



TECHNICAL ASSISTANCE PANEL REPORT

Revitalizing Glendale's Midtown District

CITY OF GLENDALE

SPONSORED BY:
Glendale Industrial Development Authority

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Acknowledgments

A robust team of people were instrumental in making this AzTAP a success. The Urban Land Institute Arizona District Council (ULI Arizona) gratefully acknowledges the following individuals who serve the City of Glendale as professional staff for being a superb partner and for their enthusiasm and commitment to recognizing Midtown's potential. ULI Arizona is grateful to the Glendale City Council for their dedication of leadership and support.

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About ULI

ULI ARIZONA DISTRICT COUNCIL

The Urban Land Institute is a 501(c)(3) non-profit research and education organization supported by its members. Founded in 1936, the Institute has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The ULI Arizona District Council was formed in the early 1980s, as a direct response to the need for educational forums and events at a local level. ULI Arizona brings public and private sector leaders together to share and exchange ideas, information, and experiences to shape the way communities grow. For additional information, please visit: www.arizona.uli.org.

ABOUT ULI AzTAPS

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered by ULI Arizona to assist Arizona municipalities, counties, regions, and nonprofits in the preliminary study of complex land use planning, development, and redevelopment issues. Drawing from a seasoned professional membership base, TAPs provide objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions.

teams are carefully chosen for their specific knowledge and the holistic examination that they provide to help resolve local issues.

Communities gain valuable insight and ideas from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also get a better understanding of the unique development challenges facing communities. The interaction between panel experts, local communities, and residents strengthens the community fabric and builds opportunities for strong public and private sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each TAP unique. Past ULI Arizona TAP reports are available to view and download at www.arizona.uli.org.

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AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. TAP interdisciplinary panel

ULI AzTAP Panel

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Executive Summary

Glendale's Midtown District is ripe for revitalization that would enhance the entry to the downtown and attract residents, businesses, transportation options, and jobs to the heart of the City.

The district has strong "bones" to rally around, including a rich combination of cultural authenticity and community roots in the long-standing businesses and established neighborhoods, historic assets, and the abundance of land ready for redevelopment and reinvestment. Catlin Court, Cerreta Candy Company, the Beet Sugar Factory and Murphy Park border the district and bestow downtown Glendale with a unique sense of place.

A proposed light rail extension in the downtown has the potential to add value to real estate and attract economic activity, as demonstrated by the impressive transit-oriented growth and capital investments that are taking place in the cities along the rail in Mesa, Tempe and Phoenix. Extending high capacity transit to Glendale could capitalize on the growing market demand for compact, walkable, healthy places. People young and old seek mobility options in urban environments. In some areas of the country, entire communities have experienced remarkable economic turnarounds that were spurred by light rail systems - creating job centers, enticing workforce talent, and stimulating investment.

On the other hand, the Midtown District faces complex challenges that have limited development opportunities over several decades. Mayors, city councils and staff have sought to overcome these challenges since the exit of the auto dealers. Despite their best efforts to restore the area's employment base, the Midtown area remains on the cusp of better times.

Today the larger downtown core area of Glendale is experiencing a lack of focus to address the disinvestment in the area. Uncertainty about whether light rail will be extended hinders Midtown District landowners and developers from moving forward with developing vacant lots and empty buildings. Their ability to weigh risk and potential return hinge on this important answer.

Yet light rail is not a panacea; the City still has important community development issues that it must tackle to improve economic conditions in the study area. The lack of consistency among policymakers has become one of the larger barriers to effective action. The question as to whether a future light rail service will catalyze redevelopment will be answered by how well the City focuses its policies, makes strategic improvements, and shapes the environment for reinvestment. Their path to success will be built by addressing perceived safety issues, fixing distressed properties and vacant commercial buildings, improving low-performing schools, enhancing aesthetics and social connectivity, and attracting well-paying jobs.

Glendale contracted with the Arizona District Council of the Urban Land Institute (ULI Arizona) to conduct a Technical Assistance Panel (AzTAP) evaluating the Midtown District and its confluence Centerline overlay area to provide best practice, market-based advice for achieving the district's long-standing goal of evolving into a safe, attractive and dynamic downtown environment.

A panel of twelve multi-disciplinary development industry thought leaders met on September 15, 2016 at Glendale City Hall and discussed ideas and strategies aimed at enhancing the redevelopment potential for the area.

This summary report outlines the various strategies that were discussed during the AzTAP to help the City lay the groundwork for realizing a vibrant, sustainable downtown area that can attract a new generation of long term residents and families. A P3 theme frames the panel's ideas in this report to emphasize the importance of the public-private-nonprofit partnerships and collaborative solutions that will be necessary to bring about success. The P3 recommendations are expressed through the Policy, People, and Place strategies that are integral to rejuvenating downtown Glendale.

As the City and its partners make decisions in 2016 and beyond about how to invest in the short and long term, there are several important overriding leadership priorities to consider. Emphasis on how to exhibit sustained leadership support for the area to attract investment and how the City can maximize the greatest value in planning through the commitment of key resources are critical. More can be done, and the ensuing AzTAP findings and ideas are available to help guide achievable next steps.



Recommendations were guided by questions on the topics of:

- Land Development; Transit Readiness; Infrastructure Improvements
- Placemaking and Neighborhood Preservation
- Educational and Institutional Strategies
- Housing
- Economic development
- Financing and Investment Tools

P3 Overview

	Policy	People	Place
Land Development, Transit Readiness, Infrastructure	<ul style="list-style-type: none"> • Develop a Unified Plan Preparing for Future High Capacity Transit • Establish Progressive Planning and Zoning Mechanisms 	<ul style="list-style-type: none"> • Create a One-Stop, Business Advocacy Position • Convene a Developer Charrette 	<ul style="list-style-type: none"> • Recognize and Build on Unique and Distinctive Assets • Identify Opportunities for Catalytic Sites
Placemaking and Neighborhood Preservation	<ul style="list-style-type: none"> • Create an Authentic Brand • Encourage a Safer, More Cohesive Experience • Encourage Adaptive Reuse 	<ul style="list-style-type: none"> • Grow the Creative Economy • Create Partnerships with Place-Based Anchor Institutions 	<ul style="list-style-type: none"> • Create a Signature Gathering Spot • Invest in Downtown Beautification • Activate Vacant/Underutilized Properties • Use Green Infrastructure as Connective Social Tissue
Educational and Institutional Strategies	<ul style="list-style-type: none"> • Focus on Smaller, Signature Schools • Enhance School Sense of Place • Encourage Neighborhood Oriented Schools 	<ul style="list-style-type: none"> • Cultivate Educational Partnerships 	<ul style="list-style-type: none"> • Find Creative Locations for School Projects • Recruit Youth Development Organizations
Housing	<ul style="list-style-type: none"> • Use Quality Affordable Housing as the Lever • Tap into State and Federal Housing Programs 	<ul style="list-style-type: none"> • Partner with Community Development Organizations 	<ul style="list-style-type: none"> • Tackle a Major Housing Stock Obstacle
Economic Development	<ul style="list-style-type: none"> • Focus on Improving Underlying Conditions • Support Small Business Start-Ups • Focus on Policies Favorable for Future Transit Investments • Develop TOD Technical Assistance for Businesses 	<ul style="list-style-type: none"> • Leverage Existing Economic Development Network • Build the Social Infrastructure for Downtown Efforts 	<ul style="list-style-type: none"> • Create Auto Tech Hub • Assemble Parcels that Respond to Market Demand • Develop the Strategic Connection to I-17
Finance and Investment Tools	<ul style="list-style-type: none"> • Identify Market Opportunities Early • Employ a Menu of Finance Tools • Reference Other Cities' Best Practices 	<ul style="list-style-type: none"> • Engage Public and Private Stakeholders • Create a CDC or CDFI Focused on Centerline • Recruit Corporate Citizens to Assist 	<ul style="list-style-type: none"> • Consider P3 Options for City-Owned Parcels and Rethink Old Ideas on Uses for Those Parcels

Key Actions:

- 1. Commit to a long-term vision.** Position Centerline for a compact, walkable, transit-oriented future by setting policy and focusing investments. Coordinate leadership and enable the staff to implement approved initiatives.
- 2. Promote an authentic identity for the corridor.** There are multiple visions for the Glendale Avenue corridor, and many names for the subareas. Focus one brand so that it becomes a regional destination and strong gateway to downtown. Think bigger and clearer in terms of branding and the details of implementing the messaging and materials.
- 3. Engage the community.** The community is the life blood of the City, and they provide the richness and diversity. The community is expanding with new opportunities, including education and business. Downtown Glendale could be a hub for the West Valley. There are many downtown businesses that would participate more in investment if there were a clearer plan. It will be important to work with the community leaders and help them be more engaged in the community. Ensure the goals for the new downtown manager position include direct community outreach with a focus on directly addressing community issues and helping the community invest in Glendale. This will also provide critical information regarding the broader community perspectives that will provide direction to the City leaders and staff regarding how to positively affect change.
- 4. Identify quick wins.** There are many possible public projects where the City could focus. Establishing an achievable vision will help to identify quick wins. One of the quick wins will undoubtedly be an enhanced maintenance program for the public realm, including parks and streets. In some cases, improvements can be made by just cutting the grass, picking up trash and painting walls and surfaces that are peeling and discolored. Larger quick wins could include park and streetscape improvements along key areas. These can include a range of tactical urbanism initiatives, including pop out spaces, temporary gardens and art installations, and parklets to encourage more pedestrian and community use. Lighting can be enhanced in some areas to improve safety and security. Crosswalks can be painted to be wider to feel safer and include more colors and/or textures. These are just a few examples of lower cost strategies that could provide higher value returns in terms of community pride and investment.
- 5. Identify a project to get done.** With a vision in hand, community leaders as your partners, and value-based improvements happening in the public realm, the City should work to identify private investment projects that are most feasible, due to political alignment, community need, market practicality, and economic viability. A new project could be new housing, or an educational/ community services project, or adapted commercial space for business or retail. This is a critical element since this will show that the city is well organized and serious about community investment and economic development.

