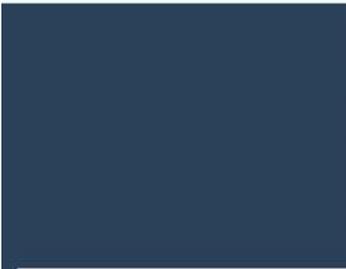
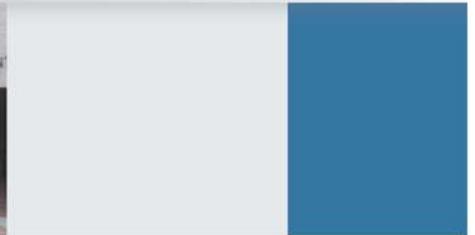


# City of Monterey Park

Economic Development Strategic Plan



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April 2010

# City of Monterey Park Economic Development Strategic Plan

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## FOREWORD

Each year an estimated 290 million dollars in retail sales leaves Monterey Park for national, regional and high value independent retailers in other cities. For over 30 years, Monterey Park has not succeeded in attracting a broad range of major retail businesses to the City. The existing 1980s-based, fragmented and largely outdated economic development policies, inadequate infrastructure and increasingly obsolete technology are insufficient to meet the economic challenges of the 21<sup>st</sup> century.

The Economic Development Advisory Committee (EDAC), recognizes that in order for the City to meet these challenges, new perspectives, state of the art economic development technologies, and a comprehensive economic development strategic plan are needed now and strongly encourages the City Council, Planning Commission, the City Staff and our community to accept the challenge of putting the City of Monterey Park on a new path toward economic vitality and sustainability.

On May 20, 2009, the City Council approved an agreement to engage a consulting company to develop a comprehensive economic development strategic plan. The results of this effort were overseen by EDAC and the City's redevelopment and economic development staff and are presented in the *Economic Development Strategic Plan*.

The recommended *Economic Development Strategic Plan* provides the critical framework that will enable the City to establish Monterey Park as a unique and desirable destination. The vision is to establish Monterey Park as a place to live, work, play, do business, visit and recreate. In the current competitive marketplace, major retailers want more than just a location to place a store. The approach must leverage the current strong economic and civic actions already taking place while continuing to diversify both the retail environment and the City's broader economic base. The wealth of the community, economy, culture, environment and quality of life attributes of Monterey Park provide a strong foundation to attract the kind of businesses and residents that will continue to establish Monterey Park as a destination of choice for all.

Implementation of the strategic plan involves the participation of both the residents and businesses. This combined effort includes: integrate the strategic plan into the budgeting process with targeted revenue growth; coordinate all departments in operations and policies to accomplish the goals and objectives to be further defined in detail; monitor performance with regular status reports that are summarized annually; direct proactive stewardship by a city commission; and update the strategic plan annually to reflect accomplishments and new targets with a major strategic plan reassessment and correction every five years.

This is an on-going, long-term and evolving process, which must be committed to by all City stakeholders. Through combined perseverance and efforts, Monterey Park will be a destination of choice, realizing that even though it may take a long-term commitment of 5 to 10 years, there is no better time to start than the present.

*The Economic Development Advisory Committee*

# ECONOMIC DEVELOPMENT STRATEGIC PLAN

## I. Purpose and Background

The purpose of the Economic Development Strategic Plan is to set a clear vision for the future of Monterey Park and to set goals, policies and recommended actions that will set the framework for short-term (0-2 years), mid-term (3-5 years) and long-term economic decisions. This Plan provides an economically rationale road map to increase the overall community wealth of the City of Monterey Park. Under the guidance of the City's Economic Development Advisory Committee (EDAC), composed of appointed citizens from the community, a comprehensive economic analysis of Monterey Park along with an extensive survey of influential residents, business leaders and elected and appointed officials, and a brand development analysis were prepared.

