Urban Land Institute

Arizona

City of Eloy

ULI Arizona Technical Assistance Panel

April 30th, 2015

Funding for the ULI Arizona and City of Eloy Arizona Technical Assistance Panel was generously provided by the Union Pacific Building America Foundation

Table of Contents

Acknowledgements 2
City of Eloy Mayor and Council 2
City of Eloy Staff 2
ULI Arizona Technical Assistance Panel (AzTAP) Leadership 2
AzTAP Committee 2
AzTAP Panelists 3
Special Acknowledgement 3
ULI Arizona Staff 3
Introduction and Overview 4
About ULI 4
About ULI Arizona TAPs 4
Eloy TAP Process 5
Executive Summary 6
Overview 6
Process 6
AzTAP Panel Questions 7
Strategies for Consideration 8
Going Forward: Top 5 Priorities 10
Overview of Eloy 11
Context 11
Development Conditions 13
Demographics 14
Economics 17
Strategies and Actions for Consideration 18
Question 1. Market Potential 18
Question 2. Planning and Design 22
Question 3. Investment Strategies 25
Question 4. Finance Strategies 29
Question 5 Incentive Strategies 32
Going Forward: Top 5 Priorities 33
Panelist Biographies 35
Appendix 37
Agenda of AzTAP Panel Session 38

Acknowledgements

City of Eloy Mayor and City Council

The Honorable Joel G. Belloc, Mayor

Micah Powell, Vice Mayor

J.W. Tidwell, Councilmember

Augustine Sauceda, Councilmember

Joseph R. Nagy, Councilmember

Andrew Rodriguez, Councilmember

JoAnne Galindo, Councilmember

City of Eloy Staff

Harvey Krauss, AICP, City Manager

Jon Vlaming, Community Development Director

Belinda Cruz, Planner

Jill Sherwood, GIS Analyst

ULI Arizona Technical Assistance Panel Committee Leadership

Lance C. Ross, SIOR, ULI AzTAP Chair
President, Ross Property Advisors

Amy Malloy, ULI AzTAP Vice-Chair
Assistant Vice President, Development, Macerich

AzTAP Committee

Dan Alpers, Analyst
VIZZDA

K.C. Brandon, President
Oridian Construction Services

Cameron Carter, Partner
Rose Law Group pc

George T. Cole, Director
Fennemore Craig, P.C.

Mark Davis, Partner
Davis Enterprises

Susan Demmitt, Member
Gammage & Burnham

Leslie Dornfeld, FAICP, Principal
Plan-et

Daniel "Buzz" Gosnell, President
DWG Phoenix, LLC

Tom Hester, Urban Design Practice Leader
Parsons Brinckerhoff

Don Keuth, President
Phoenix Community Alliance

Kyle Mieras, **AICP**, Development Services Director
Town of Gilbert

Mitchell Rosen, Development Manager
Papago Park Center, Salt River Project

Judie Scalise, Principal
ESI Corporation

Todd Severson, Development Manager
Walton International Group

Jon Vlaming, Community Development Director
City of Eloy

Jacob E. Zonn, Senior Planner
Tiffany & Bosco

AzTAP Panelists

Mark Stapp, AzTAP Moderator,
Executive Director, Master of Real Estate Development Program, the Fred E. Taylor Professor of Real Estate, W.P. Carey School of Business, Arizona State University

Trevor Barger, President
Espiritu Loci

Dana Belknap, Shareholder
Gallagher & Kennedy

Susan Demmitt, Member
Gammage & Burnham

Lani Lott, President
L.L Consulting

Joe McClure, Principal
McClure Consulting

Silvia Urrutia, Director of Housing & Healthcare
Raza Development Fund

Keith Watkins, Senior Vice President
Arizona Commerce Authority

Special Acknowledgement

The Urban Land Institute Arizona District Council (ULI Arizona) would like to thank the **Union Pacific Building America Foundation** for underwriting costs of the ULI Arizona / City of Eloy AzTAP. This funding enables smaller Arizona communities and nonprofits to benefit from this unique resource.

ULI Arizona Staff

Debra Z. Sydenham, FAICP
Executive Director

Kristen Busby, AICP
Director

Carrie Martin
Manager

Stacey Haggerson
Associate

Introduction and Overview

About ULI

The Urban Land Institute is a 501(c) (3) nonprofit 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 boasts over 1000 members, and has one of the highest member participation rates of any ULI District Council. Known as the industry gold standard, ULI Arizona is at the forefront of real estate trends in Arizona. ULI Arizona is a trusted neutral convener, educator, and advisor positioned for high impact. 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 Arizona TAPs

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.

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 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.

Eloy TAP Process

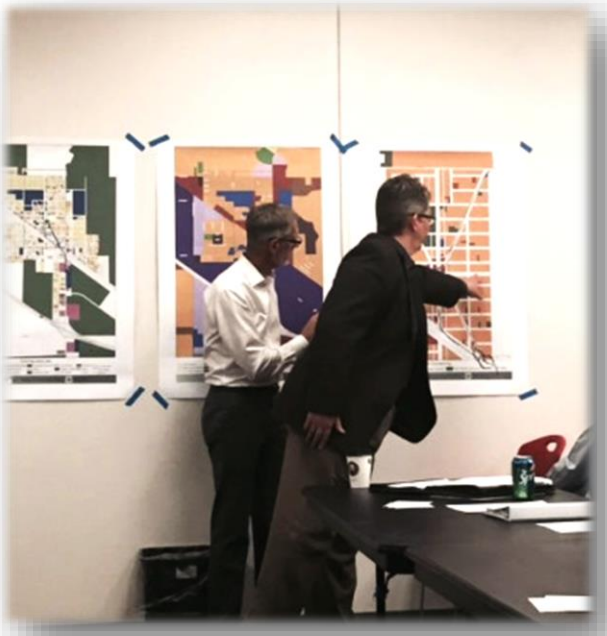
ULI Arizona and the City of Eloy undertook the AzTAP process to discuss the long-term future of the City's Downtown Area.

1. The City submitted an application in August 2014 to the ULI Arizona District Council requesting a Technical Assistance Panel be conducted, focusing on revitalizing the City's Downtown core.

2. The ULI AzTAP Committee evaluated the City's goals for the TAP and gathered additional insight from the City regarding the scope of development issues to be addressed.

3. Members of the ULI AzTAP Committee and ULI Arizona staff met with City Officials in Eloy to review the TAP process and refine questions pertaining to revitalizing the City's Main Street and Downtown Area.

4. The ULI AzTAP Committee selected Panel members with expertise specific to the City's key questions. The City prepared and delivered Briefing Book materials summarizing the City's history, demographics, economics, and other pertinent community data to the Panel members. An additional in-person meeting was held with the Panel one week prior to the TAP to thoroughly review background information.



5. The Eloy AzTAP took place on April 30, 2015 at the Eloy Santa Cruz Library. This day-long event began with a study area tour narrated by the Eloy City Manager and Community Development Director. The TAP meeting was attended by City Council Members, City staff, and interested stakeholders. For specific details refer to the AzTAP Agenda in the Appendix.

6. A draft report was prepared, capturing the Panel's recommendations and conclusions and transmitted to the Panel and the City for review. The final report was presented to the City Council (with members of the City's Planning and Zoning Commission invited) for consideration and potential implementation.

Executive Summary

Overview

The City of Eloy is one of six incorporated cities (i.e. Eloy, Maricopa, Coolidge, Casa Grande, Florence, Apache Junction) located in Pinal County. The TAP study area encompasses the historic Downtown, bounded by Battaglia Drive on the north, Alsdorf Road on the south, ½ mile to the east of Sunshine Boulevard on the east and Eleven Mile Corner Road on the west. The Downtown Area is approximately 320 acres or one-half of a square mile (see Figure 1 Eloy AzTAP Study Area, pg. 12).

The City's Downtown was once a vibrant area within the community. Fifty years ago, the community had a population of nearly 5,000 and Main Street and the Downtown Area were lively zones of activity and commerce for the City and region. Since that time, Eloy has experienced years of marginal population increases resulting in the erosion of retail and businesses along Main Street. The City is working hard to restore, improve and enhance the area, demolish dilapidated structures, clean up private properties, and repave and resurface many Downtown streets. Major assets that encompass the area include the Union-Pacific Railroad, Eloy Municipal Airport, Central (Main Street) Park, Interstate I-10 and I-8, and a substantial stock of historic buildings and residential housing.