Envision

Promote

Engage

Identify

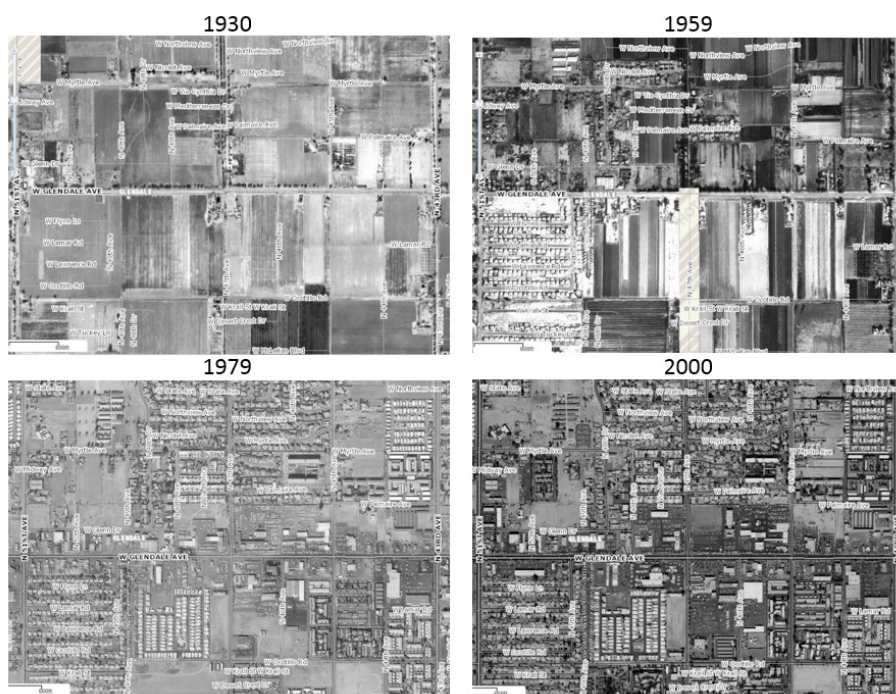
Focus

Background

HISTORY

The historic fabric of the Glendale downtown area was largely agricultural before 1950 with little infrastructure and development. As the population grew, the City annexed land east along Glendale Avenue. By the 1970s, the corridor was a thriving auto row, with major employers such as Buick, Chrysler, Jeep, Lincoln, Mazda, Pontiac, Toyota, and Volkswagen dealerships.

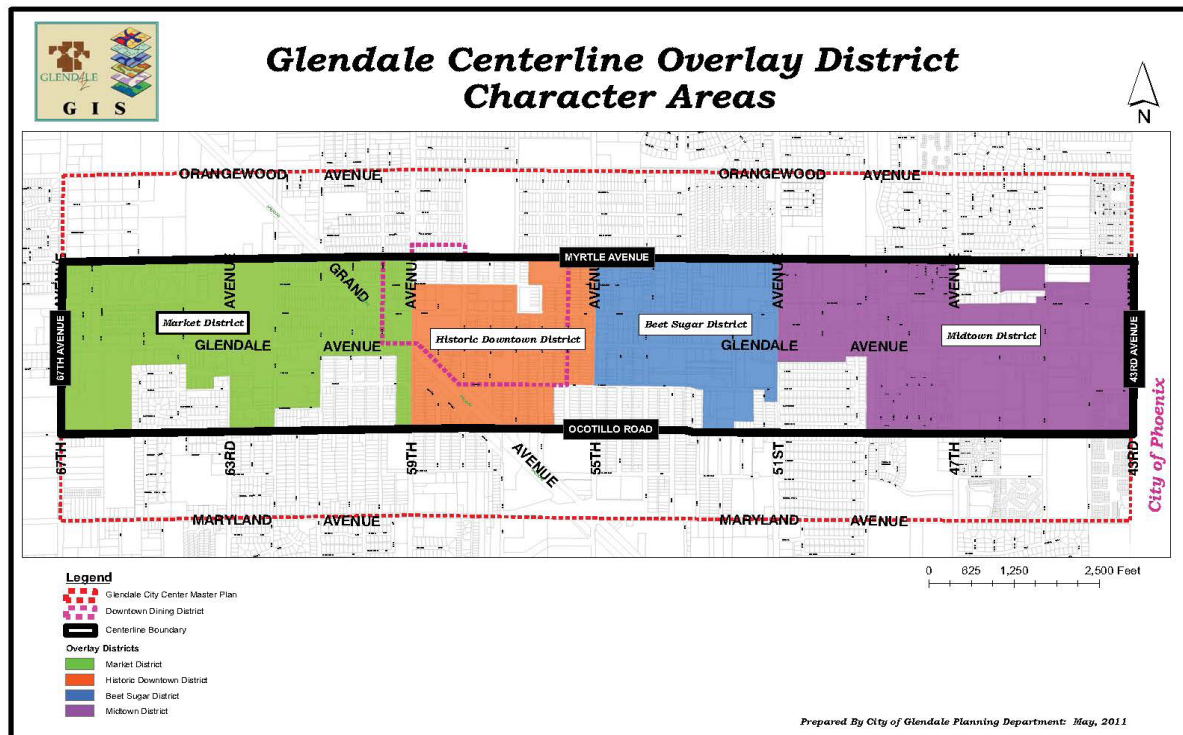
In the early 2000s the auto dealers began to leave and the area transitioned to a rather nondescript buy here/pay here (BHPH) strip of used auto sellers. The departure of the traditional anchor car dealerships left a void and drained significant energy from this corridor, making it difficult to attract new economic activity.



DOWNTOWN AREA

Glendale has focused studies and created planning documents aimed at revitalizing the downtown area since at least 1989, when the City Council adopted a Downtown Urban Design and Revitalization Plan that called for specific development of the Glendale Avenue corridor downtown.

Voters in 1999 approved a \$411 million bond that included \$50.5 million for downtown economic development. In 2007, the City Council revisited the need to create a vibrant city center through an intensive two-year planning process, which included ample community involvement, and culminated in the



Midtown District (43rd to 51st Avenues | Myrtle Avenue to Ocotillo Road) – the entry to the City traveling on Glendale Avenue and comprising large parcels of former car dealerships ripe for redevelopment

Beet Sugar District (51st to 55th Avenues | Myrtle Avenue to Ocotillo Road) – named after the historic landmark, the Beet Sugar Factory, with adaptive reuse potential

Historic Downtown District (55th to 59th Avenues | Myrtle Avenue to Ocotillo Road) – the core of downtown with historic buildings and neighborhoods, a charming sense of place, and the epicenter of community events and celebrations

Market District (59th to 67th Avenues | Myrtle Avenue to Ocotillo Road) – largely a mixed-income residential area of single family and multi-family apartments

development of the Centerline plan. Centerline's aim was to structure a new core identity for the area and advance a series of redevelopment strategies and support tools.

In 2011, the Council adopted the Glendale Centerline Overlay District, which created the four distinct character areas below.

STUDY AREA: THE MIDTOWN DISTRICT

Despite these efforts, the downtown area has not significantly improved as an employment center. Vacancy rates are higher than the citywide average. One-tenth of the Centerline area is vacant land. The population fell 12 percent between the 2000 and 2010 censuses. Unemployment rates are higher than for the City and the metropolitan area. Working-age residents of the district are older than the metropolitan average, but have lower education rates. Household incomes are substantially lower than average.

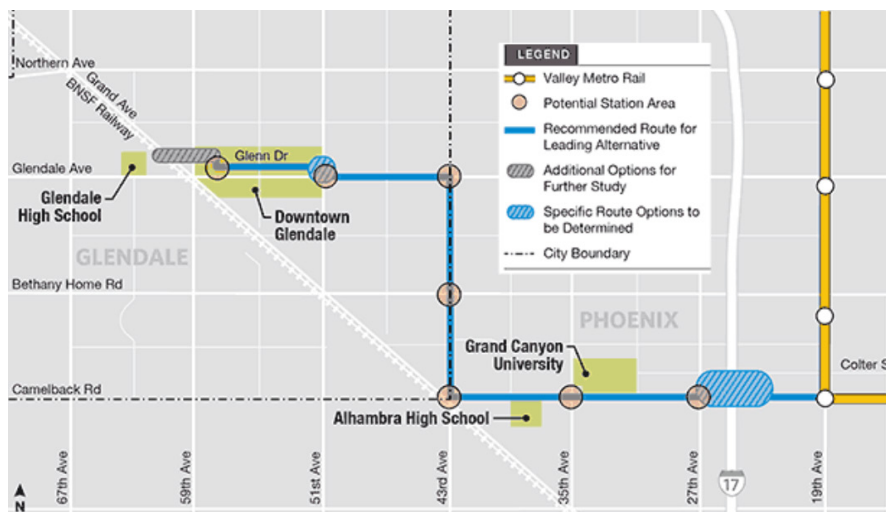
While the global focus area of study for the panel was the confluence of all four character areas of Centerline, the primary study was the Midtown District, bounded by 43rd and 51st Avenues, Myrtle Avenue and Ocotillo Road.