As part of the overall study, focus group research of citizen and business representatives was conducted in English and Chinese, as well as conducting a statistically valid telephone survey of consumers within Monterey Park and in neighboring communities. Additionally, an Urban Design Concept study was prepared that built upon the City's adopted Pedestrian Linkages Plan and included a photographic collage of the City's vibrant economic and residential districts. Finally, a set of hypothetical mixed-use office/retail and residential/retail pro formas were prepared to illustrate the economic issues inherent in implementing development projects under current market conditions.

The Strategic Plan reveals the following perceptions held by the community of Monterey Park:

- Views itself as a diverse, safe community with a high quality of life
- Views its top three priorities for the City as "Be Green/More Energy Efficient," "Reduce Traffic Congestion," and "Create More Local Jobs"
- Expressed support for both the Atlantic Times Square and the Monterey Park Towne Center mixed-use projects
- Sees the need for more development including, newer retail national stores and restaurants
- Would like to see the City modernized

The Strategic Plan focuses on the challenges faced by the City and provides recommendations to address those challenges:

- Challenges include lack of chain stores and restaurants, few entertainment options, commercial areas that look rundown, and incorrect perception that community is purely "Asian"

- An illustrative pro forma analysis that reveals that many projects are not able to generate a reasonable rate of return without funding assistance
- Identifies areas where economic potential and community wealth could be increased.
- Provides recommendations for each of the Economic Districts making up Monterey Park

The community's core economic goals include:

- Increase the Economic Competitiveness of Monterey Park
- Maximize Public Revenues
- Develop a Wide Array of Retail Opportunities
- Create Destination Retail/Entertainment Opportunities
- Diversify the City's Economic Base of Jobs and Wages
- Provide a Good Jobs/Housing Mix
- Support the Existing Businesses
- Create Attractive Pedestrian Oriented Environments
- Develop and Promote a Strong Brand Identity and Image for Monterey Park
- Provide Good Economic Data and Indicators for Decision Makers

## II. What is a Strategic Plan?

In these dramatically changing economic and fiscal times, particularly with shrinking revenues, a strategic plan is a tool for dealing with a dynamic future where decisions made today need to be reevaluated, monitored, and modified periodically as conditions change. The economic conditions that affect the City of Monterey Park include a wide variety of factors such as land use, business development, job formation and investment. This plan therefore considers an array of economic, demographic, social, and cultural conditions within the City of Monterey Park, and goes further to examine the competitive municipal landscape of the western San Gabriel Valley.

The Strategic Plan is a framework for short-term, mid-term and long-term decision-making. It also expresses a common vision and sets priorities. It establishes goals, policies and recommended actions. It is also a dynamic document that should be annually evaluated against key performance measures with quarterly progress reports.

It should be integrated into both the citywide budgeting process as well as coordinated with all city departments, particularly the planning, public works and redevelopment activities. A strategic plan is all the more important in times of economic crisis as it involves targeting revenue improvement. This report recognizes the financial challenges that the City is facing and that some of the recommendation are long term and require substantial investments.

As with any evolving metropolis, there is room for improvement. Achieving this goal requires a continued and long-term commitment from the City leadership. Monterey Park through a varied history has been able and willing to make changes. Change however is not always easy, predictable, or affordable. The City Council, Mayor and City management must continue to be steadfast, willing and positive in doing what is best for the whole of the City.

The current development of a long-term economic strategy underscores leadership's long-range perspective and understanding of the fact that reaching fruition and transforming plans into reality takes time for the dreams to materialize.