The ULI Arizona Eloy Technical Assistance Panel (Eloy AzTAP) was convened to examine the opportunities and challenges associated with Eloy's Downtown Area with regard to market potential, branding, design, infrastructure, and finance. The goal was to position the City to develop a Downtown Area strategic plan which documents the best use of the land uses the near and mid-term market will support, and provides recommendations for implementation.

Process

In Fall of 2014, ULI Arizona and City Officials met to discuss the AzTAP process and desired goals. Dialogue continued in the Spring of 2015 and culminated with the AzTAP that took place on April 30, 2015 focusing on five key questions. The Panel discussion set forth a series of strategies for the City to consider, including the top five to move the City's Downtown Area revitalization efforts forward.

AzTAP Panel Questions

Market Potential: What is the market potential for Downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?

Planning and Design: What character improvements need to occur to attract or influence the market potential?

Investment Strategies: Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?

Finance Strategies: How do we finance – public private partnerships and other sources? What entities could or should assist?

Incentive Strategies: How do we use community resources effectively to help create desired outcomes?

Strategies for Consideration

Question 1. Market Potential:

- ✓ **Develop an anchor** that will be a central activity center to lure people Downtown, become a source of resident pride, create demand and spur additional commercial activity.
- ✓ **Map and connect existing community assets** to create a network of regional and local businesses, schools, and service institutions that can assist with economic and community development efforts.
- ✓ **Survey area employers** to gather information regarding: 1) how to bring more people and businesses into the Downtown Area; 2) the amenities desired by employees; 3) the specific employer workforce training needs; and 4) possible business expansion or Downtown location opportunities.
- ✓ **Convert vacant space to incubator workspaces** and create opportunities for start-up and small businesses. Offering incubator, accelerator and co-working spaces to small businesses in Eloy's Downtown Area will transform the underutilized and vacant commercial spaces and build capacity for businesses to grow and expand.

Question 2. Planning and Design:

- ✓ **Cultivate a brand** that tells the unique story of Eloy's deep family roots, diversity, cultural pride, agricultural history, and skydiving appeal. Own the community's important historical elements and curate an experience through physical design elements and infrastructure, and social and educational programming.
- ✓ **Activate Main Street and its connections** to foster revitalization and to move people to the Downtown expeditiously from Interstate 10.
- ✓ **Develop design guidelines** to build Eloy's distinct character and brand. Incorporate consistent characteristics and attributes in guidelines that will foster cohesion and will provoke discovery experiences from residents and visitors (i.e. "the ability to go from little shop to little shop").

Question 3. Investment Strategies:

- ✓ **Critically evaluate alternative "Main Streets"** under consideration in the Downtown Area and identify where key design elements and development concentrations are strategically located. Focus public and private energy and investments on the preferred corridor.

- ✓ **Acquire and assemble land** in the Downtown Area. It is prudent for the City to control as much property as possible both north and south of Frontier Street for strategic opportunities.
- ✓ **Devote public and private monies and other resources judiciously** since they are limited. Be careful not to create competition between the Downtown Area and other activity centers.
- ✓ **Build financial partnerships**, such as, but not limited to, Great Western Bank and Pinal County Federal Credit Union. Look for opportunities where mutual objectives can be realized through their financial participation in implementation efforts. .

Question 4. Finance Strategies:

- ✓ **Enhance grant writing capacity** to know which agencies and organizations have money, the timing of submission/grant awards, and how to submit (and resubmit) compelling grant applications for Downtown Area development.
- ✓ **Develop a capital inventory of available financial resources,** including debt and equity resources to support community development and related infrastructure activities.
- ✓ **Create a Downtown Advisory Committee** to review specific recommendations and actions to improve the Downtown Area, monitor grant efforts, and navigate the many issues which need to be addressed by the public, private, and nonprofit sectors.

Question 5. Incentive Strategies:

- ✓ **Consider forming a Special District** to assist Downtown Area redevelopment and public infrastructure improvements though statutorily authorized finance mechanisms (e.g. Improvement, Revitalization, Community Facilities, etc.) that are intended to enhance public services and neighborhood amenities in designated areas.
- ✓ **Explore Public-Private-Partnership (P3) opportunities** to help the City advance Downtown Area priorities through private projects that leverage public investment dollars.

Going Forward: Top 5 Priorities

Create A Downtown Advisory Committee comprised of major public, private, nonprofit stakeholders whose mission is to drive actions and Downtown planning efforts.

Survey Local Businesses and Employers to find out what services they are lacking or would like to have so that they remain and expand their companies in the City, especially in the Downtown Area.

Establish a Recognizable Identity, Community Brand, and Market to bring people to live, work, and play in Eloy. Make sure infrastructure design concepts and projects support the image.

Prioritize the Alternative "Main Streets", pick one, and invest in pursuits that bring people to Main Street. Use the Main Street Area as a stage for every major activity and celebration that takes place in Eloy.

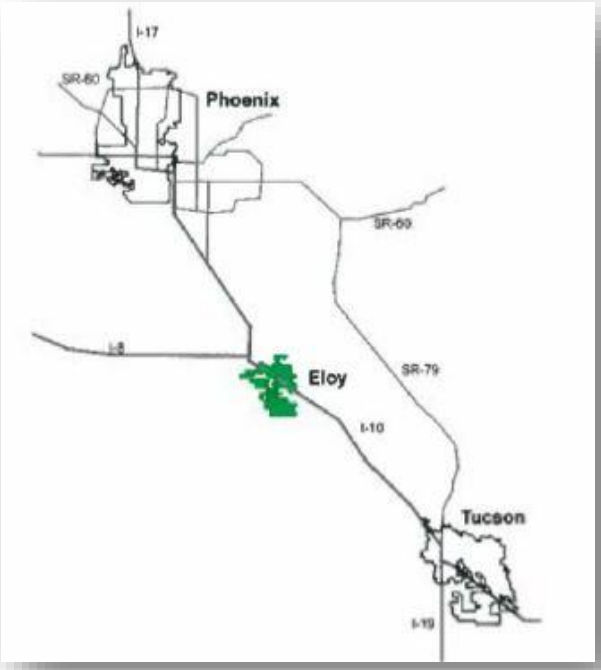
Develop the Overall Plan that promotes Eloy's brand/identity, has specific goals, and coalesces stakeholders. Strike while the iron is hot and find the smallest tangible successful outcome(s) to stimulate momentum. Celebrate each successful outcome and market it through various mediums.

Overview of Eloy

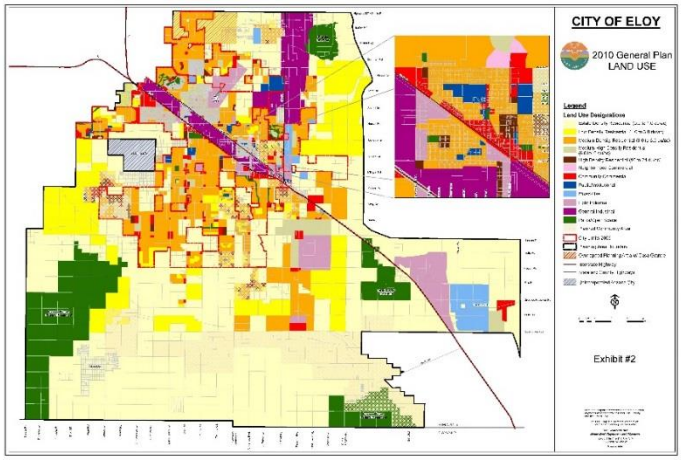
The following is a synopsis of the City's demographic, economic, infrastructure, and development conditions.

