

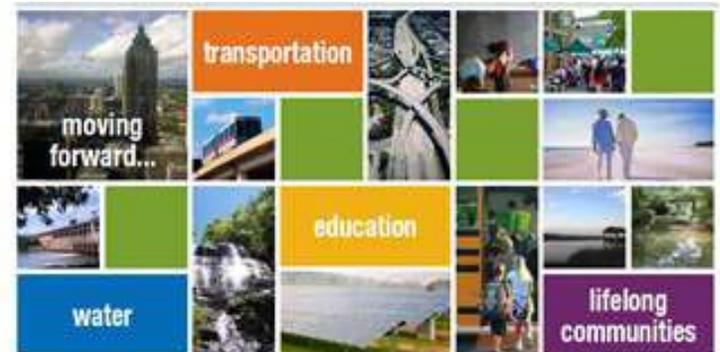
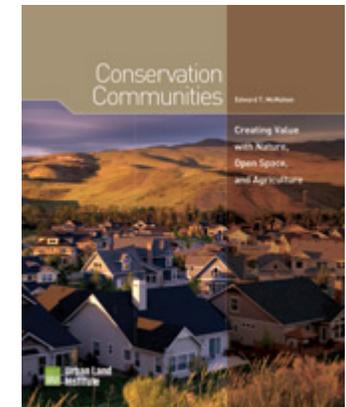
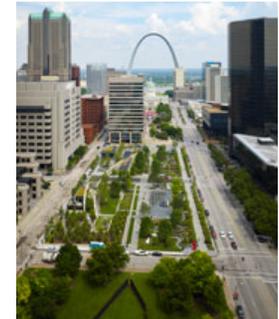


- Downtown Stockton, California
- 2/5/12 – 2/10/12



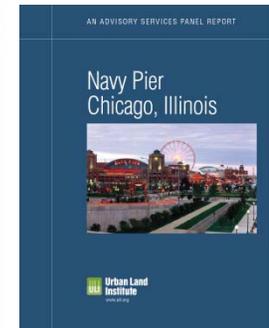
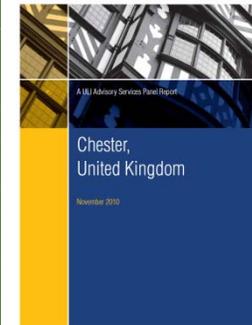
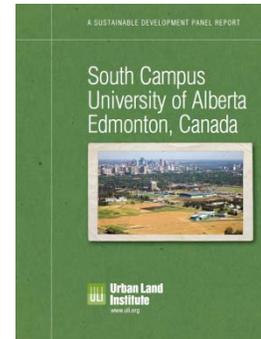
About the Urban Land Institute

- 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.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conduct Advisory Services Panels



The Advisory Services Program

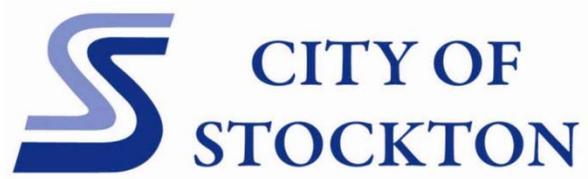
- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



The Panel

- **David Leland** – Managing Director, Leland Associates
- **Heather Alhadeff** – Senior Transportation Planner
- **Zachary Greene** – Vice President, MassDevelopment
- **Kamuron Gurol** – Director of Community Development, City of Sammamish
- **Scott Hall** – Director of Economic Development, City of Virginia Beach
- **Bob Lewis** – President, Development Strategies
- **David Scheuer** – President, The Retrovest Companies
- **Ross Tilghman** – Director, The Tilghman Group
- **Ryan Sandwick** – Student intern

Our Sponsors



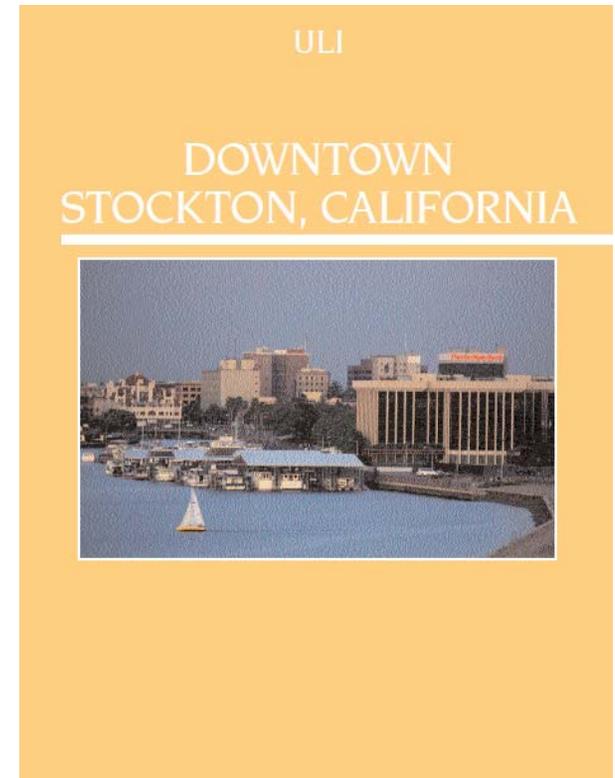
Our Assignment

- What public and private strategies exist to support infill? (Infill can be defined as the process of introducing new investment within the city center);
- How can the City modify its development requirements;
- The City owns four hotels and is obligated through legal action to do something with those hotels—what should be done;
- Where can we encourage developers to build; and lastly
- Provide a priority of next steps that the City and the community can take to further revitalization of the downtown.

Observations

The 1997 ULI Panel

- Recommendations:
 - Preparing a citywide strategic plan;
 - An effective organization for urban development;
 - Doing a Great Downtown Plan with activities and projects in the downtown districts – Waterfront, North Shore, Historic, South Shore and Government districts;
 - Encouragement of multiple and simultaneous projects – both public and private;
 - Support of the development program through attractions – events and activities; and
 - A leveraging of financial resources (to produce private investment)



Observations

The 1997 ULI Panel

- Many recommendations were pursued
 - Marina
 - Arena
 - Other public facilities
- A great deal of public investment occurred without a corresponding private sector response



If you build it, they won't necessarily come.

Partnerships

- Partnerships are as much a culture as a process.
- To be successful, the investment and development community needs to be invited into the joint development process.
- In cities where this is successful, entitlement is predictable and timely
- Negotiations may be tough, but the mutual benefits of working together are maintained throughout.
- The public and private sectors become true partners in the blend of capital and the achievement of mutual objectives.



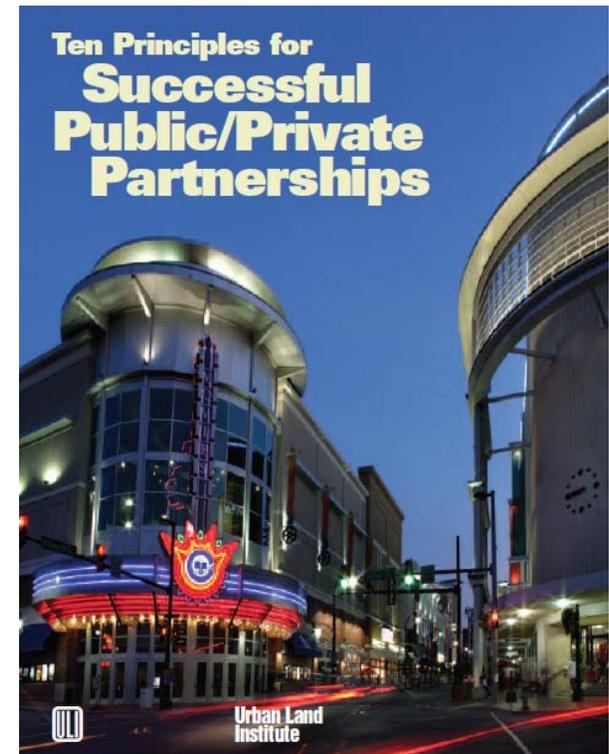
The future culture surrounding the relationship of public values and investment and private values and investment needs to be one of mutual respect.

Doing More With Less



Public Private Partnerships

Public-private partnerships are a common method for achieving public goals while encouraging private capital to invest in cities.



Public Private Partnerships

What the public sector seeks from the private developer in a public-private partnership:

- Developers who know their product
- Know there will be public scrutiny and won't back out
- Understand the public process
- Have experience in the type of project involved
- Demonstrated a successful track record
- Financially strong with equity or an equity source in place
- A strong and experienced design and development team
- Prepared to accept an open book process with the city or agency
- An expectation of trust and cooperation

What the private developer seeks from the public sector in a public-private partnership:

- Strong political will
- Stable city council and planning commission
- Community support and business alignment
- Favorable (or at least neutral) media
- Public financial means such as land control, bonding capacity, other tools
- Other necessary incentives and mechanisms
- Reliable entitlement
- An expectation of trust and cooperation

Public and private goals are different but achievable together

Public Sector Goals and Concerns

- Long term
- Defined publicly through adopted plans and policies
- Public interest focus
- Sensitive to public perception
- Influenced by the political climate
- Wants assurance

Private Sector Goals and Concerns

- Short term
- Defined privately
- Dependent on available financing
- Demonstrated market opportunity
- Cost of Capital
- Reasonable and realistic return on Investment
- Personal Goals such as enhancing corporate status, pride of a quality product, strength in the marketplace
- Wants Flexibility

Expectations:

Growing demand from cities for:

- New investment
- More industry and employment
- More retail



Realities:

- Global recession
- High unemployment
- Stalled housing market
- Declining public and private sector revenues
- Very limited retail expansion

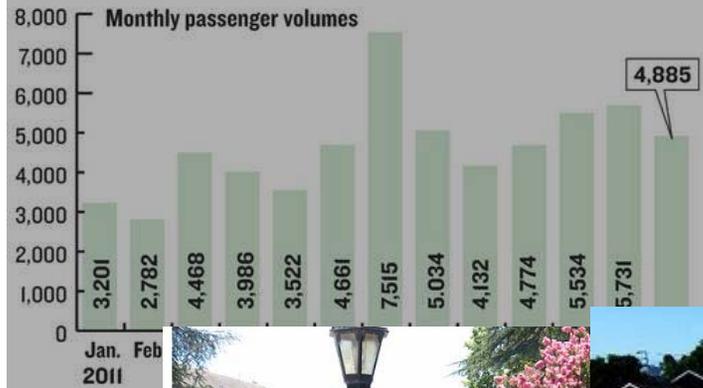
We need to seek out new solutions and methods for addressing needs in the future.

Celebrate Success and Rebuild the Brand

Crisis is the Mother of Opportunity

Off to a good start

Stockton air travel in January included flights to Las Vegas and Palm Springs.



Source: Stockton Metro



of the West Food Fest



Save the date!
Sunday,
February 26, 2012

CNYC of Stockton presents the 34th Annual
Chinese New Year Celebration
Year of the Dragon 4710
Event link may be found at www.stocktoncnyc.org

Recommendations

Time is an Asset



Time to get ready and:

- To reorganize city government;
- To reduce capital debt through asset sales or out-source of operations;
- To implement a new, pro-active municipal culture of cooperation;
- To seriously streamline the development entitlement and permitting process;

Recommendations

Time is an Asset



Time to get ready and:

- To implement a variety of financing tools to replace tax increment;
- To mobilize an on-going, broad-based private sector leadership corps to assist and parallel a more streamlined city government – equal partners;
- To counter negative branding with a pro-active, positive, and relentless success blitz;
- To initiate expanded economic development to include international recruitment;

Recommendations

Time is an Asset



Time to get ready and:

- To prepare a realistic strategic plan for downtown and the Weber-Miner Corridor while avoiding endless studies;
- To establish a first phase infill development team;
- To define and prepare infill opportunity sites;
- To respect the need for market readiness and the evolutionary pattern of urban housing;
- To initiate a prototype development(s) within the Corridor; and
- To plan and recruit for additional infill.