### III. Supporting Studies

The economy and the demography of Monterey Park were studied from a number of perspectives in the following supporting studies resulting in findings, conclusions and recommendations:

- The Economy of Monterey Park, March 2, 2010. This comprehensive economic study defines Monterey Park's broad base economy, distinctive business districts and strengths and weaknesses across 17 economic districts. It identifies opportunities to capture greater economic growth through specific and tailored solutions.
- City Influential Feedback Survey, October 10, 2009. Through 70 personal and confidential surveys of City public and private leaders, their assessment was made of perspectives, priorities, and impediments to achieve positive change. Among the key findings were that Monterey Park's influential civic and business leaders are very positive about the future and have very specific ideas on how to achieve success.
- Qualitative Evaluation, July 2009. Four focus groups, which included residents and business owners, were conducted in English and Chinese to assess how they view Monterey Park and determine the predominate image of the City. In line with widely held opinions, findings also included the desire and willingness to make changes. Also of particular note is that while there was a diversity of opinions about living in Monterey Park, people were generally positive about the opportunity for the city to update and diversify its retailing and broader economic opportunities.
- Monterey Park Consumer Survey, November 12, 2009. Over 400 telephone surveys of both Monterey Park residents and residents of neighboring cities were conducted. While opinions surveyed were consistent with those widely held, positive opinions of living in Monterey Park due to safety, strong education programs, and quality of life were evident. In addition, Monterey Park residents generally had a positive opinion about mixed-use development.
- Urban Design Concept Assessment, November 2009. Monterey Park's urban design assessment indicated that there were positive community attributes in place. However, there were recommended streetscape improvements that would make the 17 economic districts more distinctive, highlight the spectacular views from our hills, make Monterey Park's streets more visitor friendly, and present a more attractive and distinctive image.

- Pro Forma Development Feasibility Analysis, February 10, 2010. This analysis tested the feasibility of two mixed-use approaches: 1) office over retail, and 2) residential over retail. Under current market conditions, both approaches require some funding subsidy to be economically feasible. Parking management solutions and targeted redevelopment financing appear to be pivotal to further development within scarce space limits.
- Monterey Park Brand Development Report, February 10, 2010. This study identifies the City's essential brand character and how best to position the City to various target segments over time. It synthesizes the information gathered from the studies and interviews into the development of suggested concepts that will support the marketing effort that can build on the vision of Monterey Park.
- Promotional Video, March 2010. A demonstration promotional video was prepared that presents the community assets and economic diversity of Monterey Park and highlights the positive changes taking place. The video can be shown at trade shows, to prospective developers and businesses on the City's website and in other marketing venues to highlight the many reasons for locating to Monterey Park.

#### IV. Priorities for the Future

A consumer survey was conducted for Monterey Park, and neighboring cities, to gather households' views of the future economic and development priorities for the City. In general, residents are satisfied with their quality of life, how the City has progressed and its future. The picture of Monterey Park that emerges from the consumer survey is a mixed urban/suburban city with a heavy reliance upon its small shops, ethnic restaurants, and local ambience.