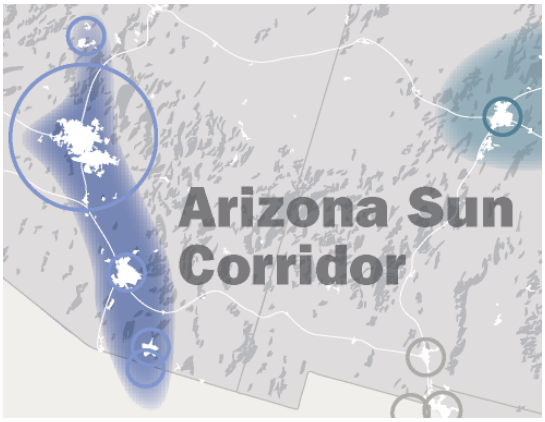
Context

Location The City of Eloy is located in the emerging Arizona Sun Corridor, nearly equidistant from Phoenix (56 miles south) and Tucson (54 miles north), in west central Pinal County. The City is a transportation hub strategically located at the crossroads of Interstates 8 and 10. The Sun Corridor is the vortex for manufacturing and major distribution firms. Another key transportation corridor is the Union Pacific Sunset Line (Long Beach to El Paso). Located approximately 40 miles to the north of Eloy, Phoenix Gateway International Airport (in Mesa) provides commercial aviation services to the East Valley and Central Pinal County.



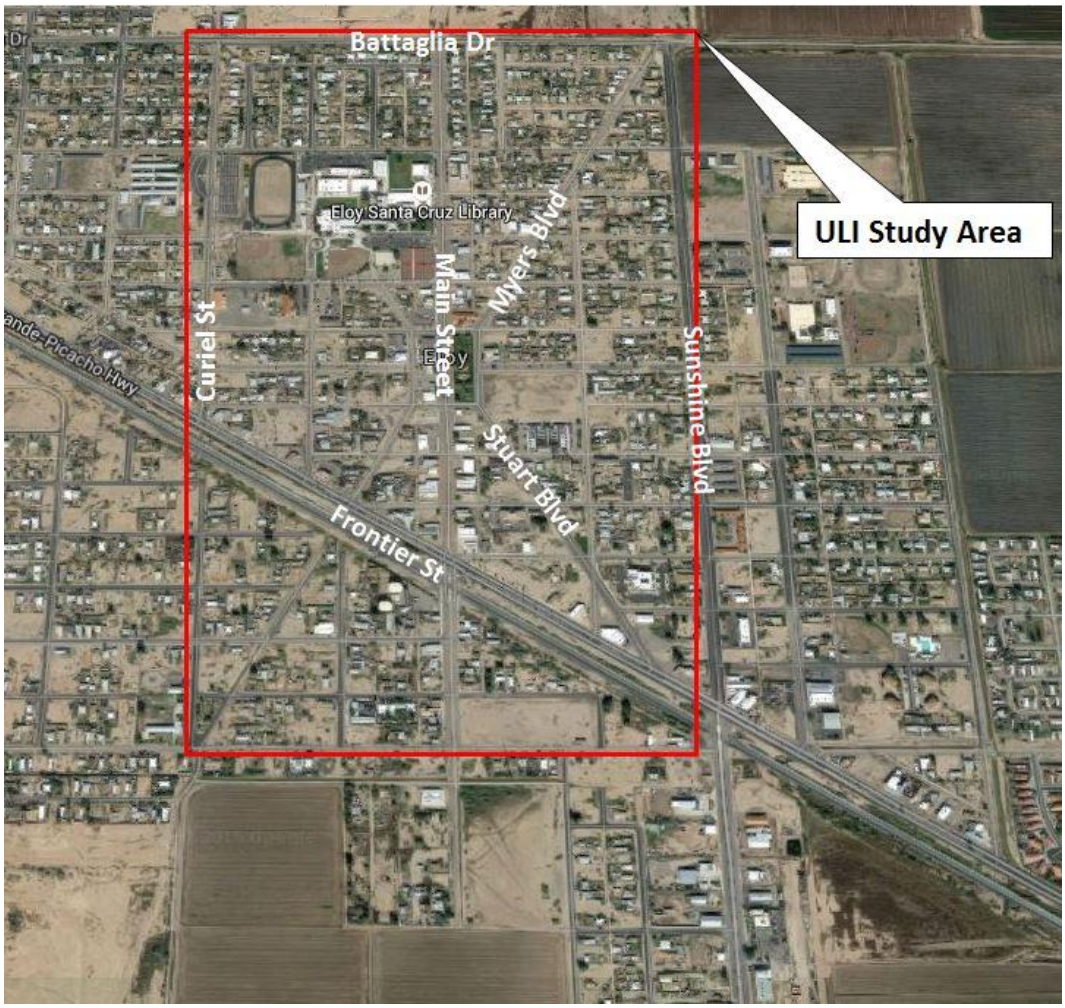
The City's planning area consists of an irregularly shaped polygon bounded by SR 287 on the north, Pinal/Pima County boundary on the south, Marylynne Lane on the east and Burris Road on the west. The total planning area is approximately 500 square miles. The planning area contains both incorporated and county lands within its boundaries. The City's incorporated area includes approximately 113 square miles.





Downtown Area The Study Area encompasses the historic Downtown Area of Eloy, bounded by Battaglia Drive on the north, Alsdorf Road on the south, Sunshine Boulevard on the east and Curiel Street on the west. The Downtown Study Area is approximately 320 acres or one-half of a square mile. The existing land uses consist of a mix of low density and medium density residential, specialty commercial, office, public/semi-public and open spaces. The majority of the land is owned by private interests. However, semi-public ownership consists of schools, churches and nonprofit agencies; city and county owned parcels.

Figure 1, Eloy AzTAP Study Area Map



History The area surrounding the City began to carry the name of Eloy when a railroad switchyard was constructed by the Southern Pacific Railroad to connect Tucson to Casa Grande in 1902. In 1918, several developers laid out the foundations for a community they called Cotton City, and for agricultural tracts to raise cotton. The City of Eloy, incorporated in 1949, historically is an agricultural community and is part of the Santa Cruz River Basin, which is one of Arizona's most fertile soil and agricultural areas with more than 100,000 irrigable acres.

There are three developed areas which make up the current City of Eloy. The first is the original town site, which has functioned historically as the Downtown Area. The second area is Toltec, which was annexed in 1965 and increased the City's incorporated area to 11 square miles. The third is Robson Ranch, an age restricted community which was annexed in 2006. As agriculture began to contract and neighboring towns expanded and diversified their economies, Eloy's downtown area began to decline. Today, few businesses on Main Street remain and many of the storefronts are vacant or filled with service uses and County or City governmental agencies.

Development Conditions

Existing Study Area Land Use The existing land uses consist of a mix of low density and medium density residential, specialty commercial, office, public/semi-public and open space. The majority of the area is developed, but pockets of vacant and underutilized lands exist throughout the area. The Main Street frontage (south of 6th Street) is approximately 80 percent vacant (including both vacant lots and vacant buildings).

Study Area Land Ownership The existing pattern of land ownership includes private lands, which comprise the majority of the ownership; semi-public owners, consisting of schools, churches and nonprofit agencies; city owned parcels and public owned (Pinal County) parcels.

Commercial Development The only new retail or office construction that took place in 2014 was for a Family Dollar Store (located on Frontier Street, approximately four miles from the Downtown Study Area). The existing inventory of commercial uses is scattered throughout the corridor and there are many buildings available for retail and office use.

Historically, Main Street was a vibrant retail and services corridor for the City, in conjunction with Frontier Street. Now, the corridor is underutilized with many existing buildings currently vacant due to a lack of market strength. Many of the lots fronting on Main Street are also vacant. The following retail, office and other establishments are located on Main Street:

Retail
Nicos Mexican Restaurant
Fashion J
Circle K
Eloy Family Laundry
Isabel's Flowers and Gifts
Pablo's Main Cuts
Eloy Home and Auto
Watermill Express

Office
Paglia Law Firm
Pinal Hispanic Council
Century Link
Great Western Bank
Eloy Enterprise

Other
US Post Office
Masons Building
Chapel of Hope
Eloy Veterans Center
Eloy Church of Christ
Pinal County Justice Court
Santa Cruz High School
Eloy/Santa Cruz Library
Eloy City Hall
Main Street Park

Eloy General Plan Adopted in 2011, the general plan contains 11 elements: Land Use, Circulation, Growth, Parks, Open Space and Trails, Housing, Environmental Planning, Water Resources, Public Facilities, Downtown Development and Neighborhood Preservation, Economic Development, and Cost of Development. The vision of the general plan consists of the following:

By implementing the Eloy General Plan, the City hopes to create a forward thinking, culturally diverse, and sustainable community that creates and preserves parks, open space, trails and open vistas while providing a variety of employment opportunities, entertainment and recreational activities, shopping and other commercial or retail services and a variety of residential opportunities.

