing larger-scale neighborhood concerns. The Longer Term Strategies complete the Revitalization Plan with projects, while not urgent, are important to the vision of the neighborhood in the long term. Together, these prioritized activities comprise an action agenda for Gleason Park.

The Action Matrix on the following pages presents the actions, projects and programs the City and community will implement to achieve its desired future. For each of the specific actions, the points below have been identified:

- Estimated cost of project development;
- Estimated ongoing program and/or maintenance costs;
- A range of potential funding sources which might be tapped;
- The priority level of the action relative to other listed actions (high/medium/low);
- The time frame within which the action could reasonably be undertaken (immediate 0-1 year; near term: 1-3 years; mid-term: 3-5 years; long term: 5+ years); and
- The organization(s) or entity that could most appropriately assume lead responsibility for implementing the action.

4.1 Revitalization Strategies

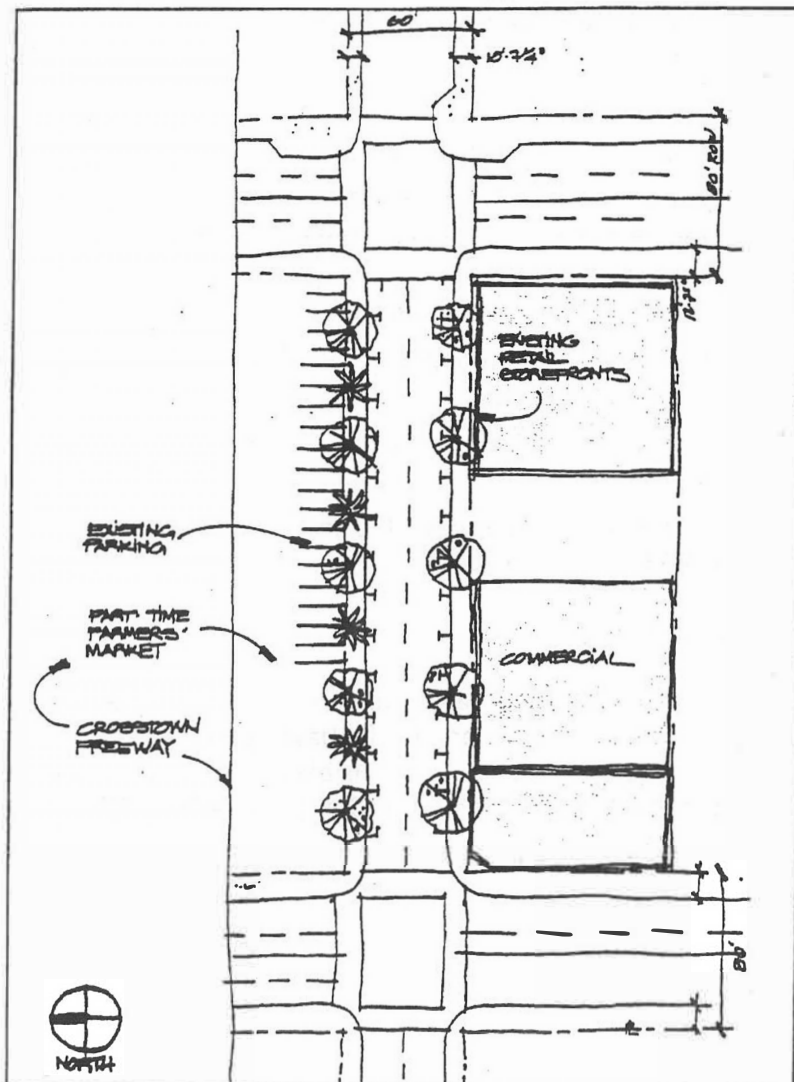
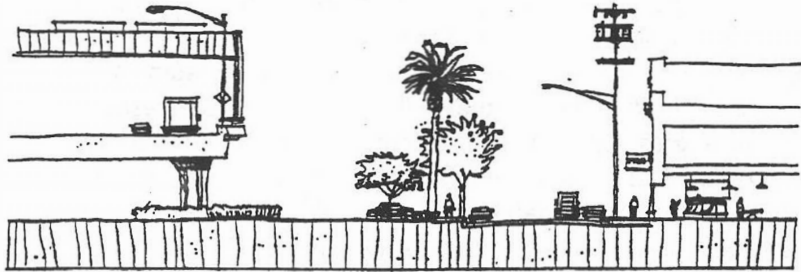
The revitalization strategies described below are illustrated in Figures 4-1 and 4-2. Also refer to the Action Matrix on page 33 for more detail.

Primary Revitalization Strategies

The three strategies identified below are designed to jump-start the neighborhood revitalization process by building on the existing commercial base, tackling the most crime-ridden areas in the neighborhood, and bringing new, responsible residents to the area. The strategies target two specific areas: the Lafayette Street corridor, and the Edna Gleason Park and its immediate neighbors.

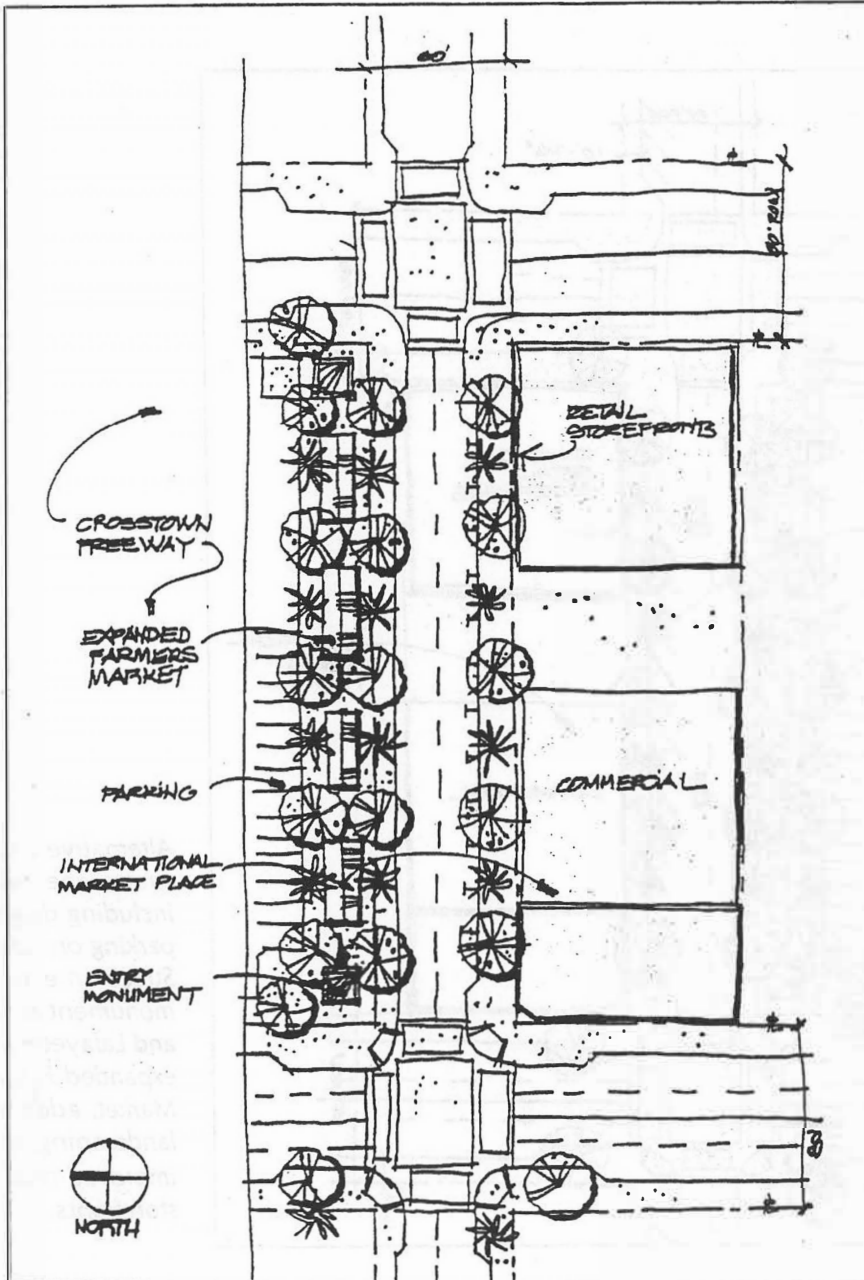
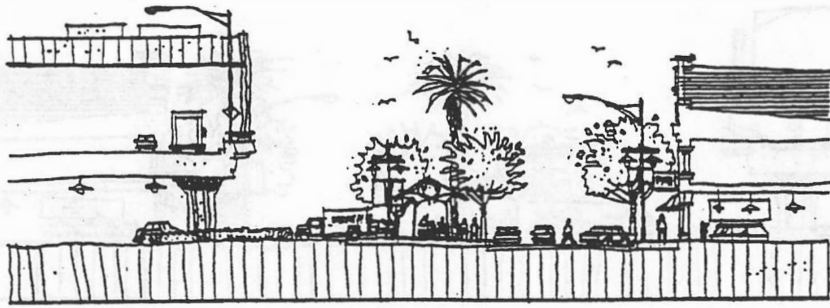
Targeted Commercial Revitalization Strategies

The commercial revitalization strategies include actions that build upon existing strengths in Gleason Park – its ethnic restaurants and specialty food stores, and weekly Farmers' Market. Lafayette Street will be developed and promoted as an International Market Place in cooperation with the Downtown Alliance. Additionally, signage, streetscape and parking improvements for Lafayette Street are recommended to support the International Market Place. The drawings below illustrate the existing layout of the commercial area; sketches on the following pages illustrate two potential improvements.



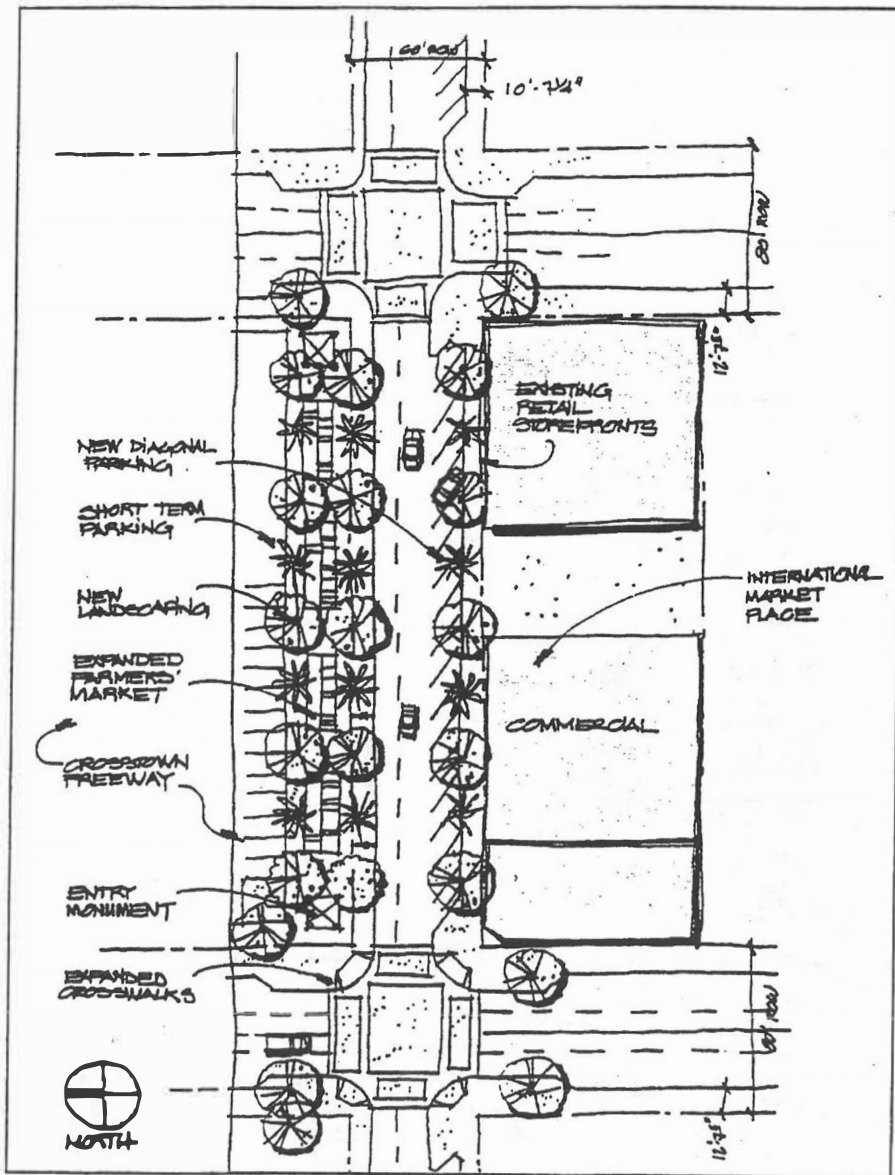
Existing layout of the Lafayette Street commercial area between San Joaquin and Sutter Streets.

Lafayette Street Commercial Area: Alternative #1



Alternative 1 shows streetscape improvements including an entry monument at San Joaquin and Lafayette Street, expanded Farmers Market, additional landscaping, and improved retail storefronts.