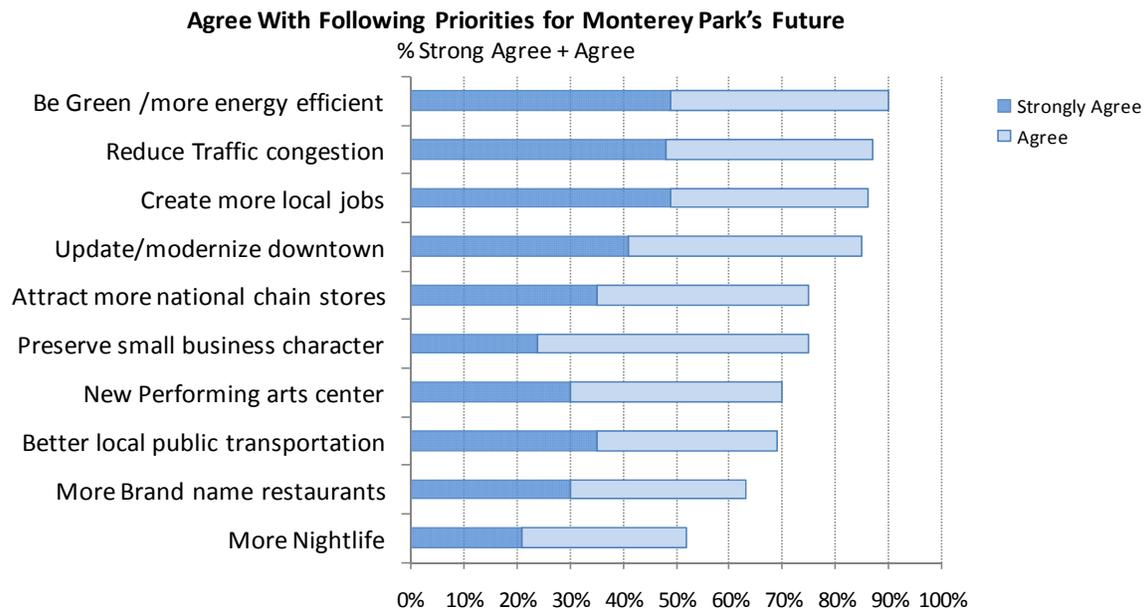
- As shown in Exhibit 1, "Be Green/More Energy Efficient," "Reduce Traffic Congestion," and "Create More Local Jobs" were the top three priorities
- At the same time, the clear majority of residents would like to see the city modernized – especially the downtown district
- Different "areas" of the city do appeal more to certain ethnic groups. However, the differences as noted are not dramatic. The majority of residents seemed comfortable in the different areas – even if they did not visit them as frequently as other areas
- The clear majority of residents – Chinese, Other Asians, Hispanics, and Whites -- are generally positive about the life in Monterey Park, but there are pockets of frustration

For the most part, Monterey Park is at a competitive norm within the benchmark of the West San Gabriel Valley. In some respects, the city is slightly ahead of its neighbors. Key findings include:

- An overwhelming majority of Monterey Park residents expressed support for both the Atlantic Times Square and the Monterey Park Towne Center mixed-use projects
- Create the conditions for more development and a mix of new national stores and restaurants
- Conversely, there was a strong desire to reduce congestion within the city – potentially, a significant challenge as new construction and redevelopment takes place

- Only in certain shopping opportunities, particularly regional-type retailing, does Monterey Park clearly lag behind
- In terms of Monterey Park’s “image” – all cities have a certain image or identity by which people know of and think about that city. Monterey Park’s image is expressed in its core attributes measured in the consumer survey as an ‘Asian city with good restaurants and a relatively safe and comfortable’ environment
- While these attributes were positives for the most part, many also wanted to see a re-direction or re-shaping of the city’s identity and its physical character without disrupting the heritage that gives it character. This aspect of the plan is also addressed in the Brand Development Report
- In this regard, a number of the proposed actions in the survey for cleaning up, modernizing, and potentially making the city more communally accessible could be on the right path

**Exhibit 1**  
**Priorities for Monterey Park’s Future Direction**



Source: Monterey Park Consumer Survey, Stanley R. Hoffman Associates, Inc., November 12, 2009

A final question was asked of respondents: “What would be the single most important change you would like to see in Monterey Park?” Two general topics that were mentioned most often throughout the survey as shown in Exhibit 2 were:

- First, the need for more development – newer stores and restaurants [24%]
- Second, the desire to reduce congestion and improve traffic flow [16% ]

Somewhat related were concerns of a dirty, polluted city; improving infrastructure; and making the City safer. Many other comments and specific suggestions received a lesser amount of responses, as shown in Exhibit 2.

**Exhibit 2**  
**Single Most Important Change Wanted in Monterey Park**

<b>MENTION / RESPONSE</b>	
More Development / New Stores and Restaurants	24%
Less Congestion / Traffic	16%
Clean-up City - less crowded - less polluted	11%
Make City more modern, better quality, infrastructure	10%
Make City safer	9%
More Jobs	7%
Fix, Pave the roads	4%
Better City Council / City Government	3%
More Parking	2%
More Culture	2%
Reduce Housing / Rent Costs	2%
Other Comments	15%
Nothing	6%
Don't Know	3%

Source: Monterey Park Consumer Survey, Stanley R. Hoffman Associates, Inc., November 12, 2009

**V. Brief City History**

The original inhabitants of Monterey Park were Shoshone Indians, later renamed the Gabrielino Indians by the Spaniards. When Fathers Angel Somero and Pedro Canbon led the first parties of soldiers into the San Gabriel Valley in 1771, there were more than 4,000 Gabrielino residents.