Demographics

Population The City of Eloy is estimated to contain nearly 16,600 residents. A portion of its population (approximately 7,000) is incarcerated within a complex administered by Corrections Corporation of America (CCA). Historically, the City's population has only grown half as much as Pinal County, but slightly more than the State. The effect of the Great Recession has slightly eroded the population from its 2010 level.

Population Growth, 1980-2014						
Jurisdiction	**1980**	**1990**	**2000**	**2010**	**2014**	**Percent Change**
Eloy	6,240	7,211	10,375	16,631	16,531	165%
Pinal County	90,918	116,379	179,727	375,770	396,237	335%
Arizona	2,716,546	3,665,228	5,130,632	6,392,017	6,731,4784	148%

Source: US Census, 1980, 1990, 2000, 2010; 2014; CAAG, 2014

Population Forecast-The forecast for future population may be somewhat aggressive for the City for the year 2020, but with the strengthening of the economy and location, land and water attributes, the City may catch up to its forecast by 2025 or 2030. The State Demographers' medium series forecast has the City growing twice as fast as Pinal County and four times as much as the State.

Population Projections, 2020-2030				
Jurisdiction	**2020**	**2025**	**2030**	**Percent Change**
Eloy	27,798	37,472	48,742	75%
Pinal County	493,200	580,200	681,600	38%
Arizona	7,485,000	8,168,200	8,852,800	18%

Sources: Central Arizona Association of Governments and Arizona State Demographer (Medium Series), 2015

Age In terms of age, the City's juvenile residents are older than the County and State, exhibit a higher number of residents that could participate in the labor force, and contain a lower segment of those residents potentially retired.

Age, 2009-2013			
Age Range	**Eloy**	**Pinal County**	**Arizona**
Persons under 5 years	5.4%	6.4%	7.1%
Persons under 18 years	17.9%	25.0%	25.5%
Persons between 18-65 years	70.2%	51.6%	53.6%
Persons over 65 years	6.5%	17.0%	13.8%

Source: US Census/Quickfacts, 2015

Ethnicity The City is culturally diverse, with higher proportions of Asian, Black, Hispanic and Pacific Islander than either the County or the State.

Household Size The City exhibits the highest level of persons per household in the region, as well as the County and State. This may be attributed to larger families as well as multi-generational relatives living together. This condition may indicate the existing demand for more multi-bedroom units for both rental and owner occupied housing.

Income Eloy exhibits lower median household and per capita incomes than both Pinal County and the State of Arizona. On average, Eloy residents receive lower wages and their incomes along with the City's economy rely on agricultural and other "blue-collar" employment. Few new units have been added over the last few years to the housing supply to meet the needs of the City's low/moderate-income households. Approximately 38 percent of the City's residents (6,200) were identified as below the poverty level by the 2010 US Census.

Educational Attainment The City's residents significantly lag the educational attainment of both the State and the County. This condition may provide the basis to continue efforts to enhance associate's degree attainment as well as technical and vocational training to respond to employment demands in these types of sectors. In addition, it may also provide the impetus to enhance the retention of students in high school and the foundations to continue their educational pursuits at four year institutions.

Housing The most recent housing construction in Eloy has focused on Robson Ranch; an age restricted community located approximately four miles northwest of the Downtown Study Area. In 2014, approximately 90 new home permits were approved for new housing construction in this age restricted community. Homes in this community range from $250,000 to $400,000-significantly higher than any other neighborhood in the City.

The Downtown Study Area consists of a full range of housing types and conditions. While some housing is well maintained, other properties require substantial rehabilitation or redevelopment. The City has demolished eight homes in the Downtown over the past two years. This decline is largely related to the lack of new housing, inadequate maintenance of existing housing, and the decrease in agricultural jobs and other resource industry jobs-the demand that fostered the construction of housing in this area in the 1940's and 1950's-which turned bust in the 1970's.

Economics

The majority of City revenue accrues from the truck stops (i.e. Love's, TA, Flying J, Pilot, Petrol, Circle K) along Interstate 10 and the privately operated prison -Corrections Corporation of America (CCA). There are several other revenue sources that augment local revenue sources such as state and federal transfers. In fiscal year 2014-2015, the City of Eloy's total budget was approximately $78 million.

Major Employers The City contains the following major employers as shown below:

Large Eloy Employers	Employees
Corrections Corporation of America	1,600
Schuff Steel	150
City of Eloy	126
Education (Eloy Elementary School District#11 and Santa Cruz Valley Union High School District # 840)	75
Otto Environmental Systems, Inc.	70

Source: Access Arizona and City of Eloy, 2015

Strategies and Actions for Consideration

A series of five questions were posed to the ULI AzTAP Panel to facilitate structured dialogue and ideas to address development challenges in the City's Downtown. Through the discussion, the Panelists identified strategies for the City to consider in its efforts to revitalize the Downtown and return the Central Business District to the bustling activity center of prior years.

Question 1. Market Potential: What is the market potential for Downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?

Develop an anchor that will be a central activity center to lure people Downtown, become a source of resident pride, create demand and spur additional commercial activity.

Panel Discussion:
The Panel discussed how to create market potential and the necessary demand in the Downtown Area. Currently consumer demand in Eloy concentrates on nonprofit social support systems. However, the City would like to activate robust commercial market demand. To do this, it is necessary to focus on the creation of Downtown destinations. "For profit" is currently doing well along Interstate 10, but the Downtown Area lacks vibrancy because of significant stretches of vacant buildings and lots, and a weakening housing stock. Eloy has attractive land pricing, so this is a good opportunity since population growth is expected to dramatically increase in the Sun Corridor over the next 20 years. As the City considers ways to locate retail uses and repurpose housing in the Downtown Area, developing an anchor is a huge piece of the puzzle. A downtown anchor might include specialty restaurants, small shops, or entertainment. The right anchor will be the catalyst to induce additional activity and define the community brand. People crave liveliness in a downtown activity center with dining and housing options. Market trends have revealed that both younger and older demographic groups desire the quality of life and livability of smaller, walkable communities.

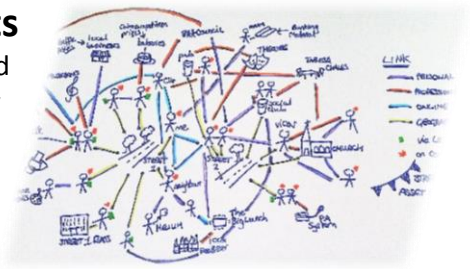
Strategies/Implementation Actions:

- Develop a "flagship" restaurant/retail center with the necessary dining options to demonstrate confidence in other business operations opening Downtown.

- Offer truckers healthier dining options through van shuttles between truck stops to Downtown. Initiatives are underway in the trucking industry to focus on healthier choices, such as creating systems for physical activity and having access to nutritious food along trips.
- Attract professionals who have community roots, especially Millennials, back as residents in essential service occupations, i.e. finance, insurance, real estate, tax, legal, etc.

Map and connect existing community assets

to create a network of regional and local businesses, schools, and service institutions that can assist with economic and community development efforts.



Panel Discussion:

The Panel discussed how the relationships among community assets lead to innovative ideas, resources, and build capacities for stronger economic health, workforce training, and education. Mapping what assets currently exist is a good first step towards organizing the people in the region to take active roles in building a more vibrant Eloy. When the region's existing support organizations are identified, they will reveal interconnections and lead to different opportunities to combine and leverage resources, spurring collective action to address important community development issues. A strong, active Eloy will be built on the foundation of assets already in place. Schools, hospitals, churches, libraries, social and service clubs, and health care centers are assets that improve Eloy's livability and quality of community life.

