

# Stockton California

February 5–10, 2012



# Strategic Initiative III.5 Downtown Revitalization

- ULI Advisory Panel Report
- Staff Report Action Steps

# Panel Assignments

- What public and private strategies exist to support infill
- How can the City modify its development requirements
- The City owns four hotels and is obligated through a legal action to do something with those hotels – what should be done?

# Panel Assignments

- Where can the City encourage developers to build?
- Prioritize next steps that the City and the community can take to further the revitalization of the downtown

# The 1997 Urban Land Institute Panel

- A City-wide Strategic Plan
- Strong participation from both the public and private sectors
- Effective organization for Urban development

# The 1997 Urban Land Institute Panel

- Adoption of a great Downtown plan
  - Waterfront, North shore, Historic South shore and government districts
- Encouragement of multiple and simultaneous projects both public and private

# The 1997 Urban Land Institute Panel

- Support of the development program through attractions such as events and activities
- Leveraging of financial resources

# 1997 - 2011

## ■ Public Investments

- Stockton Ballpark, Arena, Marina, Weberpoint Events Center, Bob Hope Theatre, Cineplex Plaza, DeCarli Plaza, Parking Garages

## ■ Private Investments

- University Plaza Hotel, Cineplex, Downtown Charter Schools

# Other Public Investments

- County Administrative Center, San Joaquin Council of Governments, Downtown Transit Center, Cabral Train Station – Regional Rail Commission, Stewart Eberhardt Building, Parking Garages
- Provides a basis for future investment from neglected corresponding private sector investment

# Advisory Services Panel Key Recommendations

- Reorganize city government
- Reduce capital debt through asset sales or outsourcing operations
- Implement a new, proactive municipal culture of public/private cooperation

# Key Recommendations

- Seriously streamline the development entitlement and permitting process
- Search out and implement a variety of financing tools to replace tax increments
- Establish an outgoing private sector leadership corps to assist and parallel a more streamlined city government

# Key Recommendations

- Counter negative branding with a proactive positive and on-going success blitz
- Initiate expanded economic development including international recruitment
- Prepare a realistic strategic plan for Downtown and the Weber-Miner corridor

# Key Recommendations

- Establish a first phase infill development team
- Define and prepare infill opportunity sites
- Initiate prototype development within the corridor
- Plan and recruit for additional infill

# City Council's Goals

1. Fiscal Sustainability – Getting our Fiscal House in Order
2. Increase Public Safety – Both Real and Perceived
3. Economic Development – Facilitate Investment and Job Creation
4. Increase Organizational Capacity

# Economic Development

- Economic Development – Facilitate Investment and Job Creation, Requires:

- Achieving Fiscal Sustainability (Council Goal 1)
- Increased Public Safety (Council Goal 2)

# ULI Panel Report Components

1. Economic Development, what does it mean?
2. Forces of change
3. Setting the stage for Partnership
4. Time to prioritize for Downtown revitalization
5. Public Sector actions

# Economic Development, what does it mean?

- “Economic development is the creation of jobs and wealth”
- “Local government has the responsibility to create the environment in which private enterprise and entrepreneurs can operate and thrive”
- “To be successful, a community must understand itself and adopt a targeted marketing study”

# ULI Panel Recommendation

- Recognize the essential need to attract, retain and support private enterprise and entrepreneurs
- Successful results will create jobs and wealth, the foundation for revenues to support public services

# Economic Sustainability

- Implementation of Community Development Re-engineering
  - Management Partners' Inc. Report
- Economic Development Strategic Plan
  - Forged through a Public/Private Partnership

# ULI Panel Identified Clusters

- Healthcare
- Transportation
- Manufacturing
- Business Services

# Setting the Stage for Partnership Principals

- A project needs to be assisted through the process
- Entitlement is predictable and timely
- Negotiations may be tough but the mutual benefit of working together is maintained throughout
- Blend of capital and achievement are mutual objectives

# Downtown Revitalization Potential Partners

## ■ Direct Partners

- City of Stockton
- Downtown property owners
- Private developers
- County of San Joaquin
- San Joaquin Regional Rail Commission
- San Joaquin Regional Transit District
- Downtown Stockton Alliance
- Downtown Parking District

# Downtown Revitalization Potential Partners

- Supportive Partners
  - San Joaquin Partnership
  - San Joaquin Council of Governments
  - University of Pacific
  - Cultural Heritage Board
  - Chamber of Commerce
  - Banks and financial service sector

# Downtown Revitalization Public/Private Partnership Concept Scope

- Downtown Revitalization Strategy
- Community Development  
Reengineering
- Infill Development

