



CITY OF GLENDALE

ECONOMIC DEVELOPMENT DIVISION

Economic Development 3-Year Strategic Plan 2022 – 2025





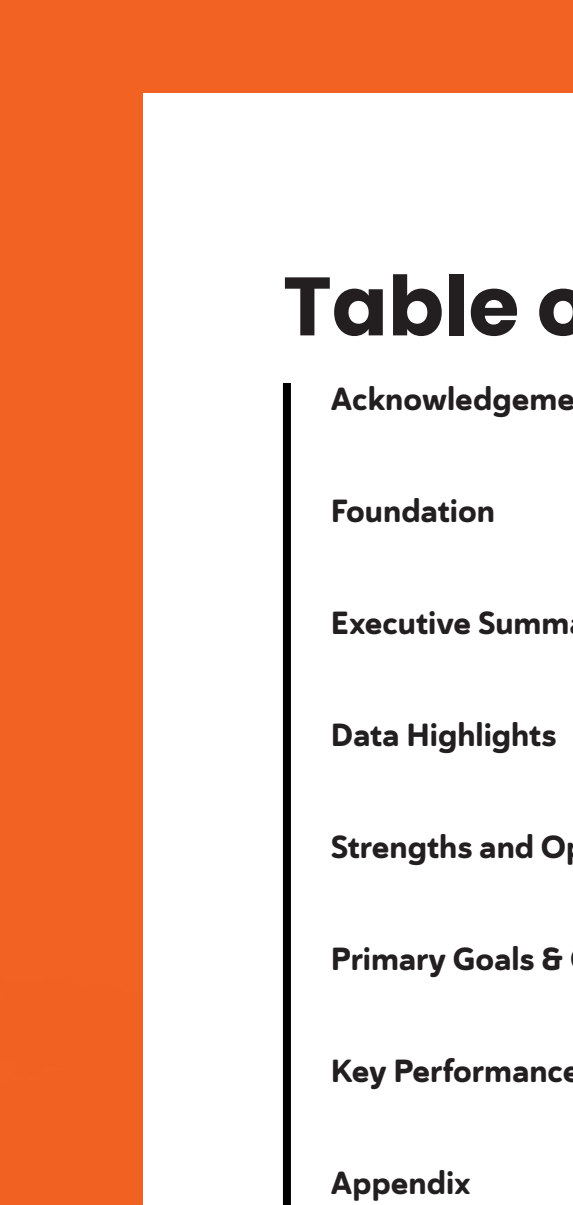


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Acknowledgements

We would like to give a special recognition and express our gratitude to all participating stakeholders for their partnership, contributions, and commitment to developing this Three-Year Economic Development Strategic Plan. Significant input was solicited in drafting the Plan to ensure an inclusive, sustainable, and prosperous economy in Glendale.

GLENDALE CITY COUNCIL

Mayor Ardy Kassakhian
 Councilmember Vrej Agajanian
 Councilmember Daniel Brotman
 Councilmember Paula Devine
 Councilmember Ara Najarian

CITY TEAM

Economic Development Division
 Community Development Department
 Library, Arts, & Culture Department

PARTICIPATING BUSINESS AND COMMUNITY STAKEHOLDERS

Americana at Brand
 Brand Blvd. of Cars
 Cerrell
 Cushman & Wakefield
 Employers Group
 Glendale Community College /PDC
 Glen Arden
 Glendale Chamber of Commerce
 Glendale Galleria
 Glendale YWCA
 Greater Downtown Glendale Association
 Hero House Glendale
 Hyatt Hotel
 Keck USC Verdugo Hills Hospital
 Kenneth Village
 Montrose Shopping Park Association
 Montrose - Verdugo Chamber
 New City America - GDGA
 Valley Economic Alliance
 Verdugo Workforce Investment Board

Foundation

MISSION: The City of Glendale delivers exceptional customer service through precision execution and innovation leadership.



Our Vision

As a premier City anchored in pride of civic ownership, Glendale's success is realized through a community that is safe, prosperous, and rich in cultural offerings.

This vision is accomplished with emphasis on:

- Fiscal Responsibility
- Exceptional Customer Service
- Economic Vibrancy
- Informed & Engaged Community
- Safe & Healthy Community
- Balanced, Quality Housing
- Community Services & Facilities
- Infrastructure & Mobility
- Arts & Culture
- Sustainability

Community Development Department Strategic Goals

- Create cohesive CDD through branding, knowledge sharing, and interdepartmental problem solving.
- Implement new Land Management System including electronic plan submission to better serve the community for their permit needs.
- Support business and Glendale's economic vibrancy through business-friendly policy, placemaking, and marketing.
- Entitle and submit financing applications for three affordable housing projects at Broadway and Pioneer.
- Adopt and Implement Title 5 of the GMC relating to Permits and Licenses to remove barriers and increase speed of issuance and enforcement to gain efficiencies
- Complete significant planning exercises including Verdugo Wash Visioning Study, Housing Element, and Bicycle Transportation Plan. Begin to identify and implement improvements from Citywide Pedestrian Plan.



Did You Know?

Glendale was rated amongst the
Top 5 Safest Cities in the US - 2022

Source: smartasset.com/data-studies/safest-cities-in-america-2022



Executive Summary

As the fourth largest city in Los Angeles County, Glendale is a thriving cosmopolitan city that is rich in history, culturally diverse, and offers limitless economic opportunities. Glendale's bustling downtown is home to a number of corporate headquarters and tech giants, two first-class regional shopping malls, and a walkable Arts & Entertainment District with endless fine dining, amenities and shopping for residents and visitors alike to experience and enjoy.

Recognized as one of the top safest cities in the United States and located strategically near major airports, major freeways and educational & research institutions, Glendale boasts more than 12,000 businesses, a diverse and growing population of 201,000+ and a white-collar workforce of over 76%.

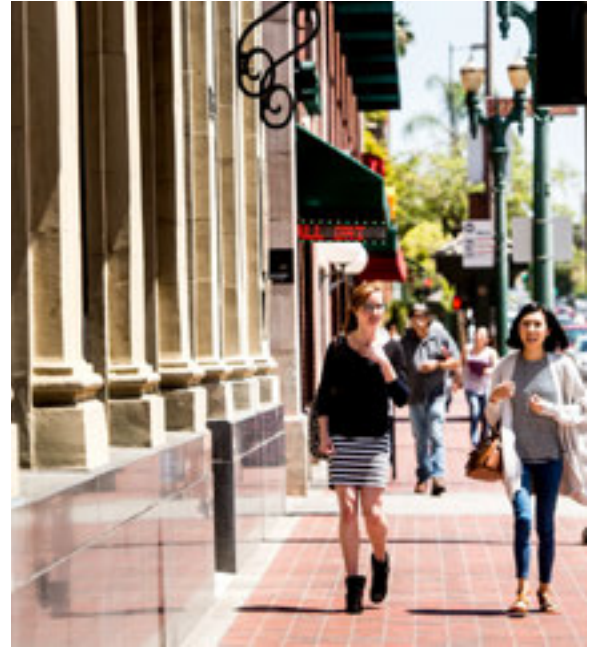
Using the city's mission and vision as a driver, the city of Glendale's Three-Year Economic Plan is designed to focus on measurable strategic goals and objectives to increase the city's economic competitiveness, and create a vibrant, inclusive, and sustainable economy.

The strategy will serve as a roadmap aim to build upon the city's strengths and leverage partnerships and local assets to address challenges and enhance economic opportunities. It is intended as a call to action for additional research, community engagement and collaboration to implement additional relevant programs and policies as we work together to advance the civic mission and vision. It is a living document that will be adjusted annually as market and business conditions evolve and re-evaluated fully every three years.

The City of Glendale will continue to foster an ecosystem in which all stakeholders are committed to the diversity, economic vitality and sustainability of our City's future. The Economic Development Division collaborated with business and community stakeholders to identify core areas of priorities to achieve the city vision.

As a result, the Plan calls for a concerted effort to focus on the following major goals and objectives:

- 1 BRAND IDENTITY:**
Strengthen brand identity and enhance awareness of Glendale on a local, national, and global scale
- 2 BUSINESS CULTURE:**
Develop a business-friendly ecosystem that supports business attraction, retention & expansion efforts to ensure a diverse, inclusive, and resilient economy
- 3 INNOVATION ECOSYSTEM:**
Grow the innovation and tech industry sector to attract and retain talent and support the growth and success of entrepreneurs
- 4 ENTERTAINMENT & LIFESTYLE:**
Grow the arts, culture & entertainment sector to position Glendale as a destination city



To determine the efficacy of the Plan, the following quantifiable metrics will be utilized to measure, manage, and communicate results and progress:

- Number of jobs created or retained as a result of Economic Development's business attraction, retention and expansion efforts
- Number of new businesses attracted to the city within each of the desired industry clusters
- Number of tech tours & student placements
- Number of VIP/Day passes purchased
- Sales tax growth
- Vacancy rate for office
- Vacancy rate for retail
- Number of media impressions (digital engagement)
- Number of attracted, retained, or assisted businesses that are small, women or minority owned, or any other underserved or unrepresented groups

Data Highlights



POPULATION

201,000+
U.S. Census, April 1, 2020

MEDIAN HOUSEHOLD INCOME

\$71K
75,000+ Households
U.S. Census, April 1, 2020

4-YEAR DEGREE OR HIGHER

42%
U.S. Census, April 1, 2020

MEDIAN AGE

42.6 years
U.S. Census, April 1, 2020

MEDIAN PROPERTY VALUE

\$877,139
U.S. Census, April 1, 2020

UNEMPLOYMENT

4.9%

Employment Development Department
April 15, 2022

RETAIL MARKET

Vacancy Rate **2.4%**

Monthly Rent / SF **\$2.99**
CoStar (2022)

OFFICE MARKET

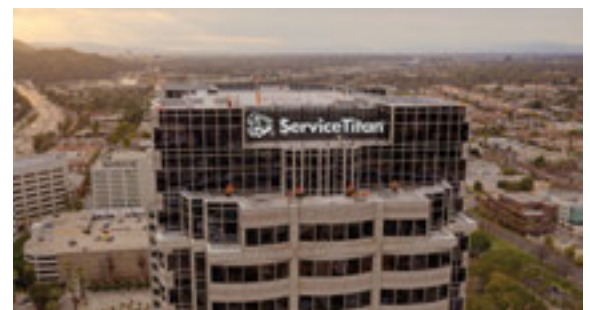
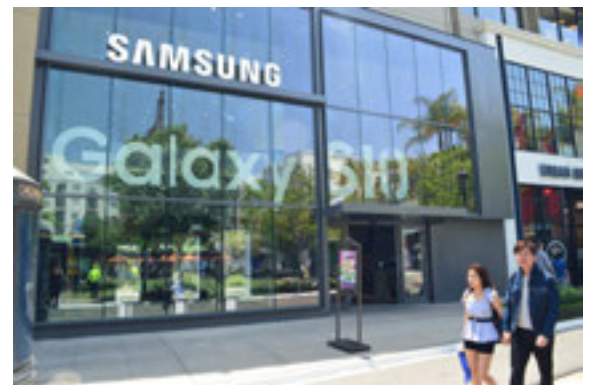
Vacancy Rate **13.7%**

Monthly Rent / SF **\$3.15**
CoStar (2022)

INDUSTRIAL MARKET

Vacancy Rate **1%**

Monthly Rent / SF **\$1.72**
CoStar (2022)



Strengths

RETAIL MARKET

Glendale's high occupancy rates in the retail market and competitive retail per square foot rental rates that are lower than neighboring cities, place Glendale in a strong position to be one of Southern California's most desirable retail markets.

Fueled by a diverse and affluent population and workforce, impressive annual household spending of over \$1.4 billion, and access to a population of over 2.5 million people within a 10 mile radius, Glendale attracts high-end and first-of-their-kind innovative retailers.

The Americana at Brand, Glendale Galleria and Brand Boulevard of Cars, are home to 18 of the City's top 25 sales tax revenue generators. Sales tax revenues in Glendale increased by 21% at the end of the 4th quarter in 2021, compared to the same quarter in 2020. This is significantly higher than the County and State percentages of 16.9% and 15.6% respectively.

By Comparison

VACANCY RATE		
Burbank 5.3%	Pasadena 6.5%	Glendale 2.4%
MONTHLY RENT		
Burbank \$3.28	Pasadena \$3.32	Glendale \$2.99
RETAIL SPACE / SF		
Burbank 8.3M SF	Pasadena 14.6M	Glendale 16M

Did You Know?

Glendale is home to 2 of the top 10 shopping malls and outlets in California.

Source: trip101.com/article/shopping-malls-in-california

Source: bestthingsca.com/shopping-outlets/

2.4% **Vacancy Rate**
CoStar (2022)

\$2.99 **Monthly Rent SF**
CoStar (2022)

Top 25 Sales Tax Producers

Allen Gwynn Chevrolet
Apple
Bhindi Jewelers
Bloomingdale's
Calstar Mercedes
Car Pros Kia Glendale
CDW Direct
CDW Government
Financial Services Vehicle Trust
Glendale Dodge
Chrysler Jeep
Glendale Nissan
Glendale Subaru/Mitsubishi
Home Depot
Hyundai Lease Titling Trust
Lexus of Glendale
Macys
Nordstrom
Pacific BMW
Star Auto Group
Target
Tesla Motors
Toyota Lease Trust
Toyota of Glendale Scion
United Oil
Vons

City of Firsts:

1945

Baskin-Robbins

1983

Panda Express
inside the Galleria

1987

Disney Store

2001

Apple Store

2022

Amazon Style at the Americana
- First-Ever Fashion Store

WORKFORCE



76%

Workforce is comprised of 76% white collar workers - spending power

Glendale businesses have access to an endless supply of highly skilled talent due to the city’s close proximity to a number of prestigious educational and research institutions including JPL, CalTech, USC, and Occidental College.

POPULATION & DIVERSITY

201,000+ Total Population

Glendale Population by Generation

Boomer:	23%
Gen X:	22%
Millennial:	26%
Gen Z:	18%

ACS, ESRI and BLS, 2015-2019, 2021-2026
U.S. Census, ACS 5-year Estimate (2020)

- ☒

Cultural Diversity

53% foreign born population
- ☒

Generational Diversity

214,000+ Daytime Population

\$1.4 Billion+ Annual Household Spending

Approximately 37% of households earned \$100,000+ in 2021

53% of Glendale residents were born outside the United States. This is significantly higher than neighboring cities of Burbank and Pasadena, whose foreign born population is around 30% each.

Over 60 different languages are spoken in the City’s schools, reflecting the City’s fascinating and diverse population, including the largest Armenian-American population in the U.S. Glendale’s rich cultural and ethnic diversity is one of the city’s greatest strengths.

LOCATION AFFORDABILITY

Location Affordability

Housing Cost 35%

Transportation Cost 21%

Total: 56% of household income spent on housing and transportation costs

Center for Neighborhood Technology (2022)

In Glendale the average cost of housing + transportation is 56% of a household’s income, on par with the 57% average for Los Angeles County. Glendale’s location affordability is **4% lower than Pasadena and 11% lower than Santa Clarita**. This is based on the Regional Typical Household Income: \$60,705, Household Size 3.03 for Los Angeles - Long Beach - Anaheim.

This lower cost of living makes Glendale a **more desirable location** for a young professional labor force looking to settle in a centralized yet affordable urban environment.

Opportunities

OFFICE MARKET

With a vacancy rate of 13.7% in 2021, Glendale office market vacancies continue to rise significantly, comparable to the county. This rate is highest among the neighboring cities of Burbank and Pasadena, whose office vacancy rates are at 6.4% and 12.7%, respectively. Glendale's monthly rate per square foot, however, continues to stay below Los Angeles County's rate by 1.5%.

In 2022, Glendale's rent per square foot in the office market was at a low \$3.15. Pasadena follows this rate at \$3.15/SF, and Burbank with the highest rate among the three cities, at \$3.56/SF.

With over 6-million square feet of office space and no gross receipts or business license taxes, Glendale offers a more pro-business environment than many other communities in the Los Angeles metropolitan area. The Glendale office market attracts traditional tenant types; insurance companies, banks, and law firms.



13.7%

Vacancy Rate

CoStar (2022)

\$3.15

Monthly Rent SF

\$3.72 Projected 2026

CoStar (2022)

Downtown Glendale forms the core of the office market, with nearly all of the Class A office space inventory located north of the Americana at Brand, adjacent to Brand Boulevard Central Avenue. The downtown appeals to numerous firms due to its central location near much of Los Angeles' employment base. Glendale is centrally located and accessible to both the San Fernando and San Gabriel Valleys as well as neighborhoods in Northeast Los Angeles, making it attractive to many who live in these areas.

The combined vacancy rate and low rental rates present an opportunity for Glendale to attract high profile tenants and possibly identify innovative ways to repurpose office space as more businesses and corporations shift to work-from-home models in today's post-pandemic landscape.

By Comparison

VACANCY RATE		
Burbank	Pasadena	Glendale
6.4%	12.7%	13.7%
MONTHLY RENT / SF		
Burbank	Pasadena	Glendale
\$3.56	\$3.15	\$3.15
OFFICE SPACE / SF		
Burbank	Pasadena	Glendale
15.2M	18.9M	6M



1,688

Number of rooms in Glendale
CoStar (2022)

13

Number of properties
CoStar (2022)

HOSPITALITY MARKET

Glendale offers 13 hotels and lodging properties (rated 2-4 stars) to choose from with 1,688 keys combined and an additional 537 keys are projected for pipeline projects.

In 2019, Glendale generated \$5,877,940 in Transient Occupancy Tax (TOT) revenues, while the neighboring cities of Burbank and Pasadena generated \$9,343,816 and \$16,948,000, respectively. Burbank's TOT revenues were nearly double those of Glendale's, and Pasadena, nearly tripled. It is important to note that the TOT rate in Glendale is 12%, Pasadena 12.11%, and Burbank 10% and Glendale has a lower number of hotels, with ratings of four stars or above.

When compared to Burbank and Pasadena, Glendale has the lowest key count 1,688 total rooms, compared to Burbank and Pasadena's 1,813 and 2,329 rooms, respectively. Glendale's lower key count results in the lower transient occupancy tax generation.

This presents an opportunity for Glendale to enhance its travel and tourism strategy and to tap a revenue stream that has a promising potential for growth.