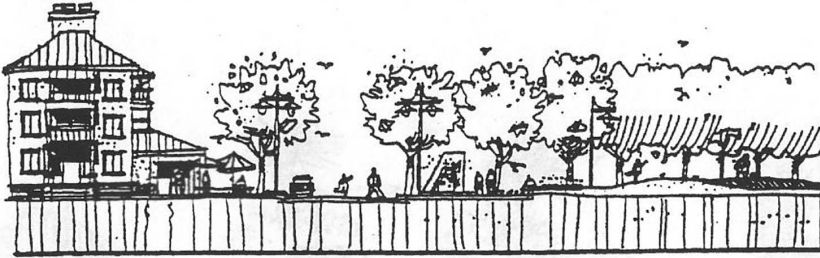
Lafayette Street Commercial Area: Alternative #2



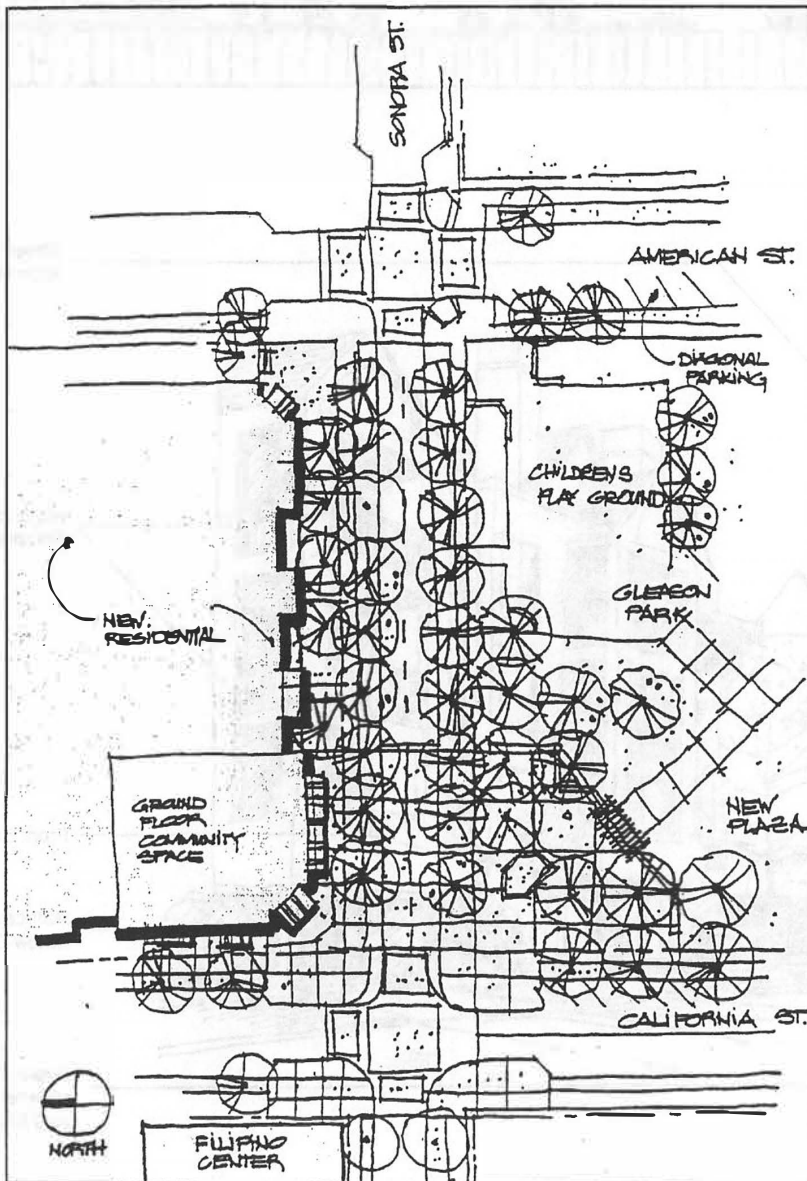
Alternative 2 shows streetscape improvements including diagonal street parking on Lafayette Street, an entry monument at San Joaquin and Lafayette Street, expanded Farmers Market, additional landscaping, and improved retail storefronts.

Gleason Park Revitalization Strategies

The Park Revitalization Strategies will revive the park through additional crime prevention, physical improvements, and the addition of community facilities and activities, particularly for neighborhood youth.



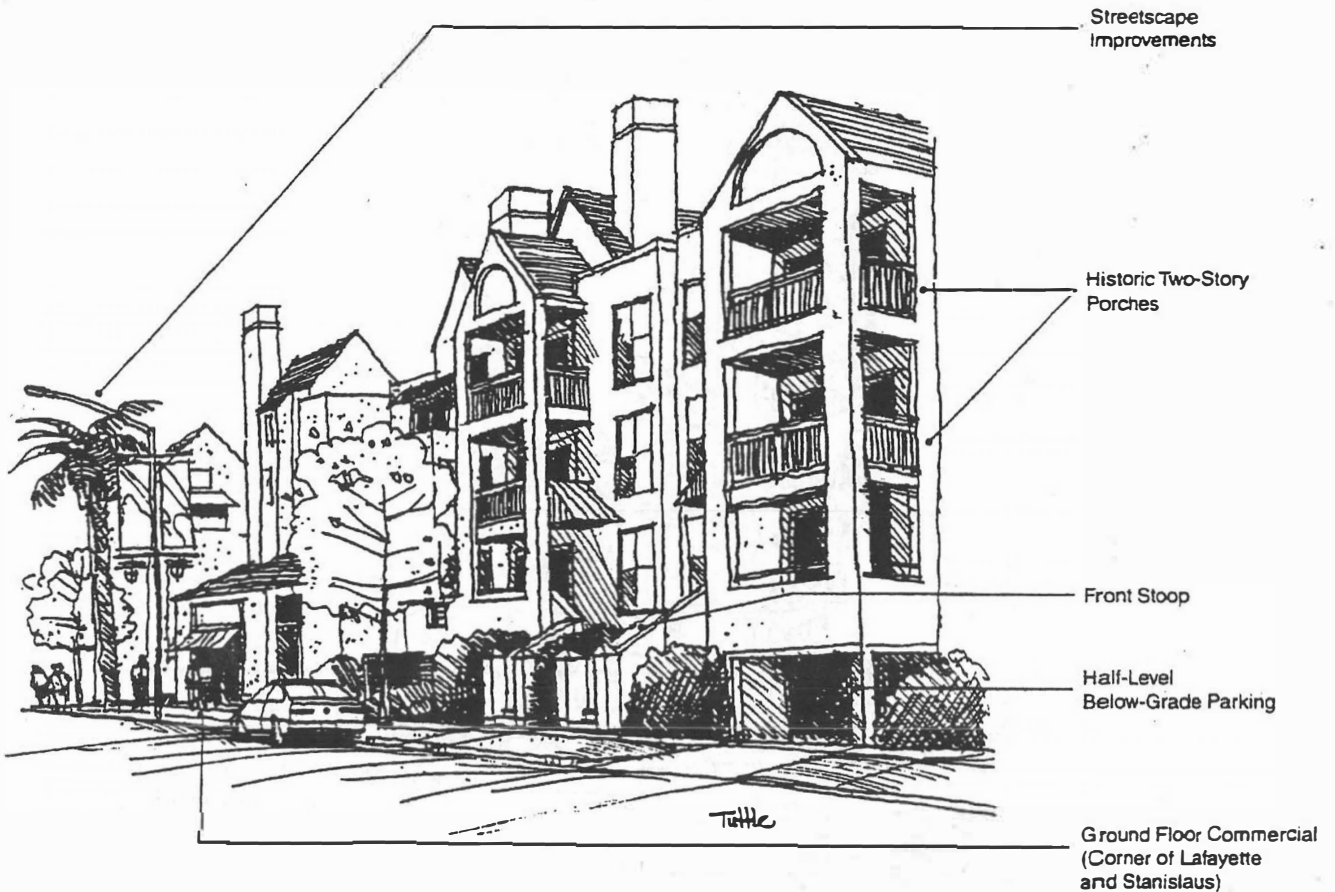
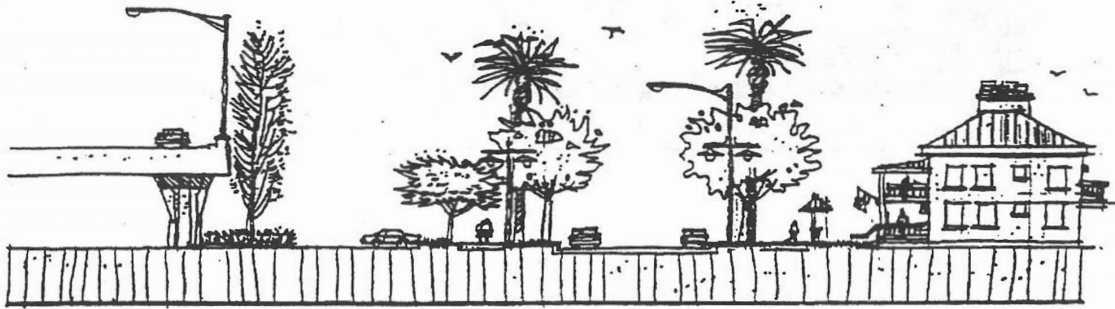
(Cross-section of drawing below.)



The drawing to the left illustrates potential improvements to Gleason Park, including a new plaza for neighborhood gatherings and activities, a children's playground, and new residential development across Sonora Street.

Targeted Housing Development Strategy

The housing development strategy focuses on renovating and building new housing along Lafayette Street (between California and Grant Streets) and revitalization of housing adjacent to Gleason Park. Bringing new homes and new people to these areas will also help to support nearby commercial activity. The sketches below depict a potential housing development style for Lafayette Street.



Supporting Revitalization Strategies

The supporting revitalization strategies complement the primary strategies by addressing a range of neighborhood improvements and services. These strategies broaden the scope of the revitalization process to address the entire neighborhood, and include:

1. Neighborhood improvements: street trees, cleanup, and code enforcement;
2. Housing revitalization activities: housing rehabilitation, new construction, home ownership, and historic preservation;
3. Commercial revitalization activities: façade improvements, technical assistance for local businesses, and marketing;
4. Streetscape improvements: general improvements on Lafayette Street, entryways, and parking lots under the freeway, and traffic calming on American Street;
5. Planning and Zoning amendments: to reflect this Neighborhood Revitalization Strategy;
6. Social services provision: job programs, senior services, child care, head start, after school activities, and youth tutoring;
7. Social services provision: senior services, child care, head start, after school activities, youth tutoring;
8. Job training opportunities: job training, one stop job search satellite office, specific outreach for Gleason Park;
9. Safety and security: customer service guides on Lafayette Street, neighborhood watch programs, telephone security lines and other community policing programs; and
10. Transportation improvements: extension of bus hours.



***Street Trees Improve
Neighborhood Atmosphere***

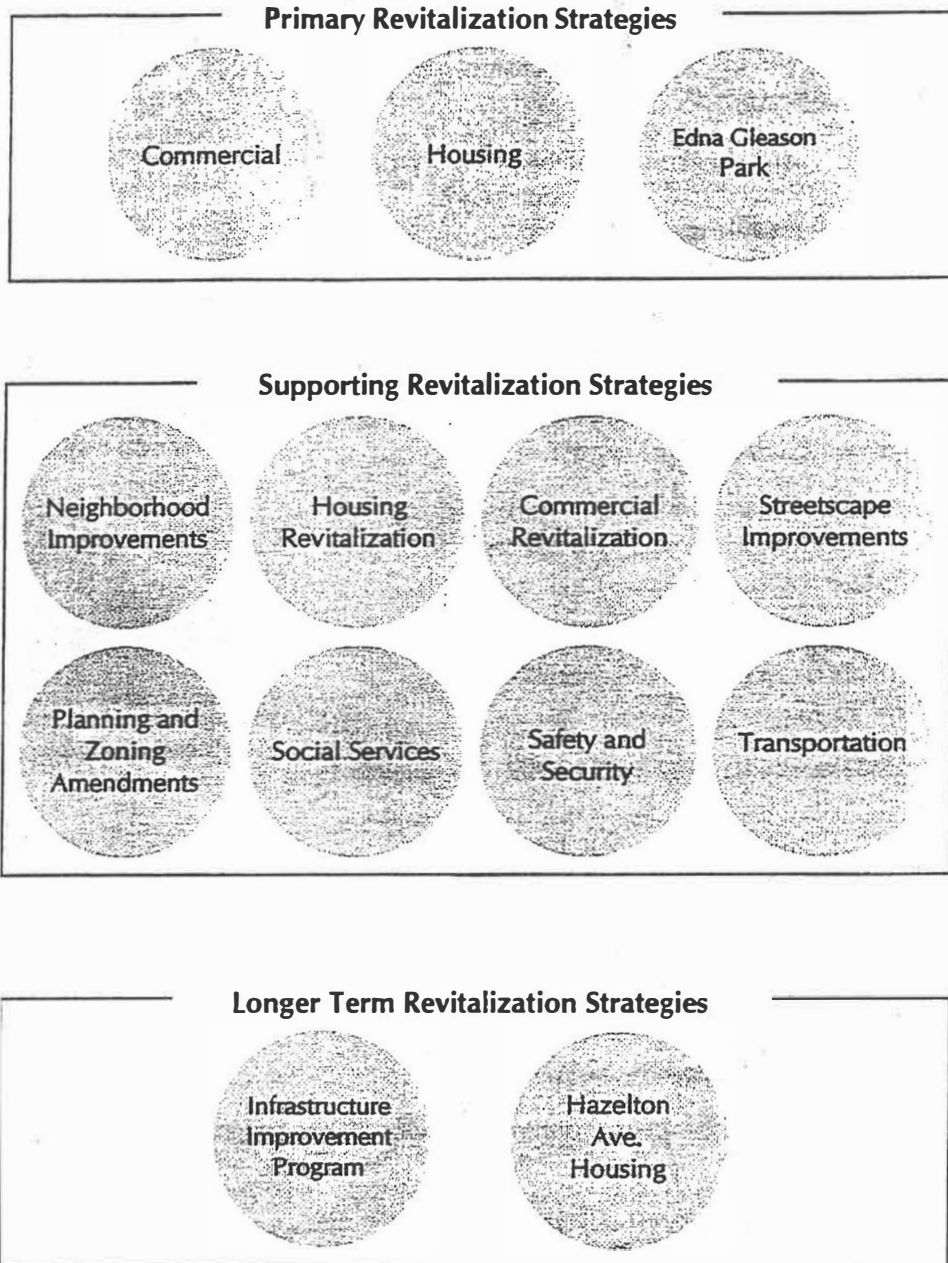
Longer Term Revitalization Strategies

The items identified as longer-term strategies are also important to the vitality of the area. These strategies address:

1. Infrastructure improvements including street and utility upgrades and installation of utility lines underground;
2. Investigate the restoration of Mormon Slough as a riparian greenbelt; and
3. Development of new housing along Hazelton Avenue.

With the exception of the infrastructure improvements, which affect the entire neighborhood, these strategies focus on the southern portion of the study area.