Midtown is the eastern entry to the City on Glendale Avenue. With roughly 150 acres of former car dealership parcels, it offers opportunity for larger character changing projects and transit-oriented development with potential light rail connectivity south from Phoenix.



Panel Assignment

The City asked ULI Arizona to organize a panel of experts to make recommendations on how to address disinvestment problems in the Midtown District and achieve the goal of redevelopment into an inviting residential, retail, and employment hub that draws residents and visitors into an amenity-rich downtown area of the City. Also, with the potential for a future light rail extension into the study area, the panel was asked to consider what role that plays in Midtown's present redevelopment.



Light Rail LRT Current
Preferred Route -
WPCG High Transit
Capacity Study

ULI Arizona and the City of Glendale undertook the AzTAP process to consider the challenges, the market realities, and the possible solutions for realizing Midtown's potential and restoring its vitality.

The Glendale ULI AzTAP took place on September 15, 2016 at Glendale City Hall bringing together local and national experts in real estate development, urban planning. In the ULI AzTAP Steering Committee, the panel interviewed area stakeholders and participated in a pre-panel day briefing. On panel day, the panelists explored the study area via a narrated bus tour and then worked diligently via a public forum to address the questions posed by the City to develop strategies to stimulate growth in Midtown.

FRAMING QUESTIONS

The ULI AzTAP Committee members met with City senior leadership over several months to understand key issues and refine the scope of questions for the AzTAP panel to address to assist in the City's revitalization efforts for the Midtown District.

(The complete list of questions are available in the Appendix).



Narrated Bus Tour
with City Staff and the
AzTAP Panel

Revitalizing Midtown

P3 STRATEGIES — “POLICY, PEOPLE, AND PLACE”

Challenges and opportunities in the Midtown District intertwine with each other, and the AzTAP dialogue reflected that. The discussion touched on the key topics from the City’s framing questions (in Appendix), some broadly and some in added detail.

In this section, the panel’s key recommendations are organized through a P3 framework to symbolize the power of collective vision, cooperation, and long-term commitment to attract new investment in Midtown. The P3s of Policy, People, and Place ensure key topic recommendations have an effective policy direction, involve and empower the appropriate people, and identify places and their character for improvement.

Policy: Consistent and supportive public decision-making objectives that will help prioritize investments of time and resources to attract investment

People: Pioneers and champions that will provide sustained leadership and take ownership to make it happen

Place: Projects that collectively help reimagine and reinvent Midtown through physical, cultural, and social identities

Land Development | Transit Readiness | Infrastructure

The focus of questions in this topic area examined the essential elements of how to successfully integrate market opportunities for creating a transit-friendly active, urban living environment in Midtown and what supportive public improvements and design strategies would be needed.

"The hardest part of painting a house is scraping. It's not glamorous. But when you put on a coat of paint after good preparation, it is beautiful and amazing."

TOD draws on smart growth planning and development principles that often include:

- increasing density and higher intensity of uses
- mixing land uses, horizontally or vertically
- encouraging compact building and streetscape design focused on pedestrians
- creating a fine-grained street pattern and connected amenities

Land use has become an important differentiator in determining which local transit projects are recommended for federal funding. Transit-oriented development (TOD) is the integration of transportation with surrounding land uses.

The panel discussed opportunities for successive development strategies and how to strategically position lands for redevelopment to help the City prepare for future high capacity transit.

P3s FOR

LAND DEVELOPMENT | TRANSIT READINESS | INFRASTRUCTURE

POLICY

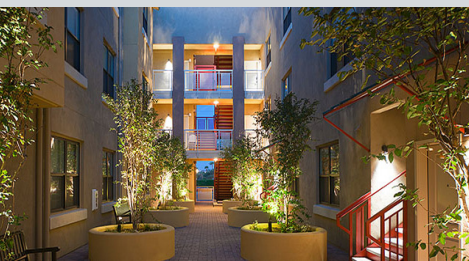
Develop a Unified Plan Preparing for Future High Capacity Transit

Revise the Centerline plan to bring things into focus and motivate investment. The plan should have a clear vision for transitioning and tying uses together over time with the expectation of future high capacity transit; set clear development standards; and identify and prioritize future investments.

The plan should stress solutions, not just aspirations that are vague in current planning documents. The City of Phoenix ReinventPHX and City of Mesa Central/Main efforts are great examples of plans that balance supporting existing businesses while preparing for future TOD and economic development projects.

Establish Progressive Planning and Zoning Mechanisms

Improve the zoning and entitlement process to incentivize compact, transit-oriented development. Shortening timelines for project approval reduces developers' costs makes the community more attractive for new development. Creative office and retail spaces are also more easily developed via codes that respect the fluidity of design and allow for market innovation. Technology is dynamic in how it impacts real estate today. Instead of focusing on whether a parcel is best



Lofts on McKinley in Phoenix used a FBC to create 60-units of affordable senior living.

suitable for office, retail, or other commercial uses, focus on creating spaces that are adaptive and have the flexibility needed to accommodate a dynamic future. Requiring a form-based code (FBC) and having robust adaptive reuse policies increase the potential to energize a unique character of place, strengthen design cohesiveness, and add certainty for developers to move forward with unique projects.

"Listening is a powerful tool."

PEOPLE

Create a One-Stop, Business Advocacy Position

Establish a central point of contact in the City to shepherd all aspects of planning, development, expansion, and infrastructure needs for businesses. This person/team should signal an inviting and ready business environment. The City of Phoenix Office of Customer Advocacy and Mesa Manager of Downtown Transformation are good examples to reference.

Convene a Developer Charrette

Pull together developers and property owners to explore possibilities on vacant and City-owned land, and include neighborhood leaders. Challenge participants to imagine what is possible on these sites. Owners of large, empty tracts along Glendale Avenue are particularly key. Ask them, "How can we help you?" and dig into the answers. Landowners do not want to sit on land and pay taxes. Such a forum is a proactive way to organize collective ideas, inquire about neighborhood needs and use the process to build trust, certainty, and stronger relationships among stakeholders. Consistent engagement is critical to winning support for redevelopment and can help build the City's reputation that is now somewhat unknown to the development community.

PLACE

Recognize and Build on Unique and Distinctive Assets

Recognize the special business gems in the area as foundations for community improvement. Survey existing small businesses in the area to discover their retention and expansion needs. Find ways to build their capacity to go to the next level. During the stakeholder interviews conducted for the AzTAP, some area businesses expressed interest in expanding their operations, but needed additional assistance on next steps.

Identify Opportunities for Catalytic Sites

Anchor spots will have enough pull to attract people as a destination and will help change the economic dynamic of the study area. Focus on growing industries that are TOD-supportive (i.e. healthcare and education).

Award-winning Evans
Station Lofts by Medici
Communities in Denver.



Concentrate on finding early-wins to demonstrate success quickly when transit opens. The City of Denver offers great templates of catalytic projects spurring significant transit-oriented investment, i.e. Evan Station Lofts, a 50-unit affordable housing complex on the site of an old garage. Successive development will happen in shorter timeframes once an anchor development roots.

Placemaking and Neighborhood Preservation

The Panel discussed the strengths and defining elements that make the Centerline character areas unique and interesting, and how a stronger identity, discovery of authenticity, and aesthetic appeal for Midtown will improve the focal entry to the downtown. Economical placemaking actions have the potential to yield big results and evolve Midtown into a place where redevelopment has the capacity to flourish. Creating a safe, authentic, compact, walkable, culturally rich environment will build market value and open pathways for successful TOD. Midtown doesn't need to fake anything; it already pulses with the sorts of neighborhoods, businesses, and historic buildings other places are trying to create.

Glendale's downtown area is unique because of jewels like Catlin Court, La Purisima, the Beet Sugar Factory, Cerreta Candy Company, and the history of auto merchants. Preserving and building on the organic realness of Midtown will reflect how special it is.

P3S FOR PLACEMAKING AND NEIGHBORHOOD PRESERVATION

POLICY

Create an Authentic Brand

Midtown needs a better-defined brand that speaks to its unique identity and tells an authentic story. The character of the area currently lacks focus as a place and is confusing as to what opportunities are possible. Reconsider the name for Midtown. It is nondescript and could practically apply to any city. A name such as “La Entrada” better reflects the area’s history and rich, diverse culture. The signage at 43rd Avenue and Glendale Avenue should be cool and identifiable and shout “You are entering a special place.” Midtown should be evaluated comprehensively and at a granular level to identify specific nodes and sites for their different contexts and ability to be catalytic. Engage the community to help assess Midtown’s differentiators, bring brand dimensions forward and celebrate messaging and public realm improvements. The shepherd’s crooks in the City’s logo, La Purisima, Beet Sugar, Catlin Court, and Cerreta Candy help define this area as a great place. The historic, small scale of downtown is a huge asset/jewel that is not manufactured. Interview residents to compile the story; i.e., video vignettes can be powerful marketing tool on websites.

Encourage a Safer, More Cohesive Experience

Focus on beautification through public art, green projects and community clean-up. Change the perception of the area by making a series of affordable design and landscape improvements that make it more attractive to residents and visitors. Developers follow the money; they need to see investment and commitment. Many of the most effective and immediate solutions are high impact, low cost improvement projects that can be completed in one year, such as paint, landscaping, door-to-door code enforcement or neighborhood block-watch programs. An unofficial slogan could be “You don’t have to move to live in a better neighborhood.” Explore placemaking funding opportunities, for example through banks’ Community Reinvestment Act dollars.