Strategies/Implementation Actions:

- Collaborate with Sun Life Health Center. They focus on community redevelopment and bring in grants and funding resources. They likely have a particular interest in Downtown revitalization due to their close proximity to the area.
- Develop a connection with the high school and local businesses that could lead to job training opportunities, entry positions, and nutrition services with local produce growers.
- Identify and connect the various regional institutions who can provide supportive services to grow the skilled workforce pool. There are a number of Vietnam Veterans living in Eloy. The Housing Authority is currently working with families, senior/disabled individuals, and Veterans. The City should collaborate with the Housing Authority on a Strategic Housing Reinvestment Plan to target limited resources and address opportunities for affordable workforce housing.
- Leverage the City's willing and active volunteers (e.g. Eloy Rotary Club and Robson Ranch) who focus on a soup kitchens, safety events, etc. Community-based neighborhood organizations are a ready source of active partners to address community issues.

Survey area employers to gather information regarding: 1) how to bring more people and businesses into the Downtown Area; 2) the amenities desired by employees; 3) the specific employer workforce training needs; and 4) possible business expansion or Downtown location opportunities.

Panel Discussion:
The Panel discussed Eloy's focus on economic development in the Downtown Area and how it is important to understand the support for existing businesses and local entrepreneurs. Businesses that are already located in the region are important assets and may expand and have a presence on Main Street someday. The goal is to listen to what is important to their business and employees, and to outline what investments are essential to them in the Downtown. This will also increase awareness on how to support their business retention and potential expansion needs.

Strategies/Implementation Actions:

- Meet with local businesses (e.g. Sun Life Health Center, Veteran's Center, Eloy Airport companies, Skydive Arizona, Lucky Nickel Farming) and discuss opportunities and potential partnerships. Work with Access Arizona on business survey efforts.
- Identify primary businesses who are attracting customers and visitors to Eloy and examine prospects of expanding outpost operations to locate in the Downtown (e.g. Skydive Arizona parachute display).
- Develop a strong connection with local businesses to share and foster ideas that can help them grow and build the labor force, e.g. training mechanics to service the local truck stops, local electricians, etc.

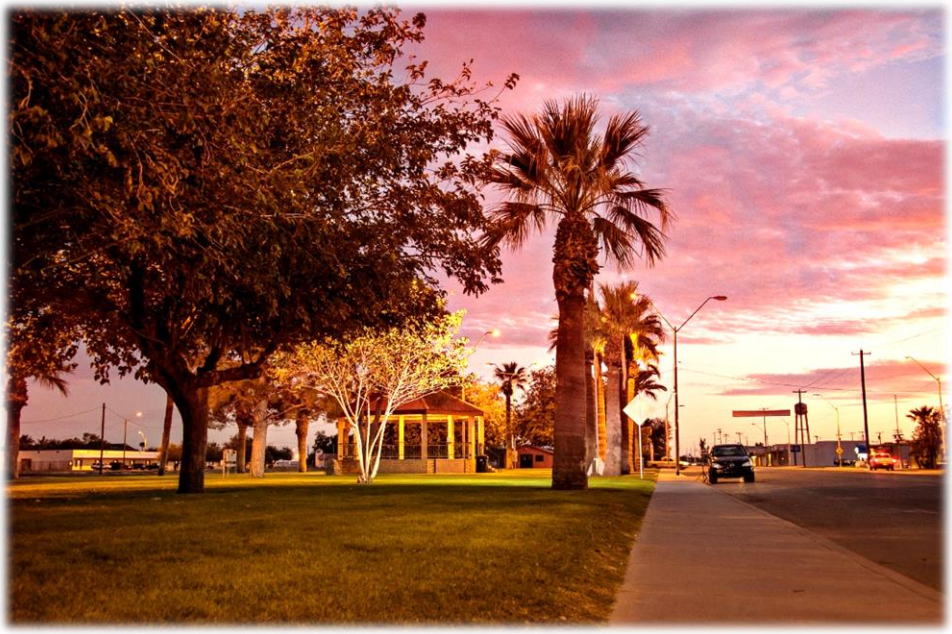
Convert vacant space to incubator workspaces and create opportunities for start-up and small businesses. Offering incubator, accelerator and co-working spaces to small businesses in Eloy's Downtown will transform the underutilized and vacant commercial spaces and build capacity for businesses to grow and expand.

Panel Discussion:
The Panel discussed how the pockets of vacant buildings in the Downtown Area are currently a drag on development and people going downtown. Transforming the dead space will build confidence in Downtown Eloy and signal to the brokerage and development community that the City is truly "open for business" (e.g. DeSoto Market in Phoenix). The City owns several lots and buildings Downtown that could be immediate opportunities to convert blighted space into active commercial. Temporary uses generate activity and interest for sites that are not ripe for redevelopment and may provide short-term space for entrepreneurial start-up businesses. Nationwide, communities are increasingly preventing vacant lands

from lying fallow through temporary uses, such as community gardens and green spaces, event and festival sites, and food truck stations.

Strategies/Implementation Actions:

- Entice businesses Downtown through various incentives.
- Consider the vacant buildings as opportunities for businesses to get started or turn them into workforce training centers.
- Temporarily convert the vacant Downtown buildings into local agriculture outlets. The community garden in Eloy grows produce for the food bank but is not near Downtown, so this could be an opportunity to expand the garden's presence and operations.
- Create a Downtown Mercado that links Eloy's Hispanic heritage to food. When empty storefronts are divided among a variety of tenants, the different occupants share the risk. This activity can also serve as an incubator to build tenant capacity for eventually establishing individual full service operations. People want to experience authentic places. There often is a synergy among the different tenants (e.g. East coast fish markets), and together they create a unique experience.



Question 2. Planning and Design: What character improvements need to occur to attract or influence the market potential?

Cultivate a brand that tells the unique story of Eloy's deep family roots, diversity, cultural pride, agricultural history, and skydiving appeal. Own the community's important historical elements and curate an experience through physical design elements and infrastructure, and social and educational programming.

Panel Discussion:
The Panel discussed how many of the successful communities in the country have a trademark feel to them (e.g. San Antonio, Santa Fe, Savannah, etc.). Through local development policies, communities build identity. For example, the Town of Gilbert has consistent implementation of brand and identity in the downtown Heritage District that celebrates the Town's small town, agricultural legacy. Having a vision that pronounces that City's unique character and promoting the brand in local amenities and infrastructure helps attract potential visitors and residents. Community development practitioners strive to create unique, authentic destinations in downtowns. Branding the Main Street district should be about telling the "one of a kind" Eloy story in the people, buildings, history, character, shops, restaurants and infrastructure.

Strategies/Implementation Actions:

- Develop a marketing plan that outlines how to tell the Eloy story, where it is told Downtown and throughout the City, how to celebrate it through community functions, and how it is reflected in Downtown design elements (e.g. Coronado Island Spanish origins).
- Ensure the brand essence melds the existing character, traditions, and celebrated historic buildings.

- Make the brand profound with many layers and opportunities to attract different market segments, e.g. festivals, tours ("seed to seed" farming), monuments, museums, recreation, education, etc.
- Create artistic gateways with historical and cultural orientations that welcomes visitors and residents to the Downtown Area at key entries.
- Maximize the Eloy Visitor Center as a principal resource for bringing more people to the Downtown Area.

Activate Main Street and its connections to foster revitalization and to move people to the Downtown expeditiously from Interstate 10.

Panel Discussion:

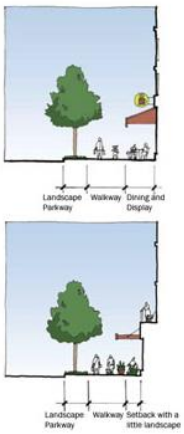
The Panel discussed how streetscape enhancements, signage, and street interconnectivity will orient visitors, residents, and employers, enhancing the pedestrian experience. People typically will walk within a defined 0.25 mile Main Street segment where a critical mass of commercial retail and restaurants demonstrate "we are open for business". The City's ongoing investment in water and streetscape improvements supported by Water Infrastructure Finance Authority (WIFA) and Highway User Revenue Fund (HURF) capital already demonstrates a strong government commitment for the Downtown.

Strategies/Implementation Actions:

- Narrow the width of Main Street by adding on-street parking and add pedestrian scale and landscape amenities to improve the function and image of the public right-of-way for all users.