Presentation Organization



**Character of the Place:
Distinguishing Stockton**



**Downtown Infill Challenges and
Opportunities**



Public Sector Action

Mise en place

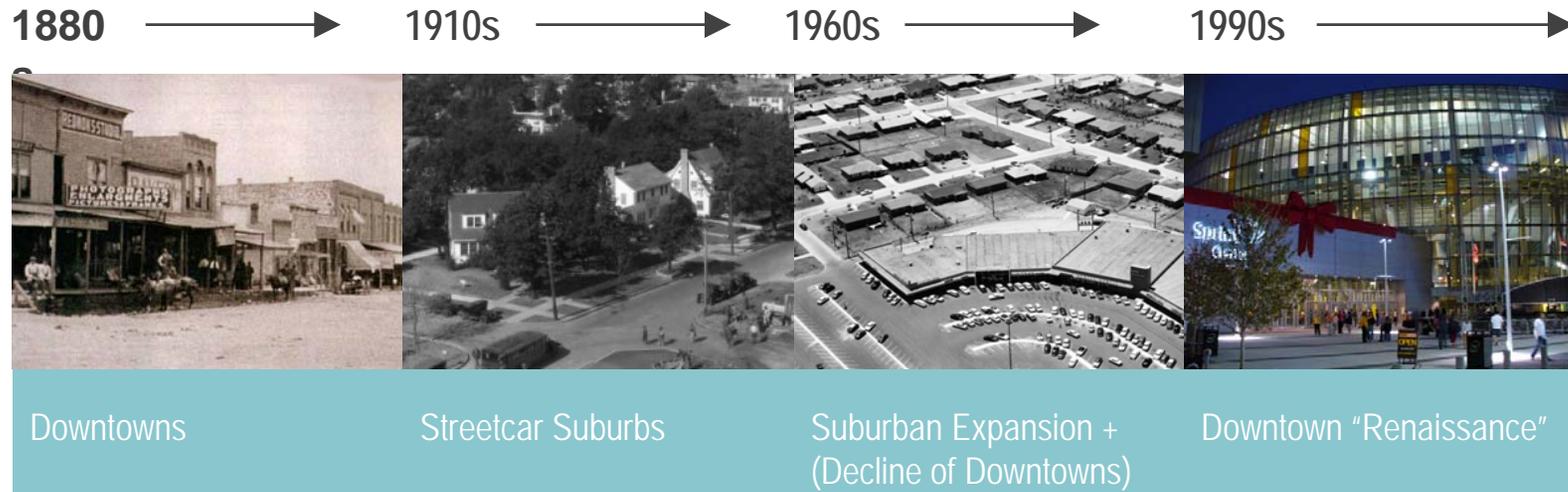
- A French term referring to having all the ingredients necessary for a dish prepared and ready to combine up to the point of cooking.
- Preparing the mise en place ahead of time allows the chef to cook without having to stop and assemble items, which is desirable in recipes with time constraints.



Stockton has assets that many cities are trying very hard to create

- Waterfront
- Proximity to destinations, agriculture, and employment centers
- Diversity – America’s future
- Delta, Agriculture
- Access and Infrastructure (highways, port, train, trucks, airport)
- Great climate
- Great parks throughout the city
- Initial evening and weekend activity with the theaters, cinema and park.
- Walkable core at just over half a mile from Weber Point to Cabral Station
- Investments at Weber Point, the downtown Transit Center and Cabral Station have created a supportive framework to guide the location of additional revitalization in its core.
- Small town feel

Similar Experience Across America



(G)old Rush

- The demographic concentration of boomers at the top of the population pyramid, backed by their vast reservoirs of disposable income, represents the next American gold rush.
- Once again these Baby Boomers are shifting lifestyle preferences, becoming empty nesters and retirees.
- Increasingly looking for simpler, smaller houses located in areas with numerous activities and destinations.



Changing Face of America

- More women in the workforce
- Larger families
 - A woman born after 1980 is likely to take care of her mother longer than she cares for her own children.
 - Millennials – “Boomerang Generation” refers to tendency to move back in with their parents after going to college



Browning of America - The Changing Face of America's Racial Diversity

New census data shows a wave of African-Americans leaving the cities for the suburbs, an aging of the white population and a surge in multiracial families.



Gender Will Change Too

- Women make up approximately 58% of the undergraduate college population and that figure is rising.



Times are changing, there's no doubt about it. And it happened quickly. I can remember when males highly outweighed females in higher education, and we've reversed that trend in 15 years, a short amount of time.
- Eric Maloof, director of international admissions, Trinity University.

Millennials

Other names for Millennials:

Generation Y:

Refers to the generation to succeed Generation X.

The Echo Boomers

Refers to the fact that many Millennials are children of Baby Boomers.

The Net Generation

Refers to the internet being a part of their lives that they grew up with and take for granted.

The Boomerang Generation:

Refers to the tendency for many Millennials to move back in with their parents after going away to college.

The Post-Boomer Generation

Refers to delaying the rites of passage into adulthood longer than most generations before them.

Marital status

(Millennials ages 18-28)



Top 5 things that make Millennials unique:

(according to Millennials)



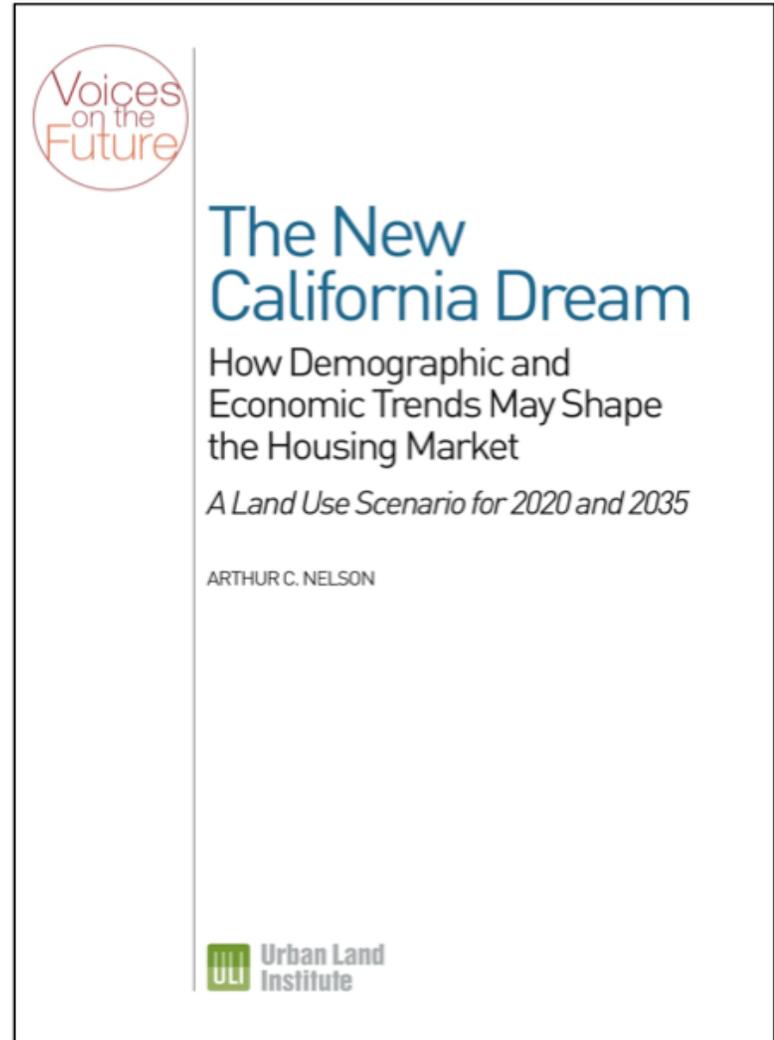
Educational attainment

(% of Millennials ages 18-28)

	< High school	High school	Some college	4+ yrs of college
Males	15	34	35	15
Females	15	40	28	20

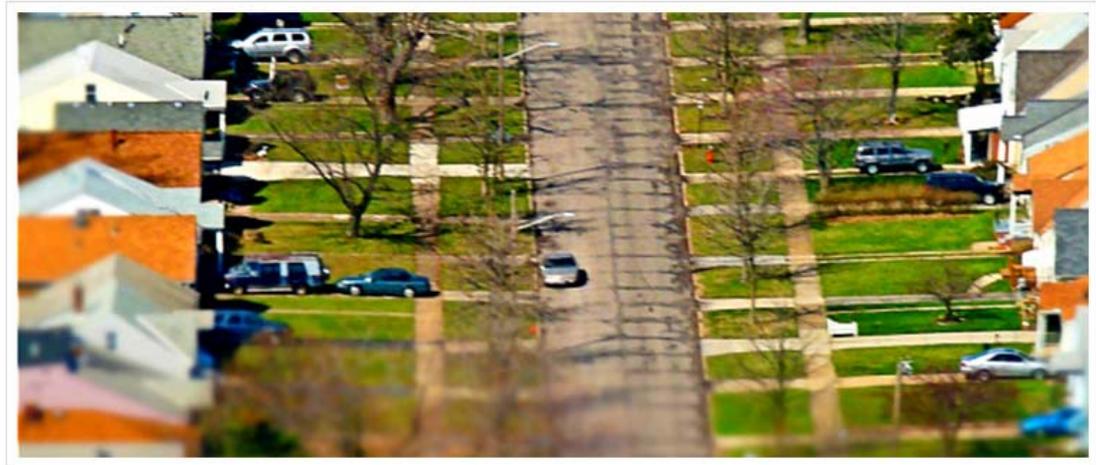
Change in Housing Preferences

- Now less than 1/3 of households have children, and by 2030 the share of households with children could be as low as 1/4.
- Between 2010 and 2020, more than 80 percent of the demand for new housing will be generated by households without children.
- Households without children (singles, couples without children and nonrelated (roommates) may also have a higher level of interest in alternative housing products, including homes on smaller lots, townhouses, condominiums, apartments and rental or for-sale units in mixed-use environments.