Encourage Adaptive Reuse

Ensure local development and land use policies encourage underutilized structures to be re-thought, reused, and improved to meet modern-day needs. This will provide both an important link to Glendale’s history and boost economic development. For instance, Tempe dropped requirements for civil planning on drainage and lowered parking ratios as incentives.

“Many people who want to live in downtown Phoenix are attracted to historic bones. Glendale has this. It has good bones.”



“Gateway to Glendale”
at 43rd Ave facing west
Photo Credit: Randy
Huggins, City of
Glendale



Phoenix Grand
Avenue Streetscape
Improvements
Photo credit: www.grandavenuephx.com

PEOPLE

Grow the Creative Economy

Invest in artists to bring creativity and economic revitalization into neighborhoods. Artists are often the pioneers of placemaking and are a resilient workforce who are used to working collaboratively and in temporary spaces. Develop art incubators that provide dedicated displays and provide artists with affordable spaces to live and work. Artists purchasing buildings in Phoenix were critical to the success of downtown and Roosevelt Row. Glendale has an opportunity now to foster the next generation of entrepreneurial artists. Pair empty buildings with artists who are being displaced from places where affordability is decreasing. It is important to get on the front end of artist affordability and develop provisions to maintain affordability for the long-term.

Create Partnerships with Place-Based Anchor Institutions

The City doesn't have to do everything, nor can it. Think out of the box and tactically leverage partnerships with organizations like Grand Canyon University (GCU), Glendale Community College, ASU West, Luke Air Force Base, faith-based organizations, and hospitals to contribute to community-building efforts and work to direct their future growth towards the study area. Learn how to tap this potential and establish community-based projects. For example, GCU is leading programming in a nearby Phoenix park, which could be a parallel model for Glendale. Also, international rescue organizations are helping local refugee populations. Work with them to showcase stories of multi-culturalism and highlight the community's rich cultural fabric and eclectic spirit.

PLACE

Create a Signature Gathering Spot

Focus on building a one-of-a-kind public space where neighbors and visitors can come together. This might center around a gazebo or park. Ensure that it is a signature destination that reflects the area's assets to give visitors an authentic, high-quality experience that they will remember for a long time. Frequently activate it with regular farmers' markets and other community events, capitalizing on Glendale's ability to stage great festivals and celebrations. "Other communities might have them, but Glendale's are better." As events grow, people will want to return to Glendale. People attract other people.

Invest in Downtown Beautification

Prioritize improvements that characterize beautiful downtowns, such as building facades with interesting architecture, greenery, public art, flowers, murals, painted sculptures, attention-getting color, art creating life, i.e. pianos in Mesa,

Ostriches in Chandler. Try to not manufacture something, capitalize on existing authenticity, i.e. work with local food vendors to help fill the area's food desert before drawing from elsewhere. Remember that initial strategies can be simple. Planting more trees might be the early activator that sparks downtown's evolution and revitalization. Trees often distinguish communities from other places and can be as important as wayfinding signs in the southwest. People go out of their way to walk near trees and park under them.

Activate Vacant / Underutilized Properties

Turn vacant lands from liabilities into assets through "temporary urbanism" approaches. Consider innovative, temporary approaches that mobilize limited resources to bring land back into productive use. Refer to the City of Phoenix Roosevelt Row student sunflower project as a temporary treatment for a vacant parcel. Temporary agriculture use can also be transformative. Assemble vacant land parcels and buildings to create market demand. View them as assets and market them. Consider temporary activation to increase aesthetic appeal.

Use Green Infrastructure as Connective Social Tissue

Inventory green spaces and parks and evaluate opportunities to enhance connections and neighborhood pocket parks. Develop enrichment opportunities around these spaces, potentially partnering with a nonprofit or higher-education institutions.

*"Like a river, the connecting
tributaries can be more
valuable than the parks
themselves."*

Educational and Institutional Strategies

The City faces a challenge in having four school districts traverse the study area, each of them featuring low-performing schools. This is a serious disincentive to developers and thus a drag on economic development and revitalization of the area. While city governments in Arizona do not have jurisdiction over public schools, the panel strongly encouraged the City to engage school leaders to find collaborative solutions because quality education is an imperative community issue.



Sunflower Project in
Roosevelt Row, an
extension of City of
Phoenix Adaptive
Reuse for Temporary
Space program

"Placemaking is an approach for improving schools the same way as it is rejuvenating communities."

Schools and communities that work together have the most positive impact on the academic and wellness outcomes of students. When the government, business, and nonprofit sectors leverage resources to create solutions for keeping kids in school longer, every member of the community benefits from the effort.

The panel focused most of its attention on K-12 education and creating signature schools to serve as community anchors to support greater community interaction, engagement, and pride.

P3S FOR

EDUCATIONAL AND INSTITUTIONAL STRATEGIES

POLICY

Focus on Smaller, Signature Schools

Work to encourage smaller, more specialized schools grounded in community identity as anchor tenants in neighborhoods. Signature schools help define an area, fostering authenticity and sense of community. Work with school district leadership to address failing traditional public schools. Don't get bogged down in the structure, charter or not. The "Small Schools Initiative" focuses on specialties - bioscience schools, language, vocational, etc. For example, Phoenix Coding Academy in the Phoenix Union High School District is not a comprehensive high school, but one focused on computer programming skills. Similarly, the ASU Preparatory Academy, while governed separately, occupies a Phoenix Elementary School District building in partnership with the district. They share some professional development activities. Engage in a dialogue about how school expansion can be transit-oriented. Attract students from outside the district to signature schools on a future light rail line. Cities around the country are experiencing increased school ridership. Students in Denver are transit dependent (30% use the rail). Schools want to be as close as possible to the rail line.

Enhance School Sense of Place

According to parents, having a safe, supportive school environment is more important than test scores. Students thrive and learn in safe, supportive, and stable settings. The recent Safe Route to Schools Program improvements in the area allow children to walk to school. Pursue more opportunities like this as the ability to walk safely to school is a tremendous community asset. Work with the schools to create meaningful cohesion between the districts.

Encourage Neighborhood Oriented Schools

Local land use and school facility planning efforts should be coordinated as much as possible. Consider the interplay between policy and the health of schools when making planning and zoning decisions. Strive for partnerships that encourage school facilities to be multi-functional and part of the neighborhood civic and social infrastructure. Work with school districts to support and co-locate facilities and programs that optimize community use of school grounds as green spaces, gardens, playgrounds, and community gathering places.

PEOPLE

Cultivate Educational Partnerships

Partner with community development corporations to coordinate partnerships and facilitate building mutually beneficial relationships between the schools and the City. Focus on enhancing the identities and placemaking of neighborhood schools. Tap into the network of religious and charitable institutions to build more educational and youth initiatives. Explore educational partnerships with Grand Canyon University, which is landlocked in Phoenix. The Midtown District has plenty of available land for student housing and other activities. Reach out to ASU West to be a partner in developing small-business incubators in the study area. ASU is a national leader in community-based partnerships.

PLACE

Find Creative Locations for School Projects

Explore creative locations to build school project ideas around the neighborhood environment. Universities and schools need space for experimental innovative learning environments. Look to emulate community-based projects like the City of Phoenix Roosevelt Row sunflower garden with schools.

Recruit Youth Development Organizations

The activities in which children and youth engage while outside of school hours are critical to their development. The addition of positive youth organizations in the study area such as a Boys & Girls Club can generate constructive outcomes for local youth in academic performance, behavior, and health. Offering safe and productive ways for youth to spend their time while their parents are at work is also a powerful economic development tool.



Housing

"We all live in affordable housing if it is affordable to the people who live there."

Quality housing is one of the most important elements of developing a resilient community. Affordable and stable housing is at the heart of families' education, health, and economic well-being. Current trends are revealing that a growing number of people are interested in living in mixed-use, mixed income neighborhoods where residential properties are blended with retail, services and other compatible uses. It may seem counterintuitive, but affordable housing often is the key to revitalizing a struggling area.

In the short term, affordable housing development is most likely to be economically feasible in the study area. The panel concentrated on this underlying marketplace reality to build capacity to attract mixed-use, mixed-income housing in the Midtown District as real estate market conditions improve. It is important to understand the large role for quality affordable housing in the City's revitalization efforts along with how to prepare for changes over time with the potential for future high capacity transit.

P3S FOR HOUSING

POLICY

Use Quality Affordable Housing as the Lever

Some communities fear bringing in more affordable housing because they see it as exacerbating the problems. However, evidence across the county says the opposite. Quality affordable housing projects are known to reduce crime, improve academic performance and open the door to other commercial and higher-income-oriented residential projects. The Roosevelt Row neighborhood in Phoenix is a good example of this reality. The blighted area was attractive for affordable art studio and gallery space. Crime began to decrease as more people settled in the area to experience the cultural vibrancy. Make sure you insist on quality when building affordable income projects by encouraging developers to put as much money per door as they can afford for rehab housing. Gorman & Company budget/spends \$90,000 per rehab unit, almost as much as new construction. The rents may be low, but the quality should not be because these projects will be income restricted for 30 years and they must last. Quality affordable housing can demonstrate the capabilities of an area to developers and potential residents and be the spark for mixed-finance and mixed-use development. It can be a catalyst, not a detriment, if it is built to last.