By Comparison

NUMBER OF ROOMS		
Burbank	Pasadena	Glendale
1,813	2,329	1,688

NUMBER OF PROPERTIES		
Burbank	Pasadena	Glendale
29	39	13

TRANSIENT OCCUPANCY TAX		
Burbank	Pasadena	Glendale
\$9,343,816	\$16,948,000	\$5,877,940

\$5,877,940

**Transient Occupancy
Tax Glendale (2019)**
(EDD Strategy)

Primary Goals & Objectives

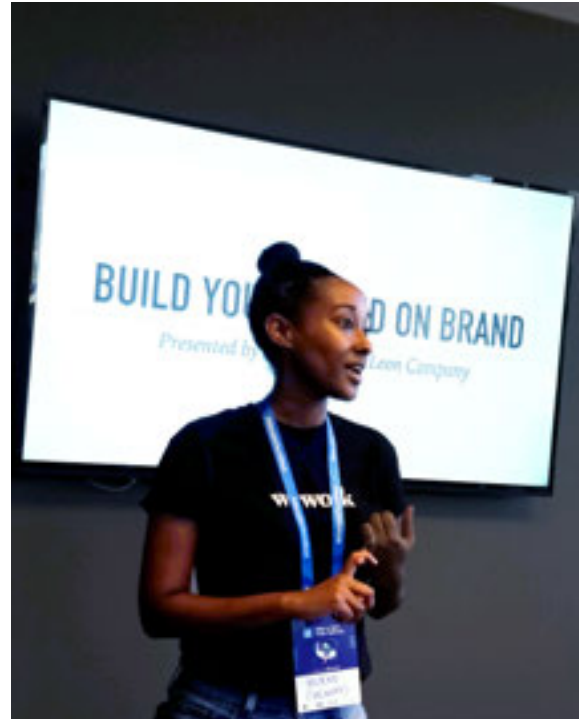


1 | Brand Identity

Strengthen Brand Identity & Enhance Awareness Of Glendale On A Local, National And Global Scale

Glendale has long been a top shopping destination, serving as a testing ground for a number of “first-of-their-kind” retail and business concepts. Glendale’s combination of a diverse population and affluent shoppers is the ideal location for many corporations and businesses. Marketing Glendale’s value proposition and showcasing the success and innovation throughout the city will be important to receive brand recognition on a local, national, and global scale. To maximize the city’s full potential to tell our story as an incredible city to live, work, play and invest leading to greater growth opportunities and diversification of a thriving local economy will also involve continuous collaboration with internal and external partners.

To re-position Glendale and elevate the city brand, the Plan identifies the importance to strategically market the competitive advantages and successes, the need to develop a business-friendly ecosystem and diverse economy, and the attraction and nurturing of high growth industries, talent, and desirable amenities.



Implementation Strategies:

- Develop a robust marketing campaign and media strategy to showcase the city's strong market fundamentals, competitive advantages, business successes, business programs, events, and destinations
- Strengthen social media presence with active postings
- Enhance Economic Development Division e-newsletter, press releases and website
 - Feature business successes, new openings, and entrepreneurs on a monthly basis
 - Align stories & recognize businesses/projects with respective monthly themes (i.e. Women's International Month, Entrepreneurship Month, International Trade Month, etc.)
- Develop targeted short videos to help tell our story based on initiative/industry
- Develop and launch targeted marketing and public relations campaigns to increase city visibility
- Explore major ad placements in publications and other media outlets
- Strengthen Regional Marketing Collaborations
 - Upstart Valley Initiative - Collaboration with Burbank to establish a brand identity and marketing strategy to represent joint assets, resources and opportunities that will position both cities/region as an innovation hub for technology, engineering, start-up opportunities, capital investments, entrepreneurship, and media capabilities
 - Tech Valley Development Strategy - Collaboration with the Valley Economic Alliance, economic development peers to position the Valley region as an innovation and tech hub
- Enhance travel and tourism visibility on Economic Development (ED) website and develop a theme that resonates with visitors (Destination Glendale / Discover Glendale)
 - Exhibit and integrate information on ED's website on iconic places, destinations, places to eat, things to do to position Glendale as a destination City



2 | Business Culture

Develop A Business-Friendly Ecosystem That Supports Business Attraction, Retention And Expansion Efforts To Ensure A Diverse, Equitable, Inclusive And Resilient Economy

Maintaining a thriving business community is a top priority for the city of Glendale.

In an effort to achieve a business-friendly reputation, Economic Development is committed to developing an ecosystem that supports business attraction, growth and retention efforts while also diversifying the city's portfolio of industries to ensure a healthy and resilient economy.

The city has fully embraced the desire for an inclusive and more equitable economy and committed to working collectively with community and business partners to provide business support and resources to all businesses including minority-owned, women-owned, and other small business owners.

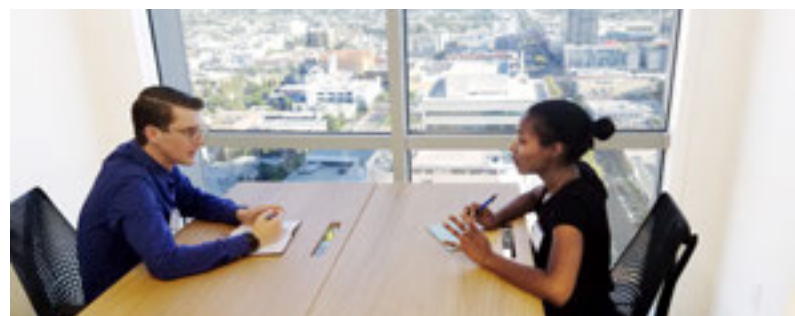
To achieve this goal, the city's Economic Development Division offers a variety of programs and resources to assist with business success and growth in the city.



Implementation Strategies:

BUSINESS ATTRACTION

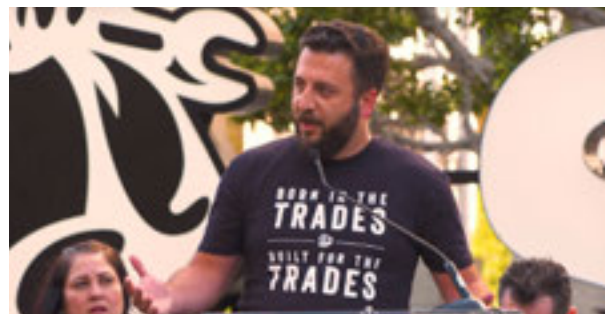
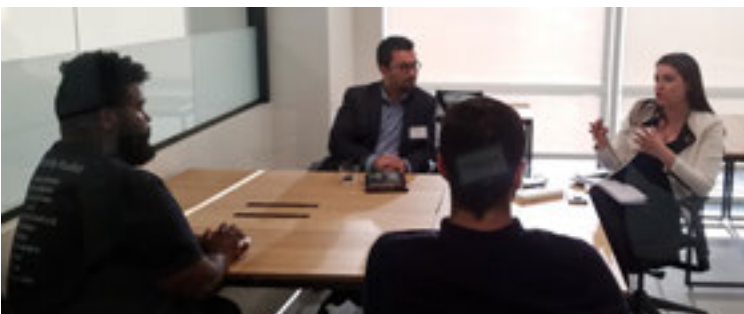
- Develop a Business Attraction Plan focused on priority industry sectors that provide substantial economic impacts and value to the community.
Economic contributors include:
 - Tech & Entrepreneurship (Bio-tech, Med-tech, Gaming, IT & Cybersecurity)
 - Retail & Restaurants (breweries, distilleries, lounges, new/emerging concepts, etc.)
 - Arts, Culture & Entertainment (includes Tourism and Hospitality Development)
 - Comedy Club, Family-friendly amenities
- Develop a toolkit for businesses such as a "Comprehensive Business Programs & Incentives Pamphlet" outlining various programs and incentives (digital and print)
- Develop a Welcome / Investment Packet and industry-specific infographics for targeted audiences
- Conduct an aggressive, targeted outreach program at various tradeshow and conferences that align with division initiatives and priorities
- Actively participate in industry organizations and community engagement to cultivate relationships with tenants, brokers, property owners and other real estate decision makers
- Develop a strategic foreign direct investment plan to attract investment and assist local companies to expand its market share and presence
- Explore city-led outbound trade mission
- Explore city-led inbound foreign investment mission



- Establish rapport and connections with Consulate Generals and domestic business partners to facilitate trade and relations between the city and targeted countries
- Broker lunch presentations - build strategic and strong relationships with local brokerage firms and property owners to be at the forefront of new business leads, trends, challenges, and opportunities that will impact the community
- Strengthen collaboration with city divisions and departments to seek efficient databases and procedures and align priorities to enhance business service experience
- In partnership with Planning, host external roundtables with business and development stakeholders to garner input and seek opportunities to improve services
- Support legislation that promotes business and economic opportunities

BUSINESS RETENTION & EXPANSION

- Implement strategies to identify businesses in need of assistance, conduct outreach and engagement to deploy resources accordingly
 - The Glendale Relationship Initiation Team (GRIT) Program - continue with GRIT to nurture relationships with local businesses, provide support and resources, and address concerns and challenges accordingly
 - Establishment of an 18-hour City - enhance efforts to attract interesting operators that appeal to Glendale's worker population and expand the day in the city from breakfast time until late at night
 - Update and enhance the Tech Cluster Strategic Plan
 - Strengthen neighborhood districts
 - Achieve the highest or best use of city assets through an effective management strategy
 - Artsakh Creative Program - Placemaking - Re-imagine Artsakh Avenue and create more pedestrian-friendly spaces and passages within the Arts & Entertainment District and short-term retail pop-up opportunity
 - Alex Theatre - World-Class Performing Arts & Entertainment Center
 - Rockhaven Sanitarium
 - Explore potential business "one-stop" shop



Implementation Strategies (Continued):

- Strengthen partnerships with core partners to address the needs of struggling and new businesses to provide the necessary support and resources, such as but not limited to:
 - Glendale Chamber of Commerce
 - Glendale Community College - Professional Development Center (Provides state-funded training for CA employers to train and upskill employees)
 - Verdugo Workforce Development Board
 - Local brokerage firms, tenant reps and property owners
 - Small Business Development Center (SBDC)
 - Montrose Shopping Park Association
 - Downtown Glendale Association
 - Kenneth Village
- Seek inclusiveness and form partnerships, programs and strategies that create opportunities for all businesses with a targeted approach on small businesses such as minority-owned, women-owned, and other underserved and unrepresented groups.
- Nurture relationships with businesses that were successfully attracted and/or retained in the city with regular follow-up
- Monthly/Quarterly Certificate of Recognition for Businesses or Projects
- Launch “Support, Shop and Promote Local Marketing Campaign” to encourage business support and local spend



Did You Know?

Over 60 languages are spoken in the city's schools.

Source: GUSD



CITY ECONOMIC DEVELOPMENT PROGRAMS & ASSISTANCE:



- **Site Selection Assistance** - Economic Development provides free customized site selection assistance to new and existing businesses within the City of Glendale. This assistance consists of a confidential site search for available properties based on specific, client-provided site criteria, as well as coordinating site tours with real estate brokers, developers, and property owners.



- **Marketing Analysis Assistance** - Economic Development offers free market analysis and demographic information to assist with the decision-making process for businesses looking to locate or expand in Glendale.



- **Business Concierge Service** - Businesses receive one-on-one assistance to navigate through the city's permitting, entitlement and development process. Generally, this leads to the expeditious permitting review of projects in the city.



- **Facilitation of Business Resources** - Economic Development can help facilitate contacts and resources to a variety of federal, state, and local programs and incentives.



- **Marketing & Social Media Support** - Economic Development helps promote local business through multiple digital channels including social media and e-mail newsletters. Connect on Instagram, Twitter, and Facebook on @ChooseGlendale and @Glendale_Tech.

3 | Innovation Ecosystem

Grow The Innovation And Tech Industry Sector To Attract & Retain Talent And Support The Growth And Success Of Entrepreneurs

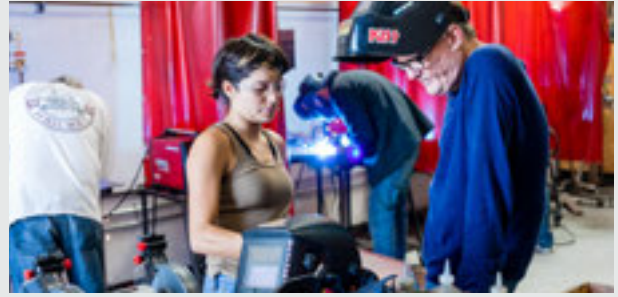
In today's marketplace, high growth companies are choosing to locate and expand in locations where talent is accessible, and amenities are plentiful. To remain competitive, it is incredibly important for the city to continue to attract appealing amenities, create more vibrant urban centers to include pedestrian-friendly and walkable areas as well as offer a variety of housing options, robust public infrastructure, and connectivity.

Glendale is home to many technology-based companies including LegalZoom, Age of Learning, ServiceTitan, Beyond Limits and many more and is quickly emerging as the next hub of innovation in the region. Home to two (2) start-up tech accelerators and countless co-working spaces, coupled with a growing arts and entertainment district, Glendale's entrepreneurial ecosystem continues to thrive.

In Glendale's innovation-led economy, the retention and growth of prominent technology firms is critical especially in the sub-sectors of biotechnology, medical technology, gaming, IT and cybersecurity. To further support these emerging businesses and innovators, economic gardening is a major goal to grow our own and sustain an environment that supports entrepreneurship and start-ups where collaboration and innovative ideas can be brought to the marketplace.

Implementation Strategies:

- Support and expand the high-tech business community and create niche markets for further support and programming
 - Target industries of highest potential include biotechnology, medical technology, gaming, IT & Cybersecurity
- Strengthen partnerships with community and business partners to attract and retain talent and align priorities to include a renewed focus on high value use of existing space to reinforce successful models and reimagine others
 - Tech Tour Program - Strengthen partnership with Hero House to engage with local and nearby education institutions/colleges to tour students at accelerators and co-working spaces and share information on city business resources to attract, retain and motivate talent as well as grow entrepreneurship in Glendale
 - LA Clean Tech Incubator (LACI)- Explore partnership to replicate a similar model to accelerate growth of promising emerging industries and entrepreneurs to plant seeds in Glendale
 - Biotech LA - explore collaboration to bring academia and the biotech industry together to drive innovation forward
 - LARTA Institute - Fostering science & technology innovation for a sustainable planet
 - U.S. Small Business Development Administration / Small Business Development Center - to provide resources and support to entrepreneurs and small businesses
 - UCLA Biodesign - Training the next generation of healthcare transformers
- Showcase the city's support of growing the entrepreneurial ecosystem by providing letters of support to businesses/education partners seeking grant funding to develop training, innovation, and entrepreneurship programs
- Build upon collaboration with the Verdugo Workforce Development Board, education, and industry partners to fill the critical skills gap to meet the needs of tech businesses, create equity-centered life-long learning pathways across the city to address workforce needs and train the next workforce generation
- Implement and/or partner to establish an online tool that connects resources available to small business owners and entrepreneurs
- Support legislation that nurtures an entrepreneurial ecosystem
- Foster relationships with microlenders, local banking institutions, private and institutional investors to ensure access to capital for the city's small business community
- Develop and support programs and events that provide mentorship and partnership connections for businesses





4 | Entertainment & Lifestyle

Grow The Arts, Culture & Entertainment Sector To Position Glendale As A Destination City

Glendale has a growing arts, culture and entertainment district that includes places such as the Museum of Neon Art, the Brand Library and Art Center, the Alex Theatre and will also be the future home of the Armenian American Museum & Culture Center. Other amenities and remarkable offerings include luxury retail shopping centers, unique specialty stores and vibrant business districts. Growing the arts, culture, and entertainment sector as well as the business districts to provide additional amenities will be crucial to position Glendale as a destination city.



Did You Know?

Glendale was named amongst the Top 20 happiest places in America - 2022

Source: wallethub.com/edu/happiest-places-to-live/32619



Implementation Strategies:

- Develop a robust Travel and Tourism Strategy including the development of marketing materials and collateral to tell our story and establish Glendale as a Southern CA destination of choice
- Position Glendale as an arts and culture destination featuring world-class public art and entertainment
- Work with Library, Arts & Culture to expand the Storefront Art Program which partners building owners/managers and artists to utilize vacant retail units to showcase an array of art forms
- Continue collaboration with Library, Arts & Culture to cultivate partnerships with touring arts and cultural exhibitions.
- Matchmaking opportunities - Attract and facilitate entertainment uses that will appeal to the community and visitors alike
 - Proactively seek fast growing retail and entertainment concepts such as immersive art experiences, food halls, breweries, gaming, distilleries, live and digital experiences
- Strengthen collaboration efforts with community and business partners to market and entice visitors to experience Glendale
 - **VIP / Day Pass Pilot Program to launch in Downtown Glendale & Montrose to test success**
 - Explore partnership with DGA and Montrose Shopping Park Association (MSPA) to offer perks such as:
 - Free custom car wash at Americana
 - Free valet parking pass at Americana
 - Free transit/beeline pass
 - Discounts from restaurants and shops
 - **Partner with local hotels to market VIP card and local destinations**
 - Work in collaboration with Library, Arts and Culture to cross promote and develop a scavenger hunt program
 - Identify iconic places, restaurants, cultural venues among other destinations along BEE-line or throughout the city with an incentive to receive a free city-branded promo item, or other prizes, upon completion of scavenger hunt
- Explore the feasibility of a tourism marketing/business improvement district with local hotels and stakeholders

KPI:

KEY PERFORMANCE INDICATORS:

The recommended key metrics for the Economic Development Strategic Plan have been identified below to measure quantifiable outcomes and the efficacy of the plan.

