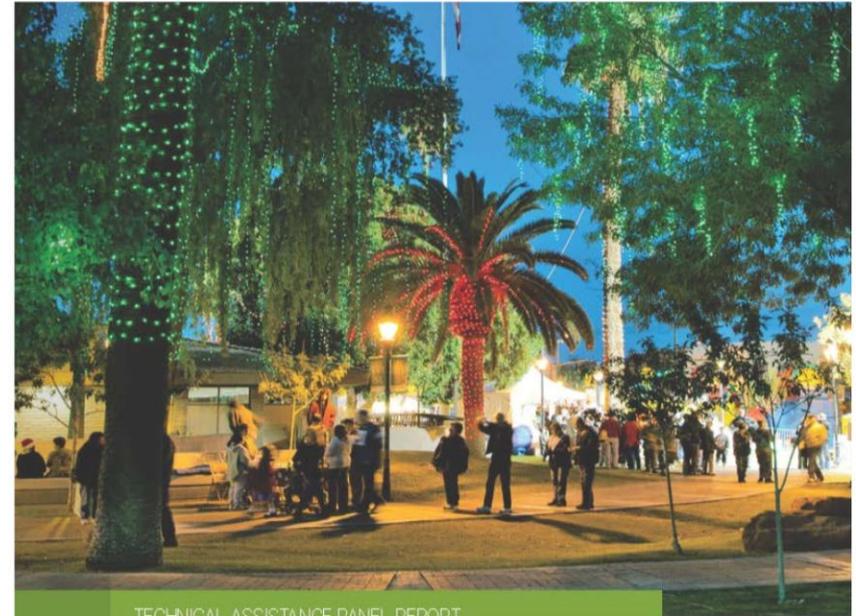


ULI Arizona Technical Assistance Panel (AzTAP)

to the

Glendale City Council

March 7, 2017



TECHNICAL ASSISTANCE PANEL REPORT

Revitalizing Glendale's Midtown District

CITY OF GLENDALE

SPONSORED BY:
Glendale Industrial Development Authority

September 15, 2016



Overall City Goals for AzTAP

- ✓ Tap into industry experts
- ✓ Understand market limitations & enablers
- ✓ Examine holistic contextual factors (placemaking, housing, education, transit, economic development, infrastructure, neighborhoods)
- ✓ Identify opportunities for transformation
- ✓ Use report findings as basis for strategy development



Introductions



- **Tom Hester, Regional Placemaking Manager, WSP | Parsons Brinckerhoff**
AzTAP Moderator and Panelist
- **Mark Davis, Partner, Davis Enterprises**
AzTAP Panelist
- **Amy Malloy, Senior Development Manager, Evergreen Devco**
AzTAP Committee Vice-Chair

ULI Arizona / City of Glendale AzTAP

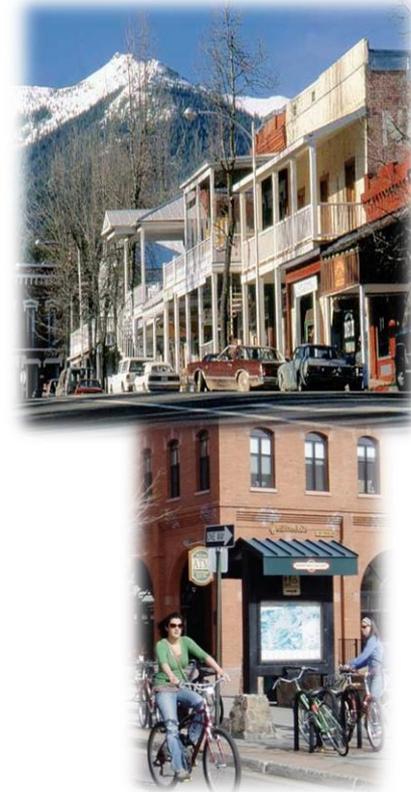
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- ✓ **Defined challenge/scope**
- ✓ **Developed key questions**
- ✓ **Compiled briefing materials**
- ✓ **Selected industry professional panelists**
- ✓ **Pre-event panelist briefing**
- ✓ **Stakeholder interviews**
- ✓ **Site visit/driving tour**
- ✓ **Panel discussion**
- ✓ **Strategy recommendations**



Ingredients for Successful Downtowns

- Distinctive community brand representing unique heritage
- Multifunctional and mix of uses
- Historic preservation and adaptive reuse
- Pedestrian-friendly design and activated streets
- Managed parking – on street, vertical, shared
- Accessible, connected multimodal transportation options
- Connected open space
- Coordinated public-private partnerships
- Rich civic engagement



Glendale Centerline – “Good Bones” to Build On

- Historic assets
- Cultural authenticity
- Abundant land
- Parks
- Walkable downtown, small grid
- Established neighborhoods and businesses
- Existing anchor institutions
- Nearby transportation infrastructure



Panel Questions Focused in Six Topic Areas



Land Development, Transit Readiness, and Infrastructure Improvement Strategies

Housing



Education



Place Making and Neighborhood Preservation



Employment and Economic Development

Financing and Implementation Strategies

The P3s of **Policy, People, and Place** **Strategies and Actions** for Consideration

Leveraging the power of collective vision, cooperation, and long-term commitment to attract new investment in Midtown.





Key Actions

1. Commit to a clear, long-term vision.

Envision

2. Promote an authentic identity for the corridor.

Promote

3. Engage the community.

Engage

4. Leverage quick wins.

Identify

5. Identify a project to get done.

Focus



Land Development | Transit Readiness | Infrastructure

- ✓ Activate the vision and modify development codes
- ✓ Create a one-stop, business advocacy liaison in City Hall
- ✓ Inventory and promote sites for anchor development





Placemaking and Neighborhood Preservation

- ✓ **Invest in downtown**
 - beautification, design, branding
- ✓ **Activate underutilized properties**
 - temporary uses and pop-ups, adaptive reuse
- ✓ **Grow the creative economy**
 - artists, co-working spaces
- ✓ **Enhance green space and social connections**
 - activate with regular programming





Educational and Institutional

- ✓ Focus on smaller, signature schools
- ✓ Encourage neighborhood-oriented schools and joint use policies
- ✓ Find creative locations for school projects





Housing

- ✓ Use quality workforce, mixed income housing as a lever
- ✓ Leverage state and federal housing programs
 - Low Income Housing Tax Credits (LIHTC)
 - Rental Assistance Demonstration Program (RAD)
- ✓ Partner with community development and anchor organizations (CDCs, CDFIs)
 - Local Initiatives Support Corp. (LISC)
 - Local First Arizona
 - Student housing for Grand Canyon University





Economic Development

- ✓ Stabilize underlying neighborhood conditions
- ✓ Support business incubators and co-working spaces
- ✓ Develop strong messaging, promotion, and coordination
- ✓ Facilitate land assembly now





Finance and Investment Tools

- ✓ Layer and use multiple tools
- ✓ Commit to a few early market opportunities to attract private sector investment
- ✓ Create a CDC or CDFI focused on Centerline
- ✓ Reevaluate ideas for City-owned parcels
 - Consider P3 options



Consistent vision and action will provide development predictability and unlock value.

Next Steps

- Are any of the recommended strategies off limits for continued study and implementation?
- Are there any specific strategies that Council would like to see prioritized?

Thank You!

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