> *"A bad road can be forgiven if the place is pulsating and alive with activity. A great road might be nothing if the place is silent."*
> - Trevor Barger, Espiritu Loci, TAP Panelist

- Add identifiable elements, wayfinding, and directional signage to guide people Downtown. Recognized gateways will provide notice of transition and contribute to the sense of arrival.
- Implement the improvements necessary incrementally to make Eloy vibrant to attract business and retail. Don't do too much too fast, be strategic with limited resources.
- Manage parking (e.g. on-street, vertical, shared, etc.) to maintain easy access to businesses, especially in the early stages.
- Support design improvements such as wider sidewalks, and visible, safe pedestrian crossings and access points that lead pedestrians to businesses, retail space, and key civic and gathering spaces like Central Main Street Park.



Develop design guidelines to build Eloy's distinct character and brand (e.g. Town of Gilbert's Heritage Area). Incorporate consistent characteristics and attributes in guidelines that will foster architecturally cohesive development and will provoke discovery experiences from residents and visitors (i.e. "the ability to go from little shop to little shop").

Panel Discussion:
The Panel discussed how successful downtowns have virtues that attract residents, shoppers and visitors who find it different from and more desirable than other places. The virtues may disappear if new development does not carefully relate to the existing design context. Design guidelines influence the general character of projects to preserve important qualities and to promote a cohesive community brand.

Strategies/Implementation Actions:

- Create design guidelines with strategic community input to ensure consistency with community goals.
- Develop character elements (e.g. vegetation, artworks, murals, signage, lighting, colors, texture, materials integration, shading, etc.) that will celebrate the history, culture, and traditions of Eloy, while also heightening the overall appeal and functionality of the Downtown.

Question 3. Investment Strategies: Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?

Critically evaluate alternative "Main Streets" under consideration in the Downtown Area and identify where key design elements and development concentrations are strategically located. Focus public and private energy and investments on the preferred corridor.

Panel Discussion:
The Panel discussed, including sketching out different scenarios on maps, potentially moving the focus of Main Street to a different location configuration along either Main, Stuart or Frontier Streets. Visitors accessing Downtown from I-10 should be able to orient to Main Street easily and know this corridor transports them Downtown. There are several areas of focus currently in the Downtown Area that should be thoughtfully considered to determine where strategic investment efforts make the most sense.

Strategies/Implementation Actions:

- Potentially move "Main Street". Stuart Street could be emphasized due to the locations of the Chamber of Commerce, behavioral health, medical, possible new civic center, etc. Another option is to block off Stuart and direct and push left on Frontier and funnel to Main Street.

- Direct people to Downtown by restricting short cut streets and adding "wayfinding" to channel people to wherever "Main Street" locates. Develop the gateway to Downtown with pronounced amenities and then opening up to the dominant street to guide people where to go.
- Understand how people make decisions to get to Downtown Eloy. The different electronic map support applications (e.g. MapQuest, Yahoo, Google) currently direct traffic via different routes. Focus investment on a route of preference, so visitors can experience the transition to the walkable Downtown Area of activity.
- Redirect and emphasize the through-traffic movement from Sunshine Boulevard to Main Street because no regional traffic has to travel through Downtown currently.
- Recognize that a tipping point of roadway congestion and scarce parking can be a positive performance measure.
- Main Street is too wide currently. Shrink and narrow from its edges so that retail and commercial uses feel closer together and people feel comfortable crossing the Street. Employ traffic calming through the use of landscaped curb bump outs along with on-street parking on both sides.
- As the City explores building a new civic center, make sure the new location will enhance activity and pedestrian traffic on Main Street.

Acquire and assemble land in the Downtown Area. It is prudent for the City to control as much property as possible both north and south of Frontier Street for strategic opportunities.

Panel Discussion:

The Panel discussed how it is beneficial for a municipality to manage its own property holdings to encourage private or possibly public-private development. It can be easier to advance community goals and market a brand when the City owns and assembles downtown parcels to attract private investment. "Control your own destiny". Gilbert owns a lot of land in its Heritage District, which simplifies the Town's ability to adhere to its brand and strong sense of place. Maintaining municipal control over the vacant and underutilized buildings in the Downtown Area will also make it easier to advance short-term temporary use of space to activate private revitalization/redevelopment.

Strategies/Implementation Actions:

- Establish a database of City-owned Downtown property to respond to requests for information from prospective Downtown businesses.
- Inventory available public property within the Downtown Area and identify parcels with the highest yield potential.
- Develop a strategic plan for land acquisition with identified goals for assemblage of land and redevelopment in prime areas.

- Acquire right of way access where necessary to redirect traffic through Downtown.
- Approach financial institutions about their portfolio of Downtown parcels to determine their willingness to donate and take the write-off.

Devote public and private monies and other resources judiciously since they are limited. Be careful not to create competition between Downtown and other activity centers.

Panel Discussion:

The Panel discussed the importance of outlining a framework of actions that are designed to produce positive financial results while balancing limited City resources. Being strategic with incentives to targeted uses, street, water, and sewer upgrades to enhance capacity and adequacy, and marketing and branding efforts to build external awareness will continue to positively leverage efforts and resources.

Strategies/Implementation Actions:

- Invest in signage, way finding, brand/image, land banking, public utilities and infrastructure improvements where/when possible, and financially feasible.
- Central Main Street Park is well maintained and should be referenced as a best practice to prudently manage public resource expenditures.

Build financial partnerships with banks, such as, but not limited to, Great Western Bank and Pinal County Federal Credit Union. Look for opportunities where mutual objectives can be realized through their financial participation in implementation efforts.

Panel Discussion:

The panel discussed the federal Community Reinvestment Act (CRA) and how banks also have community development missions to assist populations and businesses who are located in their region. The percieved inability of some banks to serve certain geographies may result from inaccurate or incomplete demographic or economic information. It is important to maintain open communcations to increase the awareness of the City's economic and community development needs as well as the demand for loans and equity investments in local projects.

Strategies/Implementation Actions:

- Reach out to regional financial institutions regarding their respective CRA requirements and how they are fulfilling its objectives of providing capital and financial services to Eloy residents and businesses.
- Assess the financial institutions' investment willingness. This is a good opportunity to have focused conversations regarding the balance of investment/loan portfolios with local banking deposit levels.
- Talk with Access Arizona and the City's small-business owners about finance and equity needs. Financial institutions usually have a local Community Investment Officer who can assist with CRA opportunities.

Question 4. Finance Strategies: How do we finance – public private partnerships and other sources? What entities could or should assist?

Enhance grant writing capacity to know which agencies and organizations have money, the timing of submission/grant awards, and how to submit (and resubmit) compelling grant applications for Downtown Area development. Eloy has the existing characteristics to demonstrate need, which opens the ability to submit for more grants and resources, thus leveraging local funds.

Panel Discussion:
The Panel discussed how grants provide much-needed funding and enhance the community's capacity for change. However, grant writing is a very technical process and submittal and review can be viewed as subjective. Understanding where to look for money, how to clarify project goals and objectives, especially the roles and responsibilities, and clearly describing the problem/needs statements are imperative for successful grant applications. Eloy meets the eligibility standards in many grants and should actively pursue them.

Strategies/Implementation Actions:

- Example grant sources include:
  - United States Department of Agriculture (USDA), e.g. Florence downtown efforts
  - Economic Development Administration (EDA)
  - Community Development Block Grants (CDBG)
  - Arizona Commerce Authority (ACA) $2 million rural infrastructure grants to promote base industry development (not retail)
  - Housing and Urban Development Department (HUD) Home funds
  - Department of Labor (DOL) training money
  - Arizona Office of Tourism
  - Arizona Lottery small community grant program
  - Health Resources and Services Administration (HRSA)
  - Utilities
  - Foundations

- Think outside of the box. The more linkages made, the better chances of the City obtaining money. Start small, realize success and move to the next step. Going after too much too soon can cause failure.
- Look for an established nonprofit to receive grants and partner with various groups, such as with Sun Life Healthcare Center.
- Get to know Sun Life Healthcare Center and how they operate. They obtain federal funds for ancillary services. This relationship can be important because a range of community development activities can be eligible for funding through a health organization. Healthcare centers also usually have grant writers on staff or on contract.
- Review Pinal County Health Assessment data to understand important health indicators for the City. "Building healthy places" is a popular cross-disciplinary theme to link human health with the built environment. There are numerous national, regional, and local organizations / foundations available as potential sponsors, or as resources for tools and best practice information to advance approaches to healthy buildings, projects, and health-promoting operations. (e.g. Centers for Disease Control, the Federal Reserve Bank of San Francisco, Robert Wood Johnson, Kresge, Urban Land Institute, Smart Growth America, AARP, Arizona Department of Health Services, St. Luke's Health Initiative).
- Keep up-to-date on the various efforts to restore the Arizona Heritage Fund. This could be a good source for the Dust Bowl Theatre to be refurbished.
- Connect with arts organizations to include art in public streetscape improvements (e.g. Casa Grande *Life on Main Master Plan)*.

