

DEPARTMENT SUMMARY
DEVELOPMENT SERVICES

The Development Services Department is comprised of two divisions, Redevelopment and Economic Development, with a unique mission and set of goals for each.

DIVISION SUMMARY
Redevelopment Agency

Mission Statement

To enhance and improve the quality of life and to promote positive growth in Glendale. This will be accomplished by facilitating commercial, retail, residential, cultural arts, and redevelopment projects providing tax revenue, services and jobs that will benefit the Glendale community.

Division Description

Redevelopment Agency

The Glendale Redevelopment Agency was created in 1972 for the purpose of improving, upgrading and revitalizing specific areas in the City that over the course of time had become blighted due to deterioration, disuse, and unproductive economic conditions. The Agency is a legal and public entity, separate from the City with its own powers and budget. The Agency has two defined Redevelopment Project Areas: Central Glendale and San Fernando Road Corridor.

The Central Glendale Project Area was established with the intent of revitalizing the central business district in the downtown. The project area was formed in 1972 and encompasses 263 acres in the heart of the City. It is bounded by Colorado Street to the south, Glenoaks Boulevard to the north, Central Avenue and Columbus on the

western periphery and Louise Street and Maryland Avenue on the east.

The San Fernando Road (SFR) Corridor Project Area was established with the objective of eliminating conditions of blight by revitalizing and upgrading the commercial and industrial properties and public properties/facilities with proper planning and reinvestment activities. The project area was formed in 1992 and includes approximately 750 acres. It extends along the entire length of the SFR Corridor including areas west to the Golden State Freeway (I-5) in the northern half of the project area and to the Southern Pacific Railroad in the southern half.

Relationship to City Strategic Goals
Arts & Culture

The Agency's mission is to enhance and improve the quality of life and to promote positive growth in Glendale by facilitating among other things, *cultural arts*, providing tax revenue, services and jobs that will benefit all of the City's residents.

The Agency owns the historic Alex Theatre and commits to funding capital improvement projects (i.e. painting, forecourt reconstruction, etc.) on an annual basis in order to make sure the Alex Theatre stays competitive within the region. This in turn continues to offer Glendale residents and visitors a venue to experience shows such as classical and popular concerts, live theatre, comedy and dance.

Additionally, Development Services staff are active members of the Glendale Arts Board of Directors, a non-profit, umbrella arts organization, charged with increasing the role of the arts in Glendale.

Community Planning & Character
Development Services works very closely with the Planning Department to guide and assist private developers in creating projects that are well planned and contribute positively to the community both physically and economically. This in turn creates a high quality of life for all Glendale residents and visitors. An example of this inter-departmental cooperation is the Downtown Specific Plan, which has resulted in a clear set of parameters for the greater downtown area, including the Central Glendale Redevelopment Project Area.

Community Services & Facilities
Development Services contributes a portion of the tax increment revenue generated in the Redevelopment Project Area to finance community facilities such as parks, libraries, and fire stations.

Economic Vitality
Development Services is charged with planning, consistently implementing and supporting economic vitality throughout the city. Our Redevelopment and Economic Development Divisions have helped eliminate blight, create jobs and rehabilitate residential, commercial, industrial and retail districts Citywide. Of particular note are our efforts to attract projects such as The Americana at Brand, The Walt Disney Company's Grand Central Creative Campus (GC3), DreamWorks Animation Studio and the Embassy Suites Hotel.

Economic development efforts include business attraction, retention and expansion targeting Glendale's traditional industry clusters. Growth in healthcare, retail, manufacturing, financial services and entertainment have all contributed to economic vitality. In addition, new efforts supporting the environmental sector (green jobs),

education and technology will play a greater role regionally in providing economic opportunity to residents and business.

Education, Knowledge & Literacy
The Redevelopment Agency contributes a portion of the tax increment generated in the Redevelopment Project Areas to finance libraries, which create educational opportunities for all segments of the community.

Housing
Glendale prides itself on the variety of housing options it offers to its residents. In furthering this attribute, Development Services fosters the development of market rate housing in redevelopment project areas. In addition, 20% of the gross tax increment revenues are set-aside and committed to the creation of affordable housing within the community at large.

Parks & Open Space
Development Services contributes a portion of the tax increment generated in the Redevelopment Project Areas to finance parks and open space. Additionally, Development Services encourages all private development to incorporate open space elements within their projects.

Safe Community
Development Services continuously strives to provide a safe environment that is free of blight for all Glendale residents and visitors. The primary goal of redevelopment is to eliminate blight; this is accomplished when older, under utilized, blighted properties are removed and replaced with newer, safer and more attractive properties.