Figure 4-1: Revitalization Strategies



PRIMARY REVITALIZATION STRATEGIES

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing*	Implementation Responsibility	Objectives
A. Targeted Commercial Revitalization Strategy					
A1. Develop International Retail Market Place along Lafayette Street with development of key opportunity sites.	\$200,000	CDBG Funds; Redevelopment Agency Funds Private Developers	Immediate–Near Term	City of Stockton; Downtown Alliance; Private Developers	Assist 1 existing business and 1 new business per year
A2. Expand Farmers Market. New market stalls, landscaping and parking improvements.	\$150,000	City CIP Fund; CDBG Funds; Redevelopment Agency Funds	Immediate–Near Term	City of Stockton	Add 10 new stalls and vendors to Marketplace
A3. Improve Lafayette Streetscape for commercial use.	\$500,000	City CIP Fund; CDBG Funds; Redevelopment Agency Funds	Immediate–Near Term	City of Stockton	Improve landscaping on 3 blocks
A4. Provide short term parking at City freeway parking lot adjacent to Lafayette Street retail area.	\$50,000	City CIP Fund; CDBG Funds; Redevelopment Agency Funds	Immediate–Near Term	City of Stockton	Create parking for 50 vehicles
A5. Provide diagonal parking along streets where possible.	\$100,000	City CIP Fund; CDBG Funds; Redevelopment Agency Funds	Immediate–Near Term	City of Stockton	Create 20 additional stalls
B. Gleason Park Revitalization Strategy					
B1. Restore Gleason Park as a Neighborhood Park	\$200,000- \$250,000, plus \$7-9,000/year	City of Stockton; CDBG Funds; Redevelopment Agency Funds	Immediate–Near Term	City of Stockton – Parks and Recreation Department	Place park back in service
B2. Safe Stockton, Safe Youth After School Program	\$10-15,000 start up costs for equipment and space rental; \$13,000/year for program costs	City of Stockton	Immediate	City of Stockton Parks and Recreation Department	Enroll 20 participants by end of 1 st year

*See page 25 for definitions of terms used to describe phasing/timing

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing*	Implementation Responsibility	Objectives
B. Gleason Park Revitalization Strategy (continued)					
B3. Summer Parks Program	\$3,500 per summer	City of Stockton	Immediate	City of Stockton Parks and Recreation Department	Place program in service summer 1999
B4. Community Center	\$200,000	City Park Fees; CDBG Funds; Redevelopment Agency Funds; Private foundations	Near Term	Potential inclusion in housing project; designated nonprofit agency	Develop center by 2001
C. Targeted Housing Development Strategy					
C1. Develop new housing with a mix of housing types and income levels along Lafayette Streets between California and Grant Streets.	\$15,000,000	Redevelopment Agency; HOME; CDBG, private developers	Near Term	Private housing developer; Housing and Redevelopment Department	Develop 100 units by 2001
C2. Build new single family (infill) housing on vacant and underutilized lots around Gleason Park.	\$500,000	Redevelopment Agency 20% set aside funds; HOME, CDBG, private developers	Near Term	Private housing developer; Housing and Redevelopment Department	Develop 7 new single family homes
C3. Rehab existing residential homes around Gleason Park.	\$1,000,000	Redevelopment Agency 20% set aside funds; HOME; CDBG; private developers; LIHTC (tax credits)	Immediate	Homeowners; Housing and Redevelopment Department	Rehab 20 housing units

SUPPORTING REVITALIZATION STRATEGIES

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
D. Neighborhood Improvements					
D1. Plant street trees in Gleason Park neighborhood	\$25,000	CDBG; Redevelopment Agency; City of Stockton	Near Term	Public Works Department; Parks and Recreation Department	
D2. Continue neighborhood cleanup program (spring and fall neighborhood clean-up w/dumpsters)	\$2,000/year	CDBG	Immediate	Housing & Redevelopment Department (HRD); Code Enforcement	Facilitate 2 cleaning events per year
D3. Relocate recycling center to edge of neighborhood in commercial or industrial areas.	\$50,000	Redevelopment Agency	Near Term	Public Works Department	Recycling center relocated
D4. Implement targeted code enforcement efforts on key parcels, hotels, and other problem sites.	\$500,000	City General Fund	Immediate	HRD; Code Enforcement	Complete 2 targeted inspections per year
D5. Develop a neighborhood improvement association for ongoing implementation of the Neighborhood Revitalization Strategy.	\$10,000	CDBG	Near Term	HRD; Downtown Alliance; Police Department	Facilitate creation of Improvement Association by 2001
E. Neighborhood Wide Housing Revitalization Strategies					
E1. Promote housing rehab loan and grant programs to neighborhood homeowners.	Mail-outs; staff time	City of Stockton, CDBG; HOME; RDA	Immediate	Housing and Redevelopment Department	Complete 1 targeted mail-out per year
E2. Build new single family (infill) housing on vacant and underutilized lots in the Gleason Park neighborhood.	\$1,000,000	Private Development; CDBG; City of Stockton; HOME; RDA	Immediate	Private Developers; Housing and Redevelopment Department	Develop 15 new homes over the life of the Strategy
E3. Rehabilitate existing residential homes throughout neighborhood	\$2,500,000	Redevelopment Agency; HOME; CDBG; Private Developers	Immediate	Homeowners; Housing and Redevelopment Department	Rehab 5 homes per year
E4. Promote home ownership through a first-time homebuyers program.	\$1,500,000	CDBG; HOME; RDA	Immediate	Housing and Redevelopment Department	Provide 5 HAP loans per year

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
E. Neighborhood Wide Housing Revitalization Strategies (continued)					
E5. Rehabilitate historic residential structures where feasible	\$2,000,000	Redevelopment Agency 20% set aside funds; HOME; CDBG; private developers	Immediate--Near term	Homeowners; Housing and Redevelopment Department; Private Housing Developers	Rehab 2 structures per year
F. Neighborhood Wide Commercial Revitalization Strategies					
F1. Implement façade improvement program.	\$500,000	City of Stockton; CDBG	Immediate	City Economic Development	Provide 4 façade loans per year
F2. Provide business loans and technical assistance to retain and improve existing business in the Gleason Park area.	\$1,000,000	City of Stockton; San Joaquin County; CDBG; SBA; Downtown	Immediate	Revolving Loan Fund; San Joaquin County Enterprise Zone	Assist 20 businesses over the life of the Strategy
F3. Implement a marketing and business promotion program for the Gleason Park area.	\$25,000	Downtown Alliance; Small Business Development Center	Immediate	Housing and Redevelopment Department; Downtown Alliance	Amend scope of SBDC contract to include Gleason Park
F4. Provide loans and grants to local businesses for building improvements.	\$1,000,000	City of Stockton; San Joaquin County; CDBG; SBA	Immediate	Revolving Loan Fund; San Joaquin County Enterprise Zone	Provide 3 commercial rehab loans per year
G. Streetscape Improvements					
G1. Improve Lafayette Streetscape and entryways to the Gleason Park	\$230,000	City of Stockton; CDBG Funds; CIP	Near Term	Public Works Department; Parks and Recreation	Improve 1 intersection per year
G2. Improve parking and visual appearance under freeway	\$50,000	City of Stockton CDBG Funds; CIP	Near Term	Public Works Department	Parking appearance upgrade complete
G3. Implement neighborhood traffic calming design on American Street from Lafayette to Hazelton Avenue.	\$100,000	City of Stockton CDBG Funds; CIP	Mid Term	Public Works Department	Abandon portion of American Street

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
H. Planning and Zoning Improvements					
H1. Amend General Plan and Zoning ordinance to be consistent with the vision for the Gleason Park neighborhood.	N/A	City of Stockton		Community Development Department; Housing and Redevelopment Department	Council to adopt amended ordinance by 2000
H2. Offer permit fee deferrals to assist local property owners in the development of proposals consistent with the Revitalization Strategy.	N/A		Immediate	Community Development Department; Housing and Redevelopment Department	Market and complete fee deferral program in concert with rehab loan program
I. Social Service Delivery					
I1. Provide job placement assistance to neighborhood residents.		State Social Services Programs; San Joaquin County; Private Industry Council	Immediate	Welfare to Work; San Joaquin County; Private Industry Council	Place 20 individuals with jobs
I2. Implement childcare and after school activity programs in the Gleason Park neighborhood.		City of Stockton; Nonprofit Agencies	Near Term	Parks and Recreation Department	Incorporate this program into affordable housing project or other neighborhood community center
I3. Create a one-stop social services desk for assisting Gleason Park residents.		State Social Services Programs	Mid Term		Incorporate activity into community center of affordable housing project or other neighborhood community center.

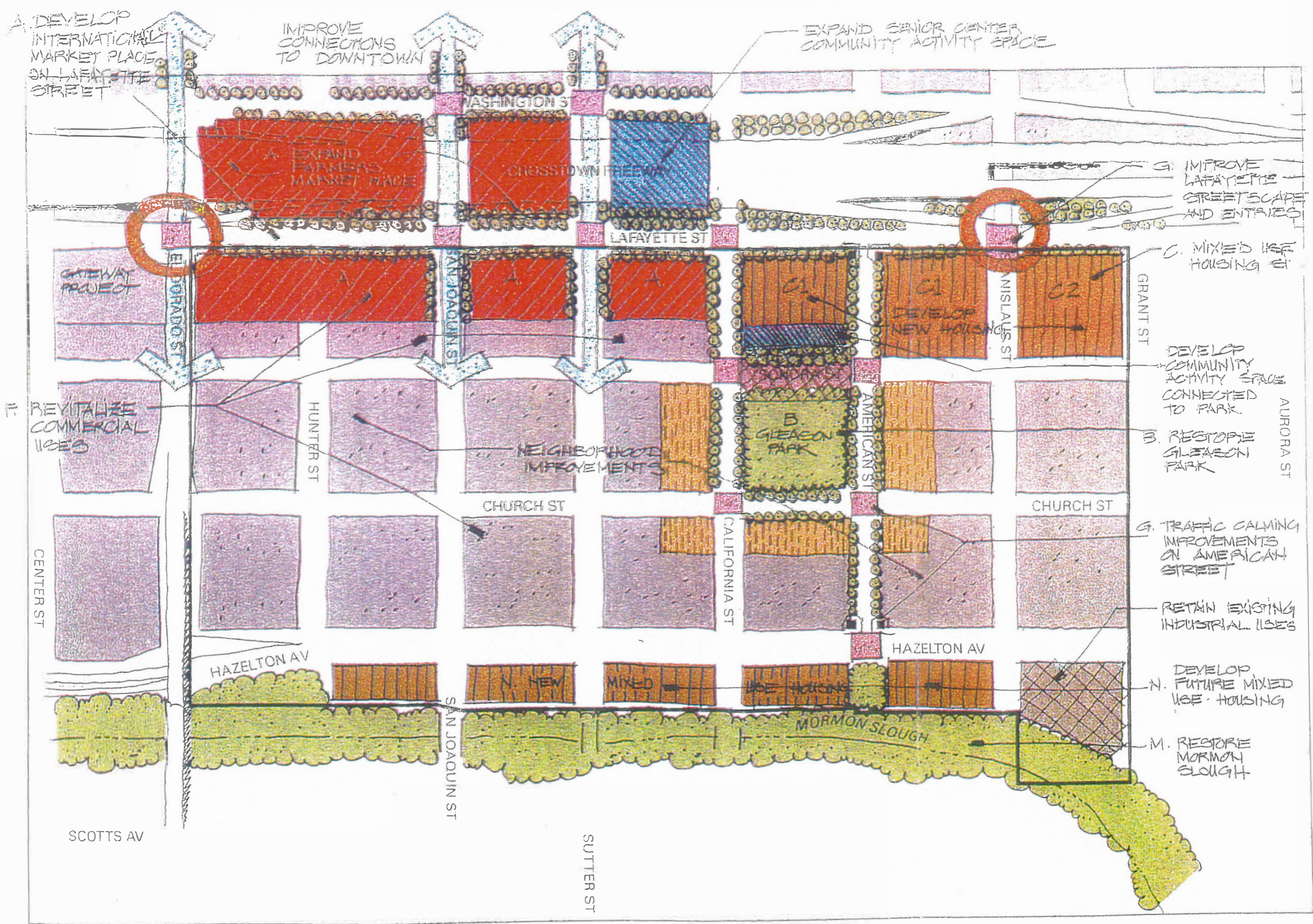
ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/Timing	Implementation Responsibility	Objectives
I. Social Service Delivery (continued)					
I4. Create/develop a one stop job search satellite office to be located within walking distance of the Gleason Park Neighborhood		Unknown	Near Term	Private Industry Council	Open 1 satellite office within 1 mile of the neighborhood
I5. Provide specific outreach of services available by the Private Industry Council to those residents of the Neighborhood		Unknown	Immediate	Private Industry Council	Direct mailing to all residents in the neighborhood
J. Safety and Security Improvements					
J1. Improve police services in neighborhood through continued community outreach and information.	N/A	City of Stockton	Immediate	Stockton Police Department	N/A
J2. Establish a neighborhood watch program in the Gleason Park area.	N/A	City of Stockton	Immediate	Stockton Police Department	Establish neighborhood watch by 2000
J3. Promote the existing neighborhood telephone hot-line service to neighborhood residents.	N/A	City of Stockton	Immediate	Stockton Police Department	N/A
J4. Extend the Downtown Alliance security patrol service into the Lafayette Street commercial area.	\$2-3,000	Downtown Alliance	Immediate	Downtown Association	Establish expanded coverage by 2000
K. Transportation					
K1. Improve frequency of bus service in the neighborhood.	N/A	SMART	Near Term	SMART	N/A
K2. Create attractive, well-lighted bus stops in appropriate locations in Gleason Park neighborhood that are visually controlled by local residents.	N/A	SMART	Near Term	SMART	Create 5 bus stops over the life of the Strategy

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
L. Financing Tools					
L1. Include Gleason Park in the new redevelopment project area to make tax increment financing available for future projects.	N/A	N/A	Immediate- Near Term	Housing and Redevelopment Department	Create new project area by 2001

LONGER TERM REVITALIZATION STRATEGIES

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
M. Infrastructure Improvement Program					
M1. Repair streets. Complete reconstruction is required for Sonora, Church, Stanislaus, American, California, Sutter, San Joaquin, Hunter and El Dorado Streets; substantial reconstruction is required for Lafayette, Hazelton and Grant Streets.	\$8.0 million for street repairs; \$300,000 for steel pole streetlights on El Dorado; \$1.0 million for Kings Ferronite streetlights on El Dorado.	CIP; CDBG	Mid-Long Term	Public Works Department	Reconstruct at least 1000 linear feet of street per year
M2. Upgrade sanitary sewer system	\$2.5 million to reconstruct sewer lines	CIP	Mid-Long Term	Municipal Utilities Department	Reconstruct sanitary sewer system as necessary in concert with street work.
M3. Upgrade water system for San Joaquin and Church Streets	\$100,000	CAL Water	Mid-Long Term	Municipal Utilities Department	Upgrade water system over the life of the Strategy
M4. Convert to underground utility lines in the neighborhood starting with Lafayette Street.	Continue existing program	PG & E	Mid-Long Term	Municipal Utilities Department; Public Works Department	Convert Lafayette Street by 2004
M5. Improve storm drainage/flood control system.	\$600,000 to reconstruct and repair storm drains	CIP	Mid-Long Term	Municipal Utilities Department	Reconstruct storm drainage system in concert with street work

ACTION PROJECT	Development Cost Estimate	Potential Funding Sources	Phasing/ Timing	Implementation Responsibility	Objectives
N. Mormon Slough Restoration					
N1. Restore Mormon Slough as creek drainage area and recreation amenity with bicycle and pedestrian trails, screen landscaping, and pedestrian amenities.	\$20-35,000 feasibility study now underway	US Army Corps of Engineers, San Joaquin Area Flood Control Agency	Long Term	US Army Corps of Engineers, San Joaquin Area Flood Control Agency; Parks and Recreation	Complete project feasibility report by 2004
N2. Plant street trees and screening of surrounding industrial areas along the Mormon Slough right-of-way.	\$12-15,000; \$2-3,000/year Maintenance and clean-up	City of Stockton, San Joaquin Area Flood Control Agency	Long Term; could begin prior to Slough restoration	City of Stockton Parks and Recreation and Flood Control District	Initiate discussions with Flood Control Agency by 2000
O. Hazelton Avenue New Housing Development					
O1. Create a mix of housing types and income levels along Hazelton Ave.	\$5,000,000	Private Development; CDBG; HOME; RDA	Long Term	City of Stockton	Identify housing developer by 2004
O2. Allow for a mix of uses, residential and local serving commercial uses at key sites along Hazelton Avenue.	\$1,000,000	Private Development; CDBG; HOME; RDA	Long Term	City of Stockton	N/A



GLEASON PARK NEIGHBORHOOD MASTER REVITALIZATION STRATEGY

LEGEND

- COMMERCIAL
- RESIDENTIAL
- COMMUNITY CENTER
- NEW RESIDENTIAL
- PLAZA/CROSSWALKS
- MAJOR CIRCULATION
- PARK/OPEN SPACE
- INDUSTRIAL
- KEY INTERSECTIONS

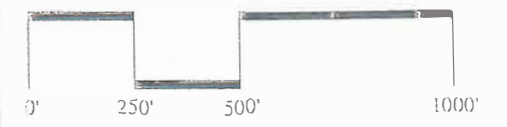


Figure 4-2

ACTION PLAN

Prepared for:
City of Stockton
Housing and Redevelopment Department
305 North El Dorado Street, Suite 200
Stockton, California 95202-2306

Prepared by:
MIG, Inc.
800 Hearst Avenue, Berkeley, California 94704-7549



5.1 Implementation Program

The implementation program is a critical component of the Gleason Park Revitalization Strategy. It will guide the execution of the Action Plan detailed in the previous section. Nine key components to a successful implementation program are presented here.