Change in Housing Preferences

- Rental is the “New Normal”
 - With the reduction in value and equity of homes people can’t afford mortgages
 - Ownership restricts ones ability to move for new employment opportunities
- Changing lifestyles seek a different housing stock, often in urban, transit-friendly settings
- Smaller homes and rental apartments are also key to transit-oriented development

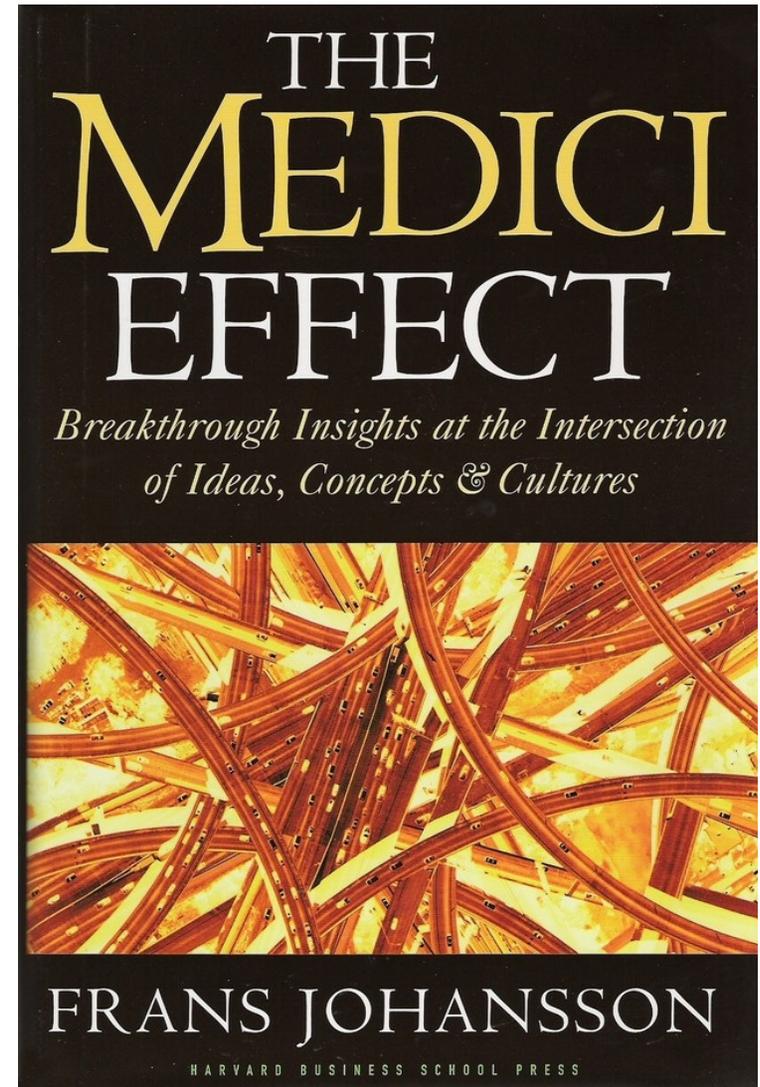


Supply and demand are off

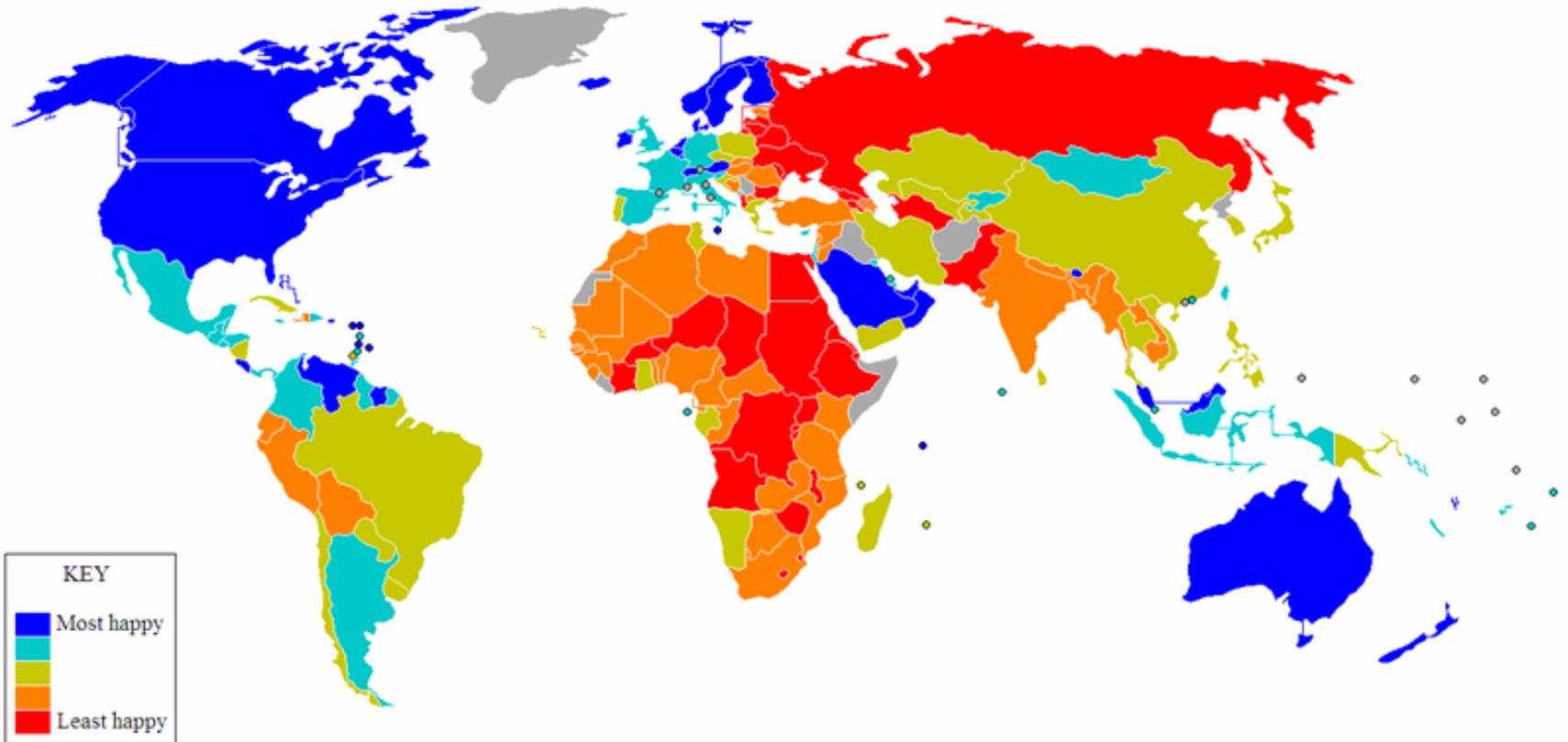
Based on a comparison of housing preferences, America has too many big-lot housing and not enough small-lot and attached housing. Supply and demand are officially off. Studies show this isn't a new phenomena, building hasn't been meeting the trends in some time.

New Business Thinking

- "A lot of people in our industry haven't had very diverse experiences. So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of the human experience, the better design we will have."
- Steve Jobs
- Johansson argues that all new ideas are just combinations of old ideas. In the realm of social innovation, this means that collaboration with people from different backgrounds is the key to success.
- "The future of California depends on the successful integration of immigrants and their children into our economy and society." - Hans Johnson, demographer at the Public Policy Institute of California.



Happiness Is The Ultimate Economic Indicator



Denmark is # 1



Sense of Place and Livability

LIVABILITY is a strategy for creating *a place where people want to live, and where they thrive* as a result of living in this place.



Principles of Successful Cities



LIVABILITY



ADAPTABILITY

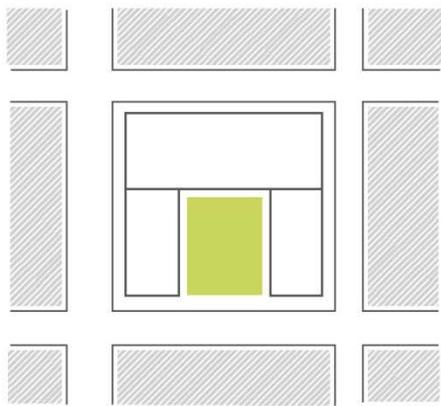


WALKABILITY

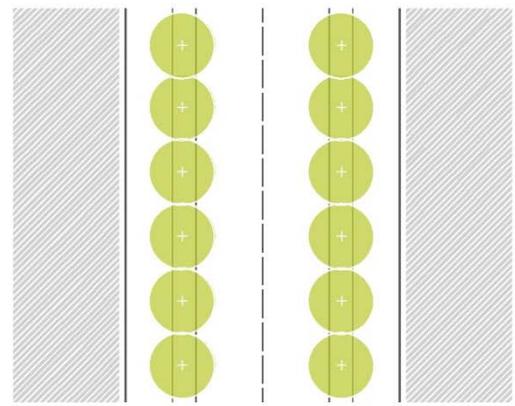


SUSTAINABILITY

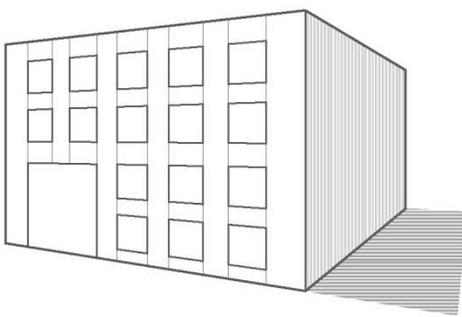
Principles of a Successful Master Plan



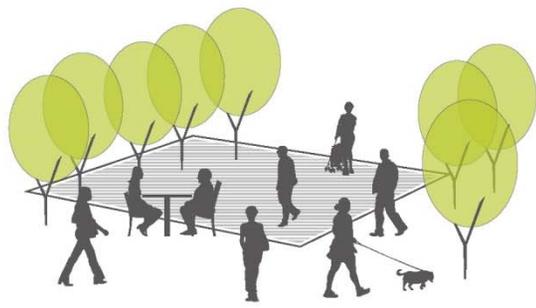
flexible + accomodating blocks



strong public framework



research buildings



public spaces

A SUCCESSFUL CITY promotes...



... HEALTH of the INDIVIDUAL by providing:

- Active living options
- Access to jobs and education
- Access to healthy foods
- Access to recreation
- Access to healthcare



... HEALTH of the COMMUNITY by:

- Making Physical Connections
- Enabling Communication
- Enabling Public Participation
- Supporting Diversity



... HEALTH of the LOCAL ECONOMY by:

- Providing access to jobs
- Supporting local job centers
- Improving jobs / housing balance

Economic Development Emerges from “Place”

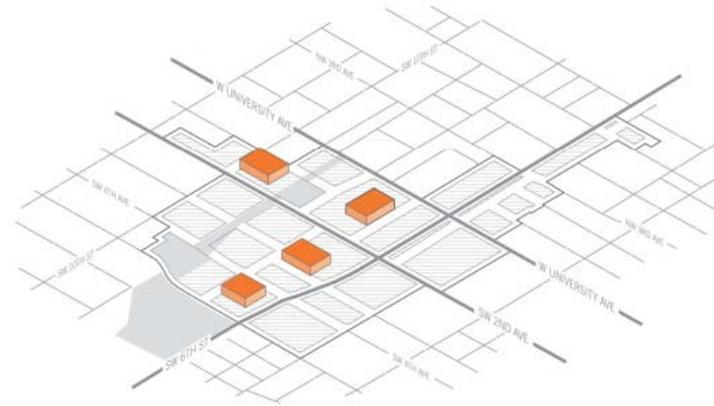
- A broad mix of uses in the public/private/civic realm offering commercial, government, medical, educational, cultural, residential and recreation functions
- Activity across the day (into evenings) and week (including weekends)
- Walkable – core areas typically are ¼ to ½ mile across
- Lively street frontages
- Easily accessible by all means of travel (car/bus/train/peds/bikes)



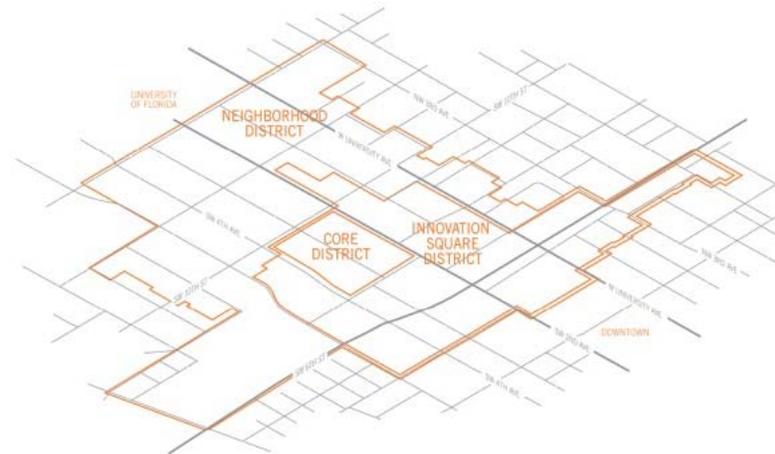
USES

Economic Development Emerges from “Place”

- Sufficient, but not excessive, paid parking on-and off-street
- Authentic vitality of local flavor
- Coordinated management of downtown districts addressing cleanliness, safety, parking, special events and programmed activities through public-private partnerships.