- Number of jobs created or retained as a result of Economic Development's business attraction, retention and expansion efforts
- Number of new businesses attracted to the city within each of the desired industry clusters
- Number of Tech Tours & Student Placements
- Number of VIP/Day passes purchased
- Sales Tax Growth
- Vacancy Rate (Office)
- Vacancy Rate (Retail)
- Number of Media Impressions (Digital engagement)
- Number of attracted, retained, or assisted businesses that are small, women or minority-owned



Appendix



CITY OF GLENDALE

Economic Development 3-Year Strategic Plan

CLICK OR SCAN FOR:

Initial Research Document



<https://adobe.ly/3sWPwfF>



Demographic and Income Profile

Glendale City, CA 2
Glendale City, CA (0630000)
Geography: Place

Prepared by Esri

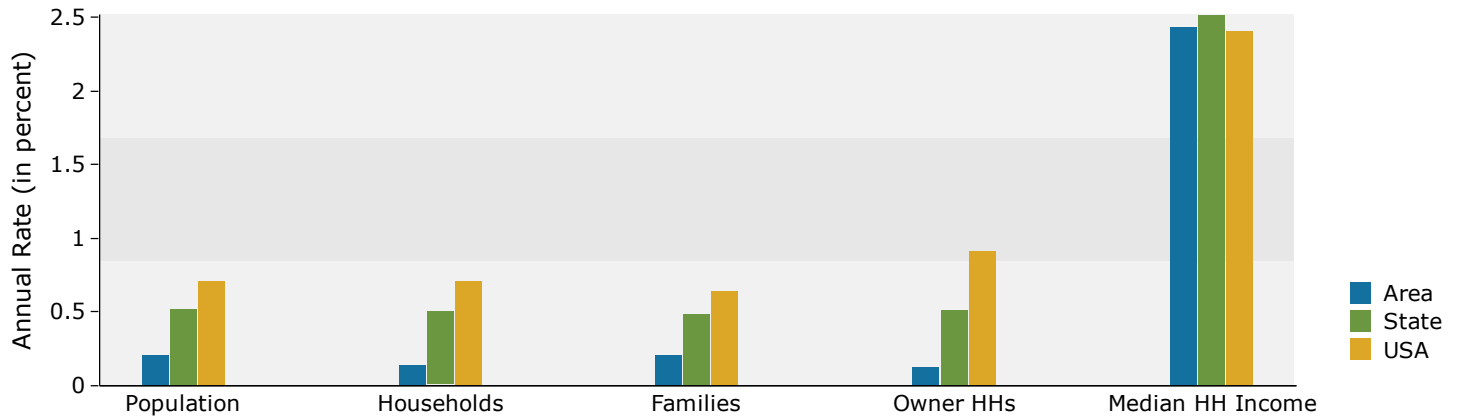
Summary	Census 2010		2021		2026	
Population	191,765		201,691		203,807	
Households	72,287		75,740		76,285	
Families	50,102		52,531		53,072	
Average Household Size	2.63		2.64		2.65	
Owner Occupied Housing Units	27,551		26,911		27,081	
Renter Occupied Housing Units	44,736		48,829		49,205	
Median Age	41.1		42.6		43.8	
Trends: 2021-2026 Annual Rate	Area		State		National	
Population	0.21%		0.52%		0.71%	
Households	0.14%		0.50%		0.71%	
Families	0.21%		0.49%		0.64%	
Owner HHs	0.13%		0.51%		0.91%	
Median Household Income	2.43%		2.52%		2.41%	
Households by Income			2021		2026	
			Number	Percent	Number	Percent
<\$15,000			8,350	11.0%	7,077	9.3%
\$15,000 - \$24,999			7,502	9.9%	6,034	7.9%
\$25,000 - \$34,999			5,134	6.8%	4,650	6.1%
\$35,000 - \$49,999			6,928	9.1%	6,452	8.5%
\$50,000 - \$74,999			11,311	14.9%	11,580	15.2%
\$75,000 - \$99,999			8,876	11.7%	9,347	12.3%
\$100,000 - \$149,999			12,803	16.9%	14,090	18.5%
\$150,000 - \$199,999			6,106	8.1%	7,081	9.3%
\$200,000+			8,730	11.5%	9,975	13.1%
Median Household Income			\$71,004		\$80,080	
Average Household Income			\$103,001		\$115,960	
Per Capita Income			\$38,699		\$43,424	
Population by Age	Census 2010		2021		2026	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	9,175	4.8%	8,716	4.3%	8,797	4.3%
5 - 9	9,065	4.7%	9,257	4.6%	9,098	4.5%
10 - 14	10,465	5.5%	10,294	5.1%	9,630	4.7%
15 - 19	11,635	6.1%	10,155	5.0%	9,683	4.8%
20 - 24	12,013	6.3%	11,114	5.5%	10,072	4.9%
25 - 34	27,240	14.2%	28,687	14.2%	27,468	13.5%
35 - 44	27,294	14.2%	29,020	14.4%	30,901	15.2%
45 - 54	30,623	16.0%	26,844	13.3%	26,748	13.1%
55 - 64	24,327	12.7%	28,409	14.1%	27,732	13.6%
65 - 74	15,378	8.0%	21,719	10.8%	23,619	11.6%
75 - 84	10,265	5.4%	12,191	6.0%	14,128	6.9%
85+	4,285	2.2%	5,286	2.6%	5,932	2.9%
Race and Ethnicity	Census 2010		2021		2026	
	Number	Percent	Number	Percent	Number	Percent
White Alone	136,269	71.1%	134,760	66.8%	132,537	65.0%
Black Alone	2,573	1.3%	2,685	1.3%	2,654	1.3%
American Indian Alone	531	0.3%	554	0.3%	553	0.3%
Asian Alone	31,437	16.4%	38,374	19.0%	41,483	20.4%
Pacific Islander Alone	122	0.1%	130	0.1%	131	0.1%
Some Other Race Alone	12,146	6.3%	14,263	7.1%	14,864	7.3%
Two or More Races	8,687	4.5%	10,924	5.4%	11,585	5.7%
Hispanic Origin (Any Race)	33,419	17.4%	38,814	19.2%	41,094	20.2%

Data Note: Income is expressed in current dollars.

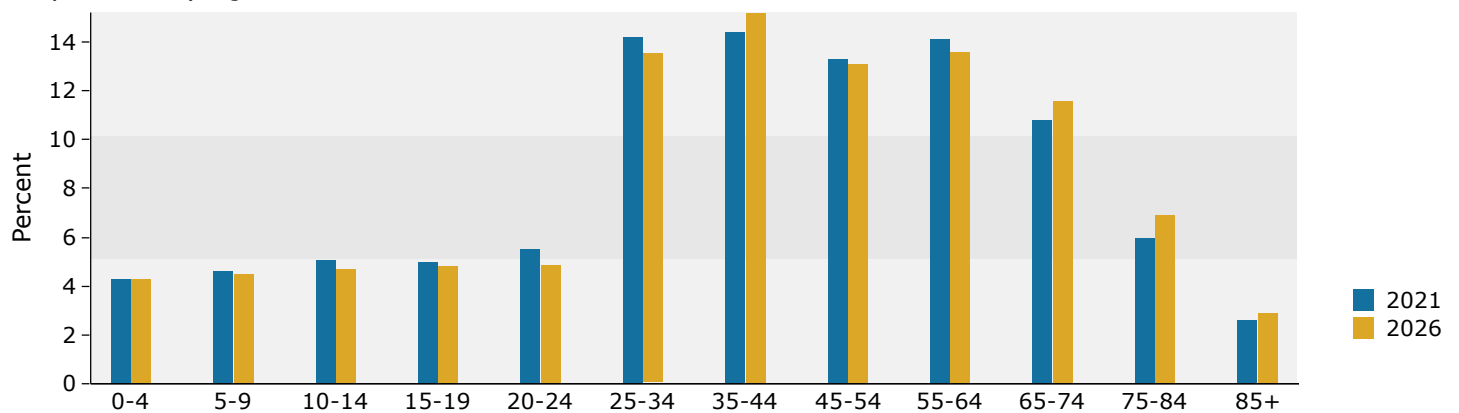
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026.

April 29, 2022

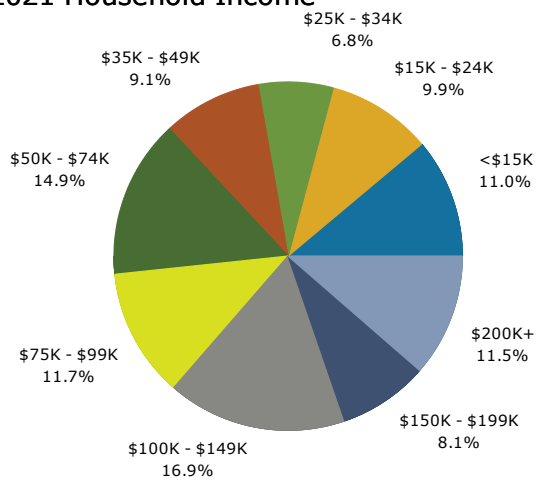
Trends 2021-2026



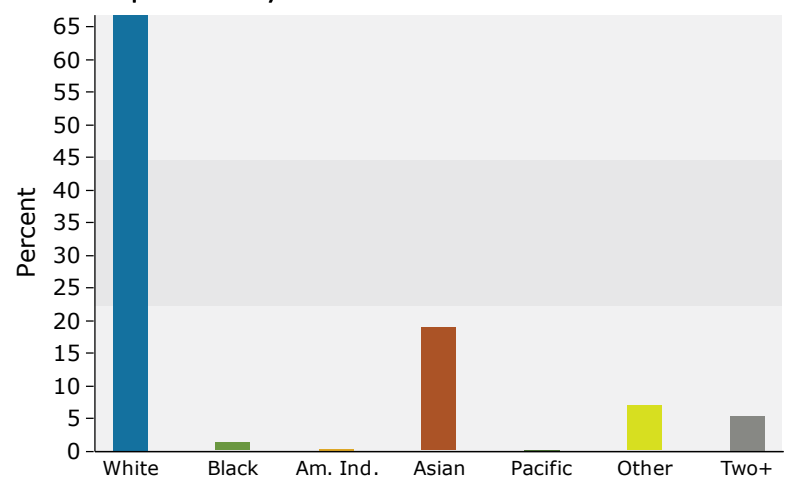
Population by Age



2021 Household Income



2021 Population by Race

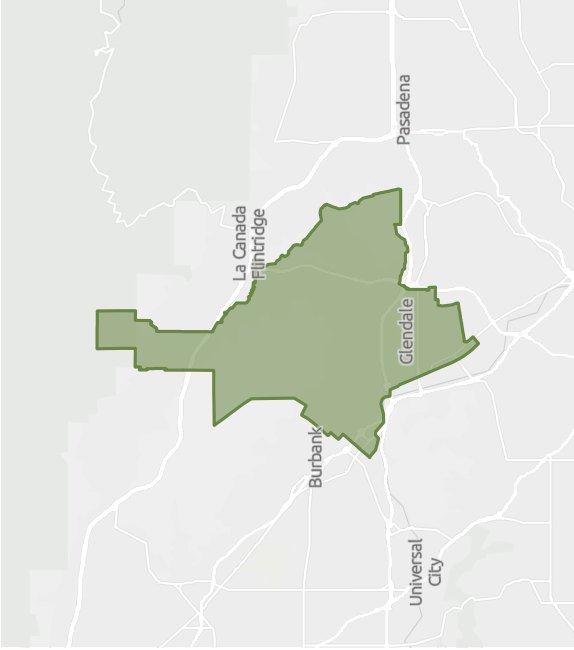


2021 Percent Hispanic Origin: 19.2%

Population Trends

Glendale City, CA
Glendale City, CA (0630000)
Geography: Place

Prepared by Esri

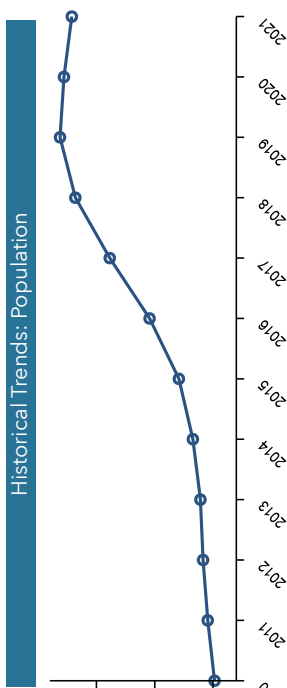
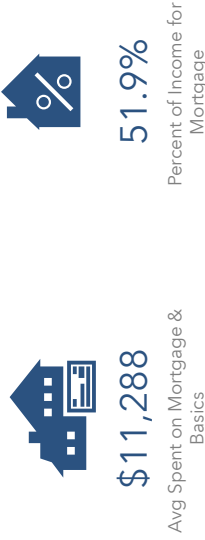


POPULATION TRENDS AND KEY INDICATORS

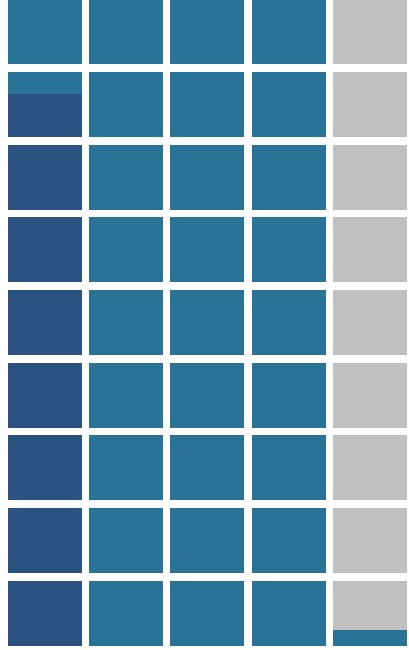
Glendale City, CA

201,691	75,740	2.64	42.6	\$71,004	\$877,139	103	47	67
Population	Households	Avg Size Household	Median Age	Median Household Income	Median Home Value	Wealth Index	Housing Affordability	Diversity Index

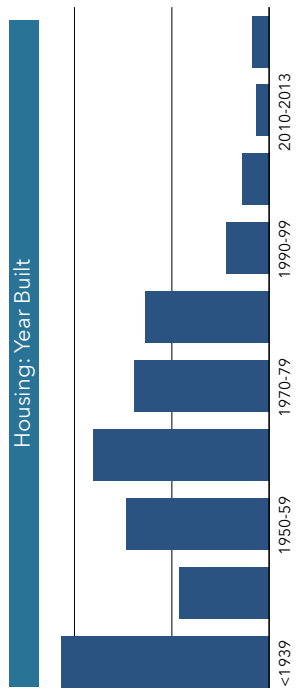
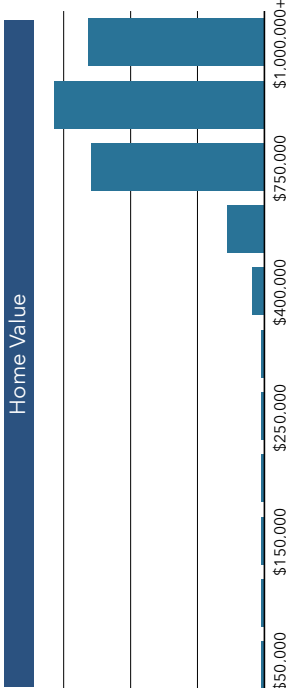
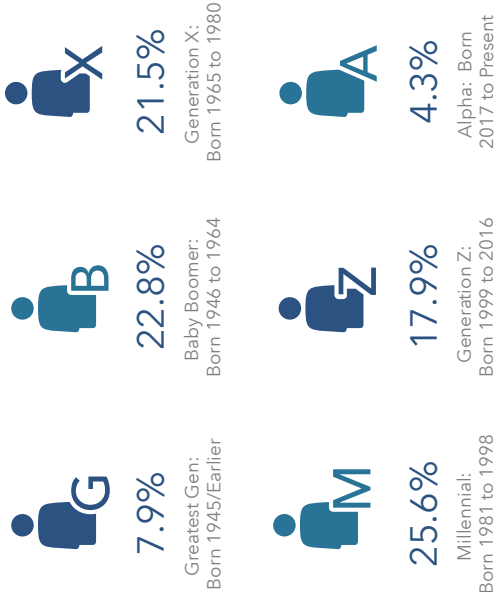
MORTGAGE INDICATORS



POPULATION BY AGE



POPULATION BY GENERATION



Source: This infographic contains data provided by Esri, Esri and Bureau of Labor Statistics, American Community Survey (ACS). The vintage of the data is 2021, 2026, 2015-2019.

CITY OF GLENDALE

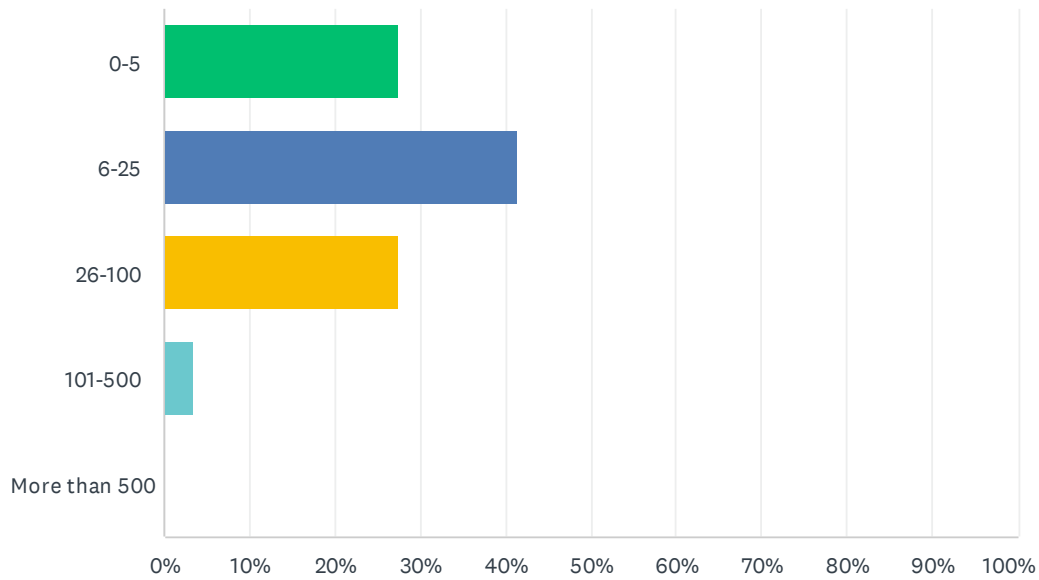


Glendale Office Tenants and Building Managers - COVID-19 Update Survey

July 2020

Q3 Total Employees

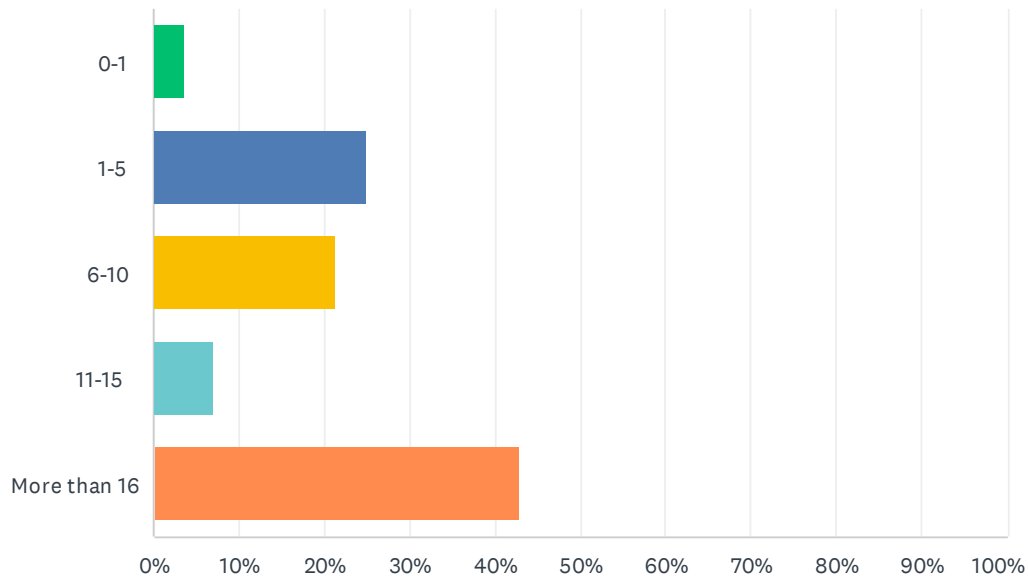
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-5	27.59%	8
6-25	41.38%	12
26-100	27.59%	8
101-500	3.45%	1
More than 500	0.00%	0
TOTAL		29

Q4 How many years has your business been located in Glendale?