Sense of Community

Development Services facilitates the development of private projects. The Americana at Brand is a perfect example of a project that contributes to a sense of community. Residents enjoy visiting the Americana purely for the nice, safe and family-friendly environment.

Transportation & Mobility

Development Services contributes to mobility by investing in public infrastructure projects. The Department also participates in transit planning exercises to ensure a broad representation of disciplines related to development and transit.

Changes from Prior Year

Budget Changes

The change in the Central Glendale Project Area's budget from the fiscal year 2008-2009 revised budget is a net decrease of \$446,491. The decrease is attributed to the number of capital improvement projects proposed for this fiscal year compared to the previous year. One capital improvement project funding request is made for the Alex Theatre in the amount of \$995,000 for long-term improvements and a management fee approved in April 2007. A wide range of capital improvement projects were previously approved for the Central Redevelopment Project Area. Many of them have been completed and those not yet complete will not be requiring additional funding.

The change in the San Fernando Road Corridor Project Area's budget from the fiscal year 2008-2009 revised budget is a net decrease of \$2,069,610. The decrease is attributed to the number of capital improvement projects proposed for this fiscal year compared to the previous year. Two requests for capital

improvement projects are made for KABC-7 and GC3 totaling \$688,000. The tax increment set aside for these projects are committed to future public improvements in the northern end of the redevelopment corridor. The following is a brief list of previously approved capital improvement projects in the San Fernando Redevelopment Project Area which are either underway or have been completed and as such do not require additional funding:

- San Fernando Road Streetscape
- Flower Street, Grandview, Broadway and Doran Railroad Crossings Improvements
- Griffith Manor Park Rehabilitation
- San Fernando Road Façade Improvement Program

Future Outlook

The Development Services Department is currently engaged in a strategic planning process to identify potential development and investment opportunities in the two project areas. The biggest issue for the Central Redevelopment Project Area is the expiration of the project area life and planning that expiration in a way that maximizes benefit to the community.

In the San Fernando Road Corridor Project Area, our efforts will continue to focus on the elimination of blight through redevelopment and capital improvement opportunities. Also, focus will be placed on redevelopment efforts in targeting uses that respond to current manufacturing and industrial trends to replace outmoded businesses and obsolete building stock.

Major Accomplishments

In fiscal year 2008-09, the Glendale Redevelopment Agency completed the projects in the following Project Areas:

CENTRAL GLENDALE

- Completed the adaptive reuse of the former Department of Social Services building in April 2009, consisting of approximately 52,000 SF of office space.
- Completed construction of a 272-room Embassy Suites Hotel project.
- Completed construction of 207 W. Goode, a Maguire Partner's office development consisting of 189,000 SF of office space.
- Received the California Redevelopment Association Award of Excellence in the Mixed Use Project category for The Americana at Brand.
- Renovated the pedestrian plaza at 101 N. Brand Boulevard with relocation of art elements, reorganization of landscape and hardscape elements, and creation of a signature identifiable entrance.

SAN FERNANDO ROAD CORRIDOR

- Coordinated the permitting and construction commencement of the DreamWorks Animation Studio/ Lakeside Annex building, consisting of 128,000 SF of office space and extension of the parking garage.
- Coordinated the entitlement approvals for The Walt Disney Company's Grand Central Creative Campus (GC3) Childcare facility consisting of approximately 23,000 SF.
- Coordinated the entitlement approvals for the Glendale Triangle project consisting of a mixed-use development with 218 residential units and 54,000 SF of commercial retail space.
- Coordinated the permitting and commencement of construction of Vassar Villas located at 3685 San Fernando, consisting of 72 affordable residential units.
- Provided assistance with four façade improvement grants to continue redevelopment revitalization efforts.

DIVISION SUMMARY
ECONOMIC DEVELOPMENT

Mission Statement

To position the City of Glendale as one of Southern California's leading business and economic activity centers and facilitate new employment, investment, and revenue generation through strategic initiatives and activities.

Division Description

The Economic Development Division is responsible for assisting major industry clusters, business districts and merchant associations in the areas of retention, attraction, expansion and small business development, as well as identifying and promoting new and innovative value-added business services.

Relationship to City Strategic Goals

Arts & Culture

As Economic Development efforts continue to attract new businesses, arts and culture venues will benefit from increased patronage resulting from increased economic activity.

Community Planning & Character

The Economic Development Division has supported community planning efforts through understanding the evolving dynamics of new industry trends and their economic characteristics.