# Downtown Revitalization Public/Private Partnership Concept Scope

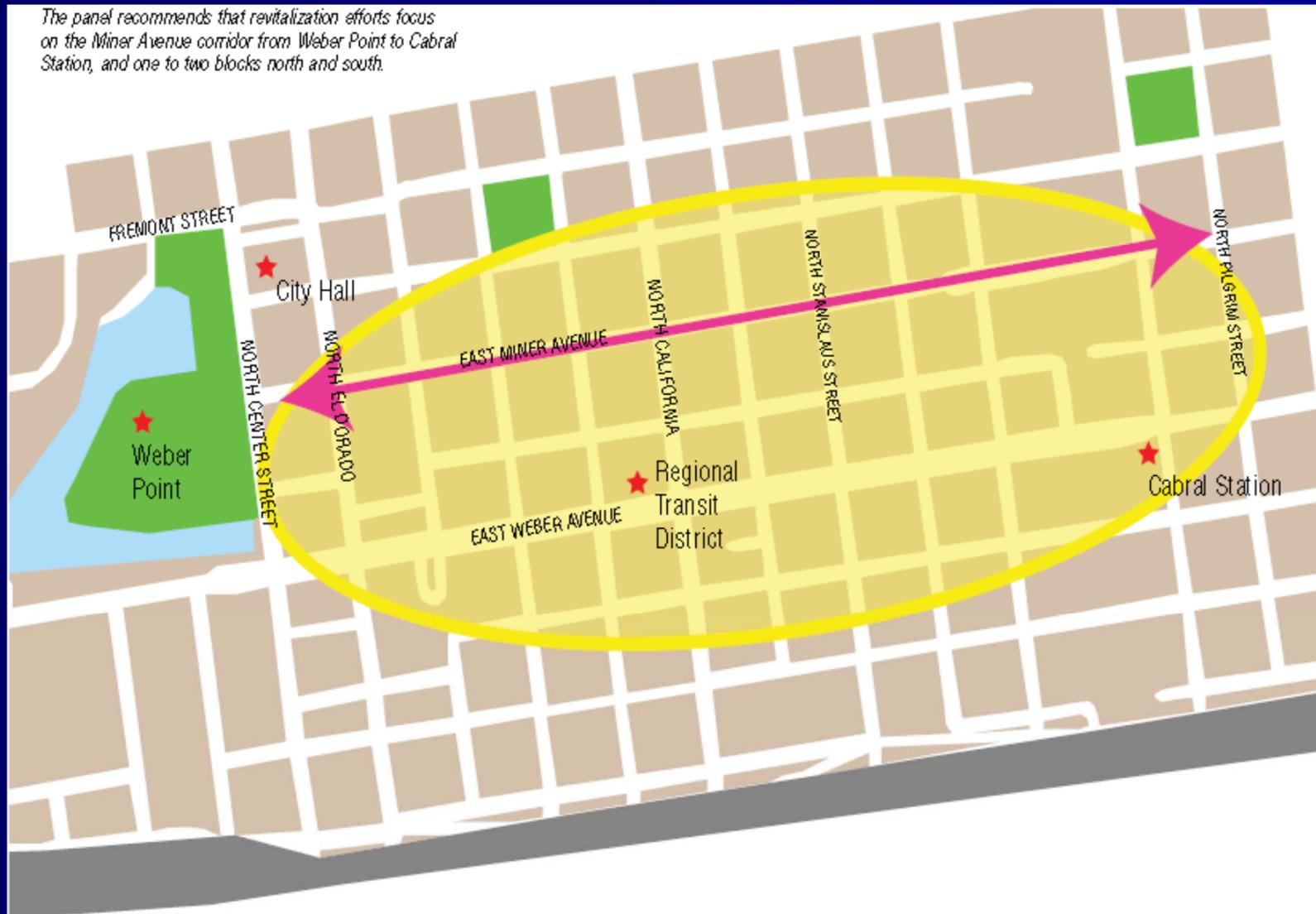
- Downtown Core
  - Development fees incentives
  - Reduction of mitigation fees
  - Focus on Miner Avenue Corridor
- Marketing Strategy

# Prioritize for Downtown Revitalization

- Miner Avenue Corridor
- Washington & South Point Sites
- The current circumstances allow the City the opportunity to “pause, prepare and reset” its downtown efforts

# Corridor Map

*The panel recommends that revitalization efforts focus on the Miner Avenue corridor from Weber Point to Cabral Station, and one to two blocks north and south.*



# Public Action to Support Private Investment

“Ground work for successful private investment”

- Cost competitiveness
- Certainty of City Services
- Efficiency in entitlement process
- Foster strategic alliances for success
- Create a demonstration model project

# Council Action

- Build the Team – effectiveness of City leadership
- Give Them the Tools – Private sector
- City Council Key Role – Support Change in Regulatory Reform and Political Culture
- Relationship of Public Safety to Downtown Success

# Action Steps

“Creating an environment in downtown Stockton that will encourage private sector investment”

- Twenty-five specific and detailed action steps recommended by the ULI Panel
- Action Steps Matrix
  - Define tasks, responsibility, timing and outcomes

# ULI Advisory Panel

“Strategically Prioritize Key Action Areas”

- Fiscal & budgeting health
- Organizational and process stability
- Public safety
- Community Development stability
- Economic Development stability

# Key Implementation Components as Initial Step to Revitalize Downtown Stockton

- Restructuring of Community Development Department
- Creation of a Downtown Public/Private Partnership Organization