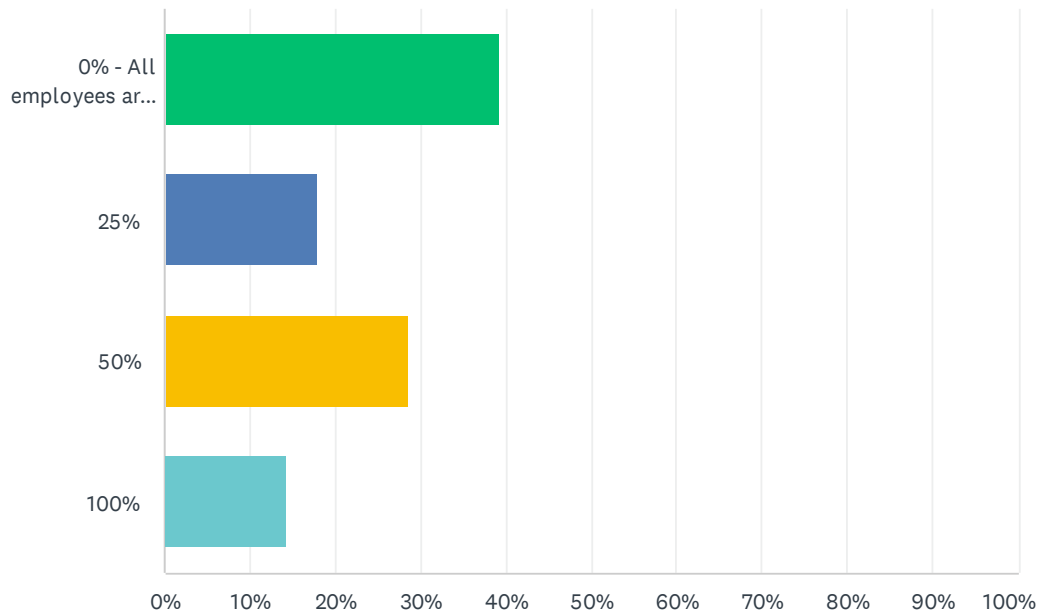
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-1	3.57%	1
1-5	25.00%	7
6-10	21.43%	6
11-15	7.14%	2
More than 16	42.86%	12
TOTAL		28

Q5 What percentage of your employees are working at the office now?

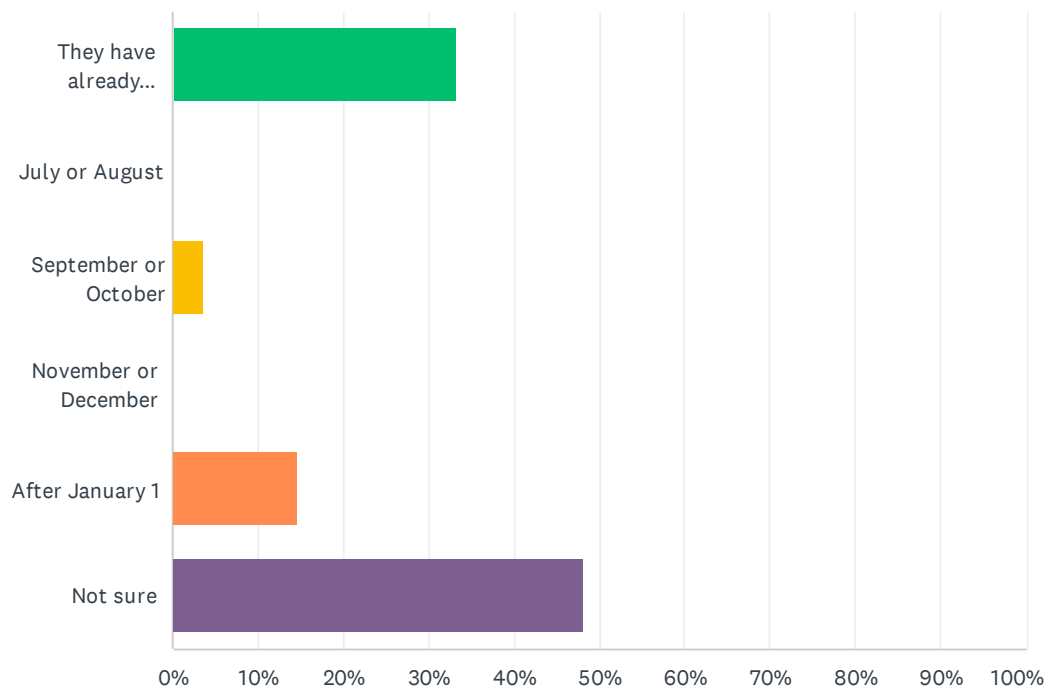
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
0% - All employees are still working from home	39.29%	11
25%	17.86%	5
50%	28.57%	8
100%	14.29%	4
TOTAL		28

Q6 When are you (or your tenants) returning to the office?

Answered: 27 Skipped: 2



ANSWER CHOICES	RESPONSES	
They have already returned	33.33%	9
July or August	0.00%	0
September or October	3.70%	1
November or December	0.00%	0
After January 1	14.81%	4
Not sure	48.15%	13
TOTAL		27

Q7 Recently, the Governor ordered the closures of certain businesses that had previously been allowed to reopen. Has this affected your business in any way? If so, how can the City of Glendale help you?

Answered: 22 Skipped: 7

#	RESPONSES	DATE
1	No	7/28/2020 11:06 AM
2	If every office tenant returns....with their employees How can you monitor the required BUSINESS REGISTRATION CERTIFICATE that I paid for? comeback businesses will once again abuse it !!!! so WHY have one anyway.... if it is NOT enforced ?	7/26/2020 10:17 AM
3	The recent measures scaling back the reopening of certain businesses and activities had an immediate impact on bookings that were in progress at the Alex Theatre for the month of July, including 7-9 days of high-profile filming activity which were postponed due to the domino effect of challenges the shift presented for these productions, which ultimately impeded their ability to proceed with their planned activities at the Alex. What would be helpful to an organization such as ours is the ability to qualify to apply for and receive funding from all sources whether or not we have also received federal funding. The example above illustrates the complexities of what reopening looks like in reality, in particular for a business such as ours that is dependent upon planning in the present for future income that is not guaranteed and can be wiped out overnight based on rapidly-evolving guidelines driving the ability to operate indoors and at what capacity. An expanded array of funding options would make it possible for us to weather these shifts in income potential brought on by these external forces. Given that our work is largely powered by our human resources, funding that would allow us to bring back our staff that has been laid off, furloughed or placed on reduced hours would be instrumental to our ability to operate with the utmost safety; secure income in the present and for the future by pursuing opportunities for bookings, sponsorships, donations, and other means of support; and continue to represent the Alex Theatre, Glendale Arts, and the City of Glendale as leaders of industry and innovation at a time when the challenges of doing business are also accompanied by a wealth of new opportunities and means for success.	7/24/2020 7:30 PM
4	no	7/24/2020 5:17 PM
5	Yes, some clients that had opened are now closed again.	7/22/2020 9:15 AM
6	No, as we are considered essentials for health care operations.	7/21/2020 1:31 PM
7	Increased cases has decreased usage of childcare but increased the need for it; quite a paradox. Our primary service now is to employers wishing to provide options to employees.	7/21/2020 10:34 AM
8	Not yet - we prefer to close but are essential business. have too many deliveries, or we would close. Rather not have an office - but lease wont go away :-(	7/21/2020 9:53 AM
9	Employees are rejecting to work from office or on site	7/21/2020 9:42 AM
10	YES - malls are closed. We are unable to work on existing business or generate new business.	7/21/2020 9:39 AM
11	Yes, We have no clarification of what can be open or closed.	7/20/2020 10:30 AM
12	No	7/19/2020 3:58 PM
13	Yes. I am not sure.	7/18/2020 3:51 PM
14	provide capital for operations	7/18/2020 3:02 PM
15	We just can't get our clients to come to the office.	7/18/2020 7:09 AM
16	No	7/17/2020 4:54 PM
17	Help with rent and overhead expenses	7/17/2020 4:22 PM

Glendale Office Tenants and Building Managers - COVID-19 Update

18	No	7/17/2020 4:14 PM
19	GLENDALE	7/17/2020 4:07 PM
20	Glendale	7/17/2020 4:00 PM
21	Glendale Yes however we have been affected since March so no new material changes	7/17/2020 3:53 PM
22	Yes, we re-closed.	7/17/2020 3:50 PM

Q8 The City obtained hand sanitizer from FEMA in gallon and 8 oz sizes. Do you need free hand sanitizer? If yes, please mark the size and the amount. Staff will coordinate delivery directly with you, based upon availability:

Answered: 20 Skipped: 9

ANSWER CHOICES	RESPONSES	
Gallons	70.00%	14
8-ounce hand sanitizer	65.00%	13
I don't need hand sanitizer but need other safety equipment:	45.00%	9

#	GALLONS	DATE
1	5	7/28/2020 11:06 AM
2	1	7/26/2020 10:17 AM
3	8	7/24/2020 7:30 PM
4	6	7/21/2020 1:31 PM
5	none	7/21/2020 11:00 AM
6	3	7/21/2020 9:42 AM
7	0	7/21/2020 9:39 AM
8	2	7/20/2020 10:30 AM
9	1	7/18/2020 3:02 PM
10	0	7/18/2020 7:09 AM
11	2	7/17/2020 4:54 PM
12	3	7/17/2020 4:22 PM
13	1`	7/17/2020 3:53 PM
14	1 or 2	7/17/2020 3:50 PM

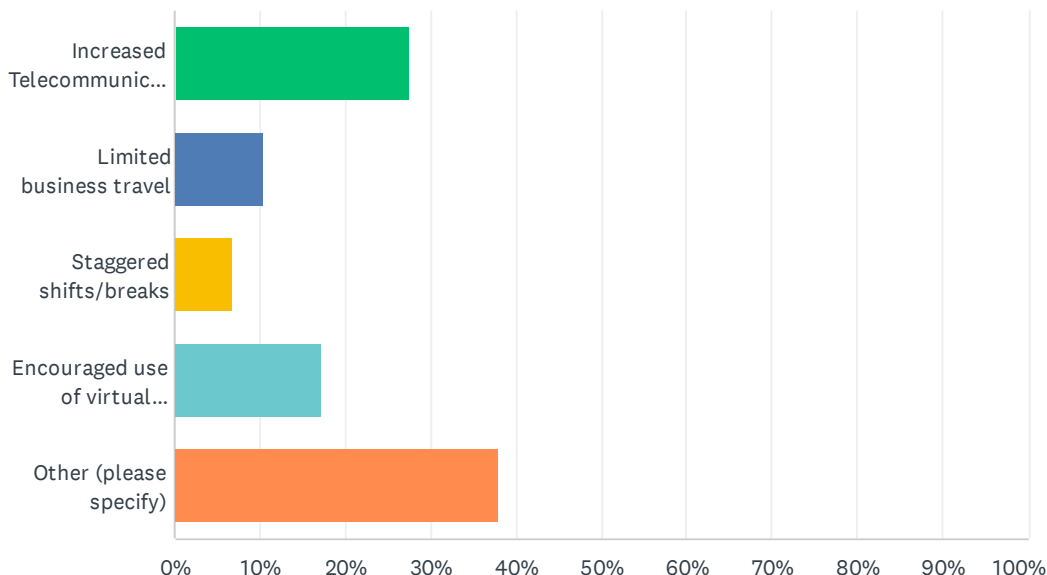
#	8-OUNCE HAND SANITIZER	DATE
1	100	7/28/2020 11:06 AM
2	12	7/26/2020 10:17 AM
3	6	7/24/2020 7:30 PM
4	15	7/21/2020 4:02 PM
5	10	7/21/2020 11:40 AM
6	none	7/21/2020 11:00 AM
7	0	7/21/2020 9:39 AM
8	3	7/20/2020 10:30 AM
9	6	7/18/2020 3:02 PM
10	12	7/18/2020 7:09 AM

Glendale Office Tenants and Building Managers - COVID-19 Update

11	30	7/17/2020 4:54 PM
12	20	7/17/2020 4:07 PM
13	2	7/17/2020 4:00 PM
#	I DON'T NEED HAND SANITIZER BUT NEED OTHER SAFETY EQUIPMENT:	DATE
1	I'm not sure if this is asking for too much, if so, any amount will help.	7/28/2020 11:06 AM
2	face shields	7/21/2020 4:02 PM
3	none	7/21/2020 11:00 AM
4	I don't need sanitizer	7/21/2020 9:39 AM
5	None	7/19/2020 3:58 PM
6	Hand soap. We bought a bunch of hand sanitizer but are also going through soap quickly. I appreciate this question because it has taken a lot of extra time and money to coordinate safety plans and changing issues with employees during the pandemic.	7/18/2020 3:51 PM
7	Masks	7/18/2020 7:09 AM
8	Face masks	7/17/2020 4:22 PM
9	air filter for the air flow; the owner said they won't do it or even help pay for it	7/17/2020 4:00 PM

Q9 How has COVID-19 permanently impacted the working behavior of your employees?

Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
Increased Telecommunicating	27.59%	8
Limited business travel	10.34%	3
Staggered shifts/breaks	6.90%	2
Encouraged use of virtual meetings	17.24%	5
Other (please specify)	37.93%	11
TOTAL		29

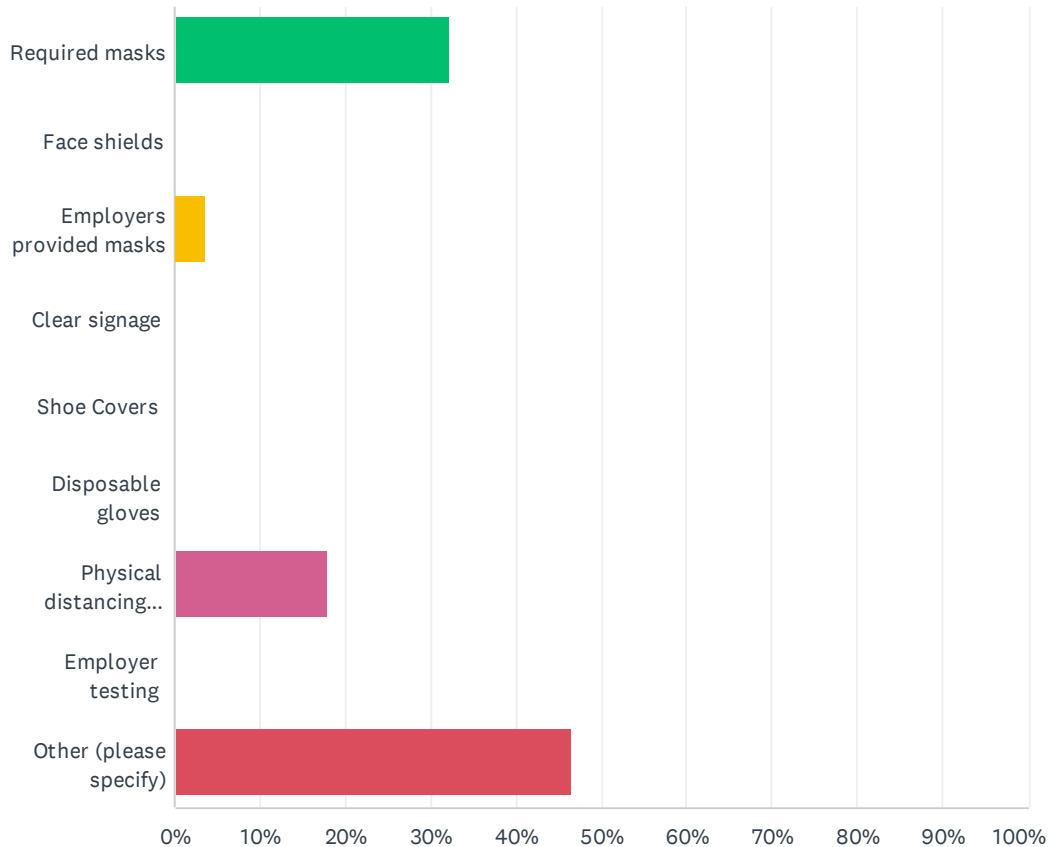
#	OTHER (PLEASE SPECIFY)	DATE
1	by appointments only !!!!	7/26/2020 10:17 AM
2	Each of the above answers is applicable to the Glendale Arts staff. We are currently working remotely unless there is a specific occasion that requires physical presence on-site at the Glendale Arts Administrative Office or the Alex Theatre. We are maximizing use of digital tools that allow us to achieve a significant portion of our work, including virtual 3D models and tours of the venue that provide alternate means to showcase the Theatre to clients and make it possible for production teams to plan while limiting the need for in-person access. When there is on-site activity, there are specific protocols that every employee and visitor is required to adhere to, including undergoing health screenings and limiting working in close proximity to others as much as is possible. These critical safety measures present increases in the time and cost involved in doing everything from the most routine tasks, from hosting in-person meetings and pairing up to move heavy equipment, to complex projects such as full-scale productions that we are able to host within the limited scope of activities that are permitted at this time.	7/24/2020 7:30 PM
3	Increased Telecommunicating, Limited Business Travel & Encouraged Use of Virtual Meetings	7/21/2020 3:27 PM

Glendale Office Tenants and Building Managers - COVID-19 Update

	(All 3)	
4	All of the above	7/21/2020 2:53 PM
5	In office Telecommunicating and Virtual meetings, Physical Barriers purchased and installed, Staggered shifts/breaks	7/21/2020 1:31 PM
6	All!	7/21/2020 10:34 AM
7	Employees are blaming my company for closure and trying to sue me and my company out of business	7/21/2020 9:39 AM
8	All the above	7/21/2020 9:34 AM
9	Increased telecommunicating, encouraged use of virtual meetings, increased tasks with a decreased work force (i.e. cleaning more often)	7/18/2020 3:51 PM
10	All of the above	7/17/2020 3:53 PM
11	All of the above, but limited by the Courts' technology	7/17/2020 3:50 PM

Q10 Which safety measures do you have in place for additional guidance on Los Angeles County requirements for office building visits:

Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
Required masks	32.14%	9
Face shields	0.00%	0
Employers provided masks	3.57%	1
Clear signage	0.00%	0
Shoe Covers	0.00%	0
Disposable gloves	0.00%	0
Physical distancing protocols	17.86%	5
Employer testing	0.00%	0
Other (please specify)	46.43%	13
TOTAL		28

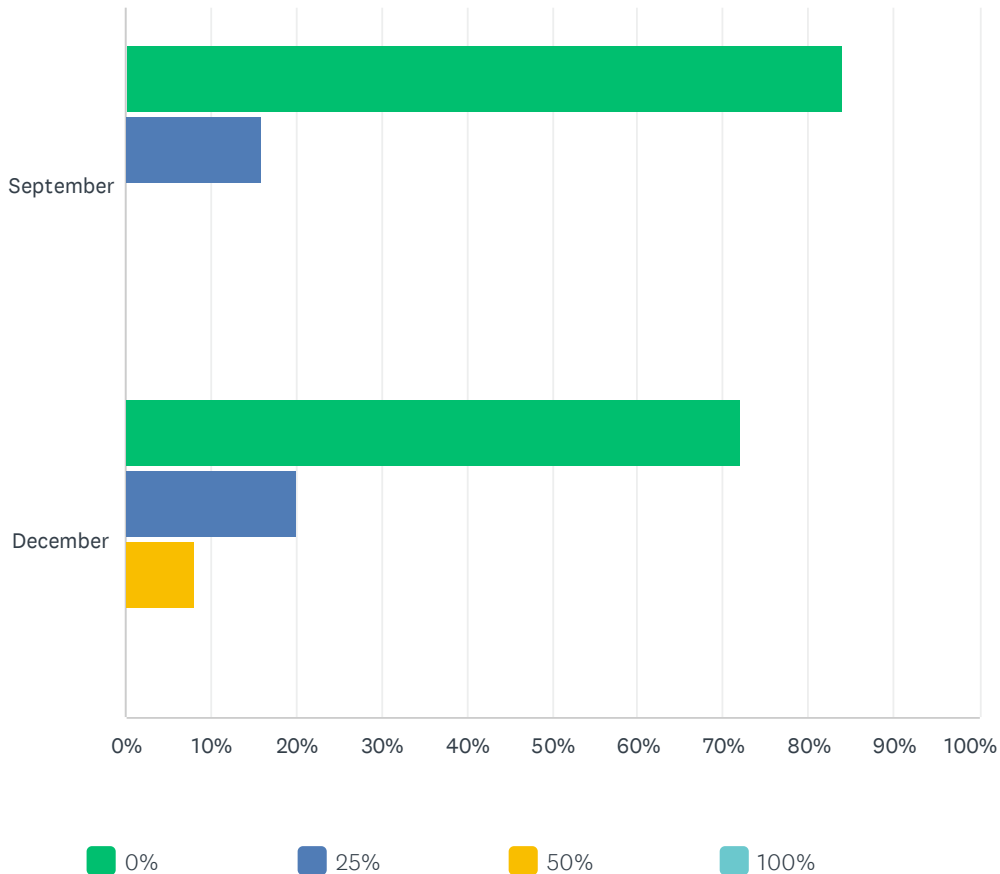
#	OTHER (PLEASE SPECIFY)	DATE
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Glendale Office Tenants and Building Managers - COVID-19 Update