- **Flexible phasing plan.**

Since the Revitalization Strategy is an ambitious program, it is not possible to undertake all of the actions at once. Therefore, the action project matrix prioritizes and phases the action items over time. However, over time, resources, opportunities and new challenges will inevitably present themselves to the community. The implementation process should be flexible and allow for unforeseen circumstances in order to take advantage of opportunities that may arise.

- **Designate a “vision champion.”**

The Revitalization Strategy is intended to be implemented over a long-term horizon. To ensure that the vision of the plan is preserved over time, a Redevelopment Agency staff person should be designated to keep policy makers, business and housing developers, and neighborhood groups abreast of the issues and needs of Gleason Park. The person should also act as a contact point for Gleason Park residents.

- **Establish a neighborhood improvement association.**

The Housing and Redevelopment Department Neighborhood Services should help organize a neighborhood improvement association. In partnership with the City of Stockton and the Downtown Alliance, the neighborhood improvement association will be responsible for leading the implementation of the Revitalization Strategy. Members will also be responsible for representing the neighborhood to the City Council when issues affecting Gleason Park are on the agenda, working with the police department, helping to maintain Edna Gleason Park, and coordinating outreach efforts in the neighborhood. The representative for the CDC has been nominated by and will speak for this association (This is consistent with Stockton’s citizen participation Plan adopted by the City Council.)

- **Work with the Stockton Police Department.**

The Housing and Redevelopment Department and neighborhood should continue to communicate with the Stockton Police Department in order to improve security in the area and to set up a neighborhood watch program.

- **Work with non-profit organizations.**

One of Gleason Park’s strengths is the presence of non-profit organizations such as affordable housing developers, ethnic community groups, and social service providers (see Appendix A). Two affordable housing developers are already planning projects for Gleason

Park, and numerous community groups provide a wide range of social services to residents. The City should continue to work with these non-profit organizations in carrying forth this revitalization effort.

- **Utilize existing programs.**

The City of Stockton, San Joaquin County and non-profit organizations together provide a wide array of services and programs to residents and businesses in Gleason Park. These programs, which are detailed in Appendix A, range from loans and grants for property improvements to job training and nutritional programs. A neighborhood services coordinator should organize outreach efforts so that business-owners and residents of Gleason Park are aware of the opportunities available to them.

The Gleason Park neighborhood should continue to be represented by its residents in the Stockton Community Development Committee for the Community Development Block Grant Program.

Additionally, the City should identify any other existing funding sources and state or federal assistance programs that may be utilized for the implementation of the Action Plan.

- **New redevelopment project.**

Include Gleason Park in the new redevelopment project area to make tax increment financing available as one of financing tools to carry out the Action Plan.

- **Encourage public-private-community partnerships.**

The challenges confronting Gleason Park are not simple, and will require continued commitment, cooperation and collaboration from all sectors of the community. Public-private-community partnerships, such as those borne out of this planning effort, should continue to be encouraged in the implementation phase.

- **Monitor and evaluate progress.**

Periodic assessments should be conducted to monitor progress and to determine whether any "mid-course corrections" are needed. Demonstrated success also helps to sustain or increase commitment to the neighborhood revitalization process. Progress can be measured against two mechanisms:

1. The timeframes listed for each project or program in the Action Plan; and
2. The Gleason Park benchmarks described in Section 5.2 below.

5.2 Gleason Park Benchmarks

A set of economic and social performance indicators was developed for the Gleason Park neighborhood. These “benchmarks” will be used to monitor and measure progress over the next several years.

Commercial Revitalization

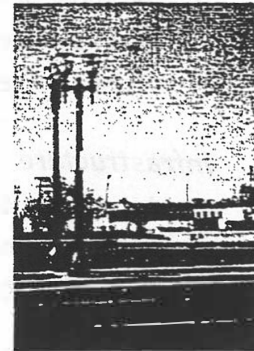
- Increase in sales taxes from Gleason Park establishments.
- Number of new business starts in Gleason Park.
- Number of existing businesses renovated.
- Decrease in vacancy rate.

Edna Gleason Park Revitalization

- Public perception of the security and quality of the park.
- Number of children participating in recreation programs.
- Installation of sprinkler system.

Housing Development

- Number of new units constructed.
- Number of existing units renovated/rehabilitated.
- Number of code violations corrected.
- Decrease in vacancy rate.



***Attractive Lighting
Improves Streetscape***

Neighborhood Improvements

- Number of street trees planted.
- Public perception of neighborhood attractiveness.
- Number of residents participating in the Neighborhood Cleanup Program.

Streetscape Improvements

- Number of linear feet of street improvements completed.

Planning and Zoning Amendments

- Completion of General Plan amendments.
- Completion of zoning code amendments.

Social Services

- Number of residents placed in new jobs through County Jobs Programs.
- Decrease in unemployment rate.
- Number of seniors participating in senior services programs.
- Number of children in childcare in Gleason Park.
- Number of children participating in after school programs.

- Number of children participating in youth tutoring programs.

Safety and Security

- Decrease in the number of crimes against persons.
- Decrease in the number of crimes against property.
- Decrease in the number of emergency calls to the Police Department.
- Decrease in the number of emergency calls to the Fire Department.
- Public perception of level of safety.

Transportation

- Number of residents using public transportation.
- Public perception of convenience of public transportation.
- Public perception of safety of public transportation.

Infrastructure

- Linear feet of streets repaired.
- Linear feet of utility lines repaired.
- Linear feet of utility lines moved underground.

Mormon Slough Restoration

- Square feet of park space created.
- Public perception of the security and quality of park space at Mormon Slough.

Appendix A

EXISTING PROGRAMS

The City of Stockton, San Joaquin County, and non-profit organizations administer numerous programs that are potentially useful to Gleason Park residents and businesses. These programs are summarized in the following pages. For more information, please contact the appropriate lead agency.

City of Stockton

Single Family Housing Loan Program (Department of Housing and Redevelopment)

Qualifying projects receive three-percent simple interest rate loans for a maximum term of 30 years to fund:

- Hard and soft construction costs related to the mandatory correction of Housing Code violations;
- Construction contingencies;
- Temporary relocation and moving expenses;
- Incipient repair/replacements and general property improvements; and
- Refinancing of existing debt, limited to special hardship circumstances.

This program is funded through the City's CDBG and HOME programs.

Single Family Owner Rehabilitation/Code Enforcement Programs (Department of Housing and Redevelopment)

To encourage rehabilitation and preservation of the existing housing stock, these programs include activities such as providing security lighting, bars on windows, dead bolts, handicap assistance grants, painting, and bringing a structure up to building code requirements. These programs are funded through the City's CDBG and HOME programs.

Rental Housing Moderate Rehabilitation Loan Program (Department of Housing and Redevelopment)

This program is intended to provide financing for the repair and renovation of dwellings (including single family units) rented by low income households. The program is funded by CDBG, HOME, and other federal or state housing programs. Qualifying projects receive zero percent interest rate loans for a maximum term of 30 years to fund hard and soft costs for rehabilitation, site improvement, security upgrades, and energy efficiencies.

Homebuyer Assistance Program (Department of Housing and Redevelopment)

The City's newly adopted Housing Assistance Plan (HAP) gives prospective low-income homebuyers a better opportunity for home ownership by providing:

- Soft second mortgages to close the affordability gap with zero-interest;
- Deferred payment loans up to \$10,000 for the purchase of newly constructed or existing resale housing in target areas; and
- Property improvement loans of up to \$10,000.

Emergency Repair Loan Program (Department of Housing and Redevelopment)

This program is designed to keep homes safe for the public and its occupants. It provides up to \$2,500 zero interest loans to owner-occupied households whose income do not exceed 80 percent of median family income. The loan can be used to repair or replace portions of the structure, its fixtures, equipment or systems related to its use that present an immediate danger to life, limb, property or safety of the public of the occupants, or to correct code violations that present such risk.

Exterior Beautification Rebate Program (Department of Housing and Redevelopment)

Through this program, the City rebates beautification costs for one to four unit rentals with low-income tenants in Project Pride and Safe Stockton Areas (see "Safe Stockton Program" below). Costs eligible for rebates include materials and labor for:

- Clean up of property (i.e., removal of garbage and junk anywhere on the site; lean-to's, unapproved sheds, and similar storage areas visible from the street; and trimming and pruning of front yard trees and shrubs);
- Exterior painting of all legal structures;
- Repair and replacement of all legal fences visible from the street;
- Front yard landscaping;
- Security/safety improvements (e.g., smoke detectors, dead bolt locks, exterior front lighting); and
- Energy savings improvements (e.g., attic insulation/ventilation, water saving devices, water heater blankets).

Fee Deferral Program (Department of Housing and Redevelopment)

This program supports affordable housing and economic development by providing short term financing for a portion of the public impact fees while a project is being developed. The fees are paid at the time units are sold and/or occupied. Short-term deferral of building permit fees has helped to lower the cost of single family housing and economic development in depressed areas by reducing the builder's financing costs.

Commercial Rehab Grant Program (Department of Housing and Redevelopment)

Under this program, the City provides the first \$10,000 and matches up to another \$10,000 for a maximum total of \$20,000 in grant funds for qualifying commercial rehab projects.

Other Financial Assistance to Businesses (Department of Housing and Redevelopment)

The City also provides financial assistance to commercial industrial users through commercial façade improvement loans and real estate based financial assistance programs.

Safe Stockton Program (Police Department)

This Citywide program is designed to reduce the crime rate, remove blight from neighborhoods, enhance educational and employment opportunities for young people, and generally improve the quality of life for the residents of Stockton. The Safe Stockton Program encompasses a number of activities, including the following:

- **Safe Streets and Parks:** Increased presence of police officers in target areas.
- **Safe Neighborhoods:** Six Neighborhood Betterment Committees have formed across the City to organize events such as and neighborhood clean-up drives, and “National Night Out” events to promote Neighborhood Watch and fight crime.
- **Safe Schools/Safe Youth:** Provides after-school recreation programs in coordination with the Parks and Recreation Department, Police Department, and the Lodi, Lincoln, Manteca and Stockton Unified School Districts.
- **Neighborhood Watch:** Requires residents to become the “eyes and ears” of the police department. Residents are given a variety of crime prevention techniques and a presentation on drug and gang awareness.
- **Project Pride:** Helps targeted neighborhoods, where obvious increases in crime have occurred, to organize themselves to fight these problems.
- **Operation Impact:** Provides the highest level of intervention to targeted neighborhoods where fear is obvious and blight is widespread. These neighborhoods require intense City resources and are given priority access to all City departments.

Stockton/San Joaquin Enterprise Zone

In June 1993, the State of California approved an Enterprise Zone (operated jointly by the City of Stockton and San Joaquin County) to help create jobs and opportunities in this 30 square mile area of Stockton/San Joaquin County. Since Gleason Park is located within this Enterprise Zone, local businesses are eligible for a number of cost and time saving programs, including the following:

Tax Credit Incentives

- **Hiring Credit** – Employers may claim a tax credit of \$19,000 per eligible employee hired. The Private Industry Council (PIC, see below) will recruit, screen and train eligible employees. Additionally, employees may claim a tax credit that reduces the amount of their California income tax owed.
- **Sales & Use Tax Credits** – Companies may claim a tax credit equal to the tax paid on certain machinery purchases to be used exclusively within the boundaries of the Enterprise Zone (machinery or parts must be used to manufacture, process, combine or produce a product; produce renewable energy, or control air or water pollution).

- Business Expense Deduction – Businesses may deduct part of the cost of tangible property as a business expense in the first year it is placed in service. The amount deducted per property can be as much as \$10,000.
- Net Operating Loss Carryover – Individuals or corporations in an Enterprise Zone may carry over up to 100% (versus 50%) of net operating losses (NOL) to future years to reduce the amount of taxable income for those years.
- Net Interest Deduction for Lenders – Individuals, non-commercial lenders and commercial institutions may deduct the net interest earned on a loan to a business operating solely within the Enterprise Zone.

Employee Recruitment and Training Assistance

- Businesses locating in the Enterprise Zone can take advantage of employee recruitment and training assistance programs through the Private Industry Council (PIC, see section on Private Industry Council, below).

Financing Opportunities

- SBA Financing – The Tracy/San Joaquin County Certified Development Corporation (CDC) offers Small Business Administration (SBA) 502 and 504 loans to those businesses needing fixed asset financing, and SBA 7A loan packaging services at no cost. The \$1,000 loan packaging deposit is waived for businesses locating in the Enterprise Zone.
- Revolving Loan Fund (RLF) – This \$9 million fund offers “gap” financing to businesses in San Joaquin County. Businesses locating in the Enterprise Zone benefit from a 0.5% interest rate discount, and a waiver for loan packaging fees. RLF loans must be used for working capital, equipment, leasehold improvements and/or purchase of land and buildings to be used by the business.
- Commercial Rehabilitation Loan Program – Property owners within the Enterprise Zone have access to three Commercial Rehabilitation Loan Programs through the City of Stockton: Emergency Grants (\$5,000) for immediate relief of conditions affecting the health and safety of employees or endangering the public; Façade Improvement Loans (\$10,000) for qualified businesses located in the City’s Designated Commercial Targeted Areas; and low-interest Commercial Rehabilitation Loans (\$50,000) for qualified commercial and industrial businesses within the Enterprise Zone.
- Industrial Development Bonds (IDBs) – Small and medium sized manufacturers may utilize IDBs for low-cost financing. The City and County will further discount the packaging fee by 50%.
- Long-Term Lease/Option – Publicly owned land may be leased or purchased at favorable rates.

Local Development Savings

- Priority and Fast Track Permitting – Businesses locating in the Enterprise Zone will receive priority processing.
- Permit Centers – All building permits, planning permits, plumbing, electrical and mechanical permits, and encroachment or engineering permits can be obtained at City and County permit centers.