Tap into State and Federal Housing Programs

Banks are eager to finance affordable housing and mixed-use projects because of lucrative tax credit programs. The flexible Section 8 voucher program, for instance, can carve out up to 20 percent of its voucher assistance to specific housing units if the owner agrees to either rehabilitate or construct the units, or the owner agrees to set-aside a portion of the units in an existing development. A program that Glendale may want to consider using is HUD's Rental Assistance Demonstration program (RAD) which provide public housing agencies stable funding to make needed property improvements. Also, the Arizona Department of Housing administers Arizona Low Income Housing Tax Credit (LIHTC) incentives. The LIHTC scoring system provides extra points for projects near high capacity transit stations (could be planned) and provides some points for building or rehabbing near transit. For example, in Milwaukee, an old former keg house of the Pabst Brewery was converted into an affordable loft style apartment community, Blue Ribbon Lofts, using LIHTC. Later, a nearby property used EB5 financing, which leverages foreign national investment, to develop a hotel, Brewhouse Inn & Suites. LIHTC tax credits are highly competitive, so they can be very difficult to use on projects in cities outside of Tempe, Phoenix, Mesa, or Tucson (modern street car). The lack of light rail in Glendale is a barrier for affordable housing developers for this reason.

PEOPLE

Partner with Community Development Organizations

Community-based organizations focused on revitalization and improving economic conditions play a critical role in developing affordable housing and can help anchor capital. Establish partnerships with community development corporations (CDCs) and community development finance institutions (CDFIs) to help organize collective neighborhood action and to provide the needed capital and financial services for developing quality affordable housing. For example, LISC Phoenix (Local Initiatives Support Coalition) is a tremendous local resource as they work with a vast network of community-based partner organizations to make investments in housing, jobs, education, and health. For the past few years, LISC Phoenix has been focusing on putting high-quality, affordable housing along the light-rail corridor by providing technical and financial assistance and helping its partners understand and use complex affordable housing programs.

PLACE

Tackle a Major Housing Stock Obstacle

Investigate opportunities to redevelop housing in desperate need of assistance and invest in its rehabilitation. Glendale's 150-unit Ironwood Village development was in foreclosure and beset with serious crime issues. Police had more calls for service there than any other property in the area. Gorman & Company partnered with Freddie Mac. Using \$2 million in Glendale neighborhood stabilization funding and a \$10 million low-income tax credit from Raza Development Fund, the company rehabbed the complex. The crime rate dropped significantly. Brian Swanton, Arizona Market President, Gorman & Company, says, "It often takes initial investment from the city."

Ironwood Village
preservation of
affordable housing in
Glendale
Photo credit:
Gorman & Co.
www.gormanusa.com



Economic Development

Economic development is at the heart of building a healthy, resilient economy and strong, vibrant quality of life in Midtown. How to attract new base employment, facilitate enterprise development, and assist existing businesses with expansion were important questions that the panel discussed for Midtown. The district has been struggling to attract major employers for some time, so the panel discussed the potential for creating an employment center and various strategies for attracting jobs and workforce.

People of all ages increasingly want to live and work in walkable communities that offer transportation choices. The possibility of a light-rail extension into the area adds considerations for transit-oriented economic development versus adjacent development to maximize the functional relationship to transit, boosting the value of real estate along the line. What should the City be considering? What commercial, office, and housing options should be encouraged? The panel concluded that it won't be easy or immediate, but there are opportunities.

P3S FOR ECONOMIC DEVELOPMENT

POLICY

Focus on Improving Underlying Conditions

Transit alone does not make a market for new development. While the study area has vacant sites and buildings available, the market conditions are currently weak. The Midtown District needs to improve the quality of schools, lower the crime rate, and add amenities to move up as a business attraction contender and improve real estate market dynamics. Encourage building owners to invest in their properties to make them more attractive for leasing. Do a deep-dive SWOT (strengths, weaknesses, opportunities, and threats) to identify neighborhood issues and the physical and social improvement needs. Start making small, repeated investments (sidewalks, trash, weeds) over time until spending can be refocused to address different community improvements. Relatively small steps taken today will ensure the district becomes more attractive to TOD investment in the future and the overall iterative effect can be transformative.

Support Small Business Start-Ups

Support the creation of incubator and business start-up spaces with an environment that helps maximize their opportunities. The City aims to develop a small business development center, which will be a huge asset for start-ups, micro, and home-grown businesses. Create a business entrepreneur program to teach aspiring entrepreneurs the business side of different trades, such as graphic design, food industry, art, including education on smart pricing and income flow.

Focus on Policies Favorable for Future Transit Investments

Develop a vision for coordinated, higher-density transit-oriented development that is clustered in activity nodes around future high capacity transit. Promote supportive land uses and local policies that increase density, connectivity, and walkability, such as parking management to be more conducive to transit and walking. Keep the necessary infrastructure upgrades in mind and included in the City's Capital Improvement Program - additional transit investments, structured parking, sidewalks, streetlighting, and utility. As the City plans, recognize that projects seek to leverage their location near high capacity transit stations to build in higher density ways. The first phase of pent-up land value increases generally occur in a quarter-mile radius around stations. But recognize that first development projects often occur outside that radius because they do not face the land premiums closer to the rail.



Heavily damaged
vacant building
Photo Credit: Randy
Huggins, City of
Glendale



Palo Alto, CA Photo
simulation creating
walkability

Develop TOD Technical Assistance for Businesses

Partner with a CDC to help local businesses succeed and thrive preparing for future high capacity transit and construction. Build capacity through workshops, training sessions, webinars to plan for and implement TOD. The success of a new transit line is dependent on the success of these businesses to serve as destinations, provide employment opportunities, and maintain the neighborhood culture. Develop the proper strategies at the start to benefit the local businesses. In Mesa, the Neighborhood Economic Development Corporation (NEDCO) facilitated technical assistance for different business segments – retail, Hispanic businesses, general merchant – holding workshops and providing for customized follow-up to discuss topics like co-branding, marketing opportunities, façade improvements, inviting rear-entry improvements, etc. The assistance also addressed helping bridge business interruption through financial assistance, such as help paying utility bills. After five years, Mesa lost no businesses due to light rail construction.

PEOPLE

Leverage Existing Economic Development Network

Capitalize on the strong working relationships with the agencies working together on regional economic development – WESTMARC, GPEC, MAG, Glendale Chamber of Commerce, Glendale 101, and others. Use the network as the initial resource for working to increase the city’s competitive advantage focusing on better messaging and telling the story of Midtown’s economic assets, including available vacant land as a commodity. Consult with MAG to better understand worker travel patterns and ways to recapture the eastbound flight of an educated workforce that is taking place each week day.

Build the Social Infrastructure for Downtown Efforts

Use the new Downtown Manager position to bring people together for important conversations about how to holistically address community and economic development goals and engage resources. Nearby residential areas should also be brought into organized efforts to advance the downtown agenda and build a strong pipeline for civic engagement and cultivating future leaders.

PLACE

Create Auto Tech Hub

Capitalize on Midtown’s historic connection to car dealerships and auto-centered business. The Centerline area is home to one of the state’s best auto vocational schools. Students graduate into well-paying jobs. Build on this

asset to create an auto technology hub or to promote auto-related research and development.

Assemble Parcels that Respond to Market Demand

Start planning now for how to transition uses and sites over time for future high capacity transit. Work with owners of key sites to facilitate land assembly of fragmented and small parcels to reduce holding costs and risks to developers. The 14-acre site on the north side of Glendale Avenue has the potential to be a transformative site. If it is planned to include a future transit station, understanding the market cycles over time will be critical. Creating diverse employment, living, and entertaining options is necessary. For example, the City could work on developing housing for Grand Canyon University students or focus on becoming an arts incubator to attract additional residents to the area.

Develop the Strategic Connection to I-17

The east metroplex is another critical economic development asset that could be strengthened through future light rail extension. Downtown Glendale is centrally located in the West Valley, but its proximity to the I-17 freeway is not close enough to capture markets for this important regional transportation connector. The proposed light rail alignment would provide a critical link.

Finance and Investment Tools

Redevelopment and revitalization of the Midtown District and Centerline will require significant investment in public and private infrastructure to be successful, regardless of how the City envisions the future of this area. Successful redevelopment hinges on careful consideration of financing options and tools, the roles public, private and nonprofit sectors play, and how to balance risk/reward scenarios. Successful redevelopment will likely require a mix of direct City investment, the leveraging of City credit, incentives, and private sector investment.

The Panel recommends being open to many different sources of funding and a variety of financing tools. This will create a menu of options that can finance infrastructure finance infrastructure, be a draw to developers and catalyze investment. Most development today is occurring through cooperative processes of multiple entities working together to layer different tools to make projects pencil out. The key is ensuring that the tools are transparent and inclusive.

"Glendale needs to tear down barriers to entry and create as many incentives as it can afford."

"Some see finance tools as one versus the other, but there is room in the toolbox to work together. One might be a wrench, the other a hammer."



Klyde Warren Park
www.klydewarrenpark.org

P3S FOR FINANCE AND INVESTMENT TOOLS

POLICY

Identify Market Opportunities Early

Seize opportunities at the right time in the curve to realize exceptional returns with minimal risk. A framework for public and private investment is desirable, but this will most likely require a commitment by the City early in the process to attract private sector investment. High capacity transit systems can be attractive for public and private investment because its demand opens larger markets.

Employ a Menu of Finance Tools

Funding for Midtown redevelopment should come from a variety of sources. The City should start assessing the tools available, prepare to use them, and stay engaged at the state policy level to maintain and grow available tools. The City may choose to bond for certain improvements, and/or use its credit to support improvement or revitalization districts to clean up the area and define a sense of place. At the same time, the City can explore the potential of grants or other funding from public and non-profit sectors. As developer interest rises, the City would be wise to consider incentive opportunities such as sales tax rebates, and government property lease excise tax (GPLET) to help offset the developer's infrastructure burden. The City will also play a critical role in the successful redevelopment by thoughtfully managing the regulatory barriers to entry and minimizing or waiving fees and requirements, facilitating bond financing, and negotiating useful development agreements. For example, the City of Tempe successfully lessened the burden on old rehab projects and reduced parking requirements to encourage salvaging and adapting existing buildings and stimulating economic development.