By the early 1800s, the area now called Monterey Park was part of the Mission San Gabriel de Archangel and later, the Rancho San Antonio. The area first received a separate identity when Alessandro Repetto purchased 5,000 acres of the rancho and built his home, not far from where the Edison substation is now located on Garfield Avenue.

Some years later, Richard Garvey, a mail rider for the U.S. Army whose route took him through Monterey Pass, a trail that is now Garvey Avenue, settled down in the King's Hills. Garvey began developing the land by bringing in spring water from near the Hondo River and by constructing a 54-foot high dam to form Garvey Lake located where Garvey Ranch Park is now. To pay for his development and past debts, Garvey began selling portions of his property. In 1906, the first subdivision in the area, Ramona Acres, was developed north of Garvey and east of Garfield Avenues.

In 1916, the new residents of the area initiated action to become a city when the cities of Pasadena, South Pasadena, and Alhambra proposed to put a large sewage treatment facility in the area. The community voted itself into city hood on May 29, 1916, by a vote of 455 to 33. The

City's new Board of Directors immediately outlawed sewage plants within city boundaries and named the new city Monterey Park. The name was taken from an old government map showing the oak-covered hills of the area as Monterey Hills. In 1920, a large area on the south edge of the city broke away and the separate city of Montebello was established.

By 1920, the white and Spanish-surname settlers were joined by Asian residents who began farming potatoes and flowers and developing nurseries in the Monterey Highlands area. They improved the Monterey Pass Trail with a road to aid in shipping their produce to Los Angeles. The nameless pass, which had been a popular location for western movies, was called Coyote Pass by Pioneer Masami Abe.

Real estate became a thriving industry during the 1920s with investors attracted to the many subdivisions under development and increasing commercial opportunities.

One such development was the Midwick View Estates by Peter N. Snyder, a proposed garden community that was designed to rival Bel-Air and Beverly Hills. Known as the "Father of the East Side," Mr. Snyder was a key player in the vast undertaking in the 1920s of developing the East Side as part of the industrial base of Los Angeles. His efforts to build Atlantic Boulevard, his work with the East Side organization to bring industry to the East Side and his residential and commercial development projects along Atlantic Boulevard (Gardens Square, Golden Gate Square and the Midwick View Estates) were a major influence to the surrounding communities.

The focal point of the Midwick View Estates was Jardin del Encanto, otherwise known as "El Encanto," a Spanish style building that was to serve as the administration building and community center for Midwick View Estates and an amphitheater to be nestled into the hillside above Kingsford Street. Although the amphitheater was never built, the observation terrace from which viewers could look down into Jardin del Encanto and the fountain with cascading water going down the hillside in stepped pools to De La Fuente remains and is now known as Heritage Falls Park or "the Cascades." The result of the Depression brought an abrupt end to the real estate boom and the Midwick proposal. The City had little development for nearly two decades.

After World War II, growth trends revived and population increased dramatically into the 1940s and 1950s. Before then, population was concentrated in the northern and southern portions of the city, with the Garvey and Monterey Hills forming a natural barrier. With renewed growth, new subdivisions were developed utilizing even the previously undeveloped central area thus allowing maximum growth potential. A series of annexations of surrounding acreage also occurred.