PARKING



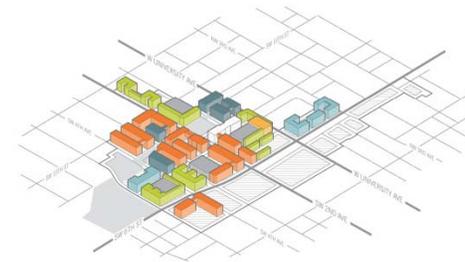
DISTRICTS

However Design is Critical!

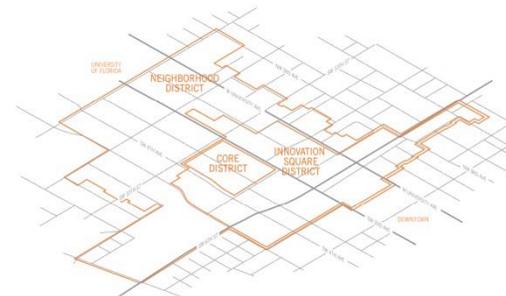


Economic Development Emerges from Place

- Vibrant downtowns share these characteristics:
 - A broad mix of uses in the public/private/civic re government, medical, educational, cultural, resic
 - Activity across the day (into evenings) and week
 - Concentrated activity – even large downtowns h a few blocks
 - Walkable – core areas typically are ¼ to ½ mile across
 - Lively street frontages
 - Easily accessible by all means of travel (car/bus/train/peds/bikes)
 - Sufficient, but not excessive, paid parking on-and off-street
 - authentic vitality of local flavor.
 - Coordinated management of downtown districts addressing cleanliness, safety, parking, special events and programmed activities through public-private partnerships.



USES

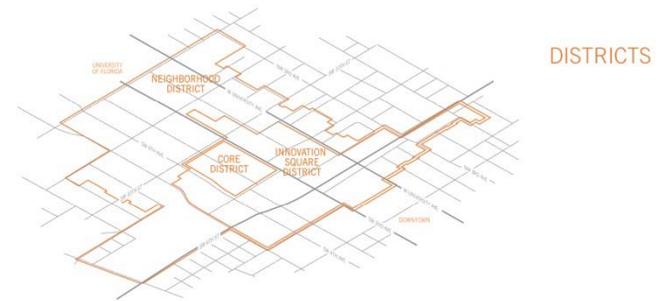


DISTRICTS

Economic Development Emerges from Place

Vibrant downtowns share these characteristics:

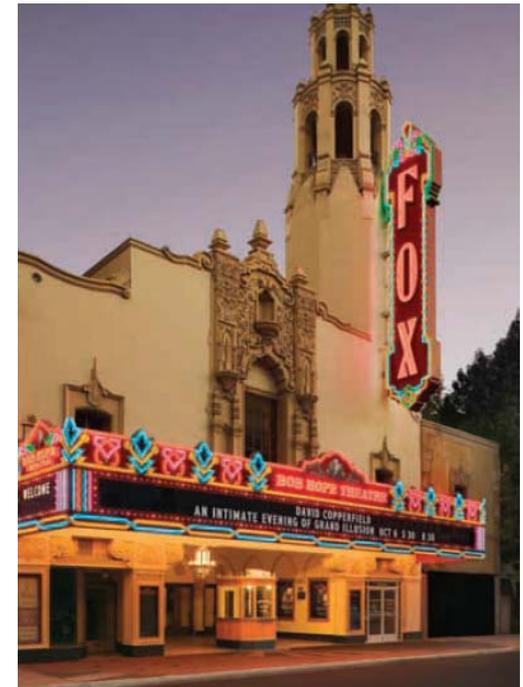
- Concentrated activity – even large downtowns have very small core areas of just a few blocks
- Walkable – core areas typically are ¼ to ½ mile across
- Lively street frontages
- Easily accessible by all means of travel (car/bus/train/peds/bikes)
- Sufficient, but not excessive, paid parking on-and off-street
- Authentic vitality of local flavor
- Coordinated management of downtown districts addressing cleanliness, safety, parking, special events and programmed activities through public-private partnerships.



Opportunities for Downtown Revitalization



Downtown is a Competitive “Business”



Discovering Opportunities

Through Partnerships

- Missions, Purposes
- Resources, Skills

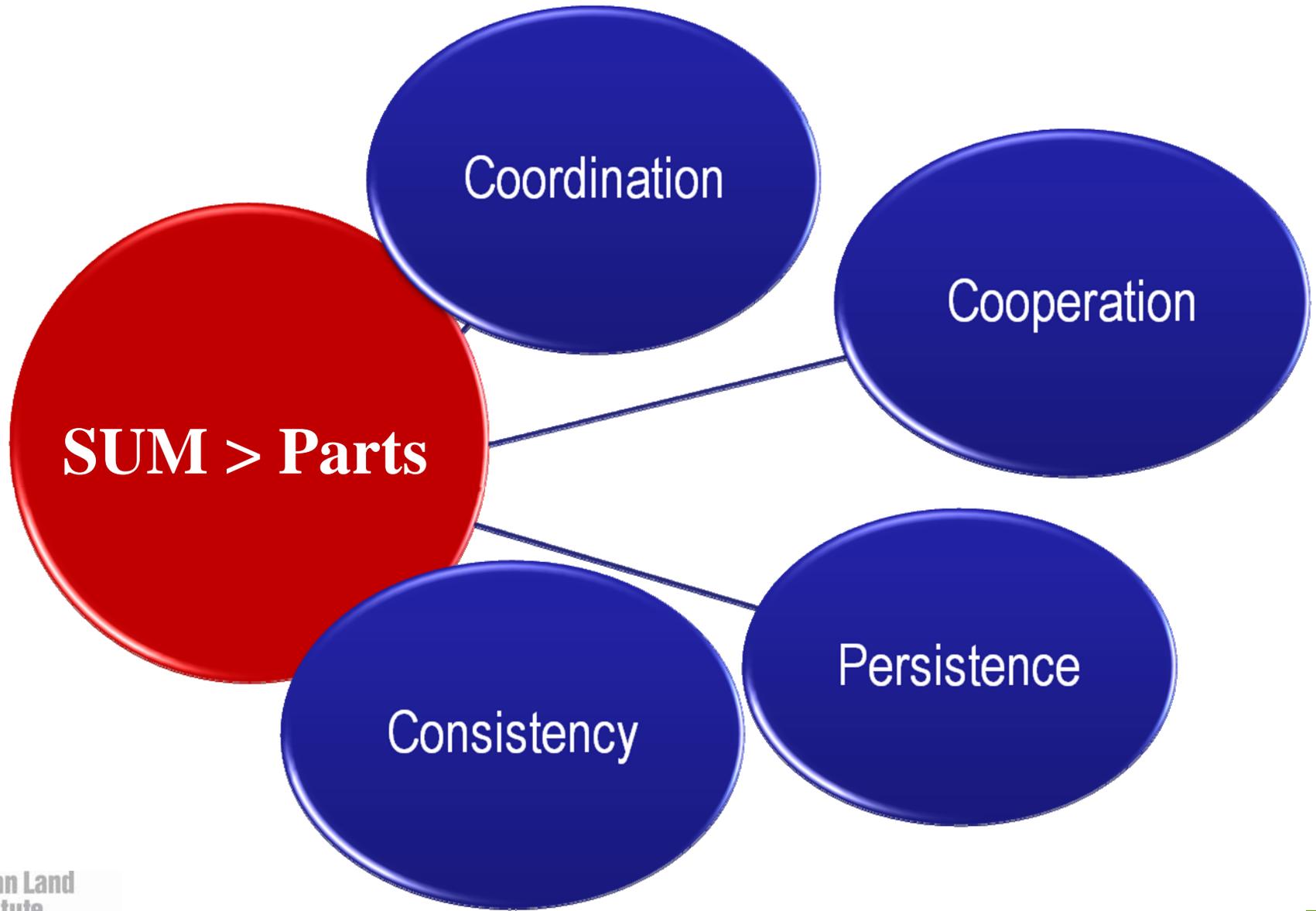


Through Market Forces

- Housing
- Commercial
- Events



Opportunities Through Partnerships



Partners

- Primary Partners
 - Direct Downtown Investment
 - Downtown Management
 - Champion Leadership
- Supporting Partners
 - Special Expertise
 - Political and Marketing Advocacy



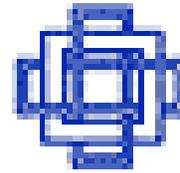
Primary Partners

- City of Stockton
- Downtown Property Owners
- Private Developers
- San Joaquin Regional Rail Commission
- Downtown Stockton Alliance
- Central Parking District



Supporting Partners

- San Joaquin Partnership
- San Joaquin COG
- San Joaquin County
- University of the Pacific
- Regional Transit District
- Cultural Heritage Board
- Chambers of Commerce
- Banks and Financial Sector



Central Valley Asian-American Chamber of Commerce

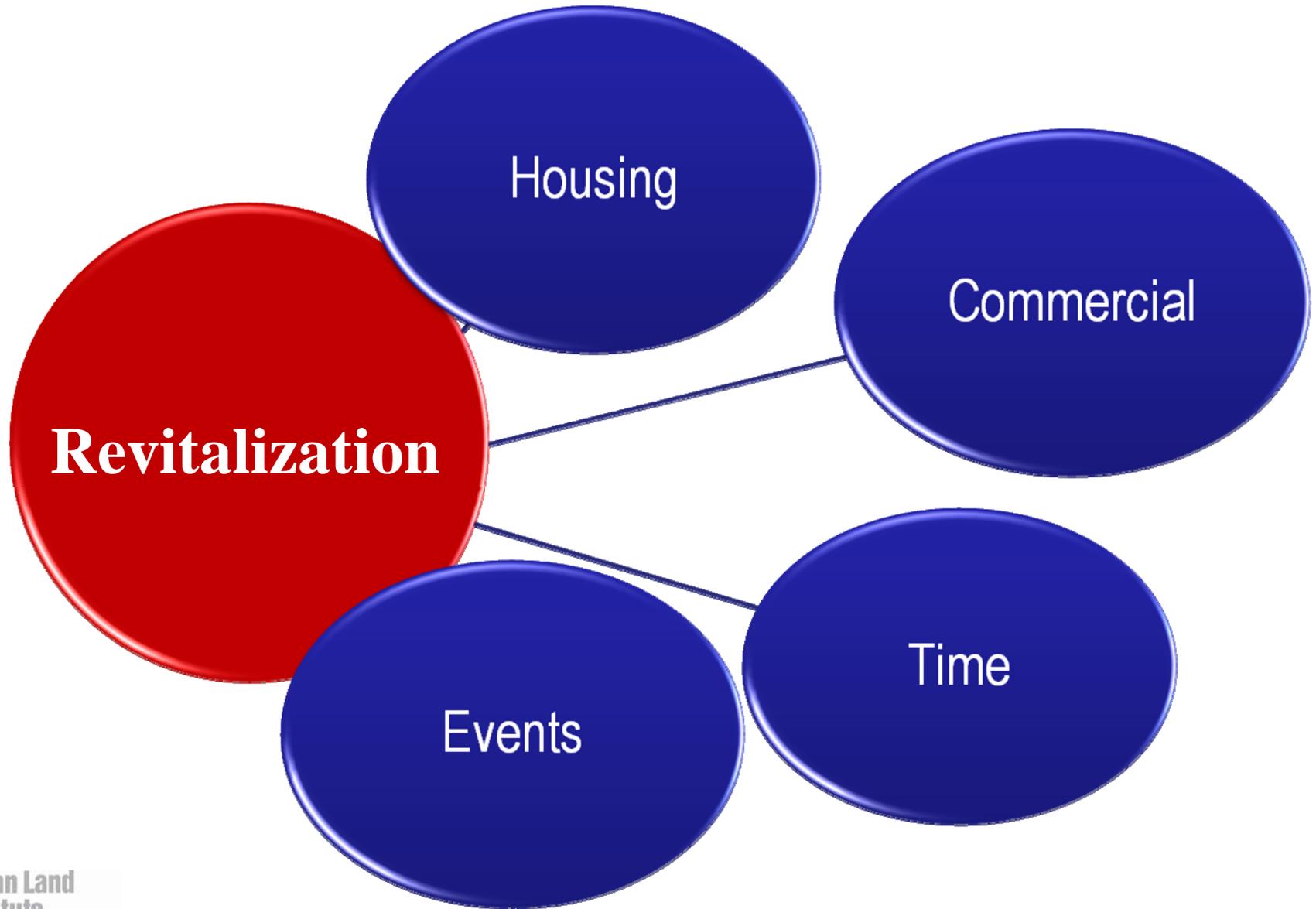


Recommendation:

A Permanent Partnership Organization



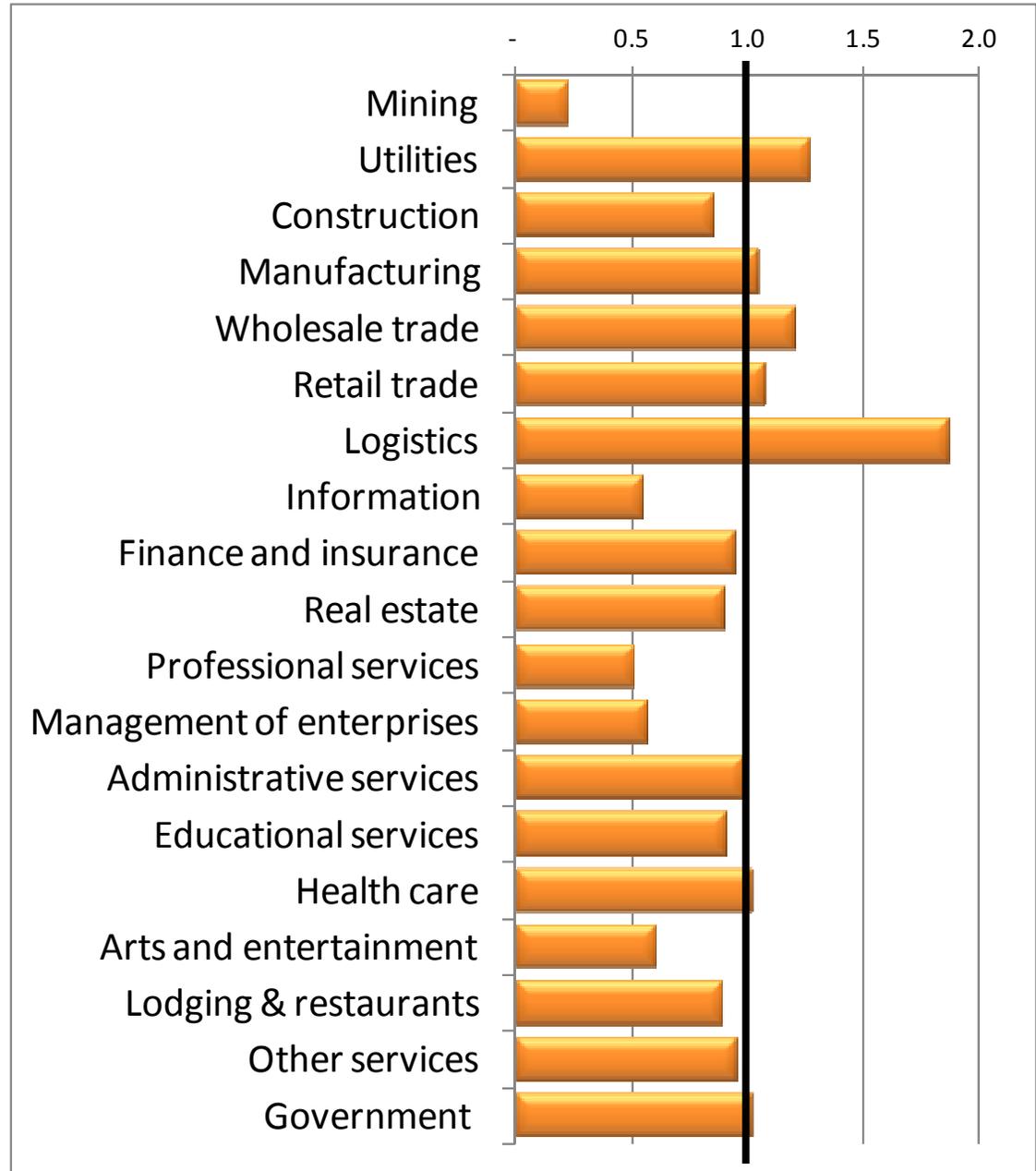
Opportunities Through Market Forces



Location Quotient

Analysis: San Joaquin County Non-Agriculture

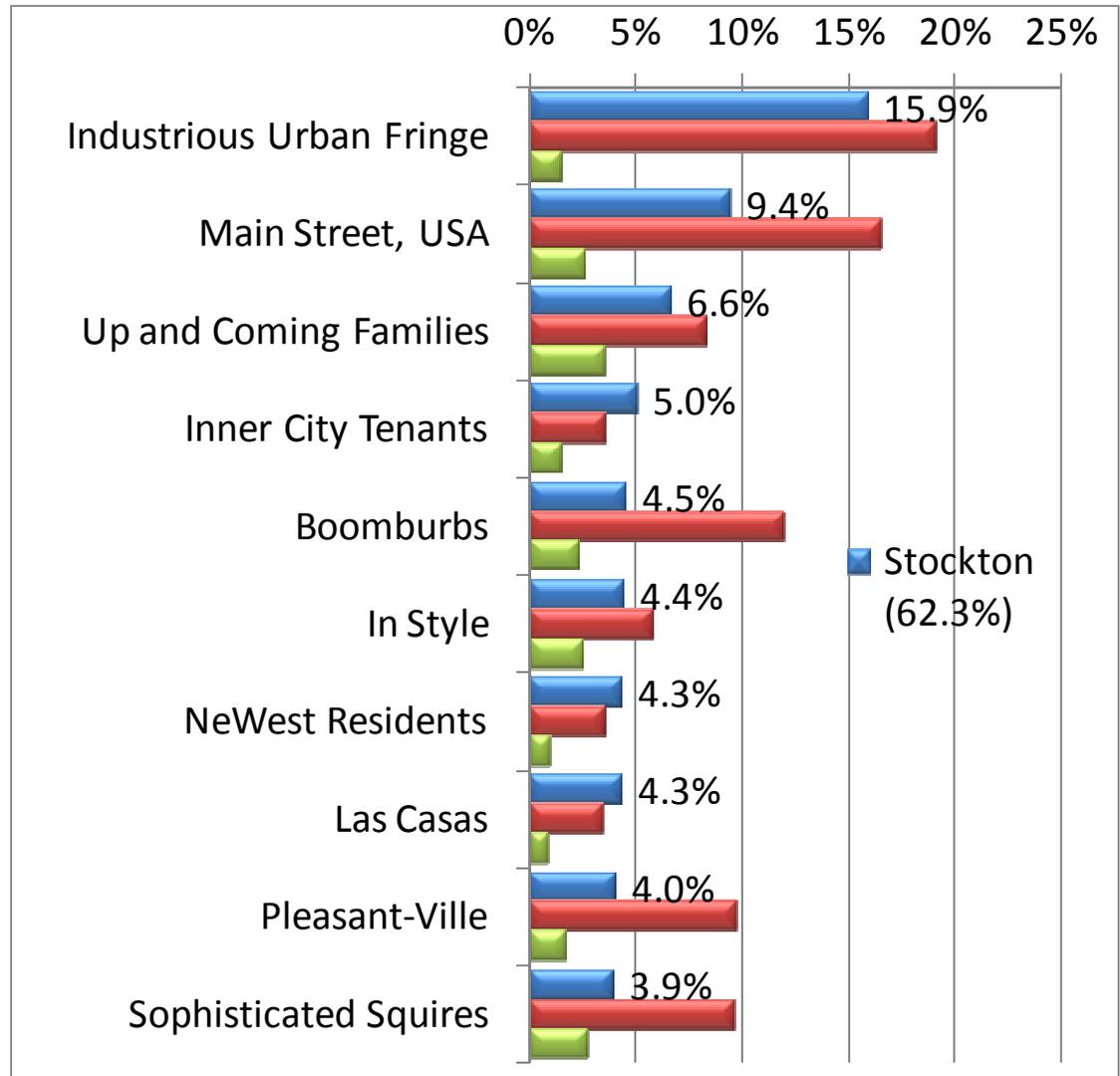
- Government is the highest percentage of jobs.
- Logistics and wholesale trade is the real strength.
- Generally a balanced economy.
- Some weakness in technology and professional services.



Socio-Demographic Analysis:

Top 10 (of 41) Tapestry Profiles City of Stockton, 2010

- Stockton has 41 of 65 Tapestry Segments
 - County has six additional segments
 - Exciting diversity
- Downtown should routinely “celebrate” this diversity.
 - Festivals, tours, walks, food fairs
 - Mix of housing products



Who Moves Downtown?

- Married, childless couples
- Single workers
- Single parents with one child
- Older empty nesters
- Roommates
- Retirees



Housing Development Opportunities

Downtown Stockton

- Pattern of cities like Stockton:
 - 1½% to 3% of city’s population lives downtown
 - 4,000 to 8,000 potential in Stockton
 - 2,500 to 6,000 housing units
 - Townhomes to midrise
 - Rentals first, owner-occupancy after market is established
- Long term: Housing of this scale awaits many variables
 - Partnerships and coordination of downtown revitalization
 - Financing to produce several optional products



Other Market Development Opportunities

Office Market: Secondary Opportunity

- Government dominates office market
 - Strong economic sectors favor “blue collar” industries and jobs
 - Office support of these sectors tends to locate nearby, not downtown

Retail Market: Secondary Opportunity

- Market is dependent on:
 - Downtown residents
 - Downtown workers
 - Downtown visitors
- All of these are relatively weak market segments
- Ample retail spaces already exist, so net new additions not likely.