Reference Other Cities' Best Practices

Visit other cities that have had successful projects and talk to their mayors and councils. For example, the City of Dallas successfully used a P3 to develop a five-acre urban park to connect the downtown districts, creating Klyde Warren Park over Woodall Rodgers Freeway.

PEOPLE

Engage Public and Private Stakeholders

It is critically important that the City engage both public and private sector stakeholders in a vision for both the type of infrastructure required, and how

to pay for it. Parcels of land that would necessarily be included in the creation of special taxing districts are owned by both the public and private sector. Support from those landowners is a necessity.

Create a CDC or CDFI Focused on Centerline

Community Development Corporations and Community Development Finance Institutions help vulnerable areas and are adept at pulling together capital from a variety of sources to meet a range of community needs. LISC Phoenix is an important intermediary with a myriad of financial and training programs available.

Recruit Corporate Citizens to Assist

The City of Tempe created an improvement district and asked corporate partners to invest \$13 million to help fund the modern street car project. Many companies encourage community service where its employees and customers live and work.



SWC 47th / Glendale Ave – City-owned vacant “Courthouse” parcel Photo Credit: Randy Huggins, City of Glendale

PLACE

Consider P3 Options for City-Owned Parcels and Rethink Old Ideas on Uses for Those Parcels

Consider public-private partnership options (P3) for the City-owned parcel that had been earmarked for a court facility. A basement has already been built. Perhaps the land could be used for a health clinic, library, charter school or other public facility. Perhaps some of these City owned parcels would drive greater economic impact if offered for private sector development (i.e.: a corporate headquarters or production facility) rather than public uses. Explore possibilities with LISC or Raza Development Fund that spark additional development on private land.

Going Forward

Implementing the Panel's recommendations requires a "P3 approach" with public, private, and nonprofit support and investment. The City of Glendale Midtown District is poised for positive change, but to go forward will require clear direction of policies, strategic investments in place, and commitment and focus by people and champions. The strategies will require a phased approach over time to respond to changing economic conditions and different needs to nurture an environment supportive of a transit investment with development in walkable neighborhoods.

The Panel recommends the City begin its efforts by coalescing behind a vision-driven plan that prioritizes public investment in the civic realm over time and "stays the course" to see the plan to fruition. Ensuring that high-level leadership show support for consistent direction is one of the most valuable contributions to implementation. It demonstrates to the private sector that the City is organized and committed for desired change for the long term. Time is money in the development industry and continuity of public policy can either make or break projects.

The City also has the economic opportunity to use transit investments to strategically unleash the development potential of real estate. Light rail won't solve all the district's challenges, but it puts a stake in the ground that has enormous potential. Based on numerous studies of the impact of high capacity transit investment on local economics, every dollar spent generates up to four times leverage in terms of economic returns. Deciding whether to extend light rail to the City and incrementally implementing the necessary strategic improvements will require significant shifts in public investment to prepare, but has the potential to be a game-changing strategy for stimulating economic growth. Freeing property owners from the purgatory of uncertainty and providing development predictability will unlock value.

A key element of the plan will be to improve the safety and aesthetic appeal of the area to attract more people and business. Improving Midtown as an inviting gateway to the downtown is critical. The emerging values of Midtown as an authentic place need to be enhanced by creating and affirming an

authentic brand and identity. Smart, affordable beautification strategies (streetscape improvements, paint, trees, signage, public art) will highlight arrival into Midtown and signal an environment ready for redevelopment.

The panel emphasized that study area redevelopment will necessitate building strong relationships with property owners, residents, businesses, and area organizations and leveraging established partnerships to work in concert with each other. It's important to identify passionate individuals in the community who will be champions and work to change the future with attention on youth and artists.

It can't be overstated that the crux of revitalization efforts necessitates standing behind staff and management to look ahead and carry forward progressive planning actions and economic development pursuits. The City has an incredibly talented staff team with extensive institutional knowledge and experience. Leveraging their talent to get things done will be significant to cooperative P3 efforts. Building the possibility for collective change in Midtown becomes greater and more approachable between a combination of private sector, public sector, nonprofit, and institutional partners.

Key Actions:

- 1. Commit to a long-term vision.** Position Centerline for a compact, walkable, transit-oriented future by setting policy and focusing investments. Coordinate leadership and enable the staff to implement approved initiatives.
- 2. Promote an authentic identity for the corridor.** There are multiple visions for the Glendale Avenue corridor, and many names for the subareas. Focus one brand so that it becomes a regional destination and strong gateway to downtown. Think bigger and clearer in terms of branding and the details of implementing the messaging and materials.
- 3. Engage the community.** The community is the life blood of the City, and they provide the richness and diversity. The community is expanding with new opportunities, including education and business. Downtown Glendale could be a hub for the West Valley. There are many downtown businesses that would participate more in investment if there were a clearer plan. It will be important to work with the community leaders and help them be more engaged in the community. Ensure the goals for the new downtown manager position include direct community outreach with a focus on directly addressing community issues and helping the community invest in Glendale. This will also provide critical information regarding the

Envision

Promote

Engage

broader community perspectives that will provide direction to the City leaders and staff regarding how to positively affect change.

Identify

4. **Identify quick wins.** There are many possible public projects where the City could focus. Establishing an achievable vision will help to identify quick wins. One of the quick wins will undoubtedly be an enhanced maintenance program for the public realm, including parks and streets. In some cases, improvements can be made by just cutting the grass, picking up trash and painting walls and surfaces that are peeling and discolored. Larger quick wins could include park and streetscape improvements along key areas. These can include a range of tactical urbanism initiatives, including pop out spaces, temporary gardens and art installations, and parklets to encourage more pedestrian and community use. Lighting can be enhanced in some areas to improve safety and security. Crosswalks can be painted to be wider to feel safer and include more colors and/or textures. These are just a few examples of lower cost strategies that could provide higher value returns in terms of community pride and investment.

Focus

5. **Identify a project to get done.** With a vision in hand, community leaders as your partners, and value-based improvements happening in the public realm, the City should work to identify private investment projects that are most feasible, due to political alignment, community need, market practicality, and economic viability. A new project could be new housing, or an educational/community services project, or adapted commercial space for business or retail. This is a critical element since this will show that the city is well organized and serious about community investment and economic development.



Resources

City of Denver Readiness for TOD <https://www.denvergov.org/content/denvergov/en/transit-oriented-development/setting-the-stage/readiness-for-tod.html>

City of Phoenix ReinventPHX Investing in Walkable Communities <http://www.reinventphx.org/>

City of Mesa Central and Main Street Area Plan <http://www.mesaaz.gov/business/development-sustainability/planning/long-range-planning/central-main-street-area-plan>

MAG Local Toolkit: Community Pathways to Sustainable Transportation http://www.bqaz.org/pdf/sustainable/BQAZ-STLU_2013-03-05_Local-Toolkit_Community-Pathways-to-Sustainable-Transportation-Tool.pdf

Transit Readiness Assessment and Primer <http://www.connectourfuture.org/tools/transit-readiness-assessment-and-primer/>

Preservation of Affordable Housing Gorman & Co. <http://www.gormanusa.com/Portfolio/Preservation-of-Affordable-Housing.aspx>

LISC Phoenix Committed to Four Pillars of Equitable Development <http://www.liscphoenix.org/our-work/>

Public/Private Partnership to Develop Five Acre Public Park over Woodall Rodgers Freeway I Klyde Warren Park <https://www.klydewarrenpark.org/About-the-Park/Press-Room/press-releases/2005/publicprivate-partnership-to-develop-five-acre-public-park-over-woodall-rodgers-freeway.html>

Reinvent PHX and ULI Arizona Anchor Institution Interview Findings <http://arizona.uli.org/wp-content/uploads/sites/8/2013/11/Anchor-Institution-Presentation.pdf>

Small Schools Initiative <http://www.nea.org/home/13639.htm>

ULI Active Transportation and Real Estate: The Next Frontier <http://uli.org/report/active-transportation-real-estate-next-frontier/>

America in 2015: A ULI Survey of Views on Housing, Transportation and Community <http://uli.org/research/centers-initiatives/terwilliger-center-for-housing/research/community-survey/>