In the 1980s, Monterey Park came to be known as “Little Taipei” due to the influx of Chinese businesses from Los Angeles’ Chinatown. The City was later translated into Chinese to mean “Lush, Very Green Park.” The City also experienced a steady growth of affluent Taiwanese immigrants. By 1990, Monterey Park became the first city to have a majority Asian descent population and the largest of Chinese descent in the continental United States. Today, Monterey Park is composed of 42% Chinese and 30% Hispanic and a mix of other ethnic groups. Thus, Monterey Park has a history of embracing diversity.

The City is considered a stable residential area with good schools, safe neighborhoods and two community hospitals. The City has a diverse employment base with a large share of jobs in the office, manufacturing, retail / restaurant and hospital sectors. However, being an older City, Monterey Park faces many challenges including its ability to recycle land for attracting new retail and professional-technology development. Current changes in the United States economy affords the City an opportunity to position itself favorably to newly emerging industries, especially those associated with green technology.

## VI. Current Situation and Challenges

Currently, the City of Monterey Park has an estimated population of 64,874 and is located within the Western San Gabriel Valley, as shown in Exhibit 3. The key factors affecting economic development include:

### Land Use, General Planning & Economics

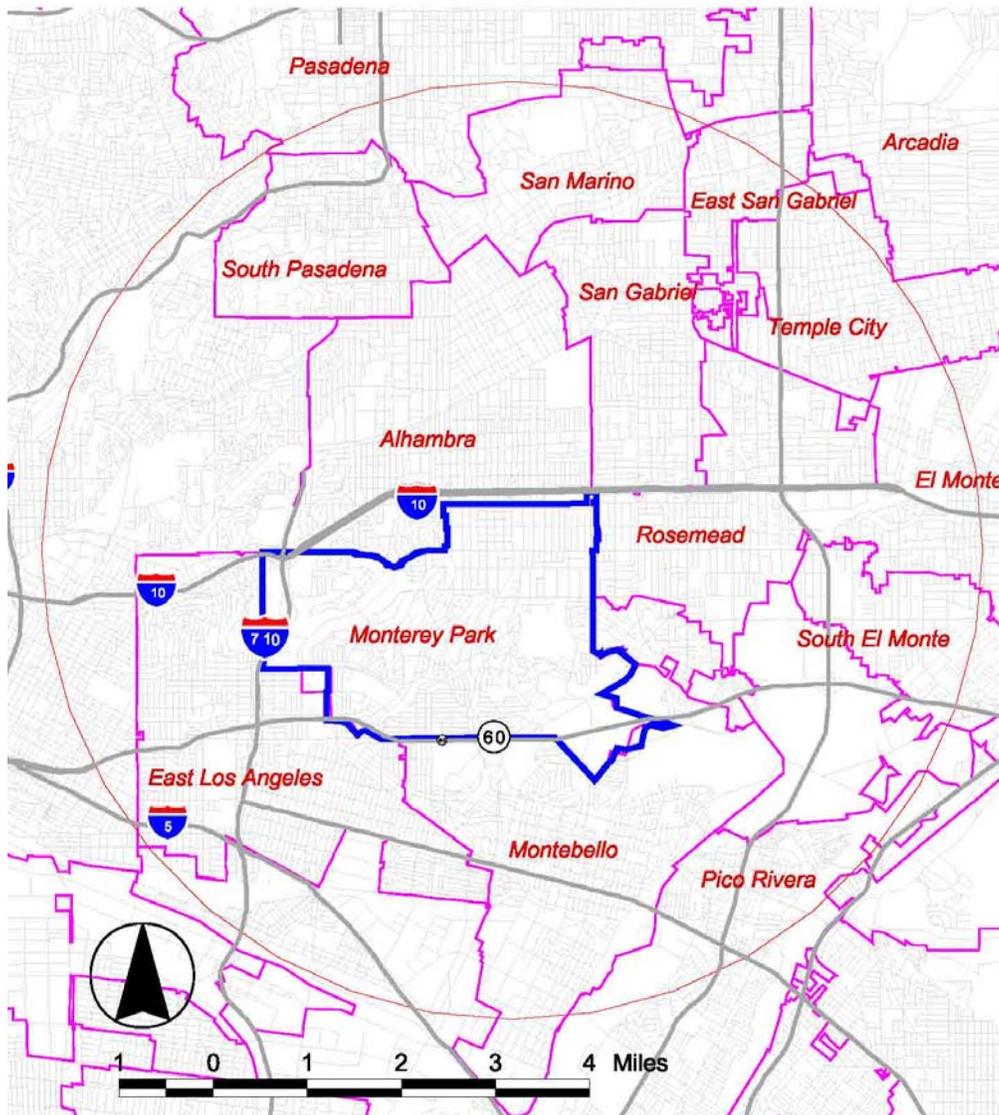
- Overall, the city has diverse economic land uses ranging from retail/restaurant to office/professional to industrial/warehousing to medical uses
- New retail space with a regional draw, with residential above, is being developed in the North Atlantic district with the Atlantic Times Square project and in the downtown area with the Monterey Park Towne Center; the City also has the potential to increase its retail sales tax considerably with the development of the proposed Cascades Market Place regional shopping center
- Monterey Park is well located just east of downtown Los Angeles with regional access to major freeways, rail and bus transit systems; its neighborhoods are generally “walkable” with opportunities for improvement
- Monterey Park can improve its competitive position in the western San Gabriel Valley and build upon its diverse cultures and strong Asian restaurant draw by broadening its mix of retail, entertainment and restaurant opportunities
- Monterey Park can be enhanced through a coordinated public streetscape, “wayfinding” and entry signage program along with better parking management in key locations