1	Each of the above items is applicable to Glendale Arts, with specific use and enforcement varying depending on various factors. Glendale Arts has established a multi-phase safety planning and execution team which is tasked with discussing, formalizing, documenting, and enforcing safety procedures and protocols for all types and levels of activities that the organization's employees, in addition to booking clients, vendors, guests, and other groups that might have occasion to be on-site at the Glendale Arts Administrative Office or the Alex Theatre itself, might engage in. In order to do business, in addition to federal, state, county, and city guidelines, Glendale Arts must also adhere to guidelines established by various unions, including IATSE and SAG-AFTRA.	7/24/2020 7:30 PM
2	Required Masks, Employers Provided Masks, Clear Signage, Physical Distancing Protocols, Regular Cleanings of Environment	7/21/2020 3:27 PM
3	We have all of the above with the exception of shoe covers and face shields	7/21/2020 2:53 PM
4	Required FaceMask, Clear Signage, Physical Distancing protocols, Physical Barriers, Employer testing, Temperature Checks and face shields distributed.	7/21/2020 1:31 PM
5	employer provided masks, signage, gloves, distancing, employer testing	7/21/2020 11:00 AM
6	Everyone is work from home, but we would do all of these things if we are in an office	7/21/2020 10:34 AM
7	masks, gloves, distancing - your selections are not checkbox	7/21/2020 9:53 AM
8	mask, distance and sensitization all time	7/21/2020 9:42 AM
9	All the above but no shoe covers, face shields, testing	7/21/2020 9:34 AM
10	Required masks; face shields; employers provided masks; signs; disposable gloves; physical distancing protocols; new procedures for packages, visitors, handling telephones/message slips; barrier at reception; hand sanitizer throughout office	7/18/2020 3:51 PM
11	I want to fill out more than one of the above but it gets erased when I try	7/17/2020 4:00 PM
12	Front entry restrictive signage, Face masks, physical distancing, masks and gloves available for employee use	7/17/2020 3:53 PM
13	Require masks, employer provided masks, clear signage, disposable gloves, physical distancing, daily health screening	7/17/2020 3:50 PM

Q11 Corporate hotel stays accounts for 60 percent of the local hotel demand. Do you foresee your use of local hotels returning to pre-COVID levels by the following months and the following rates?:

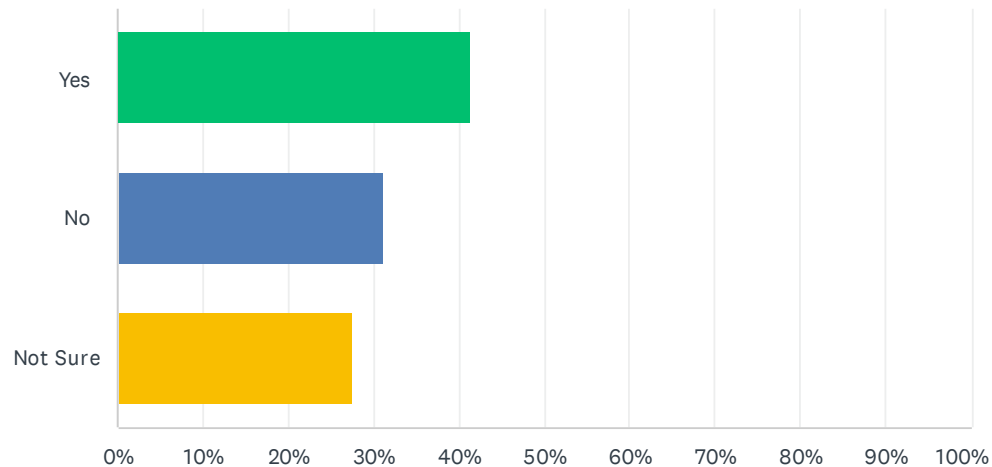
Answered: 25 Skipped: 4



	0%	25%	50%	100%	TOTAL	WEIGHTED AVERAGE
September	84.00% 21	16.00% 4	0.00% 0	0.00% 0	25	1.16
December	72.00% 18	20.00% 5	8.00% 2	0.00% 0	25	1.36

Q12 In the next two years, do you foresee reducing the size of space you lease as a result of COVID-19?

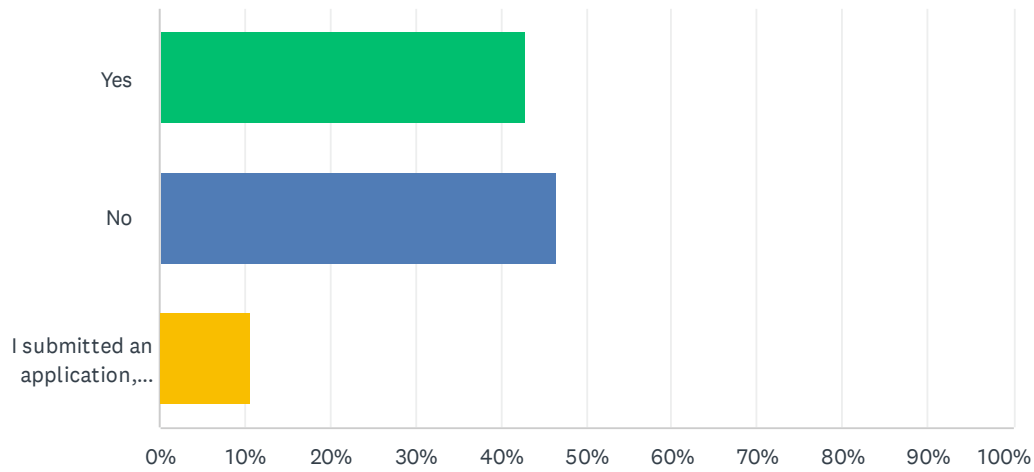
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	41.38%	12
No	31.03%	9
Not Sure	27.59%	8
TOTAL		29

Q13 Did you receive an EIDL or PPP grant?

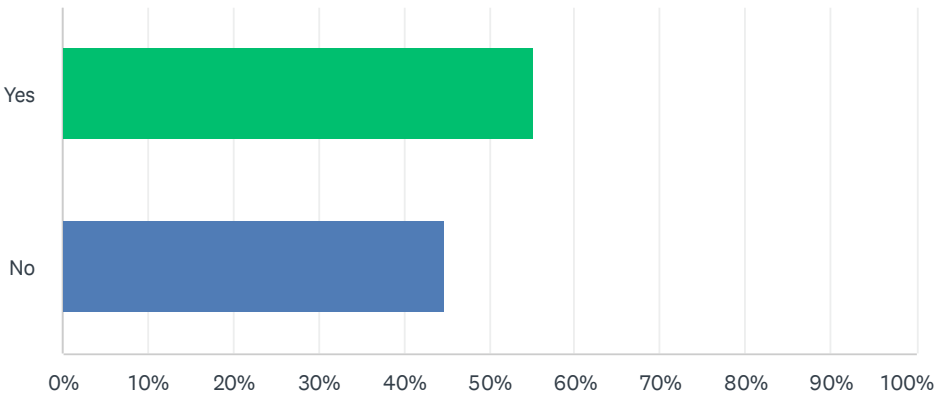
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	42.86%	12
No	46.43%	13
I submitted an application, but haven't received the funds yet	10.71%	3
TOTAL		28

Q14 Glendale Tech Week has been an annual event intended to celebrate technology and innovation in the City. Have you attended or sponsored Glendale Tech Week in the past?

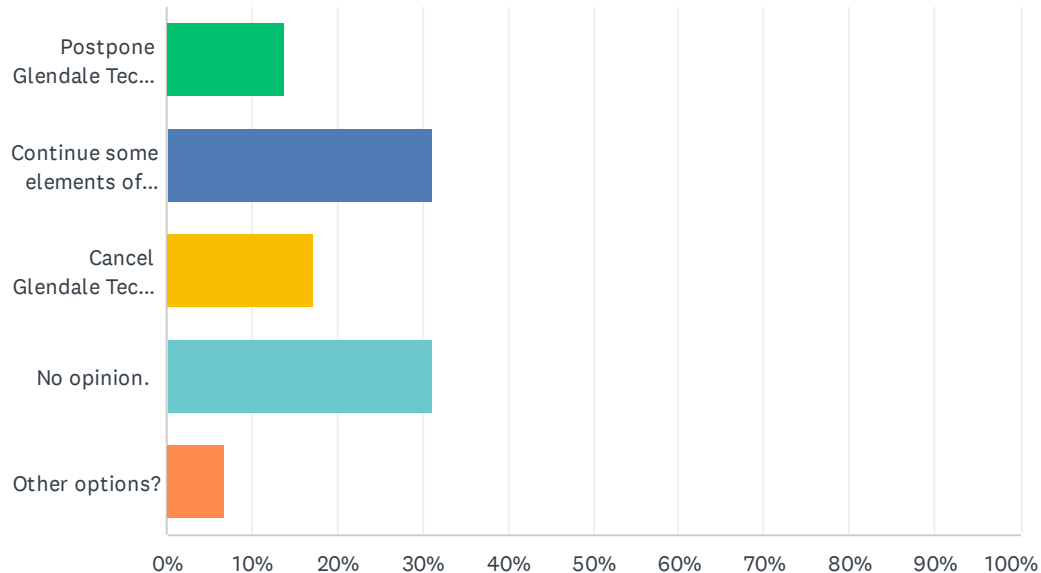
Answered: 29 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		55.17%	16
No		44.83%	13
TOTAL			29

Q15 The City is considering altering the delivery of Glendale Tech Week due to COVID-19. List your preference:

Answered: 29 Skipped: 0

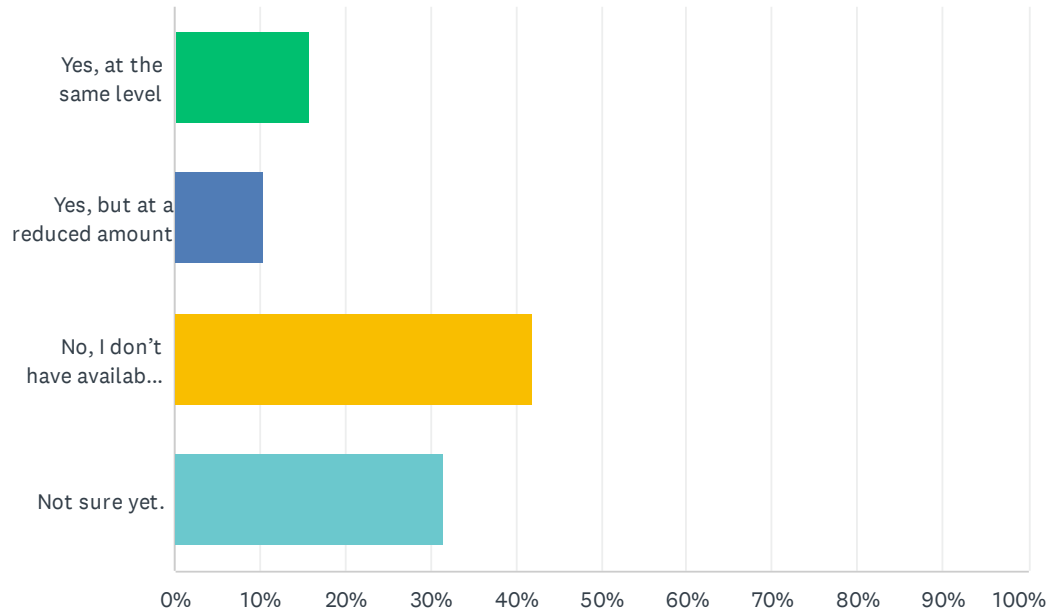


ANSWER CHOICES		RESPONSES	
Postpone Glendale Tech Week until a future date. I enjoy the face to face networking aspect of the events.		13.79%	4
Continue some elements of Glendale Tech Week programming – but virtually. Supporting the start-up ecosystem during this time is more important than ever.		31.03%	9
Cancel Glendale Tech Week until funding and physical distancing stabilizes.		17.24%	5
No opinion.		31.03%	9
Other options?		6.90%	2
TOTAL			29

#	OTHER OPTIONS?	DATE
1	We'd love to sponsor and be a part of Glendale Tech Week whether it's virtual or in person.	7/21/2020 3:27 PM
2	Do not postpone. Require masks but don't get in the way of business any longer!	7/21/2020 9:39 AM

Q16 If you sponsored Glendale Tech Week in the past, has COVID-19 changed your financial resources available to sponsor this year?

Answered: 19 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes, at the same level	15.79%	3
Yes, but at a reduced amount	10.53%	2
No, I don't have available funds this year for sponsorship	42.11%	8
Not sure yet.	31.58%	6
TOTAL		19

Q17 Do you have additional comments/concerns you would like to share?

Answered: 11 Skipped: 18

#	RESPONSES	DATE
1	Every business should have a license.... with the lease attached ! Thats what the BUSINESS REGISTRATION CERTICATES on your website call for !!..... This also include the Number of employees located in the premisis per the landlord's lease !~! OF COURSE, THE CITY DOES NOT ENFORCE, OR FOLLOW UP ON THE ABERRATIONS OF THE BRC CODE REQUIREMENTS ! In these times, you should have at least the fire department or the building inspectors, update the BRCs & enforce them !	7/26/2020 10:17 AM
2	Thank you Economic Development team!	7/21/2020 11:00 AM
3	I would love to see a virtual Glendale Tech Week! On the other hand, we are over-stretched for time and funds due to covid and will struggle to participate on the same level as previous years. We are finding similar situations with many of our partners. If this is the case for many businesses, maybe postponing is warranted. But in pure philosophy and idealism, I'd love to see it stay right on track and persevere!	7/21/2020 10:34 AM
4	none at the moment	7/21/2020 9:42 AM
5	The shutdown has devastated my company, our customer's projects, and the financial well being of my employees and myself.	7/21/2020 9:39 AM
6	You called the PPP money a "grant." It was a loan that MIGHT be forgiven. I think that is an important distinction that should be corrected and considered as you continue to put limits on who can apply for your city "grants."	7/18/2020 3:51 PM
7	Enforce wearing masks for everyone and penalize who don't.	7/18/2020 7:09 AM
8	I have reduced my office space, so might increase in the future if things get better.	7/17/2020 4:54 PM
9	Landlords should offer reduced rent/lease payments and tenants should be permitted to enter into lease modifications and/or be able to terminate the lease due to reduced income	7/17/2020 4:22 PM
10	Stevenson Real Estate owns my building and has refused to help and ignored my last email, which was re: how I do not have access to make the changes needed for help. They have not checked in or offered assistance in any way. I am planning on moving out of my suite in the near future, and I will work from home. This means that 2 of 4 suites in our bldg will be empty due to COVID.	7/17/2020 4:00 PM
11	Allow businesses to open as soon as practical. Losses to both business and City tax coffers continue to increase. Consider approving more "on the street" - open air business activities	7/17/2020 3:53 PM

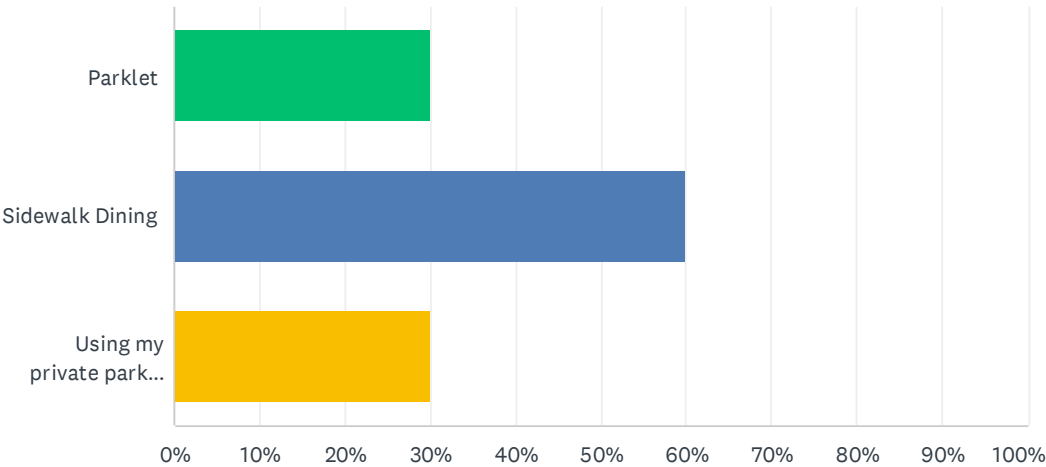
CITY OF GLENDALE



Al-Fresco Survey September-October 2020

Q1 1. Are you a business that is participating in the Al Fresco Glendale Program? If yes, how

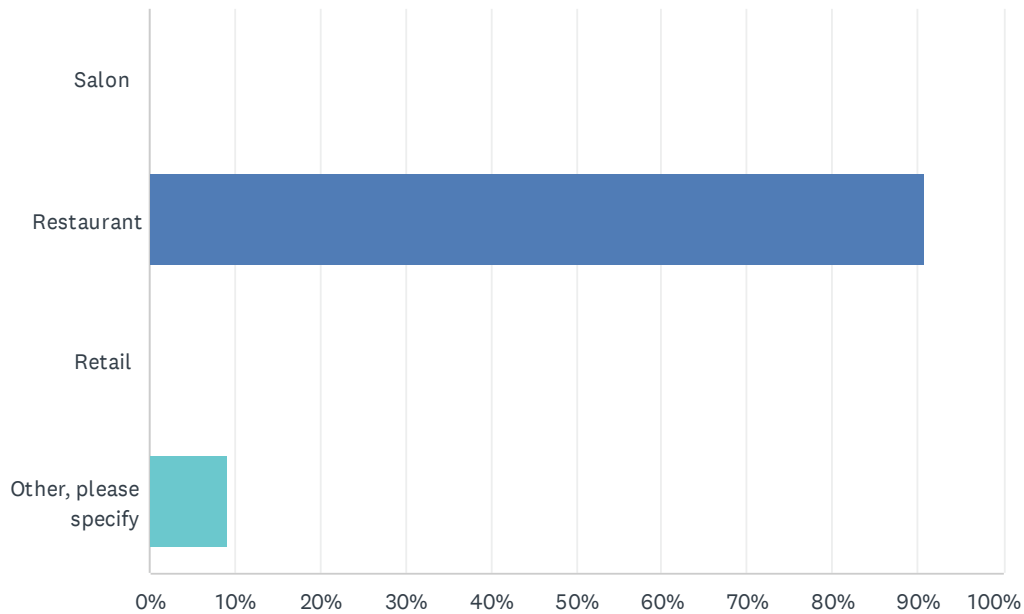
Answered: 10 Skipped: 8



ANSWER CHOICES	RESPONSES	
Parklet	30.00%	3
Sidewalk Dining	60.00%	6
Using my private parking lot	30.00%	3
Total Respondents: 10		

Q2 2. What type of business are you?