Appendix

P3 Overview

	Policy	People	Place
Land Development, Transit Readiness, Infrastructure	<ul style="list-style-type: none"> • Develop a Unified Plan Preparing for Future High Capacity Transit • Establish Progressive Planning and Zoning Mechanisms 	<ul style="list-style-type: none"> • Create a One-Stop, Business Advocacy Position • Convene a Developer Charrette 	<ul style="list-style-type: none"> • Recognize and Build on Unique and Distinctive Assets • Identify Opportunities for Catalytic Sites
Placemaking and Neighborhood Preservation	<ul style="list-style-type: none"> • Create an Authentic Brand • Encourage a Safer, More Cohesive Experience • Encourage Adaptive Reuse 	<ul style="list-style-type: none"> • Grow the Creative Economy • Create Partnerships with Place-Based Anchor Institutions 	<ul style="list-style-type: none"> • Create a Signature Gathering Spot • Invest in Downtown Beautification • Activate Vacant/ Underutilized Properties • Use Green Infrastructure as Connective Social Tissue
Educational and Institutional Strategies	<ul style="list-style-type: none"> • Focus on Smaller, Signature Schools • Enhance School Sense of Place • Encourage Neighborhood Oriented Schools 	<ul style="list-style-type: none"> • Cultivate Educational Partnerships 	<ul style="list-style-type: none"> • Find Creative Locations for School Projects • Recruit Youth Development Organizations
Housing	<ul style="list-style-type: none"> • Use Quality Affordable Housing as the Lever • Tap into State and Federal Housing Programs 	<ul style="list-style-type: none"> • Partner with Community Development Organizations 	<ul style="list-style-type: none"> • Tackle a Major Housing Stock Obstacle
Economic Development	<ul style="list-style-type: none"> • Focus on Improving Underlying Conditions • Support Small Business Start-Ups • Focus on Policies Favorable for Future Transit Investments • Develop TOD Technical Assistance for Businesses 	<ul style="list-style-type: none"> • Leverage Existing Economic Development Network • Build the Social Infrastructure for Downtown Efforts 	<ul style="list-style-type: none"> • Create Auto Tech Hub • Assemble Parcels that Respond to Market Demand • Develop the Strategic Connection to I-17
Finance and Investment Tools	<ul style="list-style-type: none"> • Identify Market Opportunities Early • Employ a Menu of Finance Tools • Reference Other Cities' Best Practices 	<ul style="list-style-type: none"> • Engage Public and Private Stakeholders • Create a CDC or CDFI Focused on Centerline • Recruit Corporate Citizens to Assist 	<ul style="list-style-type: none"> • Consider P3 Options for City-Owned Parcels and Rethink Old Ideas on Uses for Those Parcels

Panel Questions

Global Focus Area: Glendale Centerline Overlay District

Overall Goals:

- Assess opportunities for creating vibrant, walkable, healthy, connected neighborhoods through the study of:
 - Land Development, Transit Readiness, and Infrastructure Improvement Strategies
 - Housing
 - Education
 - Place Making and Neighborhood Preservation
 - Employment and Economic Development Strategies
 - Financing and Implementation Strategies
- Define the roles that transit may have in the redevelopment of the Centerline District

Primary Focus Area: Midtown District – 43rd Avenue to 51st Avenue, Ocotillo Road to Myrtle Avenue

1. Land Development / Transit Readiness/ Infrastructure Improvement Strategies

- What is the market demand for typical uses that could contribute to an active environment – housing, office (daytime jobs), education (youth), neighborhood services, civic uses, etc.?
- What public improvement and design strategies are needed for creating safe public spaces that are inviting and encourage walking, bicycling, active transportation, and recreation?
- How can the City plan for transit-oriented development? What sort of “successive development” strategies need to be in place to both prime the pump for high capacity transit and to position lands strategically for redevelopment?
- What policies and actions will help the City be in good position to receive additional future funding for high capacity transit and transit-oriented development opportunities?

- What are the vacant land impacts around 47th Avenue relative to station area planning if 43rd and 51st Avenues have stations?

2. Placemaking and Neighborhood Preservation Strategies

- What area strengths and defining elements that make the different character areas unique and interesting?
- What strategies will help the Midtown Area have a stronger identity and aesthetic appeal as the focal entry to the downtown? How can this best be achieved to support future transit along the corridor and ensure strong integration not separation?
- What can be done to enhance overall sense of place, attraction, and cohesiveness between the character areas?
- What strategies and actions will help foster more active community engagement, area investment, and attachment to place?
- What are the viable temporary and lower cost placemaking strategies to increase awareness and attraction to the area?
- What strategies will help support community health and well-being, active living, and social connectedness?
- What options are available to support neighborhood sustainability, preserving and celebrating community cultural assets, unique and historic features?
- What places in or outside Arizona are inspiring that the City could emulate?

3. Educational and Institutional Strategies

- How can educational and institutional institutions engage in community development activities to support a demographically diverse population in this area?
- What are the range of education and institutional opportunities that would be appropriate for this area given the scale, accessibility and diversity of demographics?

4. Housing Strategies

- How can the existing housing stock be improved to enhance neighborhood character?
- What additional housing is needed for this area – affordable, workforce, market, multi-family, single family? What types and mixes are needed, and can they be supported by the market? How do they change over time, and specifically what is the impact of high capacity transit on housing strategies?
- What can be done to enhance the market base to support mixed use development – commercial and residential and providing options for the different generations, as well as mixed income/demographics?

5. Economic Development Strategies

- How can this area attract additional base employment? Is there potential to be a future employment center? What are the contributing factors?
- What are the opportunities to enhance small business development, workforce development, business retention and expansion?
- What other innovative economic strategies could be considered?
- What broader marketing opportunities exist?
- What opportunities for additional investment and economic development might be available with high capacity transit for area major employers and land owners?
- What additional economic development, office, and retail options could be encouraged to focus alongside a high capacity transit corridor?

6. Financing / Investment Tools

- What financing options and tools should be considered to encourage quality (re)development?
- What are the leading strategies and emerging practices that other cities are using to encourage redevelopment and what is most transferable to this area?
- What rebate or incentive programs have been most successful in redevelopment initiatives in other areas of the state/country?
- Should a different development impact fee structure be evaluated for the target area to encourage redevelopment?

7. Going Forward

- What should the City's top priorities or next steps be for the Centerline District and Midtown Area?
- What are the various public, nonprofit, and private sector and partnership roles?
- What are the next steps for action?

Panelists

Terry Benelli

Executive Director
LISC Phoenix

After studying Political Science at Arizona State University, Terry became involved in neighborhood issues and spent her volunteer time with community development organizations. As an entrepreneur who has started three businesses, she realized the significance of asset building through micro lending. That passion to help low-income entrepreneurs led her to Neighborhood Economic Development Corporation (NEDCO), where she served as Executive Director for eight years. She led the organization to become the prominent micro business lender in Mesa and the Valley. While growing NEDCO's lending, Terry had the vision for a vibrant and connected Mesa, which led NEDCO to undertake community engagement. Now at LISC Phoenix, as Executive Director, Terry continues her leadership role in neighborhood revitalization.

In 2014 Terry was unanimously appointed to the Mesa, AZ City Council to fill an interim term. She remains active in the City of Mesa as a member of the Economic Development Advisory Board. As a Fellow of the Flinn Brown Civic Leadership cadre of future state leaders, she continually strengthens her skills to address Arizona's long-term issues, with special interest in urban economic development strategies.



Mark Davis

Partner
Davis Enterprises

With a degree in economics and over fifteen years of experience in the commercial real estate market, Mark brings a unique understanding of what it takes to maximize return and recognize real estate trends. Mark is an expert in strategizing and developing within the variables that real estate development offers including project management, capital raising, acquisitions and dispositions. Mark had the privilege of working as a senior investment analyst with one of the largest real estate development companies in the nation. His



expertise includes financial modeling, due diligence, real estate valuation analysis, development planning and contract negotiating.

Mark is a member of the Urban Land Institute, serving on the Arizona Technical Assistance Panel Committee, as well as having served on the City of Mesa Planning Advisory Committee for the West Main Street Area Plan, City of Phoenix Uptown District Steering Committee and an active member of Phoenix Community Alliance and Valley Partnership. Through these networking opportunities, Mark has great insight into future market trends of the Valley and the unique requirements of urban development.



Greg Esser

Founder and Executive Director

Roosevelt Row Community Development Corporation

Greg is an artist and the Associate Director of the Dean's Office, Herberger Institute for Design and the Arts at Arizona State University. Over twenty years, he directed public art programs in Denver, Phoenix and Los Angeles County. He is the founder of the nationally-recognized Roosevelt Row Community Development Corporation, a nonprofit focused on revitalization through creative placemaking in downtown Phoenix. Greg received the Phoenix Community Alliance Starr Award, 2014, the "Contemporary Catalyst" award from the Scottsdale Museum of Contemporary Art, 2009, a Governor's Heritage Preservation Honor Award, 2009 and was named a "Diversity Champion" by the Phoenix Business Journal in 2013. He is a graduate of Oberlin College and ASU.



David R. Garcia

Associate Professor

Arizona State University

David R. Garcia is an Associate Professor in the Mary Lou Fulton Teachers College at Arizona State University. Prior to ASU, he served as the Associate Superintendent of Public Instruction for the State of Arizona, as a research analyst for the Arizona state legislature and as a national peer consultant. He works with many community organizations on education policy issues. His academic publications focus on school choice, accountability and the factors that facilitate or distort policy implementation in public education. His research has appeared in numerous journals including Teachers College Record, Educational Policy and the Journal of School Choice. In addition, he was co-editor of Review of Research in Education, one of the leading academic journals in education and is currently an associate editor for Education Policy Analysis Archives and on the editorial board of the American Educational Research Journal. In 2008, he was awarded the National Academy of Education/Spencer Postdoctoral Fellowship. Garcia received a Bachelor of Arts and Honors Diploma from Arizona State University. In 2015 and 2016, he was recognized nationally as an influential public scholar according

to the edu-scholar rankings. He holds a Master of Arts and Doctor of Philosophy in Education Policy, Research and Institutional Studies from the University of Chicago. In 2014, David was the Democratic candidate for Arizona Superintendent of Public Instruction.