Develop a capital inventory of available financial resources, including debt and equity resources to support community development and related infrastructure activities.

Panel Discussion:

The Panel discussed how outlining the associated risk and expected returns of each available resource builds stronger investment decision-making and explores different funding options, such as General Obligation (GO) Bonds, Community Facilities Districts (CFDs), revitalization districts, secondary taxes, special assessment bonds, real estate and development crowdfunding resources, municipal development agreements, etc. Eloy is in a good financial position because the City currently has no GO Bond debt.

Strategies/Implementation Actions:

- Evaluate the feasibility of financing one big public improvement through a GO Bond.
- Evaluate whether to set up a Revitalization District. The Arizona Legislature approved the creation of Revitalization Districts outside of Maricopa County in 2011 for planning, designing, repairing, and operating defined public infrastructure or providing enhanced municipal services (see ARS

Title 48). Revitalization Districts must not reduce levels of service, need to have majority of property owner participation, and have a focus on specific goals. For example, the City of Flagstaff recently approved a Business Improvement and Revitalization District for their downtown to fund comprehensive downtown management and planning of infrastructure improvements and services, such as parking.

- Monitor discussion related to bringing back Tax Increment Financing (TIF). TIF is a tool (not currently available in Arizona) that allows a community to "freeze" the existing property tax within a defined area. As the community undertakes future projects within that area, the community captures the increase or increment that allows payment or repayment of public improvements. The boundaries of a Revitalization District, if strategically defined, my also set the boundary for a TIF District, if so desired in the future.
- Take advantage of available business assistance resources. The Arizona Commerce Authority (ACA) has a revolving loan fund program, the Arizona Innovation Accelerator Fund, to stimulate financing of small businesses and manufacturers, but it requires cash flow. Perhaps a local or regional financial institution comes in first and the ACA loan fund is the second position.

Create a Downtown Advisory Committee to review specific recommendations and actions to improve the Downtown Area, monitor grant efforts, and navigate the many issues which need to be addressed by the public, private, and nonprofit sectors.

Panel Discussion:

The Panel discussed the benefits of a Downtown Advisory Committee. A group is needed that could coalesce a variety of public, private, nonprofit disciplines and perspectives. Such a group could help coordinate activities focused on the Downtown business environment and creating additional public amenities that strengthen its sense of place. The Committee would meet regularly to identify and discuss issues, explore plausible opportunities, review and monitor implementation progress, and make recommendations to the Eloy City Council.

Strategies/Implementation Actions:

- Ensure the Advisory Committee includes a diverse membership with all members having a stake in the goals (e.g. Sun Life Family Health Center, Great Western Bank, Chamber of Commerce, Eloy Visitor Center, Access Arizona, Rotary Club, local businesses, prison, farms, etc.).
- Consider setting up a nonprofit entity (i.e. 501(c) (3)) to be the lead organizational resource for the Downtown Area with City Council Members and land owners participating in an advisory capacity.
- Don't be afraid of not-for-profits operating Downtown. The social ventures that interest nonprofits fit well with the community because of lower costs (e.g. La Paloma Restaurant, Heart of Eloy, and the popular Florence Fudge Company).

Question 5. Incentive Strategies:

How do we use community resources effectively to help create desired outcomes?

Consider forming a Special District to assist Downtown Area redevelopment and public infrastructure improvements though statutorily authorized finance mechanisms (e.g. Improvement, Revitalization, Community Facilities, etc.) that are intended to enhance public services and neighborhood amenities in designated areas.

Panel Discussion:
The Panel discussed how cities form and use special improvement districts to finance supplemental public services in downtown commercial areas. There are a variety of districts authorized by state legislation in Arizona and many are funded by assessment fees paid by merchants and property owners within the district.

Strategies/Implementation Actions:

- Consider the Government Property Lease Excise Tax (GPLET) as a redevelopment tool to initiate development. The foundation for GPLET is a provision in Arizona's tax code that exempts land owned by governments from property taxes. GPLET allows a city to take over the rights to a piece of land and lease it back to the developer at a significantly reduced rate that replaces the normal property tax.
- Focus on adaptive reuse projects that transition older buildings for new business uses to promote building efforts that preserve Eloy's history and contribute economic vitality and authenticity.
- Explore a façade improvement program offering discounted or matching funds to qualifying businesses (Panelists noted that matching programs demonstrate "skin in the game"). For example, the City of Glendale has a Commercial Visual Improvement Program that assists in the improvement of commercial or industrial properties by offering a rebate of up to 50% of any qualified improvement costs.
- Offer incentives that create easier paths for property owners to develop and reinvest, such as waiving or reducing permit / development fees, offering density bonuses, providing lease abatement in City-owned buildings to jumpstart business, providing flexible zoning code requirements and development standards when certain conditions are met, and working to resolve business expansion or relocation conflicts with existing regulations (e.g. example of La Paloma desiring patio expansion but fire restrictions prohibiting).

- Consider a parking district so that businesses do not have to worry about accounting for parking ratios because it is provided and managed by the City.

Explore Public-Private-Partnership (P3) opportunities to help the City advance Downtown Area priorities through private projects that leverage public investment dollars.

Panel Discussion:
The Panel discussed why P3's are worthy opportunities. Many cities are considering these partnerships, as they are not only intended to maximize resources, but also to institute operating efficiencies.

Strategies/Implementation Actions:

- Develop a "Farm-to-Market" Program that could include the following scenario:
  1. The City will provide grocery retail space to local farmers wanting to sell local, organic foods in a vacant location Downtown (e.g. Lucky Nickel Farm);
  2. The farmers will provide training and jobs to local Veterans;
  3. The farmers' produce will be provided to workforce nonprofits (e.g. La Paloma Restaurant);
  4. Workforce nonprofits can expand operations Downtown; and
  5. A Sustainable Agriculture Festival can be coordinated with the Farm-to-Market Program partners to attract visitors to Eloy.
- Collaborate with local businesses to assist growth and expansion needs. Develop cross-promotional opportunities where the City's brand can be marketed (e.g. La Paloma Restaurant, Lucky Nickel, Skydive Arizona).
- Consider a P3 for the City-owned Dust Bowl Theatre to reduce its cost. A previous cost was estimated at approximately $4.5 million to accomplish the adaptive reuse of the theatre, the plaza and to integrate a community center.

Going Forward: Top 5 Priorities: What are the top five steps that would have the potential to make the Downtown Area a place that would attract investment?

Create Downtown Advisory Committee comprised of major public, private, nonprofit stakeholders whose mission is to drive actions and Downtown planning efforts (e.g. Access Arizona, Eloy Chamber of Commerce, Visitor Center, Pinal County Hispanic Council, etc.). Establish a central organizer (ideally a paid position) who addresses the goals holistically, oversees tasks, writes grants, coordinates the critical players, and connects with potential partners (DOL, health centers, etc.). Having a point person who views the City holistically will help keep the various efforts in sync and moving forward.

Survey Local Businesses and Employers to find out what services they are lacking or would like to have so that they remain and expand their companies in the City, especially in the Downtown Area.

Establish a Recognizable Identity, Community Brand, and Market to bring people to live, work, and play in Eloy. Make sure infrastructure design concepts and projects support the image. If the image ends up celebrating organic agriculture, then consider reexamining the current theatre, community center and plaza design concepts.

Prioritize the Alternative "Main Streets", pick one, and invest in pursuits that bring people to Main Street. Use the Main Street Area as a stage for every major activity and celebration that takes place in Eloy.