Answered: 11 Skipped: 7

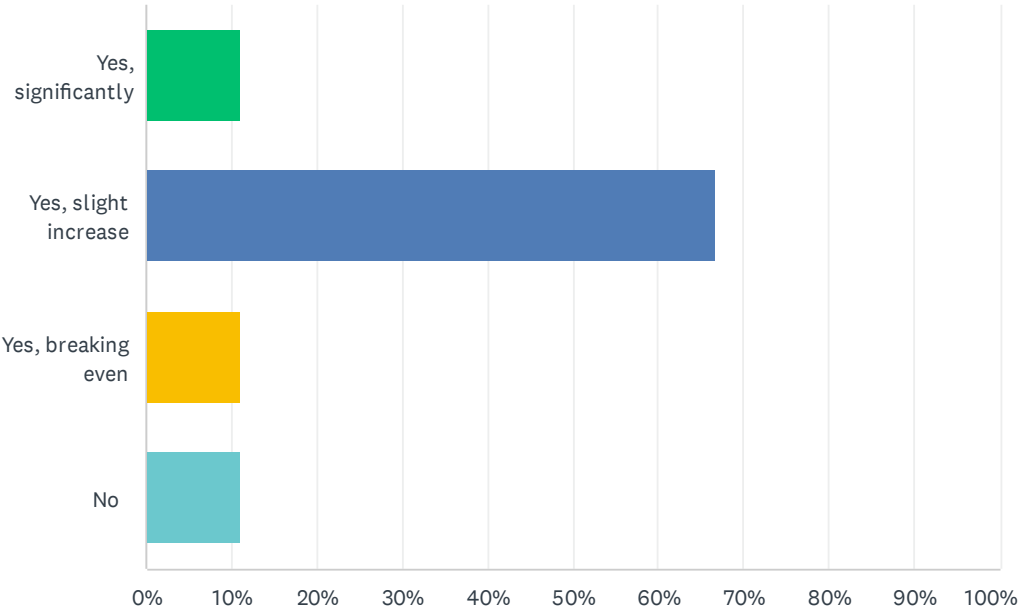


ANSWER CHOICES		RESPONSES	
Salon		0.00%	0
Restaurant		90.91%	10
Retail		0.00%	0
Other, please specify		9.09%	1
TOTAL			11

#	OTHER, PLEASE SPECIFY	DATE
1	Just a customer!	9/14/2020 9:21 AM

Q3 3. Has the AI Fresco program resulted in increased revenues since the start of the Safer at Home orders?

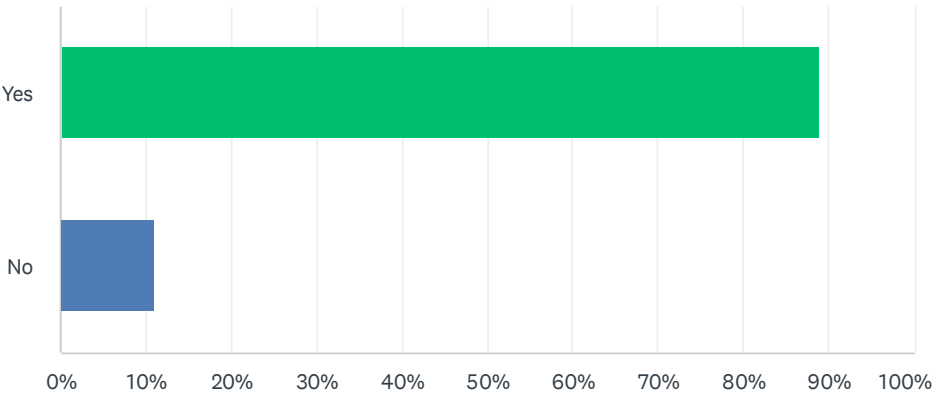
Answered: 9 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes, significantly	11.11%	1
Yes, slight increase	66.67%	6
Yes, breaking even	11.11%	1
No	11.11%	1
TOTAL		9

Q4 4. Did the AI Fresco program enable you to retain or hire employees?

Answered: 9 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	88.89%	8
No	11.11%	1
TOTAL		9

Q5 How many employees were you able to retain?

Answered: 9 Skipped: 9

#	RESPONSES	DATE
1	3	9/25/2020 9:24 AM
2	2	9/18/2020 4:53 PM
3	5	9/14/2020 12:05 PM
4	18	9/11/2020 2:44 PM
5	10	9/11/2020 1:31 PM
6	32	9/11/2020 12:30 PM
7	not sure	9/11/2020 12:16 PM
8	32	9/11/2020 12:12 PM
9	9	9/11/2020 12:12 PM

Q6 How many employees were you able to hire?

Answered: 9 Skipped: 9

#	RESPONSES	DATE
1	0	9/25/2020 9:24 AM
2	2	9/18/2020 4:53 PM
3	3	9/14/2020 12:05 PM
4	3	9/11/2020 2:44 PM
5	None	9/11/2020 1:31 PM
6	32	9/11/2020 12:30 PM
7	not sure	9/11/2020 12:16 PM
8	2	9/11/2020 12:12 PM
9	5	9/11/2020 12:12 PM

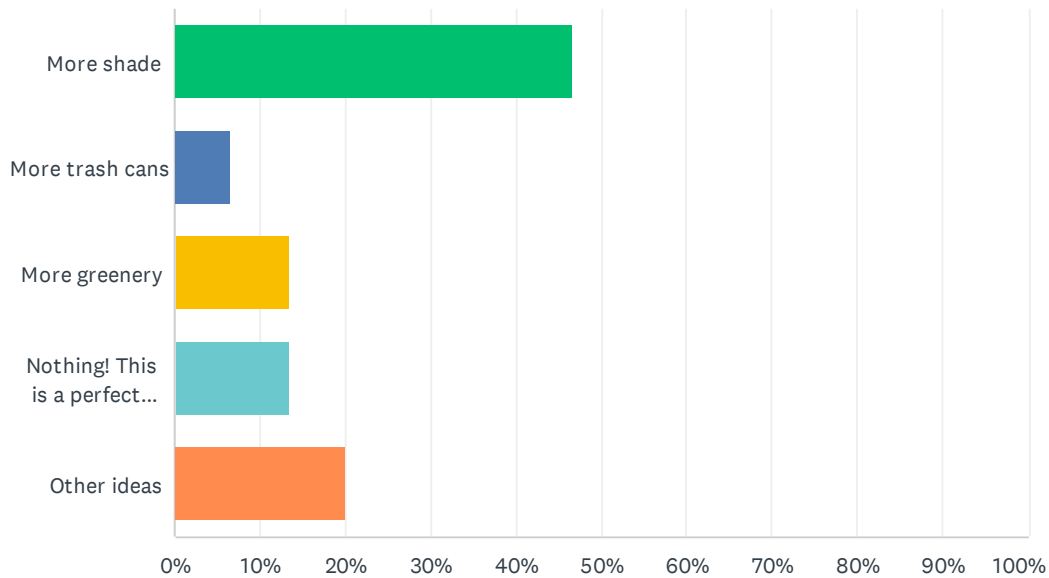
Q7 5. What do you like the best about Al Fresco Glendale?

Answered: 13 Skipped: 5

#	RESPONSES	DATE
1	Out door fresh air and it definitely help keep my business open and able to survive.	9/25/2020 9:24 AM
2	good for dining peoples who want to have the table at outside from home	9/18/2020 4:53 PM
3	its great how restaurants can seat people outside.	9/14/2020 12:05 PM
4	Great to take advantage of outdoor and fresh air. It has a very European experience.	9/14/2020 10:17 AM
5	I love it. Outside is lovely.	9/14/2020 10:03 AM
6	I love being able to eat a meal outdoors, it's so refreshing vs inside a dark restaurant	9/14/2020 9:21 AM
7	It gives our clientele a nice outdoor dining option that was not available before.	9/11/2020 2:44 PM
8	Great idea, work great for us .	9/11/2020 1:31 PM
9	The flexibility to seat people on the sidewalk	9/11/2020 12:30 PM
10	Partnership.	9/11/2020 12:16 PM
11	Jennifer Hiramoto and team along with the City have been so helpful.	9/11/2020 12:12 PM
12	The program was great for people who had the space to do outside dining. Hopefully we will survive this situation. All city government should be on the governor back to reopen businesses	9/11/2020 12:12 PM
13	I am not a business that is using Al Fresco Glendale, but have been a patron at some of the businesses that are. I really like it!	9/11/2020 10:16 AM

Q8 6. How the AI Fresco Glendale Program be improved?

Answered: 15 Skipped: 3

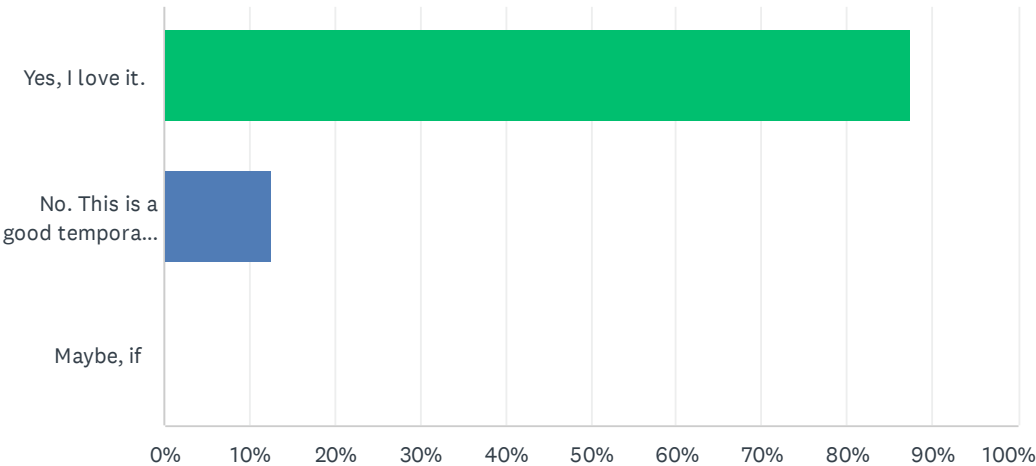


ANSWER CHOICES	RESPONSES	
More shade	46.67%	7
More trash cans	6.67%	1
More greenery	13.33%	2
Nothing! This is a perfect solution for COVID19.	13.33%	2
Other ideas	20.00%	3
TOTAL		15

#	OTHER IDEAS	DATE
1	Portable heaters so we can sit out when it's cold!	9/14/2020 9:21 AM
2	Quicker turn around time on approval.	9/11/2020 12:16 PM
3	We had to do all that ourselves. We had to buy all the stuff to make it so people would enjoy outside dining	9/11/2020 12:12 PM

Q9 7. Would you be interested in having this as a permanent feature?

Answered: 16 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes, I love it.		87.50%	14
No. This is a good temporary solution but I value my parking.		12.50%	2
Maybe, if		0.00%	0
TOTAL			16

#	MAYBE, IF	DATE
	There are no responses.	

Q10 8. Is there anything else you would like to add or comment on about the program?

Answered: 10 Skipped: 8

#	RESPONSES	DATE
1	Not a business owner, just a resident who is forced to walk through valley's of non-mask wearers with not nearly enough allowable distance to get to my destination. I'm so angry at this, and that the supposed fines in place in general for not masking up mean nothing.	10/9/2020 4:16 PM
2	Continue to wave the charge.	9/25/2020 9:24 AM
3	More beautiful Lighting	9/18/2020 4:53 PM
4	People out in Glendale are not wearing masks. I feel unsafe being in Glendale.	9/15/2020 7:14 AM
5	Continue to maintain outdoor dining, but ensure that the streets and sidewalks are clean because there can be issues with bugs.	9/14/2020 10:17 AM
6	We should've always been eating outside. It's southern a California for Pete's sake! People in Europe run the tables and chairs back and forth just to be able to dine outside while they get the chance. I love it!	9/14/2020 10:03 AM
7	I'm only a customer, don't own a business but I LOVE it! My family and I have been going out for dinner every Friday night since the outdoor seating started. We just wish more restaurants were able to offer this type of arrangement (those not on brand) but I understand not all of them have the area/space to do it. Really hope this al fresco stuff can be permanent to some capacity. Thanks Glendale!	9/14/2020 9:21 AM
8	We appreciate the prompt action to supply tables, shade and greenery compared to other cities.	9/11/2020 2:44 PM
9	this has been a great help, thank you	9/11/2020 12:30 PM
10	Yes thank you to all the glendale staff that help to make this possible	9/11/2020 12:12 PM



2021 City of Glendale Flash Poll Results

July 20, 2021 – August 23, 2021



SURVEY RESPONDENTS

561
Respondents



100%
Business Leaders



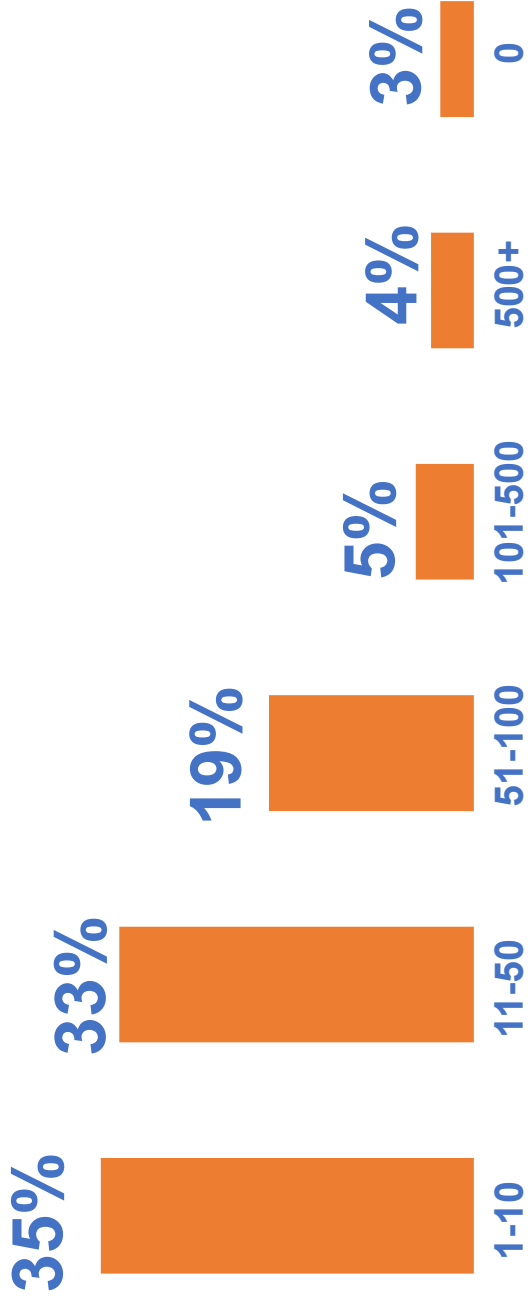
20
Industries



TOP 10 INDUSTRIES REPRESENTED



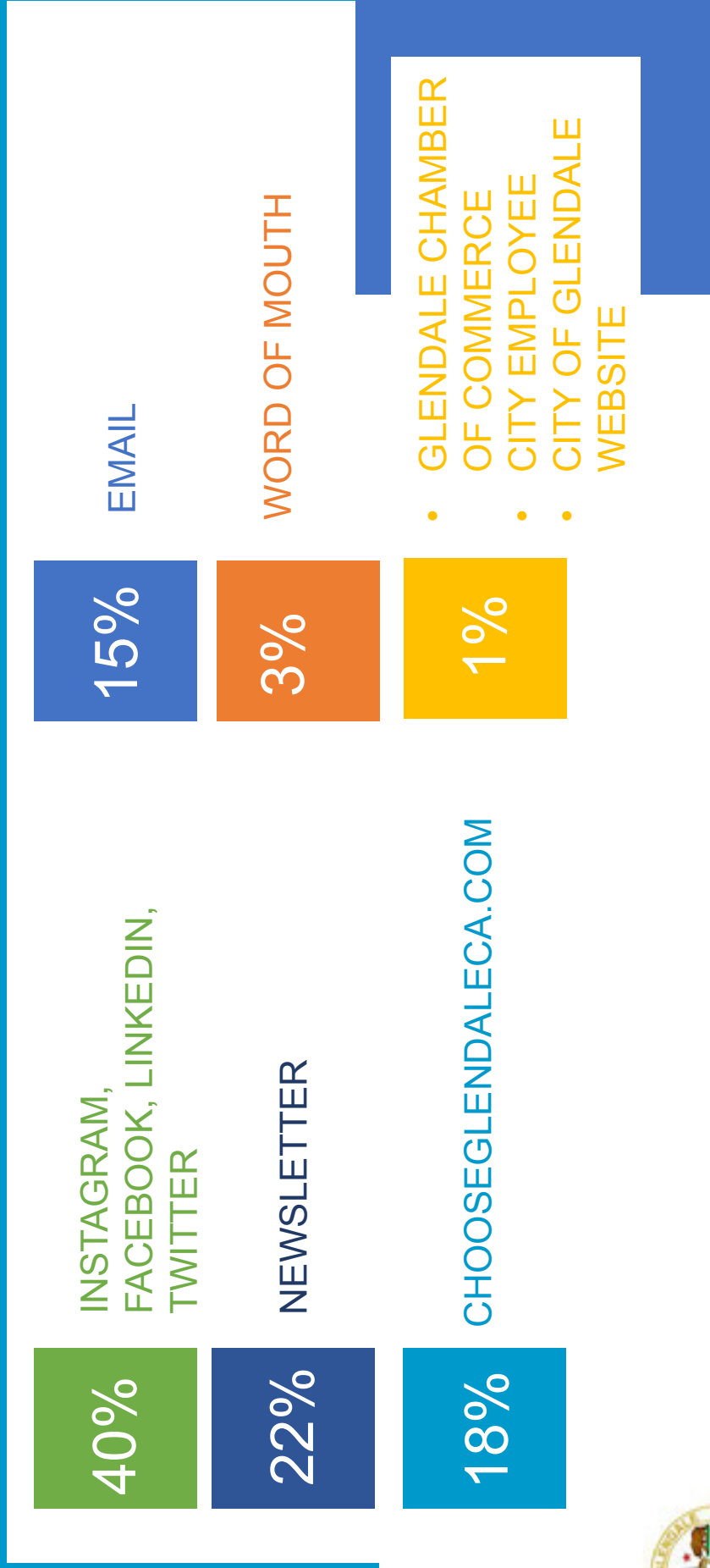
APPROXIMATE EMPLOYEE COUNT



Employee Count



HOW DID YOU HEAR ABOUT THE SURVEY?