- Development Coordinator – a development coordinator is assigned to Enterprise Zone projects to act as a liaison with other departments and agencies and address problems that arise during the permitting process.
- Fee Deferral Program – Projects with qualified impact fees over \$20,000 may be eligible for this program, which enables the developer to pay the fees over a five-year period.
- Reduced Building Permit and Building Plan Check Fees – A 50% discount on Building Permit and Building Plan check fees is available to commercial and industrial Enterprise Zone projects.
- Redevelopment Agency Assistance – Parcel assemblage may be provided for projects locating or expanding in the Redevelopment Project area of the Enterprise Zone.
- Infrastructure and Off-Site Improvement Assistance – Large projects locating within the Redevelopment Project area of the Enterprise Zone may enter into development agreements with the Redevelopment Agency to reduce costs of off-site development and infrastructure by up to 50 percent.
- Environmental Impact Report (EIR) Completed – Many businesses will not be required to submit an EIR if their project is not significantly different from the projection of the adopted Program EIR for the Enterprise Zone.
- Economic Review Committee – Project developers/business owners meet with the ERC, to review preliminary site plans, and discuss potential solutions problems regarding the project.

Rebates

- Utility Tax Rebate for Large Employers – The City will rebate a portion of the utility tax, which is levied to pay for additional police officers.
- Commercial Property Transfer Tax Rebate – Commercial/industrial property transfers within the Enterprise Zone are entitled to a 50% rebate of the transfer tax on real estate property transfers.

San Joaquin County Economic Development Association (EDA)

EDA's goal is to encourage and assist business development in San Joaquin County.

The organization also seeks to increase and expand employment opportunities in San Joaquin County with jobs that enable workers to establish and maintain a decent standard of living. The EDA, in cooperation with the Private Industry Council, Chambers of Commerce and local governments, is a "one-stop" business resource committed to meeting the needs of development prospects, local businesses and the community.

Programs, services and information offered through the Economic Development Association are available to any business considering expansion in the San Joaquin County area, including the following:

- Business Incentives
- Financing Sources
- Labor Market Information
- Regional Economic Development Studies

- Economic Development Database Information
- Referrals to business assistance programs.
- Building & Site Availability
- Water and Soil Analysis
- Labor Pools
- Business Training
- Employee Recruitment & Training
- Business Support Services
- Business Seminars
- Financial Analysis
- Community Profiles/Census Data

Additionally, the EDA provides business loan package preparation for acquisition of owner occupied land and facilities, machinery and equipment, leasehold improvements, inventory and work capital.

Private Industry Council (PIC)

Job Training and Placement Programs

The PIC, a board made up of community leaders in business, industry, education, labor and community organizations, sets policy and manages programs provided for under the Federal Job Training Partnership Act. The PIC provides job training and placement to unemployed youths, adults, people over 55, and laid off workers, and works in conjunction with the Enterprise Zone program to provide the following services:

- Specialized Outreach Opportunity – PIC can target a specific area/neighborhood to host job fairs. PIC will bring employers together to provide information about job opportunities within their organization. Job fairs can be located within the Gleason Park Neighborhood.
- One-Stop Program – PIC is in the process of opening several satellite offices throughout the City of Stockton. These satellite offices will be staffed with a full or part-time person to provide information on employment opportunities. Each location will also have direct internet access to the PIC main office. One of the locations identified by PIC for a satellite office is the Goodwill Industries Office, which is located one block north of the Gleason Park Neighborhood.
- Mobile Lab Education Center – PIC has a mobile office/lab that travels throughout the City of Stockton to provide information on services offered by them. The Mobile Lab stays in a particular area for a day. PIC will include the Gleason Park Neighborhood in their outreach program.
- Target Recruitment – PIC has agreed to target recruitment in the Gleason Park Neighborhood through direct information mailing to the residents of the neighborhood.
- Recruitment and Pre-Screening Services – The PIC will design and implement an employee recruitment campaign around a company's specifications at no cost, including advertising (ad layout and placement); supplying applications; collecting and

screening applications according to minimum criteria set by the employer; and arranging interviews.

- On-the-Job Training Program – Employers may be reimbursed as much as 50% of their new employees' wages for a specified training period, allowing employers to reduce their training costs while employees are trained for specific jobs.
- Specialized Training Program – Companies requiring specific skills unique to their business can have training programs designed to meet their special needs. The PIC will provide staff and facilities (if necessary) to conduct the training. The PIC will also reimburse the company for training costs associated with those employees hired at the completion of training.
- Pre-Trained/Job Ready Employees – Several occupational skills training programs are offered year-round.

U.S. Army Corps of Engineers

Section 1135 Program - Project Modifications for Improvement of the Environment

Under the 1135 program, ecosystems affected by Corps projects would be modified to restore the structure or function to a more natural or less degraded condition. At the request of the San Joaquin Area Flood Control Agency (SJAFC), the Corps has begun an 1135 Environmental Restoration Study of Lower Mormon Slough to determine whether or not to pursue a restoration project there. Federal costs may be incurred up to 75 percent of project cost, but not exceeding \$5 million. The local sponsor (SJAFC) must provide remaining costs.

San Joaquin County, Department of Aging and Community Services

In-Home Supportive Services (IHSS) Program

This program provides in-home care to seniors 65+ and the disabled who are low-income to help prevent or delay institutionalization.

Multipurpose Senior Services Program (MSSP)

MSSP provides intensive services to the most frail elderly who are convalescent home eligible to help them remain at home. (Must be Medi-Cal eligible.)

Linkages Program

This program provides case management to seniors or functionally impaired adults to access services in the community. (No income requirement.)

Senior Employment Program

This program offers training and job search for low-income seniors, 55 years and up.

Retired and Senior Volunteer Program (RSVP)

RSVP matches seniors 55+ to volunteer positions and provides volunteer support.

Senior Information and Assistance

This program provides extensive information on all issues related to seniors and their families.

Community Action Agency

The Community Action Agency provides extensive services to seniors, low-income families, and individuals, including education, counseling, emergency help, nutrition, employment, housing help, health services, and crisis intervention at seven community centers.

Other Services

The Department of Aging and Community Services contracts with other agencies to provide additional services to seniors 60 years old or above:

- Catholic Charities provides personal care and homemaker services to low-income seniors who are ineligible for IHSS, but who cannot afford private homemaker care.
- Council for the Spanish Speaking provides legal assistance to seniors.
- San Joaquin Food Bank distributes food to seniors through the Brown Bag Program.
- Jene Wah, Inc. provides congregate nutrition and homemaker services primarily to low-income Chinese seniors.
- Senior Service Agency of San Joaquin County Inc. provides congregate meals to 20 sites, and provides the home-delivered meals

Social Services Located in Gleason Park

In addition to the programs listed above, there are a number of social service organizations located in the Gleason Park Neighborhood. Following is a brief description of these organizations and their services.

Gospel Center Rescue Mission, Inc.

The Gospel Center Rescue Mission provides a number of services:

- The Emergency Lodge. Provides beds for the homeless.
- New Hope Family Shelter. Provides shelter for homeless women with children.
- New Life Treatment Program. This program is a residence and treatment program for substance abuse.
- Representative Payee. The Representative Payee program acts as a financial representative to those on disability and/or Social Security who need assistance with paperwork. The Rescue Mission becomes the receiving address for checks, and disburses them to their clients.
- The Thrift Store. The Thrift Store collects and sells used items.

Chinese Benevolent Association

This organization provides cultural activities, social service referrals and language classes.

Jene Wah, Inc.

In addition to the nutrition program provided through the County Department of Aging and Community Services, Jene Wah Inc. provides linguistic services, citizenship and language classes, and senior recreation.

Filipino Community Center

The Filipino Community Center is currently planning service programs to be implemented.

Jesus Saves Ministries

This organization provides youth outreach programs around substance abuse, gang prevention and education.

Tabernacle of Praise

The Tabernacle of Praise operates a clothing bank and nutritional program.

Senior Service Agency

This agency provides a variety of senior services including adult day care and nutritional

Appendix B

FEASIBILITY ANALYSIS

The purpose of this analysis is to provide an initial assessment of the financial feasibility of the various development concepts identified in the Revitalization Strategy proposed for Gleason Park (see Section 4.0). Five preliminary concepts were evaluated: two residential (assuming new construction and rehabilitation of an existing unit) and three commercial (assuming new construction of a major drug store and a mid-size market and rehabilitation of an existing space).

A summary of conclusions, assumptions/methodology, description of the concepts and analysis, and recommended preliminary implementation strategies are presented below and in the attached tables.

A. Summary of Conclusions

In summary, the financial feasibility analysis indicates that subsidy will be required for all of the concept development strategies, with Commercial Rehabilitation requiring the least amount and New Construction of a Major Drug Store requiring the largest amount, as follows:

<i>Concepts Requirement</i>	<i>Estimated</i>	<i>Subsidy</i>
1. Residential - New Construction: Duplex	\$29,000 per duplex	
2. Residential - Rehab of Existing Unit: Single Family	\$56,000 per unit	
3. Commercial - New Construction: Major Drug Store	\$360,000 per store	
4. Commercial - New Construction: Mid-Size Market	\$316,000 per store	
5. Commercial - Rehab of Existing Space	\$3,600 per space	

Note: The estimated subsidy requirement is based on prototypical products. However, some of the products are generic and potentially transferable to other sites. Some of the products are site specific and thus the subsidy will need to be adjusted to reflect the actual situation.

In addition to existing city programs and resources, a major potential implementation tool is tax increment funds, which will become available to the neighborhood if it is designated a redevelopment project area. Tax increment funds can also be packaged and/or layered with

other existing city resources, such as HOME funds, CDBG, Section 108, and Low Income Housing Tax Credits to assist in the implementation of the above concepts.

B. Assumptions and Methodology

The assumptions for this analysis are based on market data and information provided by the City on land, relocation, and development costs as well as residential and commercial land and product acquisition costs in the neighborhood. In addition, records of recent residential and commercial sales in the vicinity were reviewed. Brokers active in the area or in similar neighborhoods of the city provided information to crosscheck the reasonableness of the assumptions on development costs and values.

For the purpose of preparing this analysis, prototypical products have been assumed. Some of the products are generic and non-site specific; thus, the results are potentially applicable to other sites. Some of the products are site specific and the subsidy will need to be adjusted to reflect the actual situation.

A gap analysis was the approach used for this feasibility study. For each of the above concepts, the required capital costs were estimated, such as for land/property acquisition and construction of improvements. Next, projections were made of the income or revenue that can potentially be achieved and the return that is needed to support the capital costs. If the estimated capital costs exceed the projected return, there is a potential "gap" that will warrant subsidy. If the estimated capital costs are *less than* the projected return, then no subsidy is warranted and the project is assumed to be financially feasible with private investment.

This section also includes several recommended strategies for the use of redevelopment funds. The Gleason Park area is currently under study for possible designation as a redevelopment project area. If a redevelopment project is adopted, the area will be eligible for a range of redevelopment tools, including the use of tax increment funds to assist private development. The purpose of the following recommendations, therefore, is to identify potential strategies that can layer tax increment funds with existing programs to maximize the impact of public resources.

C. Description of Revitalization Concepts and Analysis

1. Residential - New Construction

This concept assumes the acquisition and/or assemblage of vacant lots near the park for the construction of a duplex. The purpose is to support the revitalization of the park by increasing and concentrating development activities directly across from the park and in its immediate vicinity.

The estimated cost of land acquisition and new construction is in the range of \$116,000. The projected net operating income from the rental of the two units is approximately \$700 per month, or about \$8,400 a year. Capitalized at 9%, the estimated value of these units would be in the range of \$93,000. After deduction for costs of sale and cost of development, there is an estimated gap of approximately \$29,000 for the development of this prototype.

2. Residential - Rehab of Existing Unit

This concept assumes the purchase and rehab of an existing single family unit in Gleason Park. Based on discussions with the City Housing Rehab Program staff, the majority of residential rehab activities in the neighborhood tend to be extensive due to the age and deteriorated condition of many of the buildings in the area, which often require that they be brought up to code.

The residential rehab costs can be nearly equivalent to those of new construction - at an estimated \$115,000 per unit. Based on net operating income of \$470 per month, or \$5,640 a year, the projected sale value of the rehabbed unit is in the range of \$63,000. The estimated gap of this concept, after deducting for the costs of sale and development, is in the range \$56,500 per unit.

3. Commercial - New Construction: Major Drug Store

This concept assumes the acquisition and/or assemblage of existing vacant or underutilized lots with frontage along Lafayette for the construction of a major drug store to serve the residents' convenience retail needs. Walgreen, for example, requires a corner location to accommodate a drive-through pharmacy. However, given the small support base, limited income, and ethnicity of the Gleason Park neighborhood, there are only a limited number of major convenience retailers who may be interested in the area. Walgreen is one retailer that has traditionally marketed in lower-income, minority neighborhoods; more recently, Rite-Aid has also expressed interest in inner-city expansion.

Walgreen typically prefers to build its own stores, which average in the 20,000 sq.ft. range. Based on KMA's experience with the store in comparable communities, the estimated land value that it has been willing to pay is in the range of \$5 to \$10 per square foot of land for a ready-to-build site. The estimated acquisition cost for a site in Gleason Park, assuming purchase of land and improvements, demolition and relocation is approximately \$12 per square foot. The estimated supportable land price for a major drug store in the Gleason Park area is in the range of \$6 per square foot. Thus, the projected site acquisition cost exceeds the amount that Walgreen may be willing to pay by about \$6 per square foot, or about \$360,000 for an approximately 60,000 square foot site.

4. Commercial - New Construction: Mid-Size Market

This concept assumes the acquisition and/or assemblage of existing vacant or underutilized lots with frontage along Lafayette for the construction of a mid-size store to serve the residents' convenience retail needs. Nearly all the existing markets in Gleason Park are smaller than 2,500 square feet. Thus, a mid-size ethnic or specialty markets in the range of 8,000 square feet would better serve the needs of its residents.

The estimated cost of land acquisition and new construction is in the range of \$638,000. The projected net operating income from the rental of market is approximately \$3,040 per month, or about \$36,500 per year. Capitalized at 11%, the estimated value of the market would be in the range of \$332,000. After deducting the costs of sale and development, there is an estimated gap of approximately \$316,000 for the development of this prototype.

5. Commercial: Rehab of Existing Space

This concept assumes owner rehab of existing commercial space in the neighborhood. Based on discussions with the City Commercial Rehab Program staff, the majority of commercial rehab activities in the neighborhood tend to be relatively moderate, such as façade improvements or minor code upgrades.