Economic Vitality

Economic Development is charged with planning, consistently implementing and

supporting economic vitality throughout the City. Our Redevelopment and Economic

Development Divisions have helped eliminate blight, create jobs and rehabilitate residential, commercial, industrial and retail districts Citywide. Of particular note are our efforts to attract projects such as The Americana at Brand, The Walt Disney Company's Grand Central Creative Campus (GC3), DreamWorks Animation Studio and The Embassy Suites Hotel.

Economic Development efforts include business attraction, retention and expansion targeting Glendale's traditional industry clusters. Growth in healthcare, retail, manufacturing, financial services and entertainment have all contributed to economic vitality. In addition, new efforts supporting the environmental sector (green jobs), education and technology will play a greater role regionally in providing economic opportunity to residents and business.

Education, Knowledge & Literacy

Economic Development is active in both work force development and education through our partnerships with Glendale Community College and the Verdugo Workforce Investment Board.

Health & Wellness

As healthcare is Glendale's single largest employment sector, Economic Development fully supports any efforts that result in increased employment and overall growth in this industry.

Major Accomplishments

During fiscal year 2009, Economic Development assisted and completed the following projects:

- Provided assistance for the expansion of auto dealers in Glendale, including Calstar Motors Mercedes Benz, Bob Smith Toyota, and Subaru America.
- Provided assistance for retail expansion in the downtown and other commercial areas; new retailers to the area include Chipotle, TJ Maxx, Shoe Megashop by Marshalls, HomeGoods, Staples, Panera, and Panini.
- Launched the new marketing website www.thinkglendale.com designed to provide detailed and pertinent information targeting corporate and commercial real estate professionals, small business owners, and the community.

- Continued staff support to six business districts including Kenneth Village, Sparr Heights, Montrose, Adams Square, Downtown Merchants, and the South Brand Auto Dealers.
- Initiated and launched the **Small Manufacturers Advantage Program** in partnership with the California Manufacturing Technology Consultants. The program helps industrial firms stay competitive by providing on-site consulting assistance in the areas of manufacturing process and business support. The service is free to participating businesses and is funded through a federal grant.

Changes from Prior Year

Budget Changes: The Economic Development's budget increased as a direct result of business attraction efforts on City owned property.

In addition, new opportunities and initiatives supporting business retention, expansion, marketing, in addition to business attraction require additional funding.

DEVELOPMENT SERVICES - GENERAL FUND			
	Actual Expenditures 2007-08	Original Budget 2008-09	Proposed Budget 2009-10
Maintenance & Operations	5,755	19,951	10,729
Total Appropriations	5,755	19,951	10,729

DEVELOPMENT SERVICES - OTHER FUNDS			
	Actual Expenditures 2007-08	Original Budget 2008-09	Proposed Budget 2009-10
Salaries & Benefits	1,906,835	2,245,278	2,345,006
Maintenance & Operations	18,709,920	17,139,320	19,539,084
Projects	22,027,034	6,148,000	6,183,000
Transfers to Other Funds	368,000	658,000	591,000
Unallocated	-	-	910
Total Appropriations	43,011,789	26,190,598	28,659,000

Future Outlook

Looking forward, the outlook for both the national and state economies is uncertain over the short run. The Los Angeles County Economic Development Corporation's 2009/10 Economic Forecast points out continued declines in gross domestic product, employment, housing starts and business investment through 2009/10.

Now more than ever, economic development staff must look to:

- Assist major industry clusters, business districts and merchant associations in the areas of retention, attraction, expansion and small business development. Identify and promote new and innovative value-added business services.
- Develop an ongoing retail attraction and promotion strategy that will help buffer potential store closures and tenant turnover citywide. Primary activities include identification of key vacancies and matching them to retailer's site selection criteria with follow-up correspondence.
- Identify and implement strategies to increase the City's tax base. The sales tax advantage can be maintained by expanding the existing retail sales base and by attracting

new businesses that generate potential point-of-sale transactions. Opportunities include facilitating auto dealer expansion and attracting tax revenue generators such as hotels and new retailers. Additionally, the City of Glendale must continue to work with its employment base by targeting growing companies and leading industry clusters for assistance. Manufacturing, technology, healthcare, entertainment, business & financial services should be monitored and nurtured.

- Develop and coordinate an office tenant retention and attraction strategy targeting firms in Glendale's core industry clusters (e.g. financial services, entertainment, healthcare, technology, etc.). Our licensing agreement with CoStar provides regional data on office tenants along with lease expiration thus allowing staff the ability to identify potential attraction, expansion and relocation opportunities.
- Facilitate integration of economic development and workforce development system in an effort to serve business and industry in such areas as employee pre-screening, recruitment, training and labor market analysis.