BUSINESS OUTLOOK FOR NEXT YEAR

Very Pessimistic 7%

Pessimistic 14%

Uncertain 15%

Very Optimistic 16%

OPTIMISTIC

48%

Optimism is an overriding theme for Glendale business leaders as they look at the next year



Glendale business leaders are very attuned to the role of the City of Glendale in addressing business issues

Not at all
7%

Uncertain
5%

Moderately
41%

Completely
15%

Significantly
32%

88%

acknowledge that their level of optimism or pessimism depends to some extent on how the City addresses business issues



Risks to commercial real estate continue

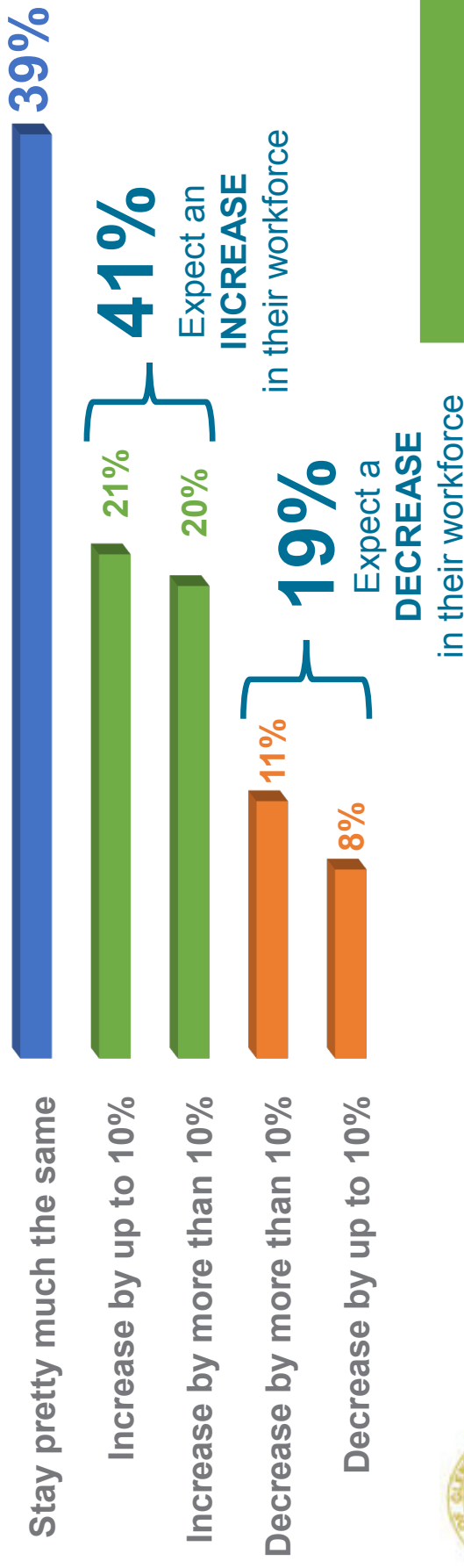
LEASING OFFICE SPACE

• Renew the lease with no significant modifications	31%
• Renew the lease, and move to a smaller and/or less expensive space	14%
• Expand your space	11%
• Relocate out of the City of Glendale	7%
• Not renew the lease and move to a smaller and/or less expensive space	4%
• Not renew the lease and no longer lease space for your business	1%
• Unsure	16%
• N/A	15%



WORKFORCE CHANGES IN THE NEXT 12 MONTHS

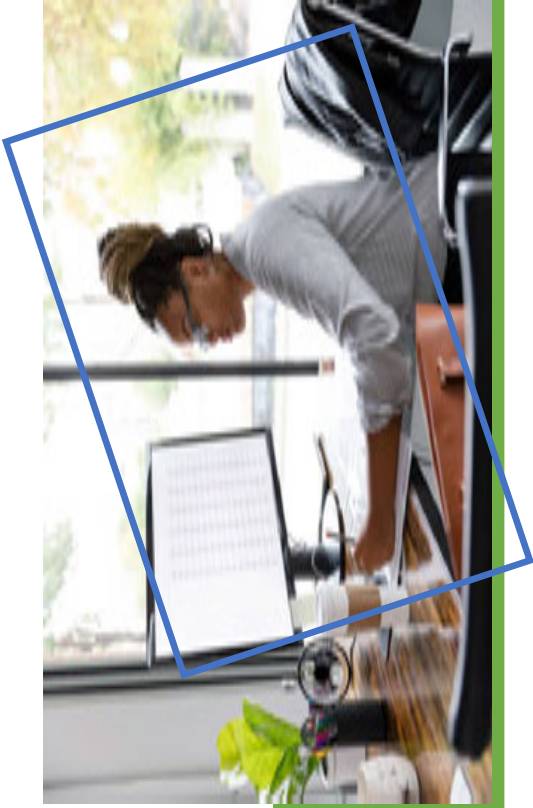
More business leaders expect their workforce **will increase** over the next 12 months.



CHANGES IN THE WORKPLACE

REMOTE WORK IS
NOT GOING AWAY

	Pre-Pandemic	Post-Pandemic
Expect some or all their employees to be working remotely	85%	95%
Say no employees will be working remotely	15%	4%



We will have employees working remote more than in the past

48%

We will have the same level of remote work post-pandemic as we did pre-pandemic

28%

We will have employees working remote less than in the past

24%



EMPLOYEE RESIDENCY



28%

Estimated that
over 50%
of their
employees
reside in
Glendale

72%

Estimated that
50% or less
of their
employees
reside in
Glendale



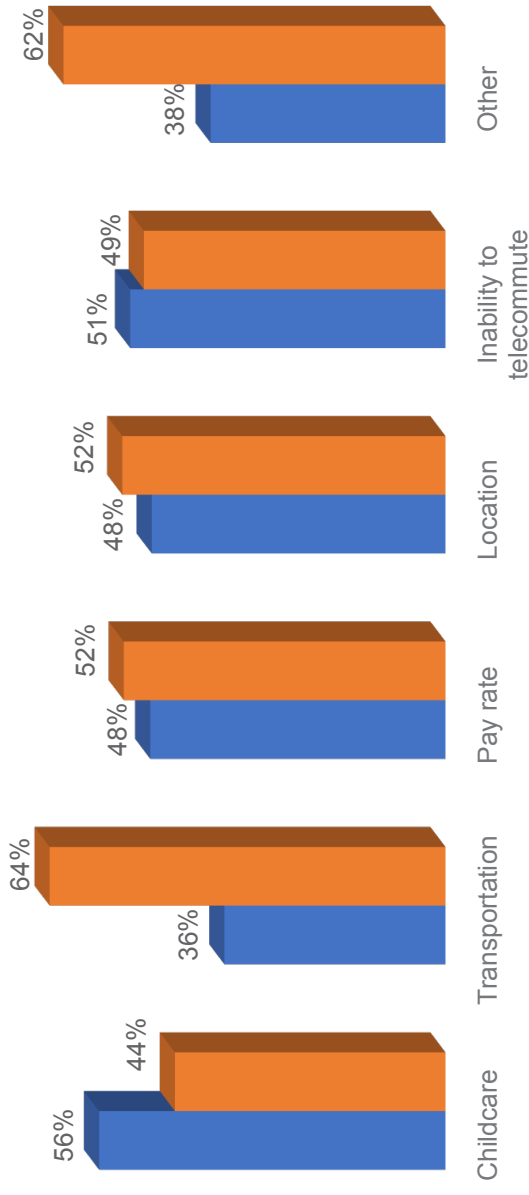


Childcare challenges are preventing applicants from accepting jobs and preventing employees from returning to the workplace

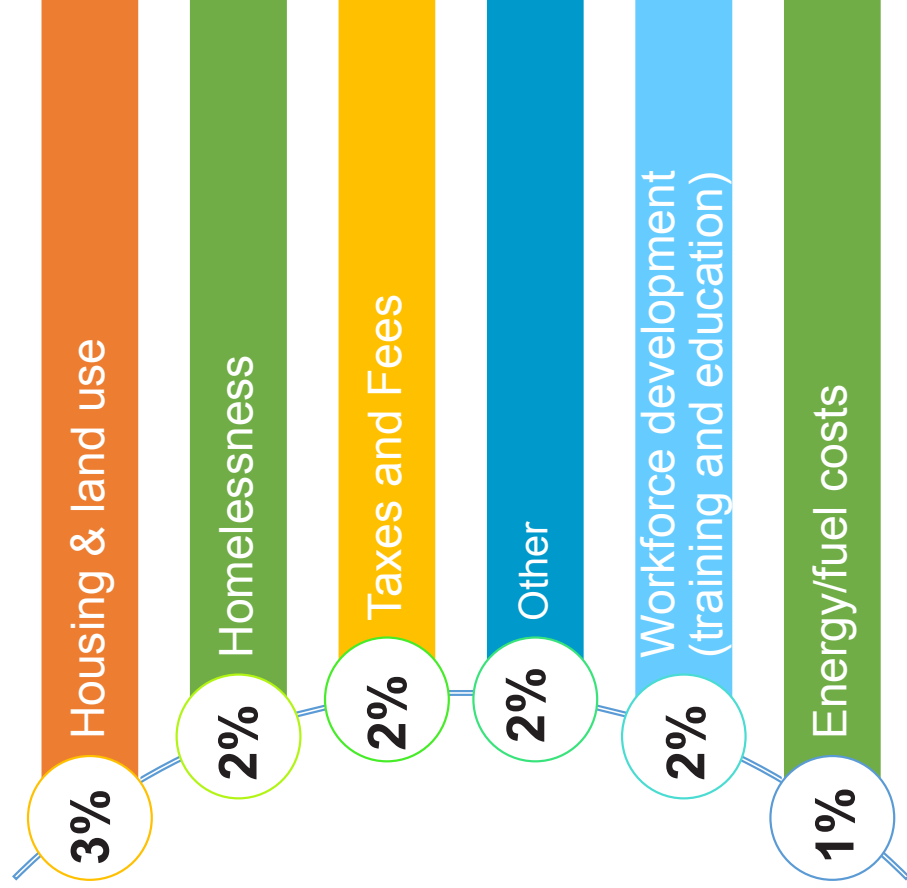
EMPLOYEE OBSTACLES

Numerous obstacles remain to getting workers re-integrated into the workforce and bringing employees back to the workplace

■ Applicant ■ Employee



TOP 12 BUSINESS CONCERNS

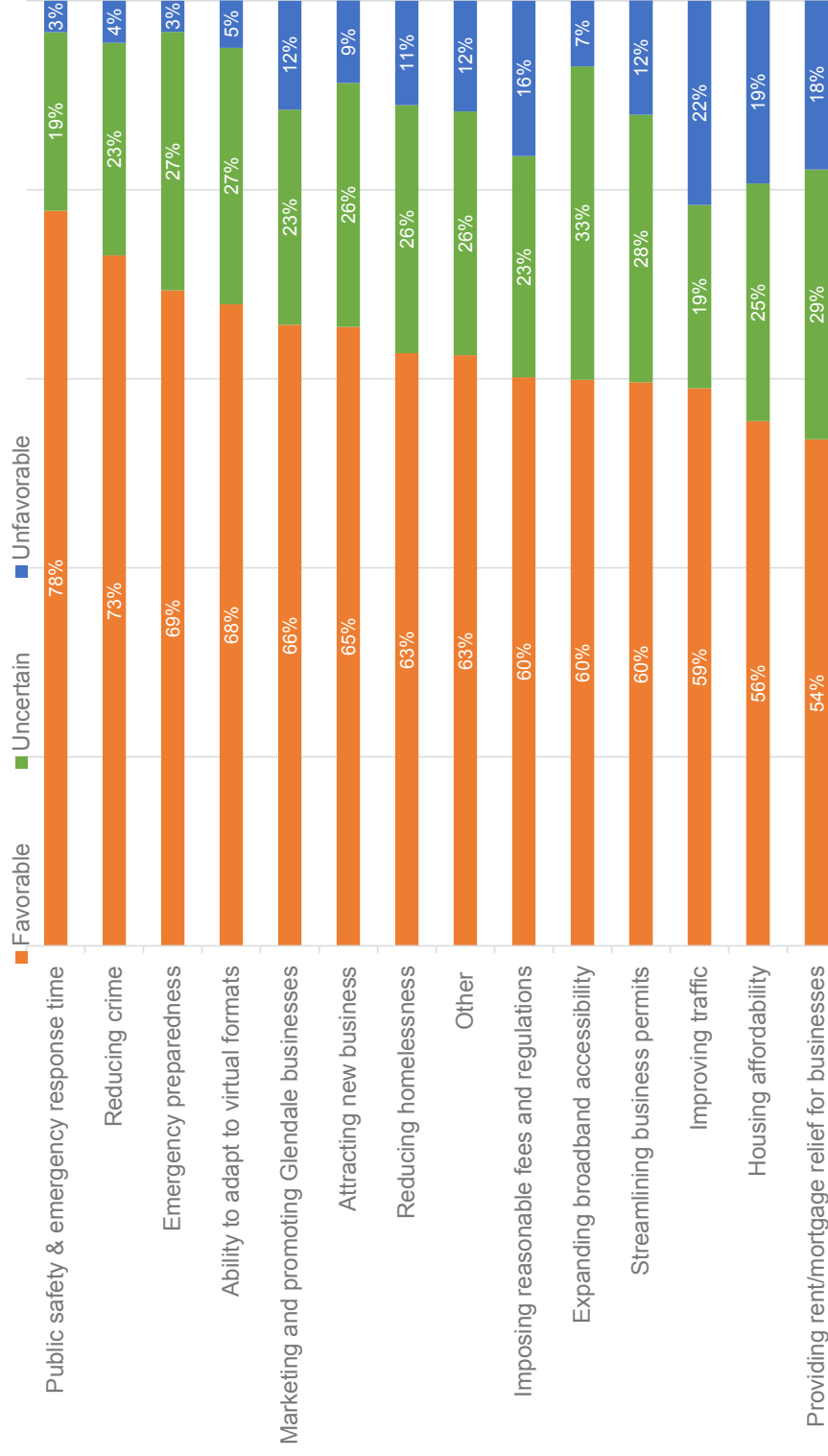


Glendale
business
leaders
express
overwhelming
satisfaction
with the City's
performance in
key areas



CITY OF GLENDALE

PERFORMANCE SCORECARD



CITY OF GLENDALE SHOULD PRIORITIZE



Glendale business leaders want the City of Glendale to prioritize **childcare support** to help their long-term recovery from the impact of the pandemic



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City of Glendale Poll 2021

Flash Poll Narrative

INTRODUCTORY NOTES

This narrative addresses all questions and corresponding aggregated responses included in the 2021 City of Glendale Flash Poll conducted from July 20, 2021 through August 23, 2021.

The Poll generated 561 responses. Poll respondents were Glendale business leaders representing a wide range of industries including Retail and Wholesale (13.9%), Professional Services (11.9%), Education (6.7%), Chambers of Commerce/Trade Associations (6.7%), Hospitality and Restaurants (5.8%), Entertainment and Travel (5.3%), Construction (5.3%), Real Estate Management (5.3%) and Technology (5%). Thirty other industries with under 5% representation also participated.

The Poll Respondents represented the full spectrum of company size, with 35% referencing an employee count of 1 – 10; 33.2% with an employee count of 11 – 50; 19.2% with an employee count of 51 – 100; 5.4% with an employee count of 101 – 500; and 4% with an employee count of over 500.

Participation in the Poll was driven most successfully by social media, with Instagram, Facebook, LinkedIn, or Twitter being identified by 39.7% of respondents as the means by which they were made aware of the Poll. Other successful outreach efforts included newsletter (22.1%), Chooseglendaleca.com (18.2%) and email (15.4%).

Poll questions were answered based on the respondents' personal business outlook and their understanding of their workforce. Over 72% of Poll Respondents estimated that 50% or less of their employees actually reside in Glendale and just under 28% estimated that over 50% of their employees reside in Glendale.

In reviewing the full report and this analysis, note that responses to some questions do not add up to 100% due to several factors including rounding, some questions for which respondents were invited to select more than one answer and sometimes exclusion of "unsure" or "uncertain" responses in order to keep the narrative more focused on actionable input.

GENERAL OBSERVATIONS

1. The City of Glendale is looked to with high regard by local business leaders, who are generally satisfied with the City's performance and overwhelmingly optimistic about the future of their businesses.
2. Glendale business leaders would like to see the City prioritize childcare to help their long-term recovery from the impact of the pandemic, and have a wide range of suggestions for possible legislation.
3. Glendale business leaders focus inward in terms of their top business concerns.
4. The post-pandemic Glendale workforce is growing and, simultaneously, evolving into a more remote workforce with new challenges, (particularly childcare and transportation), which are already impacting staffing and may impact commercial real estate in the near future.

OUTLOOK FOR THE NEXT YEAR

Headline: Optimism is an overriding theme for Glendale business leaders as they look at the next year.

Headline: Glendale business leaders are very attuned to the role of the City of Glendale in addressing business issues.

Q3 - Which one of the following words best describes your outlook for businesses in Glendale over the next year?

64.5% of Glendale business leaders express that they have an “Optimistic” (48%) or “Very Optimistic” (16.5%) outlook for businesses in the city over the next year.

Only 20.4% of Glendale business leaders express that they have a “Pessimistic” (13.6%) or “Very Pessimistic” (6.9%) outlook for businesses in the city over the next year.

The optimism comes with a caution though, as another 15% express that they are currently “Uncertain” about the outlook for business over the next year.

Q4 - To what extent does your level of optimism or pessimism depend on how the City of Glendale is addressing business issues?

Almost all business leaders (88.3%) acknowledge that their level of optimism or pessimism depends to some extent on how the City addresses business issues, with over 15% stating that it “Completely” depends on the City; 32.5% stating their outlook “Significantly” depends on the City; and 40.8% stating their outlook “Moderately” depends on the City.

Only 6.9% stated that their optimism or pessimism is “Not as all” based on the City.

LEASING OFFICE SPACE

Headline: Risks to commercial real estate continue.

Q5 - Based on what you know today, what are your plans for lease renewal of your business space?

Close to 29% of Glendale business leaders report that they could potentially not be renewing the lease on their business space. This includes 7.3% planning to relocate out of Glendale, 4% planning not to renew and to move to a smaller/less expensive space, 1.3% that no longer plan to lease space for their business and 16.3% that are unsure.

Of the 56% reporting that they do plan on renewing their lease, 31.2% expect to do so with no significant modifications; 13.6% expect to renew, but move to a smaller/less expensive space and 11.2% expect to actually increase their space.

WORKFORCE LEVELS AND THE WORKPLACE

Headline: More business leaders expect their workforce will increase over the next 12 months.

Headline: Remote work is not going away.

Q6 - Over the next 12 months, do you expect your local workforce will:

An impressive 41.6% of Glendale business leaders anticipate their workforce will increase over the next year with 21.5% expecting the increase to be up to 10%, and 20.1% anticipating an increase of more than 10%.