Since the rehab loan would be provided directly to property owners, no property acquisition would be necessary under this scenario. The estimated rehab costs would be \$22,000 for a prototypical commercial space of about 3,000 square feet. In this scenario, however, it is assumed that the rehab would qualify for the City's no-interest Commercial Rehab Loan Program, thus resulting in a lower rehab cost than if a conventional rehab loan is used. After rehab, the owner could expect only a nominal increase in rent of perhaps \$0.05 per square foot, which would almost support the amortization of the rehab costs if the City's commercial rehab loan were used. As projected, the gap would be about \$30 per month, or \$360 per year. Capitalized at 10%, it would require a subsidy in the range of \$3,600 per store, or about \$1 per square foot, to assist in the rehab of a commercial space in Gleason Park.

D. Preliminary Implementation Strategies

In summary, this analysis indicates that subsidy will be required for all of the concept development strategies to be financially feasible, with Commercial Rehab requiring the least amount (e.g., \$3,600 per space) and New Construction of a Mid-Size Market (e.g., \$360,000 per store) requiring the largest amount.

In addition to existing city programs and resources, tax increment funds are a major resource, which will become available to the neighborhood if the area is designated a redevelopment project area. These funds can be used to write-down land acquisition and/or assemblage costs, make grants and/or low-interest loans, fund technical assistance and provide other types of incentives to attract investment. Tax increment funds can also be packaged and/or layered with other existing city resources, such as HOME funds, CDBG, Section 108, and Low Income Housing Tax Credits to reduce the private subsidy needed. Given the subsidies required and the limited amount of public resources, the City will need to be selective in targeting and concentrating its resources in the neighborhood to maximize their impact.

For the specific concepts above, the following sources are recommended for funding the estimated gaps:

1. Residential - New Construction

By State statutes, there is a mandatory requirement for setting aside 20% of the tax increment generated by a project in a redevelopment project area for housing assistance. One strategy is to target the 20% Housing Set-Aside for writing down the cost of land acquisition and site improvement costs, which, in turn, will reduce the amount of the gap. For example, by writing down the cost of land acquisition and site improvements for the new construction of a prototypical duplex in the area, the amount of return required to support the remaining capital costs will decrease as the site is now essentially provided free to the private investor. As a consequence, the estimated gap of \$29,000 is potentially

reduced by about \$2,000. This assistance can be combined with low interest loans and or development fee deferrals to further reduce the gap.

2. Residential - Rehab

The above recommendations for New Construction are also applicable to Residential Rehab, except the Redevelopment Agency can also apply its eminent domain powers to acquire abandoned and/or vacant structures in the neighborhood and sell it at no or nominal costs to investors as further incentives.

3. Commercial - New Construction (Major Drug Store)

Redevelopment can be used to write down the cost of the land and/or to facilitate site assemblage. In addition, the City can tap future sales tax based on the projected taxable sales potentially generated by a major drug store, which would be in the range of \$4 million per year (assuming \$250 per sq.ft. in sales at 80% taxable and a 20,000 sq.ft. store). The additional sales tax revenues to the City is estimated at approximately \$40,000 per year, or \$400,000 in capitalized value, which can be used to assist in the location of a store in Gleason Park.

4. Commercial - New Construction (Mid-Size Market)

Tax increment funds can be used to assist with the project. To reduce the subsidy requirement, however, one alternative would be to identify vacant or under-utilized buildings in the area that can be reused or adapted for a mid-size market. Another alternative would be to implement this concept in the longer term when land values have risen sufficiently to support the investment required.

5. Commercial - Rehab

The owner can potentially qualify for the zero-interest commercial loan to reduce the cost of the rehab. The City also offers a Commercial Rehab Grant program, in which it will provide the first \$10,000 and then match up to another \$10,000, to a maximum total of \$20,000 in grant funds. In addition to these sources, the Agency can also use tax increment funds and/or provide technical assistance for the rehab.

**Table B-1
RESIDENTIAL - NEW CONSTRUCTION**

Residential Prototype:			
New Construction	Type:	Duplex	
	Bldg. Sq. Ft.:	1,500	(750 sf/unit)
	Lot Sq. Ft.:	5,000	
<i>Development Costs</i>			
Land Acquisition (vacant lot) ⁽¹⁾	\$4.00	/sq. ft.	\$20,000
Site Improvements	\$0.50	/sq. ft.	\$3,000
Building Improvements (incl. soft costs) ⁽²⁾	\$50.00	/sq. ft.	\$75,000
Garage (incl. soft costs) ⁽³⁾			\$7,000
Developer's Profit	12.00%	of Value	\$11,000
Total Development Costs			\$116,000
<i>Monthly Revenues/Expenses</i>			
Rent ⁽⁴⁾	\$500	/Unit/Mo.	\$1,000
Less Vacancy and Collection Loss	5.00%		(\$50)
Less Operating Costs	\$0.17	/sf/Mo. ⁽⁵⁾	(\$250)
Net Operating Income			\$700 /month
			\$8,400 /year
Value at 9% cap rate	9.00%	Cap Rate	\$93,000
Less Cost of Sale	6.00%	of Value	(\$6,000)
Less Development Cost			(\$116,000)
Gap: Development Cost Not Supported			(\$29,000)
Per Sq. Ft. Building			(\$19.30)

(1) Recent average per square foot value of vacant downtown lot (under 10,000 sf) as estimated by City of Stockton

(2) Marshall & Swift; average Class D Row House construction; 1-story end row (duplex); incl. allowance for avg. furnishings.

(3) Marshall & Swift; average attached garage, 400 sf

(4) Based on current 2-bedroom, 1-bathroom multiplex comps; City of Stockton

(5) Assumes taxes and insurance are 1% of value, maintenance and reserves is \$20/month and management fee is \$50/unit/month.

Source: Keyser Marston Associates, Inc. 1998

**Table B-2
RESIDENTIAL REHAB**

Residential Prototype:		
Average Rehab	Type:	Single Family Detached
	Bldg. sq. ft.:	850
	Lot sq. ft.:	5,000

Rehab Costs

Acquisition Costs ⁽¹⁾		Estimated Cost of Dilapidated House	\$45,000
Rehab. Costs ⁽²⁾			\$50,000
Soft Costs ⁽³⁾	25%	Hard Costs	\$12,500
Developer's Profit	12.00%	of Value	\$8,000
Total Rehab Costs			<u>\$115,500</u>

Monthly Revenues/Expenses

Rent ⁽⁴⁾		Per Month	\$600	
Less Vacancy and Collection Loss	5.00%		(\$30)	
Less Operating Costs	\$0.17	/sq. ft./mo.	(\$100)	
Net Operating Income			<u>\$470</u>	/month
			\$5,640	/year

Value at 9% cap rate		9.00%	Cap Rate	\$63,000
Less Cost of Sale		6.00%	of Value	(\$4,000)
Less Development Cost				(\$115,500)
Gap: Development Price Not Supported				<u>(\$56,500)</u>
Per Sq. Ft. Building				(\$66.50)

(1) Based on City of Stockton estimates for SFR and multiplex downtown properties
 (2) Average per bldg. cost under City of Stockton Rental Rehab. Program
 (3) Reflects higher contingency for rehab. projects
 (4) Based on current 2-bedroom, 1-bathroom single family home comps; City of Stockton
 Source: Keyser Marston Associates, Inc. 1998

**Table B-3
COMMERCIAL - NEW CONSTRUCTION (MAJOR CONVENIENCE STORE)**

Walgreens New Construction (El Dorado, Lafayette, Hunter)	Bldg. Sq. Ft.:	21,000
	Lot sq. ft.:	60,000
	FAR:	0.35
	Parking:	111

Acquisition Costs	Per sq. ft. (land)	Total
Land and Improvements ⁽¹⁾	\$9.00	\$545,000
Demolition Costs ⁽²⁾	\$1.00	\$66,000
Relocation Costs ⁽³⁾	\$2.00	\$139,000
Total Acquisition Cost		\$750,000
Per sq. ft. land		\$12.00
Comparable Commercial Land Values ⁽⁴⁾ \$5-10/sf, or say:		\$6.00
Gap: Land Cost Not Supported	Per sq. ft.	(\$6.00)
Total Site	60,000 sq.ft.	(\$360,000)

- (1) Based on recent average lot values as estimated by City of Stockton for use types in specified parcels
(2) Based on recent average demolition costs as estimated by City of Stockton for use types in specified parcels
(3) Based on recent average relocation costs as estimated by City of Stockton for use types in specified parcels
(4) Based on discussions with commercial brokers
Source: Keyser Marston Associates, Inc. 1998

**TABLE B-4
COMMERCIAL - NEW CONSTRUCTION (MID-SIZE MARKET)**

Medium Sized Market		
New Construction: (Northwest Corner of Lafayette and Sutter)	Bldg. sq. ft.:	8,000
	Lot sq. ft.:	23,000
	FAR:	0.35
	Parking:	43

Development Costs

Acquisition of Land and Improvements (1)	\$4.70	/land sq. ft.	\$109,000	
Demolition Costs (2)	\$0.20	/land sq. ft.	\$5,000	
Relocation Costs (3)	\$0.40	/land sq. ft.	\$10,000	
Subtotal			\$124,000	
Site Improvements	\$1.00	/land sq. ft.	\$23,000	
Parking	\$1,200	/space	\$51,000	
Building Improvements (incl. soft costs)	\$40.00	/bldg. sq. ft.	\$320,000	
Tenant Improvements	\$10.00	/bldg. sq. ft.	\$80,000	
Developer's Profit	12.00%	of Value	\$40,000	
Subtotal			\$514,000	
Total Cost			\$638,000	

Monthly Revenues/Expenses

Rent (Triple Net) (4)	\$0.25-0.45/sf, or, say:	\$0.40	/sq. ft./Mo.	\$3,200	
Less Vacancy and Collection Loss		5.00%		(\$160)	
Net Operating Income				\$3,040	/month
				\$36,500	/year
Value at 11% cap rate	11.00%	Cap Rate		\$332,000	
Less Cost of Sale	3.00%	of Value		(\$10,000)	
Less Development Cost				(\$638,000)	
Gap: Development Cost Not Supported:				(\$316,000)	
Per Sq. Ft. Building				(\$39.50)	

- (1) Based on recent average lot values as estimated by City of Stockton for use types in specified parcels
(2) Based on recent average demolition costs as estimated by City of Stockton for use types in specified parcels
(3) Based on recent average relocation costs as estimated by City of Stockton for use types in specified parcels
(4) Based on discussions with brokers

Source: Keyser Marston Associates, Inc. 1998

**TABLE B-5
COMMERCIAL REHAB**

COMMERCIAL PROTOTYPE: MINOR REHAB. (FACADE IMPROVEMENT)	Type: Small Retail
	Bldg. Sq. Ft.: 3,200
	Lot sq. ft.: 9,000
	FAR: 0.35

Rehab Costs

Rehab. Costs ⁽¹⁾	\$18,000	/bldg.	\$18,000
Soft Costs	20%	Hard Costs	\$4,000
Total Rehab Costs			\$22,000
Per Sq. Ft. of Building			\$6.90

Monthly Revenues/Expenses

Additional Rent Required to Amortize Costs ⁽²⁾	0%	10	Year term	\$2,200	
Additional Monthly Rent Required				\$180	/mo.
Plus Vacancy and Collection Loss		5.00%	/month	\$10	
Total Additional Gross Rent Required				\$190	
Potential Market Rent Increase	Say, ⁽³⁾	\$0.05	/bldg. sq. ft.	\$160	

**Gap: Capital Cost Not Supported
Per Year**

Capitalized Value @ 10%				(\$30)	/mo.
Per Sq. Ft. of Building				(\$360)	/year
				(\$3,600)	
				(\$1.13)	

(1) Typical rehab cost under City of Stockton Commercial Rehab. Program.

(2) Assumes terms of Commercial Rehab. Loan Program.

(3) Discussions with brokers indicate no or nominal increase in rent rates between old and new space.

Source: Keyser Marston Associates, Inc. 1998

III KEY ASSETS

Appendix C

COMMUNITY WORKSHOP SUMMARY REPORTS AND MATERIALS

III. KEY ASSETS

At this first Community Workshop, participants identified a number of Gleason Park's strengths or assets.

A. Access

Gleason Park is in close proximity to downtown Stockton and has easy and direct access to downtown's many resources (shopping, recreation, restaurants). Workshop participants also agreed that the neighborhood's location, just south of the Cross-town Freeway, was a great benefit and a key asset for future development in the area. Finally, participants believe that the bus service operating in the area was adequate (particularly the #1 & #10 buses).

B. Close-Knit Neighborhood

All participants emphasized that Gleason Park is a close-knit, quiet, family oriented community with strong and committed community organizations. Many of the families have lived in the neighborhood for many years.

C. Neighborhood Resources

Many participants appreciated Gleason Park's Victorian architecture, older buildings, tree lined streets, and Gleason Park. These features are seen as a great asset contributing to the overall character of the neighborhood, and should be restored and/or rehabilitated.

D. Government & Non-Profit Support

Several community members mentioned how Gleason Park benefits from the support and active involvement of non-profit social service organizations, local city government, the City Council, city staff members, and business organizations in the neighborhood.

IV. OPPORTUNITIES

Gleason Park has a number of unique qualities and characteristics which provide a number of opportunities for the future.

A. Location

One of Gleason Park's great opportunities is its location. Situated just south of central Downtown Stockton, convenient freeway access and good bus services provide an opportunity for future investment and development.

B. Existing Businesses

There are a number of existing strong businesses and community organizations located in Gleason Park. These existing activities provide an opportunity to build upon and create a stronger retail and business base adjacent to downtown. Some of these successful business and organizations include On Lock Sam's restaurant, the Confucius Church, the existing Saturday Farmer's Market, and a number of ethnic stores and markets.

C. The People of Gleason Park

One of the strongest assets of the neighborhood are the people. Residents see themselves as a close knit, quiet, family-oriented neighborhood, with a strong ethnic diversity.

D. Increase Security And Safety

Participants agreed the neighborhood's drug dealing problems would have to be addressed and resolved. Many participants supported the idea of developing and instituting a "neighborhood watch" program, increased neighborhood security patrols, a local police hot line, and other improved security systems. The City's Police Department and the local community would work together to protect residents and ward off any illegal activity. Ultimately, community members want to alleviate residents' fears and reclaim their neighborhood.

E. Mormon Slough

Mormon Slough could be a great asset to the neighborhood. Community members suggested restoring the Slough's water carrying capacity to create an attractive open space area and as a way of reducing and potentially eliminating existing illegal activities. Participants emphasized the need to address the chronic drug dealing and squatting problems occurring in the Mormon Slough.

F. Improve Building Conditions

The physical character of the neighborhood (e.g., older historic buildings, large trees, and Gleason Park) is seen as an opportunity for the area. Many participants wanted the neighborhood's historic Victorian buildings to be rehabilitated and restored. Many of the older structures contribute to the overall quality and character of neighborhood.

G. Improved Housing

Participants emphasized the need for improving the housing stock and creating quality, affordable housing for residents of the neighborhood. They also stressed the need for good, reliable renters and suggested developing a renter referral program, which would provide property owners information about potential renters. Programs for first time home buyers could help revitalize the area by building on currently vacant lots.