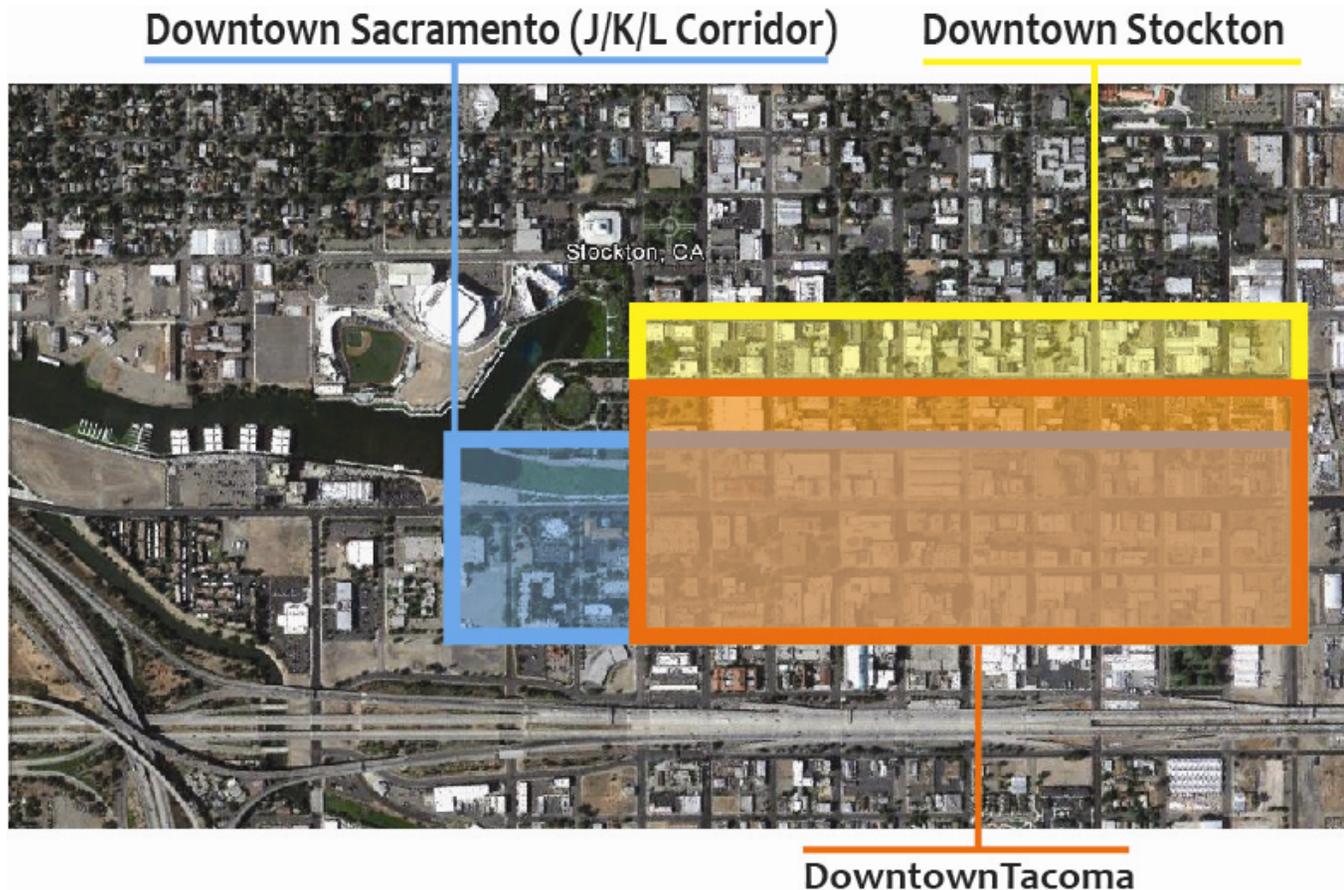
Events Market: Primary Opportunity?

- The several event venues are under-used (inadequately programmed?)
- Appropriate incentive structures necessary to drive more frequent events
- Coordination with other venues, parking, and downtown vendors necessary.

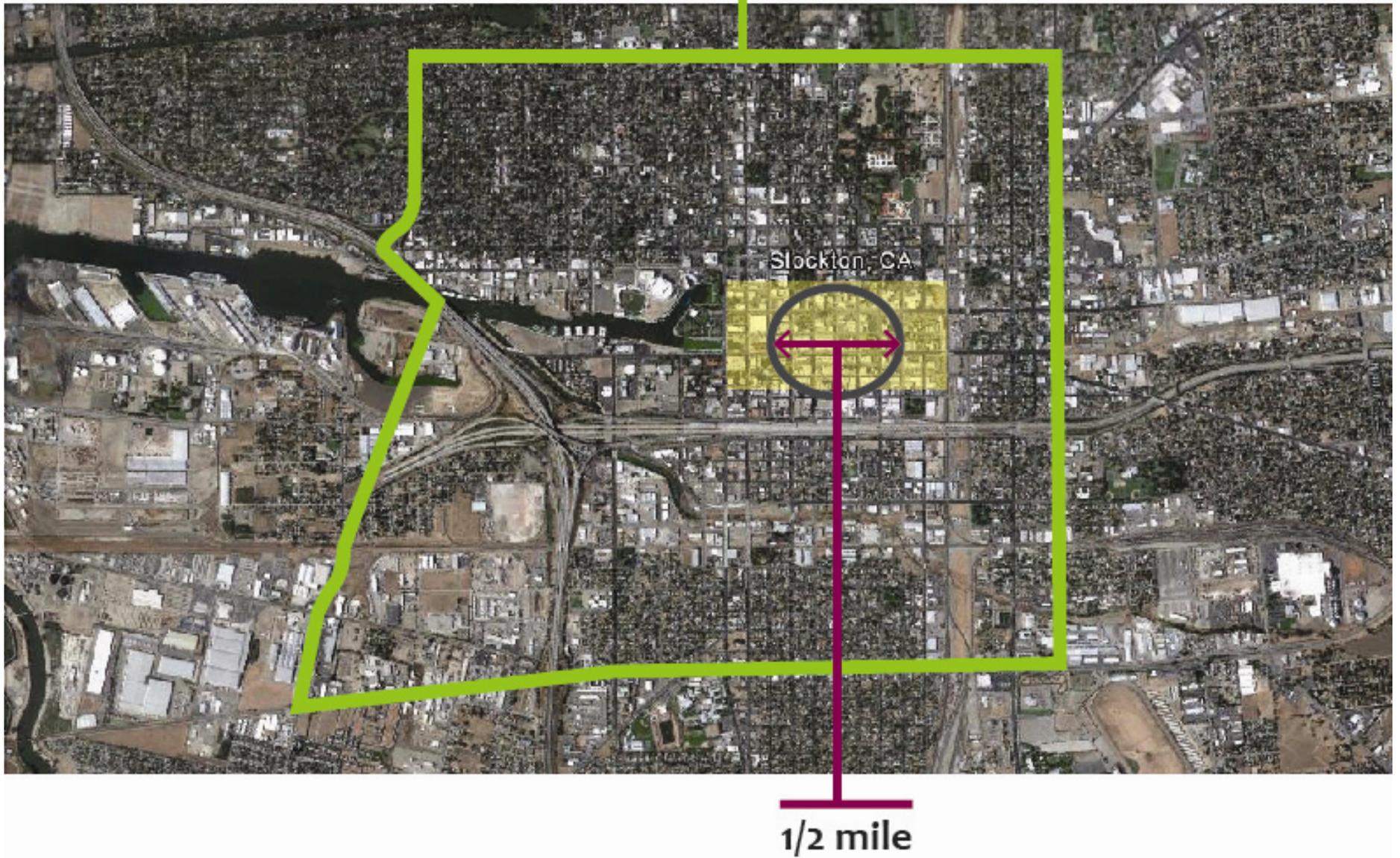
Character of the Place

Narrow Your Focus

- Narrow the geographic focus: Study Area: +2,000 acres
 - Strong downtowns concentrate activity



Sphere of Influence



Character of the Place

Prioritizing Redevelopment

- Anticipate modest sized projects, initially
- Develop near supporting activities to succeed
 - Isolated or peripheral projects often fail



Character of the Place

Priorities

- Stabilize close-in neighborhoods
 - Increase safety & retain residents
- Focus on core where activities are strongest
 - Build on success
- Capitalize on transportation hub
 - Recent transit & rail investments provide strong framework for new development



Character of the Place

Recommended Focus Areas

- Miner/Weber Corridor
 - Anchors: Rail, Transit Center, Gov't Offices, Weber Point
 - Walkable distance (approx. ½ mile)
 - Ample existing parking, so little need to build new
- Nearby Neighborhoods
 - Identify needs, social and physical
 - Maintain essential services (police/fire/garbage)
 - Maintain and upgrade infrastructure as warranted



Character of the Place

Build Vitality and Awareness

- Seek low-cost opportunities now to bring more people downtown
 - Relocate Farmers' Market to Weber Point?
 - Increase mid-day programming with outdoor lunches & performances featuring local restaurants and artists?
 - More water-based recreation (canoes/kayaks/paddleboards/fishing)?
- Promote downtown activities and advantages!



Downtown Infill Development: Opportunities and Challenges

Time is on Your Side: Pause, Prepare and Reset

- Where are market opportunities today?
- Significant office and retail *development* opportunities do not exist.
- Recruitment efforts should focus on stabilizing and filling existing building assets.
- City *development* policy should focus on new infill housing. This is a long process.
Be prepared:
 - Any significant housing investment will take a few years to occur; and
 - It is likely longer for for-sale housing.
- Be realistic. Do what you can to set the preconditions for success.

The responsibility for implementing downtown redevelopment has historically rested with Stockton's public Sector. In the current economic climate, this responsibility is no longer practical or possible...the burden (is) increasingly shifting to the private sector.

ULI Advisory Services
Panel Report Downtown
Stockton, California 1997

Downtown Infill Development: Opportunities and Challenges

Opportunities and Challenges: Changing the Paradigm

- **From *public*** development, with little direct leverage of private investment;
- **To publicly-initiated *private*** development, maximizing leverage with little public investment.



Downtown Infill Development: Opportunities and Challenges

Laying the foundation for successful private investment—the preconditions:

- Cost Competitiveness:
 - Cost barriers to investing in the City must be reduced.
- Certainty:
 - City’s long-term commitment to effective delivery of downtown public services must be affirmed.
 - Must be an ongoing commitment to improving the urban environment.
- Efficiency:
 - The approval process must be reformed. (We know this process is underway and it must be successful.
- Investment Safety:
 - City must foster strategic alliances outside city government, including with business community, non-profits and citizens.
 - City must create a model of successful collaboration with the private sector—to prove its competence to the investor market and to further affirm real estate investment risk in the downtown is manageable.

Downtown Infill Development: Opportunities and Challenges

Embrace an “Enterprise” model of civic government

- “Breaking down silos” and reinventing your City as one that is:
 - Accessible
 - Responsive and Customer-focused
 - Efficient
 - Supportive of private investment

This is not about asking government to get out of the way. It is about government understanding and effectively executing its partnering role.

Downtown Infill Development: Opportunities and Challenges

Action Steps:

- **Protect** what you have:
 - Develop and support stabilization strategies for the Magnolia District, other “at risk” areas through zoning and code enforcement, public safety policies and other tools.
- **Prepare** for future investment:
 - Identify strategic city-owned parcels, including current surface parking for future redevelopment.
 - Provide soft financing as necessary to make deals work.

Treat land transactions not as asset disposition but as a redeployment---an investment in the City's future. Think entrepreneurially. Think leverage.

Downtown Infill Development: Opportunities and Challenges

Action Steps (continued):

- **Streamline** Permit Process and Regulatory Functions:
 - Build a user-responsive one-stop land use and building permit process, with:
 - Coordinated interdepartmental application review; and
 - Single point of contact plan review management.
- **Modify** codes regulations and enforcement practices to encourage modernization and rehab of existing buildings.

It should be noted that these recommendations are consistent with those included in the City's Greater Downtown Housing Strategy (1997).