Only 19% expect a decrease, with 8% anticipating a decrease of up to 10% and 11% anticipating a decrease of more than 10%.

Q7 - As a result of the pandemic:

Close to half of Glendale business leaders (47.9%) expect to have employees working remote more than in the past. Curiously, 24.1% report that they will have employees working remote less than in the past, and 28% expect the level of remote work will stay pretty much the same.

NOTE: Q8 and Q9 are follow-ups to Q7. The 28% of respondents that selected “We will have the same level of remote work post-pandemic as we did pre-pandemic” were not directed to answer Q8 or Q9.

Q8 - Pre-pandemic, what percentage of your employees worked remote some or all of the time?

Q9 - Post-pandemic, what percentage of your employees do you expect to continue to work remote some or all of the time?

Only 4.3% of Glendale business leaders expect to have no remote workers post pandemic. This is down from 14.8% that had no remote workers pre-pandemic.

The most significant increases are with businesses expecting to have more than half of their employees working remote some or all of the time, which is projecting an increase from under 4% pre-pandemic to 19.2% post-pandemic.

Headline: Numerous obstacles remain to getting workers re-integrated into the workforce and bringing employees back to the workplace.

Headline: Childcare challenges are preventing applicants from accepting jobs and preventing employees from returning to the workplace

Headline: Logistical issues, including transportation, location and ability to telecommute are significant barriers to getting employees back to the workplace.

Q12 - An applicant / employee cited the following as a reason to not accept a job offer/return to work:

Over 56% of Glendale business leaders report that an applicant has cited childcare as a reason for not accepting a job and 43.9% report that a current employee has cited childcare as a reason for potentially not being able to return to the workplace.

Glendale business leaders report that applicants have offered up a broad range of reasons for not being able to accept a job. Among the top reasons given, 51.1% report that an applicant has cited “Inability to telecommute,” 47.9% report an applicant citing “pay rate,” and 35.9% report that an applicant has cited “transportation.”

Glendale business leaders also report that they have received pushback from employees who have cited a number of reasons as to why they may not be able to return to the physical workplace if called upon

to do so. The number one reason cited was “transportation,” which has been brought up to 64.1% of employers, followed by the related concern of “location” at 52.4%, “pay rate” at 52.1%, inability to telecommute” at 48% and “childcare” at 43.9%.

BUSINESS CONCERNS

Headline: Business-related expenses including rent, salaries and utilities was cited as the top concern by more than five times as many Glendale business leaders as the number two concern (attracting and retaining customers/clients).

Headline: Over 80% of Glendale business leaders identify inward-focused issues as their top business concern.

Business-related expenses, including rent, salaries and utilities was cited as the top concern by 56.4% of Glendale business leaders as they recover from the impact of the pandemic.

Three of the 11 choices for top business concern Glendale business leaders are facing as they recover from the impact of the pandemic accounted for 76.8% of the responses. Specifically, business-related expenses, including rent, salaries and utilities accounted for 56.4%, attracting and retaining customers/clients accounted for 10.6% and crime accounted for 9.8%.

The traditional top business concern, taxes and fees, was only identified by 2.2% as their top concern.

Although Glendale business leaders report that applicants have often turned down jobs for a variety of reasons, only 4.4% identified hiring and staffing as the top concern.

GOVERNMENT – CITY OF GLENDALE

Headline: Glendale business leaders express overwhelming satisfaction with the City’s performance in key areas.

Headline: Glendale business leaders give exceptionally high marks to City for public safety, response time, reducing crime and emergency preparedness.

Q14 – How satisfied are you with the City of Glendale’s performance in the following areas?

77.8% of Glendale business leaders have a satisfactory opinion of the City’s performance on public safety and emergency response time (21.9% “very satisfied,” 13.9% “moderately satisfied,” and 41.9% “satisfied”), Only 3.3% stated that they were “not satisfied.”

Related to public safety, the City also scored high with business leaders on reducing crime, 73.1% expressing they are satisfied with the City’s performance (21.1% “very satisfied,” 16.1% “moderately satisfied,” and 35.8% “satisfied”) and received high marks (69.3%) on emergency preparedness (16% “very satisfied,” 11.3% “moderately satisfied,” and 42% “satisfied”).

Glendale business leaders also had a generally favorable opinion of the City’s performance on business-related matters including marketing and promoting Glendale businesses (65.7% satisfied), attracting new business (65.5% satisfied) and streamlining business permits (59.6% satisfied).

The highest “not satisfied” response was for improving traffic at 21.6%.

The lowest satisfied response was for providing rent/mortgage relief for businesses at 53.6%.

Headline: Glendale business leaders want the City of Glendale to prioritize childcare support to help their long-term recovery from the impact of the pandemic.

Q15 - What initiatives should the City of Glendale prioritize to help your business's long-term recovery from the impact of the pandemic?

Almost twice as many Glendale business leaders ranked childcare support as the top initiative the City should prioritize to help them recover from the impact of the pandemic. Childcare support was ranked number one by 33.1% of the respondents and second highest, grant programs, was ranked number one by 17.6%.

Other initiatives ranked number one by 5% or more of business leaders were: worker training programs (9.4%), ease of permit access (9.4%), landlord/building owner support (8.8%), marketing initiative to increase regional awareness (7.3%) and incentives for hiring (5%).

Initiatives not significantly moving the needle were: broadband access (2.9%), increased tourism (2.1%) and additional placemaking (1.5%). Only .6% responded "none."

OPEN-ENDED FEEDBACK

Headline: Glendale business leaders have a wide range of suggestions for legislation the City should consider in order to help them succeed post-pandemic.

Q16 - What single piece of legislation could the City of Glendale pass that would help your business succeed most post-pandemic?

Asked for open-ended suggestions on a single piece of legislation the City of Glendale could pass that would be most helpful for them, business leaders provided over 200 responses. The suggestions mostly fell under the categories of grants and funding, taxes, COVID and public health, transit, traffic and parking, business processes and incentives, landlords, renters and rent control, employment-related, marketing and promotions and other.

Following is a sample of suggestions received grouped by these categories:

Grants and Funding

- Use ARPA funds to help small businesses stay in business
- The city of Glendale should have clearly outlined the conditions for grants and Pandemic help to businesses as well as performed exactly as per their mandated eligibility. If a Legislative Grant is approved, all the details should be worked out I suppose?
- Federal government funding
- Funding to develop underused and derelict spaces for youth sports groups
- Provide a one time \$5,000 working capital grant for small businesses making less than \$100,000 annually for the past three year. These are the businesses that have suffered immensely in this pandemic.
- Ongoing grant programs.
- We need more grant

- The most important action the City can take is to grant businesses sitting area permits and sign permits quickly and without going through the long process. This will solve the problem for many small
- Make financial grants and assistance easier and more readily available without red tape and extensive paperwork and follow up discouraging such assistance not pleasant.
- Incentives to consumers to spend money in Glendale
- Enterprise Assistance Act
- I don't believe other than "free money" or buying directly from us that the city of Glendale can do anything to help our business during the pandemic.
- I would like the city to pay the businesses who are impacted by the filming industry.

Taxes

- Tax incentives
- Reduce sales tax by 3%
- Tax relief to increase employment

COVID and Public Health

- To have mandatory vaccination!
- Get rid of masks and vaccine requirements.
- Help with tax incentives and PPE
- Public health policies that will help businesses stay open during the pandemic and surges of Covid-19, Delta Variants and other viruses that may impact the economy and recovery for businesses. Local government needs to make mandates (vaccinations and mask requirements) that will help the region deal with the public health issues and hospitalization rates.

Transit, Traffic and Parking

- Transit initiatives, clean energy initiatives
- No parking meters in Montrose shopping park or credit card machines
- Change the bus stop locations that are interfering with the local businesses and creating nuisance.
- Change the coin meters which are outdated. The parking enforcement hours are a disaster and the parking situation is a mess.
- Severe lack of inexpensive parking for part time employees. The Orange Street garage is \$70 a month for fulltime. There is no PT option. Parking enforcement has been ruthless even when Lot 6 is half empty.
- Have ADA STREET parking for those business locations that CANNOT offer or it is not feasible to have ADA PARKING because of street level to parking area

Business Processes and Incentives

- Streamline Building Permit application process
- Lift all development restrictions and create more density along the Brand corridor, incentivize hotels
- Public health, innovation and. Global strategy for Intellectual Property... Legislation or procurement agreement) already exists and is considered by many agencies to have succeeded in achieving its aims.

- PLEASE SET LIMITATIONS ON THE NUMBER OF THE SAME TYPE OF BUSINESSES OPENING IN THE CITY. GLENDALE HAS BECOME ONLY A NAIL SHOP, PHARMACY, BAKERY, & GROCERY
- Requiring City Contracted services to be provided by businesses located in the City of Glendale
- Provide Flexibility in the permitting process including BRC's particularly to those citizens who work to play by the rules vs the citizens who look to scam and stay under the radar and do whatever they want without recourse from the City
- Streamline and simplify all permit processes by using more customer online access and promote property ownership rights instead of continuing to chip away at those fundamental rights.

Landlords, Renters and Rent Control

- I like to help lo income renters and hopefully open waiting list of section 8 programs
- Rental control for business leasing
- Reduce all the landlord tenant laws that have made the situation worse for not only the landlords, but the tenants as well.
- Remove rent control ordinances. Roll back sales tax to 7-1/4% and utilities rates 25%.
- Rent control for commercial establishments particularly restaurants
- Reject passing tenant registry and relax rent control initiatives already passed

Employment-Related

- More benefits for companies hiring work at home employees. Work from home jobs improve traffic and rental space costs.
- Mandate family support benefits for companies of a certain size, like childcare. Even better if the City subsidizes it to also help the businesses.
- EMPLOYMENT INCENTIVES

Marketing and Promotions

- A marketing campaign to raise awareness of the region
- Network programs for" brain storm." We need to have Helping Hand projects. (one business owner help another one, give discounts in case of referral)

Other

- Prevent Homeless from invading the city like they did in LA and all the bad consequence that related to that including restlessness, Crime, dirty streets ... etc.
- Increase support for police department to get a handle on the rising crime
- get rid of the parklets for outdoor dining
- Allowing Parklets to remain to businesses that want them
- Term limits on city council to ensure new and fresh ideas are always being generated, thereby helping with creative ways to improve the business climate in Glendale.

Headline: Glendale business leaders have a lot on their minds and are not reserved about sharing their comments and suggestions.

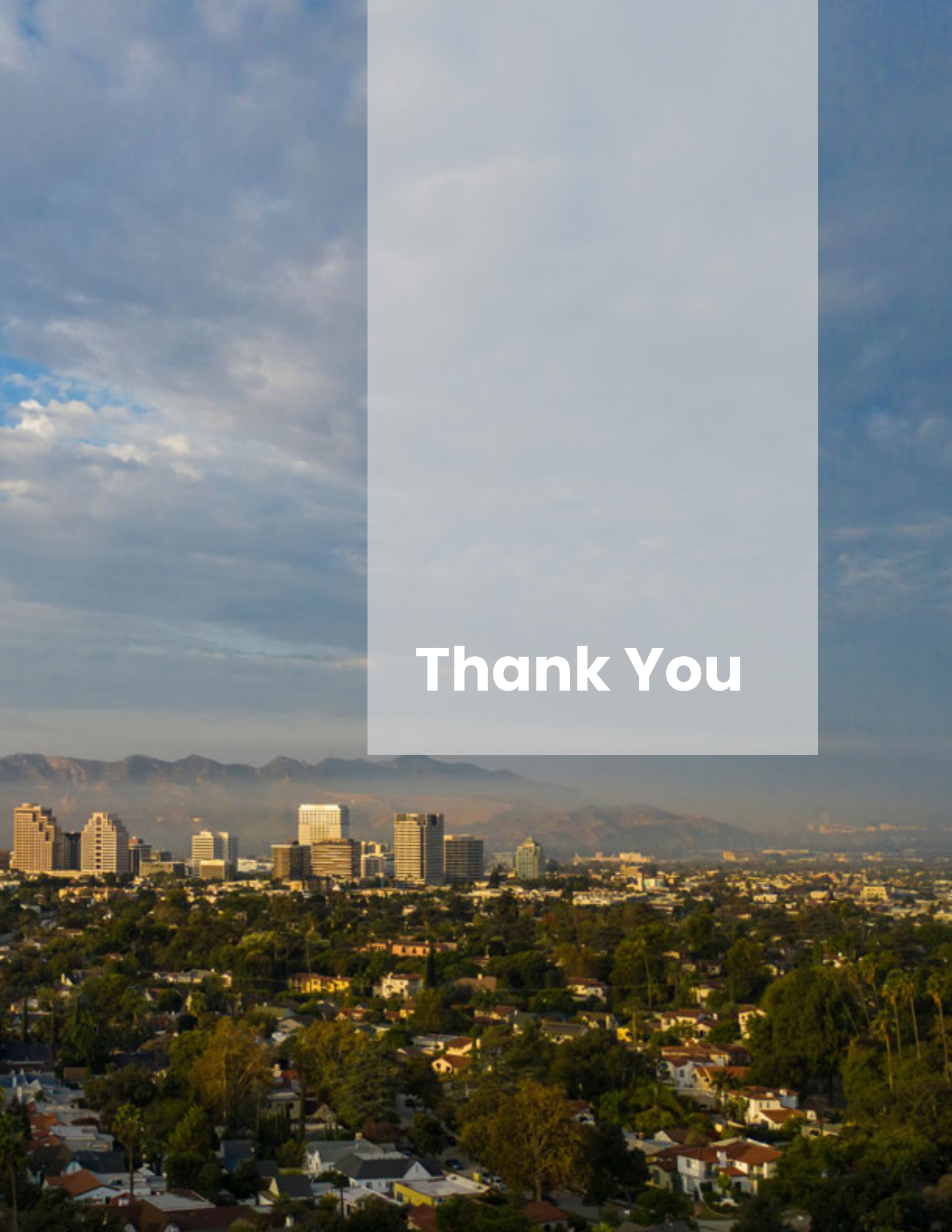
Q17 - Any additional comments or suggestions?

Asked for any general open-ended comments or suggestions business leaders provided over 100 responses addressing a wide range of topics – both business-related and personal. Many of the responses fell in line with the suggestions from Q16.

Following is a sample of these comments and suggestions:

- MSPA needs oversight / audit. Montrose businesses deserve better leaders and ability to hold them accountable
- Glendale caused a minor housing boom with the addition of the "granny units". Please read this article and the book it directs you as to why that was probably a bad idea. The gist is that you made housing in Glendale more unaffordable by allowing the units. The unintended consequence is the increased value of the property, which means fewer people can afford to own property in Glendale. <https://www.planningreport.com/2021/02/18/patrick-condon-density-affordability-hungry-dogs-land-price-speculation>
- Interest rates on corporate loans will be lowered and taxes paid by enterprises will be reduced.
- Good job on outdoor dining. Please do not pass vaccine passports. This will hurt business and unethical while not FDA approved.
- There were no safeguards in place to protect individuals
- I would love to see some sort of economic stimulus for businesses that have opened in the last year.
- Try to improve traffic
- The parking situation and the bus stops near our business is a disaster. We have problems with the business because of parking. We have problems with delivery and pick up because of the bus stops. The city has done nothing to help us despite our repeated requests.
- More for the people and the development of enterprises
- Simplify the licensing process as soon as possible
- Give employees more encouragement and benefits
- rent is too high and landlords are taking advantage
- Ideally, some of these problems will be resolved by electing more "pro business" City Council members.
- Permit process must be improved in order for projects to be completed in a timely manner and not deter homeowners from building or improving their properties. It is too slow and communication is very poor.
- PLEASE HELP THE SMALL GOOD AND HONEST LANDLORDS TO SURVIVE , SO THEY DO NOT HAVE TO SELL THEIR PROPERTIES AT A CHEAPER PRICE .(AS THEY ARE FED UP WITH UN- NECESSARY STRESS FROM DIS HONEST TENANTS IN THE NAME OF COVID ETC... ETC... AND NO REAL HELP FROM CITY OF GLENDALE, WHO MAKE IT HARD TO CONTACT SOMEBODY WHO REALYYYY KNOWS WHAT IS GOING ON!!!!!! instead of PASSING THE BUCKET SO THAT SMALL LANDLORDS GET TIRED AND FEDDDD UPPPP AND GIVVVVVVE UPPPPP.
- YES== every website, every survey, every city page re business..... should inform all about the BUSINESS REGISTRATION CERTIFICATES ... process..... and landlord responsibility. as there are 2 /3/ 4 or more businesses within the Leased premises. making it a problem for adjacent businesses. BRC's used to be transparent on the city website...by HDL.com..... now it is gone..... WHY??? No code enforcement=no CITY revenues..... OR STATE Revenues to the FTB. !!!!
- The City must Operate a balanced budget. Cut the top City Leaders wages 50%, eliminate costly perks, reduce benefits and retirement packages by 50%, and rein in corrupt cronyism. Do not spend more annual than the City collects. Pass legislation that removes immunity and allow citizens of Glendale to prosecute those City leaders that fail to live up to their oath of office.

- Thank you for reaching out and taking our views into consideration. As a final comment, not all businesses are the same. Some places are recently established and mom and pop owned. And even though they may not currently employ, they are still supporting the livelihood of a family. This being mentioned as occasionally really small businesses are unable to afford or meet requirements.
- Thank you in helping us get PPE supplies. It helped to keep our school open by keeping our expenses lower. We are a pre-school and have space if childcare is needed.
- I think in general the city is actually doing a pretty good job. It's been tough. The city has done what it can, we really can't ask for much more. In Montrose where my retail store is located the needs are simple. We need the place cleaned up. The planters need to be refreshed. The sidewalks need to be powerwashed on a regular basis. Illegal parking needs to be resolved. Customers constantly complain about coin meters. And it is inexcusable that the MSPA wanted to remove the outside diner program. Our business is doing much better and staying open later. So dumb. Those people gotta go.
- Please consider the impact on mothers in society. As business owners and as consumers we have been inordinately burdened during the pandemic. Forced masking and restrictions related to vaccines are making it extra hard for us to manage our first job which is our children. We handle this every day before we can consider anything else and all of our work and consumer behavior is adapted to this.
- The city should focus more on youth activities, public schools, and overall safety/traffic.
- Reduce the cost of doing business in Glendale. Sales tax rate is the highest it can be by State Law. People can drive to Tujunga or Sunland and pay a sales tax of 9.50% instead of the 10.25% we have to charge. That matters to people.
- Glendale PD does an outstanding job in our area and I would buy them ALL donuts as a reward.. Glendale PD is friendly and approachable and I greatly appreciate their presence. They do a great job and help keep an eye out for things that happen in our Foothill Blvd area.
- Please remove all of the cement center divider announcements of "La Crescenta" placed along Foothill blvd. They are needless and cause accidents.
- We need parking! Many of our customers do not come to the village (Kenneth Village) as often as they used to because they can't find a parking space.
- Glendale is a wonderful city and a great place to do business - please help us keep our business in business and our employees as well as our selves employed healthy and happy! Thank you!
Glendale



Thank You



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