H. Gleason Park

While participants considered a variety of land use options for Gleason Park, most participants agreed that existing space should be restored and rehabilitated as a community park. Given that children and teens currently use the park, even in its substandard state, it was clear to the participants that the community should "take back the park."

I. Increase Community Services

Community members wanted more social services to be provided to neighborhood residents, particularly for youth and seniors. Some participants suggested a need for a day care and a new neighborhood community center.

J. Improve Climate for Retail Business

Greater access to local serving stores and other businesses was a need identified by participants. The Revitalization Strategy should include improvements that help create a better climate for retail businesses and attract visitors to the area to shop.

**Estrategía Principal Para Revitalizar Gleason Park
Reunión de la Comunidad #2**

AGENDA

Sala de Reunión de "Senior Service Agency"
224 Sutter Street
Sábado, 24 de enero 1998
de las 9 de la mañana al mediodía

- | | | | |
|----------|-------|--|---------------------------|
| 9:00 am | I. | Refrescos | |
| 9:10 am | II. | Bienvenidas y Presentación | Ciudad de Stockton |
| 9:15 am | III. | Revisión del Proceso
Descripción de Proyecto - Metas y Objetivos
Proceso del Planear | Daniel Jacofano, MIG Inc. |
| 9:25 am | IV. | Resultados de la Reunión #1 del Vecindario | Paul Tuttle, MIG Inc. |
| 9:35 am | V. | Condición actual del Vecindario | Paul Tuttle, MIG Inc. |
| 9:45 am | VI. | Preguntas y Aclaración | |
| 10:00 am | VII. | Discusión | |
| 11:30 am | VIII. | Resumen y Etapas Siguietes | |
| 12:00 pm | | Conclusión | |

City of Stockton
Gleason Park Master Revitalization Strategy

Community Meeting #2

COMMENT CARD

Areas of Change

In the space provided below, please write down your comments regarding the areas of change identified on the Revitalization Concept map. Specifically, what are your ideas for **potential future uses** (e.g., residential, commercial, retail) in these areas?

Areas of Stability

On the Revitalization Concept map, certain areas of Gleason Park have been marked as areas of stability. Would you support efforts to **preserve and stabilize** these predominantly residential areas? In addition, do you agree with the boundaries of the identified areas?

Fixed Elements

Fixed elements are **successful business and community organizations** existing in your neighborhood. Note the fixed elements identified on the Revitalization Concept map. Should these elements be preserved? Are there other fixed elements or special neighborhood features that should be protected and built upon?

Revitalization Actions

On the Potential Revitalization Actions handout, please identify **your top ten revitalization actions**? Which ten actions do you think are the most important for the neighborhood?

Other Comments

Please use the space provided below to write down **any additional ideas, comments and/or questions** you may have about the Gleason Park Master Revitalization Strategy study.

Gleason Park Master Revitalization Strategy
Community Meeting #3
A G E N D A

Stockton Senior Service Agency Meeting Room
224 Sutter Street
Saturday, March 28, 1998
9:00 am - 12:00 pm

- | | |
|----------|---|
| 9:00 am | I. Refreshments |
| 9:10 am | II. Welcome & Introductions |
| 9:15 am | III. Review of Project Goals & Objectives
and Planning Process |
| 9:30 am | IV. Review and Discussion of
Emerging Revitalization Strategy
A. Commercial Revitalization Strategy
B. Gleason Park Revitalization Strategy
C. Housing Development Strategy
D. Neighborhood Improvements
E. Housing Revitalization
F. Commercial Revitalization
G. Streetscape Improvements
H. Planning and Zoning Amendments
I. Social Services
J. Safety and Security
K. Transportation
L. Infrastructure Improvement Program
M. Mormon Slough Restoration
N. Hazelton Ave. New Housing Development |
| 11:15 am | V. Timeline for Implementation
A. Quick Starts
B. Medium and Long Range Actions |
| 11:30 am | VI. Summary and Next Steps |
| 12:00 pm | Close |

**Gleason Park Master Revitalization Strategy
Community Meeting #2**

A G E N D A

Stockton Senior Service Agency Meeting Room
224 Sutter Street
Saturday, January 24, 1998
9:00 am - 12:00 p.m

- | | | |
|----------|---|-----------------------------------|
| 9:00 am | I. Refreshments | |
| 9:10 am | II. Welcome & Introductions | <i>City of Stockton</i> |
| 9:15 am | III. Review of Process
Project Overview - Goals & Objectives
Planning Process | <i>MIG, Inc., Daniel Iacofano</i> |
| 9:25 am | IV. Neighborhood Meeting #1 Results | <i>MIG, Inc., Paul Tuttle</i> |
| 9:35 am | V. Existing Neighborhood Conditions | <i>MIG, Inc., Paul Tuttle</i> |
| 9:45 am | VI. Questions and Clarification | |
| 10:00 am | VII. Discussion | |
| 11:30 am | VIII. Summary and Next Steps | |
| 12:00 pm | Close | |

居里遜公園重振總策略
第二次街坊居民大會
議事日程

士德頓市老人服務署會議室
史打街 224號 (Sutter St.)
1998年1月24日, 星期六
上午 9:00 - 中午 12:00

-
- | | | |
|----------|----|---|
| 上午 9:00 | 一、 | 茶點招待 |
| 上午 9:10 | 二、 | 致歡迎詞及介紹 — 士德頓市 |
| 上午 9:15 | 三、 | 回顧工作成果 — MIG公司 Daniel Iacofano
項目總覽 - 目標
計劃程序 |
| 上午 9:25 | 四、 | 第一次街坊居民大會結果 — MIG公司 Paul Tuttle |
| 上午 9:35 | 五、 | 社區中存在的情況 — MIG公司 Paul Tuttle |
| 上午 9:45 | 六、 | 提問及解答疑問 |
| 上午 10:00 | 七、 | 討論 |
| 上午 11:30 | 八、 | 總結及下一步工作 |
| 中午 12:00 | | 會議結束 |

A. Neighborhood Improvements

Group 1

- Landscape Lafayette St. in conjunction with its development as a commercial corridor.
- Improve lighting in Gleason Park.

Group 2

- Make street improvements on Sonora St. from American St. to Grant St.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Streetscape Improvements (street furniture, pedestrian amenities) (3)
- Neighborhood Lighting Program (3)
- Pedestrian Access Enhancement (2)
- Street Tree Planting Program (1)
- Code Enforce Absentee Landowners (1)

B. Housing

Group 1

- Develop affordable multi-family housing on the northern side of Hazelton Ave. to meet the neighborhood's needs for larger multi-family units.
- Demolish and then redevelop the housing surrounding Gleason Park. Housing would serve an important security function by providing "eyes" to watch over the Park's activities, particularly children playing

Group 2

- Rehabilitate existing homes throughout the Gleason Park neighborhood.
- On the Mercy Charities site, remove the dilapidated homes and create a housing development.
- Develop new senior housing on Lafayette St., between Hunter St. and San Joaquin St.

Group 3

- Provide a mix of housing types on Lafayette Street.
- Develop quality housing on the south side of Hazelton Avenue, adjacent to Mormon Slough.
- On the Mercy Charities site, consider the following:
 - ♦ Include childcare into any plan for new housing.
 - ♦ Provide adequate parking.

- Provide recreational types of services.
- Ensure that new housing includes housing for families, as well as residences for seniors.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Housing Loan Program (major improvements) (3)
- New Housing Development Projects (3)
- Home Buyer Loan Program (2)
- Housing Rehab Program (paint and minor repairs) (1)
- New Infill Housing (1)

C. Commercial & Business Development

Group 1

- Develop Lafayette St. with commercial uses; give it "commercial visibility" so that when drivers exit the Crosstown Freeway, they clearly see and are drawn to the commercial and retail establishments. Consider the possibility of developing affordable housing above the commercial spaces on the ground floor.
- Provide needed retail and commercial uses in neighborhood (e.g., grocery with fresh vegetables, drug store/pharmacy, etc.), specifically on the block west of Gleason Park (between Sonora St. and Church St.).
- Find another location for Arroyos restaurant, a popular local restaurant with a long tradition in the neighborhood.

Group 2

- Develop a strategy to preserve or relocate Arroyos on Center St.. The Gateway project would require its removal.
- Land use should be commercial on the blocks from El Dorado St. to California St., between Lafayette St. and Sonora St.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Lafayette Street Commercial Development (3)
- Commercial Rehab Loan Program (2)
- Facade Improvement Program (2)
- El Dorado Street Commercial Development (1)

City of Stockton
Gleason Park Master Revitalization Strategy
COMMUNITY MEETING #2

S U M M A R Y R E P O R T

I. Introduction

The purpose of the Gleason Park Master Revitalization Strategy Community Workshop #2 was to:

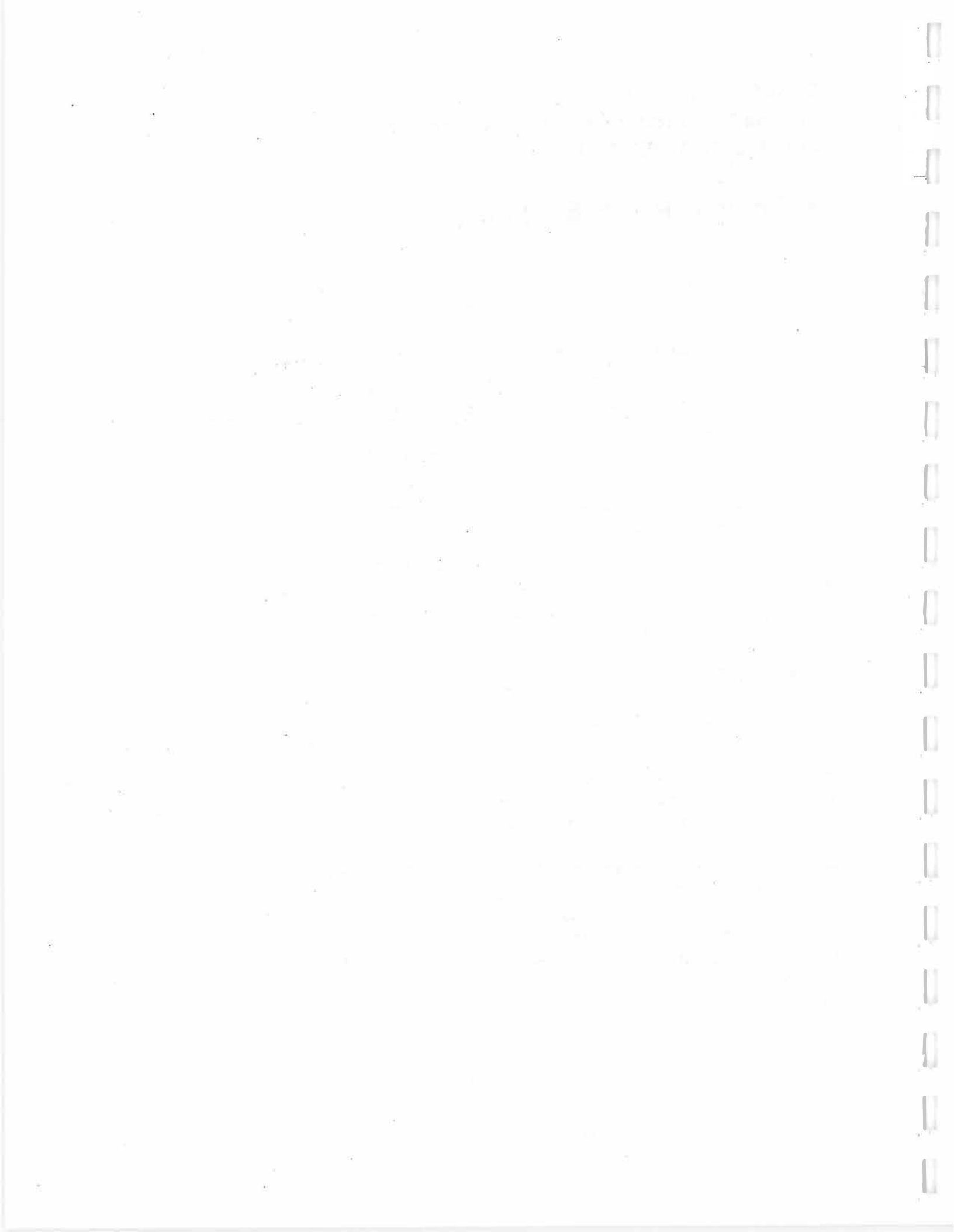
- Provide an overview of the Gleason Park Master Revitalization Strategy project, including its goals, objectives and community process;
- Present the results from Community Meeting #1 as well as findings from an analysis of existing neighborhood conditions, such as Gleason Park's land use, zoning, traffic and circulation, historic resources, building conditions, etc.; and,
- Gather community feedback on the draft Revitalization Concept (developed out of the existing conditions analysis), which presented several preliminary revitalization actions.

This summary memorandum includes a summary of the small group discussions from the Community Meeting held on January 24, 1998. Thirty-eight (38) people attended the meeting. This memorandum is divided into two sections: Introduction and Summary of Participants' Comments.

II. Summary Of Participants' Comments

After congregating as a large group for the first portion of the Community Meeting, community members were divided into three smaller groups. During the course of the small group discussions, community members discussed their ideas, concerns, and issues pertaining to the Revitalization Concept, specifically the revitalization action areas and specific actions identified during the course of the first Community Meeting and arising from the existing conditions analysis.

Eight action areas are listed below: Neighborhood Improvements; Housing; Commercial & Business Development; Park & Open Space; Transportation & Circulation; Social Services; Public Safety & Security; and Other. Each action area includes comments made by participants in each of the small groups as well as a summary of each small group's top revitalization actions. Note that the numbers following the actions represent the number of groups that chose the action as a high priority item.



GLEASON PARK MASTER REVITALIZATION STRATEGY
City of Stockton, California

Immediate Actions and Quick Starts
(Phasing - immediate to 1 year)

A. Commercial Revitalization Strategy

- A1. Stepped-up promotion of Commercial Rehab and Façade Loan programs to local business
- A2. Confucius Hotel rehab loan approved, construction permit processed
- A3. Façade loans processed for Cosmos Hotel and Sonora Street property
- A4. Gateway Project site demolition to start in fall

B. Gleason Park Revitalization Strategy

- B1. Irrigation and maintenance improvements identified - need Council approval and funding
- B2. Youth after school program re-instituted identified - need Council approval and funding

C. Housing Program

- C1. Mercy Charities Housing Project initiated, schedule - First neighborhood meeting on design concept development - scheduled for August/September, 1998
- C2. Stepped-up Promotion of Neighborhood Housing Rehab Program promotion initiated:
Home-owners Assistance
Façade Improvement Programs
- C3. Quan Ying Senior Housing project funding approved
- C4. ALA assembling residential sites (parcels east of Park)
- C5. Gospel Center Rescue Mission Facility Assessment initiated
- C6. San Joaquin Street Historic buildings purchased for rehabilitation

D. Neighborhood Improvement Program

- D1. Continued neighborhood clean-up programs (spring and fall clean up with dumpsters)
- D2. Stepped-up targeted code enforcement efforts

E. Neighborhood Wide Housing Revitalization Strategies

- E1. Stepped-up promotion of neighborhood wide rehab loans and grants

F. Neighborhood Wide Commercial Revitalization Efforts

- F1. Stepped-up promotion of neighborhood wide commercial rehab loans and grants

G. Streetscape Improvement

- G1. Streetscape improvements identified - plans need Capital Improvement Program (CIP) approval needed - funding to be targeted starting 1999;
Plans and budget to be submitted to City Council for approval in CIP Program:

Priorities: Lafayette Street, San Joaquin, California and Sutter Streets

H. Planning and Zoning Improvements

H1. General Plan and Zoning Amendments to be processed by City Planning Department - changes to be incorporated into new zoning code update initiated - 24 months schedule

J. Safety and Security Improvements

J1. Police outreach efforts continued

J2. Neighborhood Watch Program instituted with Police Department

J3. Step-up promotion of police "hot line" service to police department

J4. Downtown Alliance to extend Security "Guides" to be extended to the Lafayette Street retail area (part of Downtown Business Improvement District - BID).