Downtown Infill Development: Opportunities and Challenges

Action Steps (continued):

- **Modify** enforcement practices to be consistent & efficient
 - Eliminate need for city-driven changes which require project redesign during construction.
- **Align** the permit and impact fee structure with policy goals
 - Provide transparent rational basis for fees
 - Address inflexibility in parking fees
 - Consider deferral of major portion of fees until entitlement and permit receipt
 - Consider fee waivers for CBD
 - Develop a city-wide housing linkage fee structure
 - Consider other policies and pricing mechanisms to induce development in downtown (inclusionary housing, expedited permitting, “pay to play”)

It should be noted that these recommendations are consistent with those included in the City’s Greater Downtown Housing Strategy (1997).

Downtown Infill Development: Opportunities and Challenges

Action Steps (continued):

- **Align** your staff resources to the new reality. Make sure you have the right people to execute in this new environment.
- **Establish the market and Demonstrate Success:** Pilot a collaborative “Renaissance” housing neighborhood of sufficient scale to “seed” further private investment.

Downtown Infill Development: Opportunities and Challenges

Demonstrating Success: Pilot “Renaissance” Housing Neighborhood

- Collaboration between: the City, the University and development community, public transit agencies, and others.
- 100 unit minimum:
 - Student housing potential key use
 - Market-rate rental, TH and flats
 - “Lease to own” program for first-time home buyers
- Isolate risk with separate financing
- Strategically selected site
- Establish umbrella structure to promote and execute neighborhood “brand”
- Plan project for a multi-year incubation period

Insure the City’s long-term commitment to the success of this endeavor. It is imperative that it does succeed.

Downtown Infill Development: Opportunities and Challenges

Demonstrating Success: Pilot “Renaissance” Housing Neighborhood

- Collaboration between: the City, the University and development community, public transit agencies, and others.
- 100 unit minimum:
 - Side by side components with multiple products
 - Student housing potential key use
 - Market-rate rental, TH and flats
 - “Lease to own” program for first-time home buyers

We have identified clear interest and commitment to this concept by potential stakeholders.

Downtown Infill Development: Opportunities and Challenges

Demonstrating Success: Pilot “Renaissance” Housing Neighborhood (continued)

- Strategically selected site to maximize marketing success.
- Isolate risk with separate financing.
- Establish umbrella structure to promote and execute neighborhood “brand” and identity.
- Plan project for a multi-year incubation period.
- ***Insure the City’s long-term commitment to the success of this endeavor. It is imperative that it does succeed.***

Because market-rate urban housing is new to downtown Stockton, the panel recommends a strategy involving multiple developers. Such involvement will spread the investment risk, increase design and product variety...increase participation by more, and facilitate individual projects on a more timely basis.

ULI Advisory Services Panel

Renaissance Project - Prototype

- **Scale:**
 - A single, freestanding development in a pioneering neighborhood will likely not be able to create a ‘sense of place’.
 - To achieve the benefits of scale, we suggest development consisting of 100+ units.
- **Site selection:**
 - Continuity: It is important for the new use to fit along with existing land uses.
 - Rather than attempting to force a product directly into the heart of downtown, other cities have garnered success through initially creating housing on an urban scale near the periphery of the downtown neighborhood.



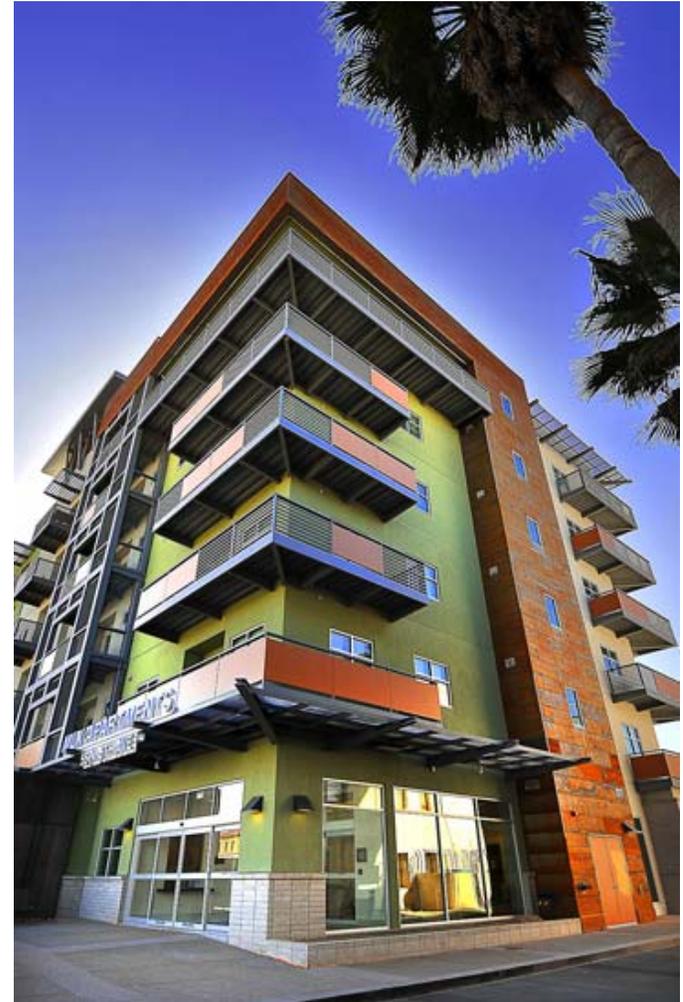
Renaissance Project - Prototype

Site Control:

- The panel believes a village-type development consisting of several contiguous parcels surrounding a well-designed intersection will provide the environment necessary to foster community.
- Individual risk is contained as each associated development entity carries debt associated with its own parcel however receives the benefit of the larger site.

Housing at street level:

- Mixed-use developments will come with time.
- This first product needs to be able to survive without the requirement to fill first floor retail space.



Renaissance Project - Prototype

Product Variety: Stockton benefits from tremendous diversity in its population, both in ethnicity and socio-economics. Product diversity in new downtown housing should reflect the same diversity

- Market Rate Rental
- Low-moderate affordable rental
- Future Home Ownership Units
 - Lease-to-own program
- Student Housing

City's supporting role

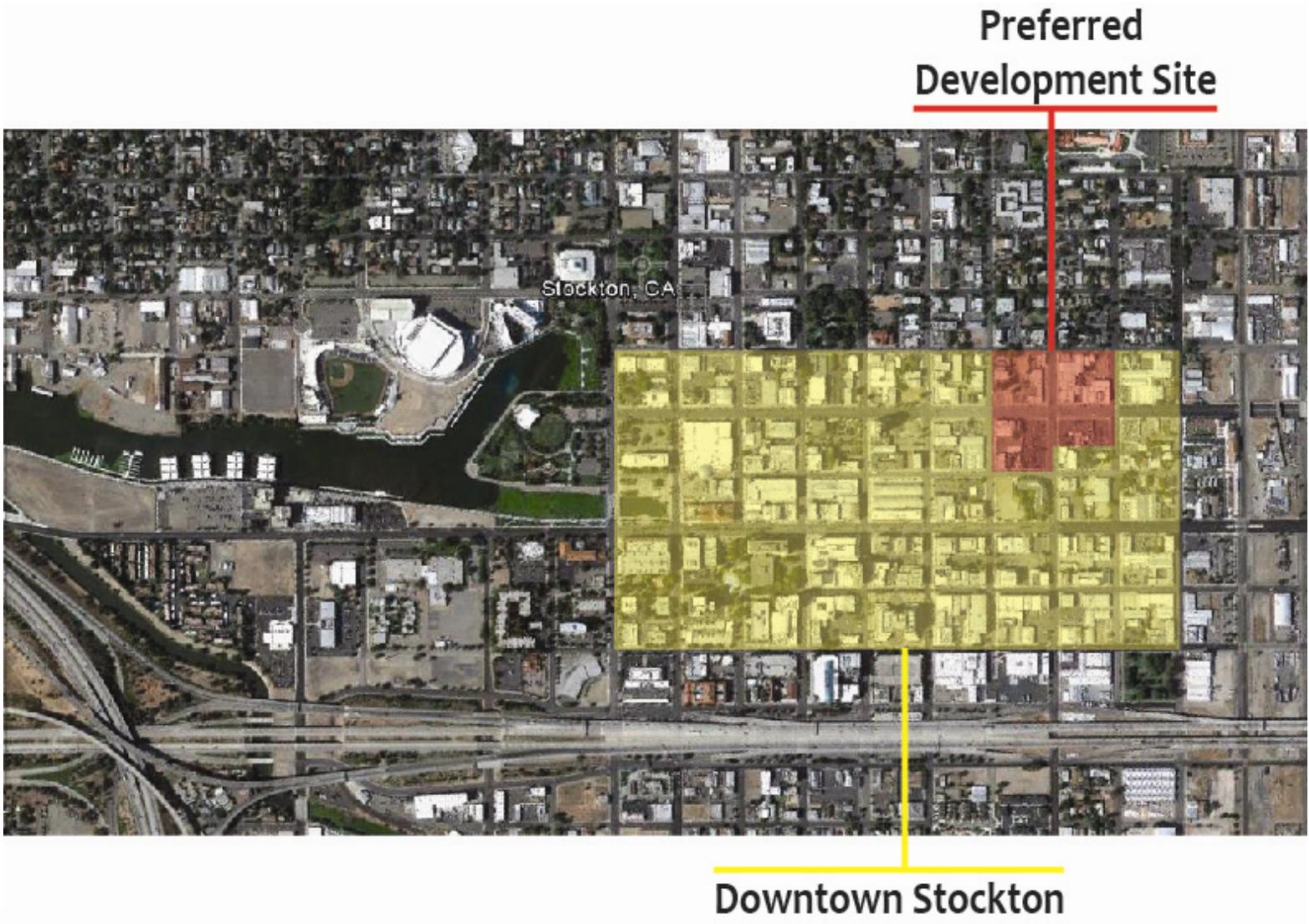
- Relaxed fees
- Streamlined permitting
- Promoting collaboration



- We understand the risk. The panel recommends a concurrent coordinated strategic investment by several parties to mitigate risk.
- The San Joaquin Regional Rail Commission has demonstrated the ability to foster development through its Cabral Station project.
- Two to four housing developers partnering under the coordination of a single liaison at the City, focused on downtown development