Develop the Overall Plan that promotes Eloy's brand/identity, has specific goals, and coalesces stakeholders. Strike while the iron is hot and find the smallest tangible successful outcome(s) to stimulate momentum. Celebrate each successful outcome and market it through various mediums.

Panelist Biographies

Trevor Barger, President, Espiritu Loci

Trevor founded Espiritu Loci in 1997. He received a Bachelor of Science in Design, focusing on Housing and Urban Development, from Arizona State University in 1995. He earned a Master's of Science in Planning from the University of Arizona in 1997. Trevor has formally studied urban design around the country and around the world, in such places as Mexico, Italy, Denmark, Sweden, Switzerland, Austria, France, Spain, Germany, England and Canada. His studies abroad focused on the cultures and design techniques used in other countries to solve urban issues. He is an accomplished and certified planner, having worked on the projects that stretch to provide wonderful places for modern families to experience life.

Dana Belknap, Shareholder, Gallagher & Kennedy

Dana practices in the areas of land use, real estate development and governmental affairs. She has represented various regional and national developers and landowners in the planning and development of mixed-use, master-planned communities by assisting in a broad range of issues, including master planning and land use entitlements, negotiating annexations and development agreements, and advising on archaeological issues, infrastructure financing and development, analysis of water rights and environmental protections. In 2012, Dana was named among the "Best Lawyers in America," along with nearly two thirds of her fellow G&K shareholders. Dana earned her J.D., with honors, and her B.A, with honors, from University of Texas

Susan Demmitt, Member, Gammage & Burnham

Susan concentrates her practice in the areas of land use, development law and real estate transactions. Prior to attending law school, Susan worked for over a decade as a land use consultant for some of the most respected land use attorneys in Phoenix, allowing her to build close relationships with a wide-ranging network of developers, consultants, and city officials. She has extensive experience managing land use entitlement cases, negotiating annexation and development agreements, formation of special taxing districts, transactional counseling, development permitting, administrative proceedings and strategic oversight of public outreach campaigns involving collaboration with neighborhood organizations, political action groups and local media. Susan earned her J.D. from Arizona State University, where she was a Pedrick Scholar, and her bachelor's degree from Kansas State University, where she graduated from the College of Architecture, Planning and Design.

Lani Lott, President, L.L Consulting

Lani is committed to assisting communities with the revitalization and economic development of their historic downtown cores, traditional commercial districts, urban commercial corridors, neighborhood districts and business improvement areas. With over 23 years in the field, Ms. Lott provides technical assistance and consulting services that include fundraising and funding plan development, organizational formation and training, Main Street program development and management, business development strategies and programs, strategic planning and visioning, marketing, promotional and tourism strategies, business improvement district formation and management and small business consulting and coaching. Prior to launching L.L. Consulting, Ms. Lott was a senior consultant for a national revitalization consulting firm. She holds a bachelor of science in public administration from California State University, Sacramento.

Joe McClure, Principal, McClure Consulting

Joe's multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design. Joe has an M.S. in Urban Planning, in a program that emphasized regional economics, from the University of Arizona and completed additional post graduate work in economic geography at UA. He has a B.S. in Architecture from the University of Cincinnati, and is a registered architect in Arizona. McClure directs the firm's technical focus on regional/land economic services – regional economic analysis and strategic planning, real estate feasibility, and economic impacts of development – and coordinates creative activities within the firm that include promoting innovation in economic development strategic planning.

Mark Stapp, Executive Director, Master of Real Estate Development Program, the Fred E. Taylor Professor of Real Estate, W.P. Carey School of Business, Arizona State University

Mark is the Executive Director of the Master of Real Estate Development Program and the Fred E. Taylor Professor of Real Estate in the W.P. Carey School of Business at Arizona State University. He also serves as a faculty associate in the School of Architecture and Landscape Architecture in the Herberger Institute for Design and the Arts at ASU. Mr. Stapp is also the Managing Member of Pyramid Community Developers, LLC, an investment and development firm of projects throughout the US and provider of asset management and design consultation services. Mr. Stapp completed his undergraduate work in environmental studies and urban design at William Paterson University, did his graduate work in urban economics at Arizona State University and was a member of the 2000 Stanford University Graduate School of Business Executive and Professional Education program. In 2007, Mr. Stapp received a Doctor of Humane Letters from A.T. Still University, for his work in community sustainability, health and wellness.

Silvia Urrutia, Director of Housing & Healthcare, Raza Development Fund

Silvia serves as the Director of Housing and Healthcare at RDF. As Director, she leads the company's vision and strategic planning in those sectors and oversees Business Development, Client Relations and Financing nationwide. Additionally, she provides technical assistance to many organizations, including the Illinois Latino Family Commission. Ms. Urrutia has extensive knowledge of community development and her experience includes: financing of affordable housing, healthcare facilities and charter schools; providing technical assistance; planning and developing mixed-income, mixed-finance projects; and utilizing collaborative leadership to revitalize neighborhoods. Ms. Urrutia holds a Bachelor degree from Arizona State University, a Juris Doctor from the Sandra Day O'Connor School of Law, and has completed courses at Harvard's Business School and Graduate School of Design. She was an Adjunct Professor at the University of Massachusetts Boston – College of Public & Community Service. She is fluent in English and Spanish.

Keith Watkins, Senior Vice President, Arizona Commerce Authority

Keith serves as the Senior Vice President of the Arizona Commerce Authority's Economic and Rural Development Division. Keith leads the ACA's efforts in advancing the rural economies of Arizona. In so doing, he has been instrumental in working with Arizona's rural communities to enhance their competitive offering so that they are capable of competing on the global scale. Mr. Watkins has pioneered the state of Arizona's first integrated Certified Sites program which is designed to showcase rural Arizona's very best development ready, industrial and office properties to employers seeking new locations. Prior to joining the Arizona Commerce Authority in 2011, Mr. Watkins spent 25 years in the real estate and economic development arenas and has a decorated history of bringing some of Arizona's largest employers to the state. Keith also has significant experience in the land development arena where he was responsible for the entitlement and development of large scale master planned communities. Mr. Watkins is a third generation Arizonan, is a graduate of the University of Arizona with a degree in Regional Development.

Appendix

- **Agenda of AzTAP Panel Session**
- **TAP Briefing Document Presentation (prepared by Jon Vlaming, Community Development Director, City of Eloy – under separate cover)**
- **TAP Briefing Document (prepared by City of Eloy-under separate cover)**

Urban Land Institute
Arizona

5090 North 40th Street
Suite 210
Phoenix, AZ 85018
www.arizona.uli.org

City of Eloy AzTAP Panel Day Agenda

Thursday, April 30, 2015
8:00am to 4:30pm
Eloy Santa Cruz Library
1000 N. Main Street, Eloy, Arizona 85131

8:00am	**Panelists Arrive**
8:15am	**Tour of Study Area**
9:15am	**Welcome and Overview of Issues Being Considered** Mayor Joel G. Belloc, City of Eloy Harvey Krauss, Manager, City of Eloy Jon Vlaming, Interim Community Development Director, City of Eloy
9:50am	**Panel Introduction and ULI AzTAP Process Review** Mark Stapp, Executive Director, MRED/W.P. Carey School of Business, ASU, ULI AzTAP Panel Moderator
10:00am	**Question 1 - Market Potential** What is the market potential for downtown – viable uses, location, etc.? What steps should the City take to increase the market for retail, office and other compatible uses on Main Street?
10:30am	**Question 2 - Planning and Design** What character improvements need to occur to attract or influence the market potential?
11:00am	**Question 3 – Investment Strategies** Is the City appropriately investing in its infrastructure to create a vibrant Main Street? Should the City acquire land along and proximate to Main Street? What other investment strategies should be considered?
11:45am	**Public Comment**
12:00pm	**Lunch and Presentations**
1:15pm	**Question 4 – Finance Strategies** How do we finance – public private partnerships and other sources? What entities could or should assist?
2:00pm	**Question 5 – Incentive Strategies** How do we use community resources effectively to help create desired outcomes?
3:00pm	**Going Forward: Top 5 Priorities** What are the top five steps that would have the potential to make the downtown a place that would attract investment?
3:50pm	**Public Comment**
4:00pm	**Closing Remarks**
4:30pm	**Adjourn**

Printing provided courtesy of

ULI Arizona Technical Assistance Panel