K. Transportation

K1. Discussion with transits Authority on bus service in neighborhood.

L. Infrastructure Improvements

L1. Infrastructure Improvements - long term effort

M. Mormon Slough Restoration

M1. U.S. Corps of Engineers/San Joaquin Area Flood Control Agency (SJAFC) #1135 Environmental Restoration Study of Lower Mormon Slough underway.

N. Hazelton Ave. New Housing Development

N1. Zoning changes to be incorporated in Zoning Code update - update initiated by Planning Department - 24-month schedule

Other Revitalization Actions

1. Council to appoint Gleason Park Neighborhood Candidate to Stockton Citizens' Advisory Committee for Community Development Block Grant Program
2. Proposed Stockton - South Redevelopment Area process initiated

D. Park & Open Space

Group 1

- Restore Gleason Park. Develop activities and uses to complement the Park. Develop children's facilities and amenities (e.g., a playground, play equipment).
- Tie the Park into the Mercy Charities project and ACLC project.
- Restore the Mormon Slough. Develop a green belt along the northern bank of the Slough (on Hazelton Ave.). In the middle of this green belt (between Sutter St. and California St.), create a park for young people's activities (e.g., a basketball court, etc.). To create such a green belt, buildings would have to be relocated.

Group 2

- Develop and locate an educational center at Gleason Park to provide services to community youth.
- The Mormon Slough needs to be restored to its natural water environment.
- Consider development of a mixture of housing and open space along northern Hazelton Ave., adjacent to the Mormon Slough.

Group 3

- Create an open green space along Mormon Slough.
- Develop a community center on Gleason Park site.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Gleason Park Restoration (3)
- Neighborhood Center (3)
- Mormon Slough Open Space Restoration (3)
- Community Gardens (1)

E. Transportation & Circulation

Group 1

- Make street improvements along Stanislaus St. from Lafayette St. down to Hazelton Ave.; it is currently very "bumpy."

Group 2

- Create transportation connections from Gleason Park to Downtown via Sutter St. and San Joaquin St. Along the Sutter Street corridor, create a pedestrian friendly and landscaped environment for automobiles and pedestrians to travel. The Senior Center (on Sutter) and the outdoor Farmers Market (on San Joaquin) would provide a connecting-type of activity point from Gleason Park to Downtown.
- Close Hunter St. from Sonora to Lafayette Streets.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Street Closures (2)
- Parking Controls - Neighborhood Parking Permits (2)
- Parking Controls - Limited Curbside Parking (1)
- Bus Route Improvements (buses later, on weekends) (1)
- Street Improvements (pedestrian sidewalks) (1)

F. Social Services

Group 3

- Preserve the Mission.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- After School Children's Programs (3)
- Community Services Center (2)
- Youth Tutoring Program (2)
- Jobs Programs (1)

G. Public Safety & Security

Group 2

- Close the drug dealing access point at the corner of Stanislaus St. and Lafayette St. Buyers have easy access from the Crosstown Freeway to this drug dealing site and then back onto the freeway.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Increased Police Patrols (2) (Bike patrols)
- Security Sub-Station (2)
- Neighborhood Watch Program (1)
- Telephone Report to Police (1)

H. Other

Group 2

- Consider the option of developing a baseball park, either east or west of the Gleason Park neighborhood.

Top Revitalization Actions- (#) indicates number of small groups choosing this action as a high priority

- Relocate Recycling Center (2)

QUICK STARTS

- TURN THE WATER ON, PLANT GRASS
- NEIGHBORHOOD PAINT EX. IT, REHAB PLANT FRONT YARDS.
- CODE ENFORCEMENT STRIKE TEAM
- NEIGHBORHOOD CLEAN-UP
- GRASS REMOVAL
- NEIGHBORHOOD PARKING PERMITS...
- NEIGHBORHOOD WATCH PROGRAM

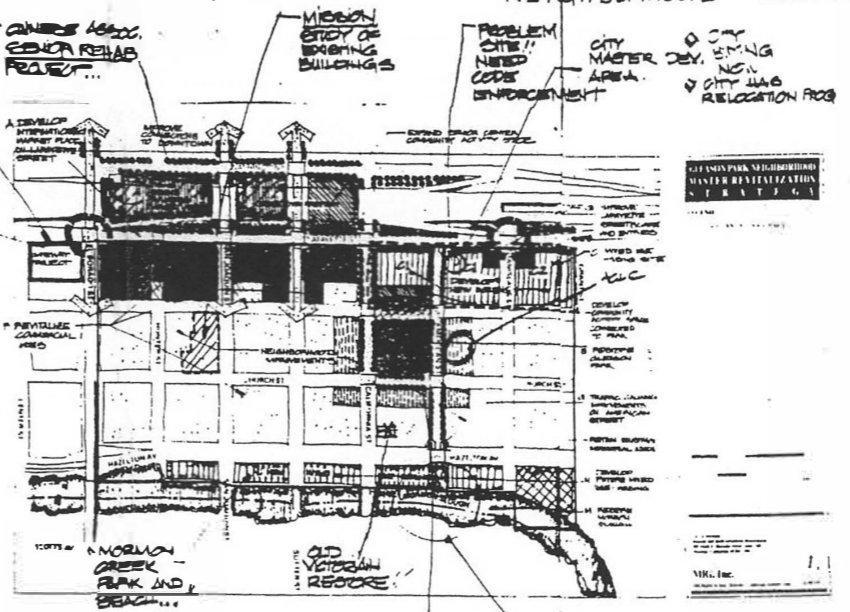


GLEASON PARK NEIGHBORHOOD

- EXPAND COMMERCIAL AREA - FOR LARGER RETAIL CENTER - MARKET
- SENIOR HOUSING PROJECT CORNER - SAN JOAQUIN ST LAFAYETTE - NEED CITY AND STATE TAX CREDITS \$400,000 NEEDED (CHINESE SEN. ASSOC.)
- NEED MARKET RATE HOUSING
- DEVELOP AREA AS LOCAL CONTROLLED HOUSING DISTRICT (LCHD)
- DEVELOPERS WANT STABILITY - LOCAL CONTROLS HELP

MASTER REVITALIZATION STRATEGY

- CHECK POTENTIAL FOR ELEM SCHOOL ON PARK SITE
- HEAD START AFTER SCHOOLS USE EXISTING BLDG. HOME
- ETHNIC DIVERSITY & STRENGTH SPECIAL RETAIL ACTIVITY & PUBS
- COMMUNITY ACTIVITY CENTER / YOUTH PROGRAMS
- MASTER DEV AREA
 - ▷ MIX. HOUSING TYPES
 - ▷ NOT TO DEFEAT CONNECTION TO PARK
 - ▷ AMERICAN POTENTIAL STREET IMPROVEMENTS
 - ▷ COMMUNITY ACTIVITY OFFICE
 - ▷ NEED DESIGN THAT FITS. YOUNG GOOD
- GLEASON PARK CENTER OF NEIGHBORHOOD
 - ▷ NEED WATER
 - ▷ NEED WALKS
 - ▷ GROUND ZERO
- WE HAVE TO CLEAN-UP GET INVOLVED!!
- ZAC "ADPT A PARK PROGRAM" "TELL THE CITY COUNCIL"



NEIGHBORHOOD MEETING



- NEIGHBORHOOD WATCH PROGRAM!!**
CALL NABO VANDERWER POLICE DEPT.
- PRIORITIES**
- NEW HOUSING
 - PARK REVITALIZATION
 - YOUTH ACTIVITIES / SERVICES
 - STREET IMPROVEMENTS
 - WATER IN NORMAN CREEK

QUESTIONS

- ? MONEY IN THE POT NOW?
- ? MERCY CHARITIES PROPOSAL? WHAT'S PROPOSED? WHAT ARE SPECIFICS?!!
- ? CHECK SMALL DIST. SCHOOL FEASIBILITY!!
- ? REALISTIC - WHEN? WILL DAT MOVE?
- ▷ ACLC - SUMMER 1998
- ▷ FALL - LOT PURCHASE - 1998
- ▷ CONSTRUCTION 2000 OF MERCY CHARITIES

MARCH 28, 1998
COMMUNITY WORKSHOP

Gleason Park Master Revitalization Strategy
Community Meeting #4

Saturday, June 27, 1998
9:00 AM - 12:00 Noon

A G E N D A

I. INTRODUCTION

- A. Meeting Purpose and Organization
 - B. Review of Agenda
-

II. REVIEW OF PROPOSED GLEASON PARK REVITALIZATION PLAN

- A. Overview of Revitalization Strategy
 - B. Overview of Immediate Actions and Quick Starts
-

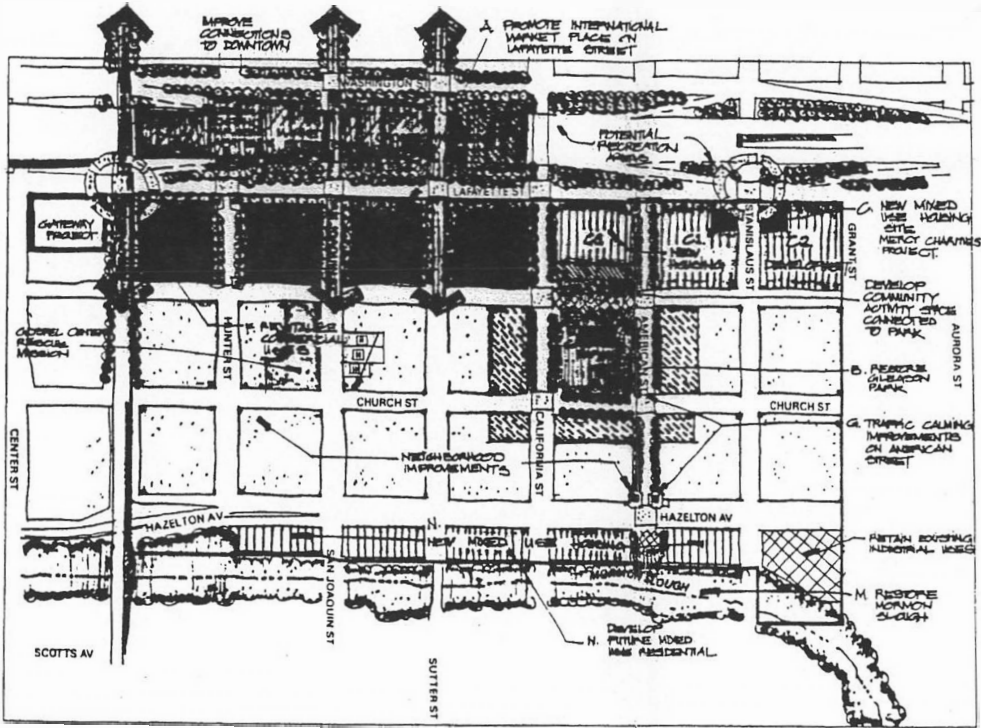
III. COMMUNITY DISCUSSION OF PROPOSED ACTIONS

VI. NEXT STEPS

CLOSE

ROCKTON POLICE DEPARTMENT
 GENERAL 937-8377
 MARIO 937-8208
 FOR EMERGENCY 911
 ASK FOR THE DISTRICT SERGEANT

GLEASON PARK
 NEIGHBORHOOD
 REVITALIZATION!!



GLEASON PARK NEIGHBORHOOD
 MASTER REVITALIZATION
 STRATEGY

LEGEND

MIG, Inc.

COMMUNITY MEETING
 DESIGNING NEW HOUSING
 DARA
 SATURDAY AUGUST 15th 415.553.6390
 9:30 A.M.
 MERCY HOUSING

AUGUST 25th CITY COUNCIL MEETING !!

- ▶ HOW ARE INTERSECTIONS IMPROVED?
 ↳ ITS UNDERWAY !!
- ▶ WHAT COMMERCIAL DEVELOPERS ARE COMING IN?
- ▶ HOW ARE PROPERTY OWNERS COMMUNICATING / COORDINATING W/ PROJECT? (GOSPEL CTR R.N.)
- ▶ NEED TO IMPROVE COMMUNICATION TO SUPPORT STRATEGIES
- ▶ CONSIDER REDUCING THROUGH TRAFFIC AROUND PARK

- ▶ THE FEW DRUG INVOLVED HOLD HOMEOWNERS ACCOUNTABLE TO ADDRESS DRUG IN PARK
- ▶ CONSIDER BOUNDARY POLICE PRESENCE NEAR PARK
- ▶ NEED TO INFLUENCE CITY COUNCIL MEMBERS TO GAIN \$ F/PARK
- ▶ NEED TO INVOLVE OWNER RESIDENTS IN "BROWN BLOCKS"

GOTTA HAVE A FACILITY!

- ▶ NEED TO ENSURE HOUSING IS MAINTAINED, ESP. LOW-INCOME
 ALC IS DEVELOPING OWNERSHIP LOW-INCOME HSG OWNERSHIP EDUCATION NEIGHBHD WATCH
- ▶ FOLLOW-UP FROM PRIOR MTG
 GRAMMAR SCHOOL
 MOVING BUS STOP ON CHURCH
- ▶ HOW WILL MERCY HOUSING AFFECT CURRENT RESIDENTS? PROTECT CURRENT OWNERS WORK
- ▶ WE NEED TO THINK ABOUT CREATING / KEEPING JOBS
 ↳ NEED TO BALANCE HOUSING W/ ECONOMIC HEALTH GENERATING
 ↳ USE FRY TRAFFIC TO SUPPORT BIZ (RESTAURANT, HOTEL, ETC)
- ▶ NEW FAMILIES & KIDS NEED A PLACE TO PLAY
- ▶ NEED FACILITIES GATHERING PLACES IN PARK (HEAD START) COMMUNITY INVLT/ CITY WATCH TO SUPPORT
 ↳ CITY CTR

Gleason Park Neighborhood
 Master Revitalization Strategy
 Community Meeting #4