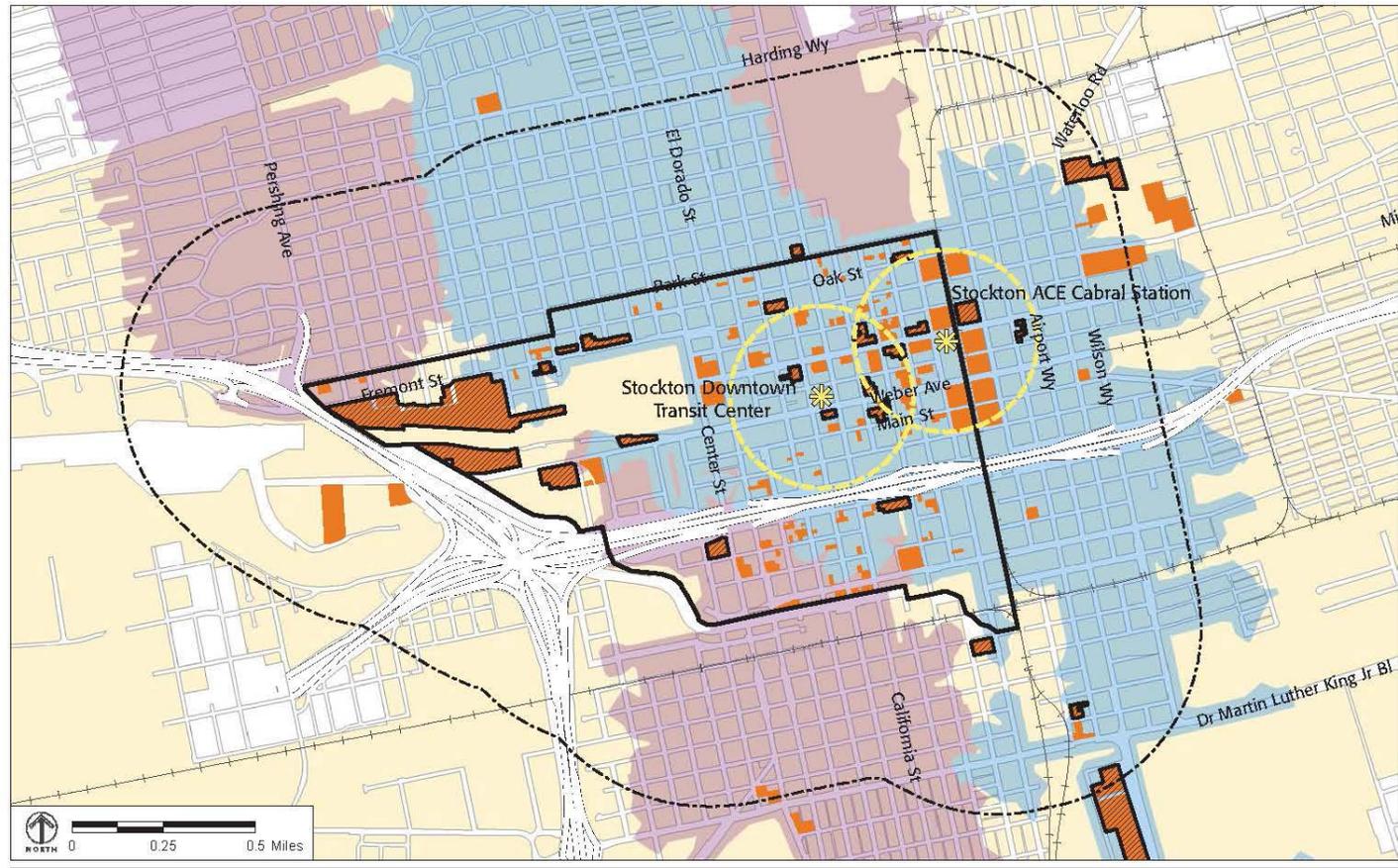


The Recommended Site



The Recommended Site

SAN JOAQUIN COUNCIL OF GOVERNMENTS
 REGIONAL SMART GROWTH | TRANSIT-ORIENTED
 DEVELOPMENT PLAN
 INFILL SITES INVENTORY



- Infill Opportunity Sites
- 1/2 Mile Walking Distance from BRT Route
- 1/2 Mile Walking Distance from Transit Corridor
- Existing Regional Transit Station; Lodi Transit Center/Amtrak Station
- 1/2 Mile Area Around Existing Transit Station
- 50 Test Sites
- Downtown Boundary
- 1/2 Mile Area Around Downtown

FIGURE 5-8

DOWNTOWN STOCKTON INFILL OPPORTUNITY SITES

- Location is important, but successful TOD needs to deliver a great product that is focused and properly addresses the market.
- The Miner Avenue location, would provide an important anchor or ‘pulse point’ between the Cabral Station neighborhood and Weber Point and the waterfront.
- Associated streetscape improvements might serve as a catalyst for further improvement along this corridor, consistent with those described in the Miner Avenue Streetscape Master Plan.



Miner Avenue and Stanislaus Street - Before



Miner Avenue and Stanislaus Street - After



Miner Avenue and Stanislaus Street – Aerial View



Washington Street Site



Advantages

- Recommended in ULI's 1997 report.
- Adjacent to ballpark and character buildings on N. Harrison St.
- Connected to Miners Levee walking Path
- Large Site (2.83 acres)
- Adjacent to existing residential neighborhood
- Waterfront views
- Closer to University of the Pacific than other downtown sites

Disadvantages

- Environmental condition is unknown
- On the edge of the Downtown District

Northshore District – Harrison Street (current ballpark parking lot)



Advantages

- Recommended residential site in ULI's 1997 report.
- Adjacent to ballpark and character buildings on N. Harrison St.
- Connected to Miners Levee walking Path
- Large Site (2.83 acres)
- Adjacent to existing residential neighborhood
- Waterfront views
- Closer to University of the Pacific than other downtown sites

Disadvantages

- Environmental condition is unknown
- On the edge of the Downtown District

Southpoint, West Weber Road



Advantages

- Waterfront views
- City Ownership
- Large Site, Approximately 9.1 acres

Disadvantages

- On the edge of the Downtown District
- Freeway noise – I-5

Four Hotel Sites

- The panel has studied the four hotel sites encumbered by the Superior Court of California's 2009 Settlement.
- The Commercial Hotel, Hotel Main, Hotel Terry and the St. Leo Hotel, in our opinion are not of sufficient scale to be appropriate for development at this time.
- Not always possible or advisable to retain structures, which, due to age, neglect, or other factors, have fallen to a state of disrepair.



Four Hotel Sites

- A cost benefit analysis is recommended to determine which, if any of these buildings can or should be saved.
- Should the results point to removal, consider clearing the sites for interim use as ‘pocket parks’ rather than surface parking lots.
- Some of these properties could be 15 or 20 years away from realistic re-use, if ever.
- it may be possible to retain and preserve certain architectural elements for integration upon eventual redevelopment.
- The City may choose to consider creating a ‘historic hotel museum’ to store these building materials.



Public Sector Action

The Perfect Storm



Public Sector Action

The Other Side...



Public Sector Action

Where the Promise Comes From



Public Sector Action

Stockton's Assets



Municipal Leadership



Multi-modal transportation network



Affordable real estate



Diversity: social, economic, ethnic



Geographic diversity: urban, water, suburban



Proximity to technology resources



Engaged & passionate community



Proximity to global business centers



Foreign Trade Zone



Affordable labor



Proximity to Asia



Time

Public Sector Action

Taking Action

- Fiscal/Budgetary Stability
- Organizational/Process Stability
- Public Safety
- Economic Development Stability



Public Sector Action

Financial Toolbox



- Leadership
- Leverage
- Creativity
- Control

Public Sector Action

Build the Team

- Leadership from the top
- Key element to success
- Management Partners study underway
- Eliminate unnecessary obstacles and barriers
- Development Oversight Commission
- Follow through



Public Sector Action

Customer Focus

- High morale, efficient and nimble
- Accountable, high standards, reliable
- Key staff position to oversee effort:
 - “Deputy City Manager for Downtown”
 - Knowledgeable about development and city operations
 - Organizational position with authority



Public Sector Action

Give them the tools

- Streamline processes and applicable codes
- Balance predictability with flexibility
 - What vs. How
- Additional pre-entitlement work
- New downtown zone instead of reworked current CD, CG in focus area
 - Intimately involve the developers



Public Sector Action

Add Tools

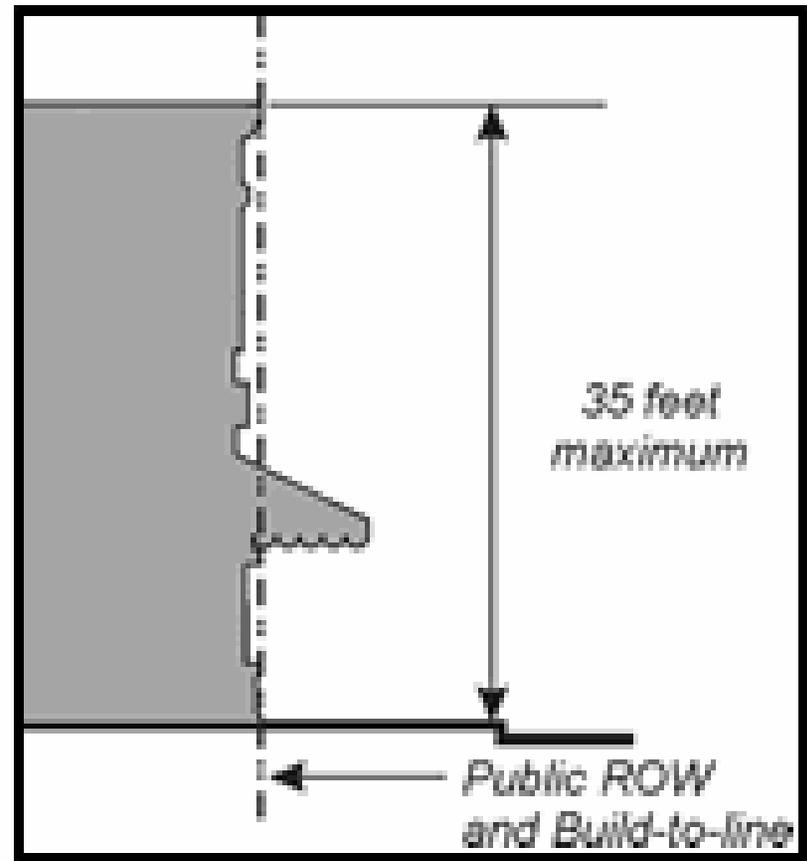
- Form or performance-based
- Upfront environmental review
- Historical building code and staff training
- Downtown Entitlement Team
 - Collocated with applicant
 - Solve problems
 - Accountable



Public Sector Action

Ongoing Work

- Scheduled work program for other code work
 - Shorter
 - Plain language and illustrated
 - Outcome-based
- Mitigation fees and permit review charges



Public Sector Action

City Council Roles

- Adopt new codes quickly and empower staff to implement
- Further strengthen political culture
 - All benefit from revitalized downtown
- Stockton as a regional leader



Public Sector Action

Public Safety

- Necessary prerequisite to development
- New or expanded partnerships
- Proactive efforts
- Development can help by bring more people downtown
 - So make sure you remove obstacles



Public Sector Action

Economic Development Stability

“The main goal of Economic Development is improving the economic well being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life.” – International Economic Development Council

Public Sector Action

Stockton is...

A Small Business Market

- 97.5% of companies employ fewer than 50 workers

A Service Sector Market

- Top 5 Employment by Occupational Categories (May 2010 BLS OES Survey)

• Office and Administrative Support	33,280 jobs	\$35,360 MAW
• Transportation and Material Moving	21,890 jobs	\$35,940 MAW
• Sales and Related Occupations	19,350 jobs	\$33,060 MAW
• Production Occupations	16,230 jobs	\$31,820 MAW
• Education, Training and Library	15,730 jobs	\$52,980 MAW
• Food Preparation and Serving Related	15,730 jobs	\$21,420 MAW

Public Sector Action

Stockton is...

A Healthcare Business Market

- 17,000 healthcare-related jobs
 - Most pay more than double the Mean Annual Wage for all Occupations

A Transportation Business Market

- Port of Stockton connects to 22 different countries
- Sophisticated multi-modal transportation network

Public Sector Action

Stockton is...

A Global Trade Opportunity

- Available labor force
- Workforce training infrastructure
- Direct connections to Asia & South America
- Foreign Trade Zone designation
- Credible Manufacturing base
- Proactive regional marketing partner understanding of international business development

Public Sector Action

Stockton is...

A Business Administration Market

- 33,280 Office and Administrative Support jobs
 - Primarily government-related
- Opportunity for spin-off support companies

An Entrepreneur's Market

- Small business and workforce training support
- Higher education support
 - Initiate a One-stop Business Gateway

Public Sector Actions

Stockton can be..

- A Leader for the Region
- A Model for Embracing Ethnic Diversity and Making it Work
- An Active, Vibrant Place