Tom Hester

Regional Placemaking Manager
WSP|Parsons Brinckerhoff

Tom is the Regional Placemaking Manager and the Senior Technical Principal for WSP|Parsons Brinckerhoff. Tom has earned a national reputation for his ability to help public and private sector clients strategically position community and development projects, and improve their overall performance and viability. His strong leadership and management skills have helped diverse groups build consensus and attain project goals. Tom brings effective skills in architecture, urban design, community planning, transportation planning, real estate finance and development, public and private partnerships, zoning, and design guidelines to his projects. Throughout his career, he has been a speaker at professional conferences, lectured at universities, and published articles in professional journals.

Tom earned a master of architecture in urban design from Harvard University's Graduate School of Design, where he earned top honors for leadership and academic studies, and a bachelor of architecture from California State Polytechnic University in Pomona. He has taught architecture, planning and design at Cal Poly Pomona and Otis College of Art and Design, and is a member of the Urban Land Institute where he has participated in a number of forums and Advisory Services Panels as well as taught at their Real Estate School.



Heidi Kimball

Senior Vice President
Sunbelt Holdings

Heidi Kimball is a Senior Vice President with Sunbelt Holdings, a recognized leader in real estate development, management and investment throughout the Southwest since 1979. Over the course of its 35-year history, Sunbelt has developed a strong presence in commercial development and asset management, as well as the developer of some of the Valley's most beloved residential communities including McDowell Mountain Ranch in Scottsdale, Power Ranch in the East Valley and Vistancia in the Northwest Valley. Recent acquisitions have provided unique opportunities in commercial development.

Kimball joined Sunbelt in 1982, and has worked in a variety of capacities on many of Sunbelt's iconic projects, including most recently the Marina Heights project at Tempe Town Lake. Kimball is responsible for Sunbelt's asset management and



brokerage activities, and in that capacity has provided management and leasing services to ASU at its Research Park since 1993. She also offers experience in due diligence, financial analysis, development, entitlements, and disposition, and serves as the firm's designated broker.

Originally from Wyoming, Heidi graduated with a BA (Psychology) from the University of Wyoming in 1980, and earned an MBA from Arizona State University in 2001. She is a member of Phi Kappa Phi and Beta Gamma Sigma. In addition, she holds the designation of Certified Property Manager from the Institute of Real Estate Management.

Kimball is the current Treasurer of Urban Land Institute Arizona, and serves on its Management Committee and Advisory Board. She also serves on the board of Valley Partnership, which she chaired in 2002, and is a Trustee of its Political Action Committee. Kimball is a member of National Association of Industrial and Office Properties and Institute of Real Estate Management, a board member of East Valley Partnership, and a member of Arizona State University's Real Estate Advisory Board. She is the mother of three adult sons.



Diane R. Jacobs AIA

Principal
Holly Street Studios

Diane has over 28 years of experience as a project architect for a variety of building types, including healthcare, sports, and cultural facilities with firms in Boston, Austin and Phoenix. She is an articulate facilitator with focus on big picture, client service and consensus building. Diane endeavors to engage project stakeholders, and establish a cohesive vision within achievable milestones. She leads the programming effort through information gathering, presentation of precedent, and opening the possibilities. Her designs are warm and colorful with an attention to ergonomics & timeless details. These skills have been honed through the master planning efforts at the Heard Museum in Phoenix, Children's Hospital in Rhode Island, McCormick Stillman Park for the City of Scottsdale, and the Phillip D. Randolph Automotive Technology Center at Glendale Community College where careful decisions and technical agility take project visions into reality.



Michelle McGinty

President
DRA Collective

As DRA Collective's president, Michelle leads the development and implementation of strategic marketing and communication strategies including branding, media relations, digital strategy community relations, promotions and experiential marketing. She oversees the creation of comprehensive

communications and marketing campaigns for clients across a variety of sectors including commercial, industrial and residential real estate development and brokerage; regional economic development; and numerous nonprofit organizations.

Over her tenure with DRA, Michelle has created innovative programs to increase public awareness for clients such as the Arizona Department of Commerce, multiple DMB communities, Greater Phoenix Economic Council, DAVIS Architects, Launch Real Estate, New Pathways for Youth, Arizona State University, Maracay Homes, Valley Leadership, Portland on the Park and the Arizona Humane Society.

Through her work at the Collective, Michelle designs ways to celebrate and promote the many assets that already exist within our region and utilize these amenities to support quality future growth. In 2016, Phoenix Business Journal named Michelle one of the Valley's "Outstanding Women in Business." She was also named one of Phoenix Business Journal's 40 Under 40 in 2013. Michelle serves as the 2016 – 2017 Board Secretary for Valley Leadership and leads their marketing and communications committee. She is a member of the Urban Land Institute Arizona Advisory Board and Management Committee and chairs the organization's strategic communications efforts.

Michelle also mentors an at-risk teenager at night and on the weekends through New Pathways for Youth. She takes this responsibility seriously and has made great strides in improving the youth's perception of opportunities available to her in the future. She is an active volunteer for First Place AZ and the Southwest Autism Research & Resource Center. Michelle earned a bachelor's degree in business and communications from Arizona State University.

Wm. Timothy Sprague

Principal

Habitat Metro LLC

An attorney by training, Mr. Sprague is a lifelong entrepreneur with a broad portfolio of professional experience having served as president of Warwick & Co., Inc., his family's private merchant and investment bank and co-managed the formation of its cross-border acquisition fund with Nacional Financiera, Mexico's development bank, overseeing its Mexican manufacturing facilities. Sprague's real estate experience has been driven by involvement in and creation of community. He has and continues to be an active member of numerous civic and charitable boards, including the Roosevelt Action Association, Grand Avenue Merchants Association, the Episcopal Habitat Coalition of Phoenix, and the Urban Land Institute. He currently serves as the president of the Hance Park Conservancy that is partnering with the City of Phoenix to redevelop the 32.5 acre Hance Park in Downtown Phoenix. Mr. Sprague holds a Bachelor's of Science Degree in Sociology from the University of Oklahoma and a Juris Doctorate from the University of Oklahoma College of Law.





Brian Swanton

Arizona Market President
Gorman & Company, Inc.

Brian Swanton is the Arizona and Southwestern US Market President for Gorman & Company, which specializes in the development of affordable housing, renovation of historic buildings and revitalization of traditional urban neighborhoods. Mr. Swanton was formerly the President and CEO of Community Services of Arizona, Inc., Arizona's largest non-profit developer of mixed-income housing, where he directed the preservation and construction of over 2,300 units of housing in 29 residential communities across Arizona and successfully refinanced and/or repositioned 1,702 units in the organization's multi-family portfolio.

Mr. Swanton also spent eight years of his career in the public sector, having served as the Housing Development Manager for the City of Scottsdale, as well as other positions in housing and community development with the City of Glendale, AZ, the Arizona Department of Housing, and the City of Quincy, MA. Mr. Swanton holds a Master of Public Administration and a Bachelor of Science in Urban Planning, both from Arizona State University where he currently teaches graduate and undergraduate courses in housing finance and neighborhood revitalization. Brian is also certified as a Housing Development Finance Professional by the National Development Council.



Bradley E. Wright

Of Counsel
Squire Patton Boggs

Brad Wright represents clients on complex business matters often involving the intersection of law, public policy and business. His career has included successful engagements both as an in-house general counsel and as an attorney representing clients while in private practice. He has owned and operated his own business and has sat on many public and private entity boards of directors. Brad has used his real estate, public finance, legal experience and leadership skills to drive complex business, real estate, sports and a host of other initiatives to successful completion or through times of crisis. His real estate development and finance experience includes mixed-use commercial developments, master planned communities, home building, golf courses and publicly owned professional sports facilities. He has managed complex litigation matters and negotiated several high-profile disputes to successful resolution. Brad was appointed by Governor Ducey as an Arizona Zanjero, and is a two-term Governor's appointee and past chairman of the Arizona Sports and Tourism Authority. He is chairman of the Arizona Organizing Committee that successfully hosted the 2016 College Football Playoff Championship Game, and serves on the board of the Phoenix Local Organizing Committee for the 2017 NCAA Final Four. Brad also serves on the Greater Phoenix Economic Council board of directors, and is a past chairman of WESTMARC.

Marilee A. Utter, CRE, FRICS

President

Citiventure Associates

Nationally recognized as an expert in urban redevelopment, Marilee is Founder and President of Citiventure Associates LLC and Managing Partner of P3 West, LLC. Both firms work nationally and focus on public-private transactions, infrastructure, and development of mixed-use projects, transit-oriented developments, failed mall sites, and large-scale master-plans.

Recently, Marilee spent the past five years as Executive Vice President, District/National Councils, at the Urban Land Institute (ULI), a 35,000-member global organization dedicated to creating and sustaining thriving communities worldwide. Responsible for the growth and success of ULI's local offices, she oversaw the staff and operations of 70+ National and District Council offices around the world, and held Executive Team responsibility for strategy and management. In addition to experience as a banker with (now) Wells Fargo Bank and a private developer (with Trillium Corporation managing the revitalization of Denver's Central Platte Valley rail yards), she previously established the Office of Asset Management for the City and County of Denver, and the Department of Transit-Oriented Development for the (Denver) Regional Transit District.

With this unique background, Marilee has become a nationally known speaker, writer, and advisor on innovative approaches to community redevelopment and urban issues. Marilee holds an MBA from UCLA's Anderson School, a certificate in State and Local Public Policy from Harvard's Kennedy School, and designations from the Counselors of Real Estate and the Fellows of The Royal Institution of Chartered Surveyors. She is a past national Trustee for the Urban Land Institute and Chair of the Colorado District Council, and member of the International Women's Forum. In addition, she serves on the boards of many community organizations, including the Metropolitan State University of Denver Foundation.



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