- The downtown Central Business District (CBD) is the heart of the city and yet it is underperforming in terms of retail sales tax indicators (\$58/sq.ft. in the CBD versus \$104/sq.ft. Citywide average)
- Redevelopment and other financing programs can assist merchants in the revitalization of their older stores and restaurants. Mixed use development, including residential over retail development, will encourage new pedestrian oriented shoppers to live, work and shop in this district
- Office, business park and technology oriented employment will continue to be concentrated in the Los Angeles Corporate Center and the McCaslin Business Center with an opportunity to shift the Monterey Pass Road industrial corridor to more of an office/technology center in the future and potentially capture a share of the emerging “green technology” industries
- Hotel/motel lodging activities could be strengthened both for its connection to the business centers and to continue to serve tourists and international visitors; these opportunities can potentially be realized in districts such as the downtown/CBD, the North Atlantic area and the Los Angeles Corporate Center
- Medical centers in the Mid-Atlantic and the North Garfield districts should continue to be strong employment centers in the City and potentially spin-off more professional and medical employment opportunities
- Redevelopment financial assistance and other financing techniques will continue to play an important role in revitalizing areas that have constraints, such as a lack of larger, vacant parcels, multiple parcel owners and older structures

#### Opportunities and Challenges

- Survey research has shown that Monterey Park is viewed as a diverse, safe community with a strong Asian identity and a high quality of life, notwithstanding some perception of automobile congestion
- Specific feedback from City Influentials underscores these points with an emphasis on the positives of neighborhood life
- An economic development strategic plan with a clear vision that guides development and financing opportunities -- where economic performance is measurable and tied to specific marketing goals -- can be a vital tool in strengthening the economy of Monterey Park. The economic benefits will result in increased public revenues, private investment, and a higher quality of life for its residents, businesses and institutions
- However, under current market and planning conditions, illustrative pro forma analysis shows that many projects are not able to generate a reasonable rate of return without some form of financial assistance or a parking management plan as another form of investment in city development.

Exhibit 3  
Monterey Park and Cities in the Western San Gabriel Valley



Source: Stanley R. Hoffman Associates, Inc.

VII. Overview of Monterey Park's Economic Profile

Regional Access. Monterey Park is located in the western portion of the San Gabriel Valley (WSGV) area of Los Angeles County and is bounded by the I-710 to the West, the Pomona 60 State Highway to the South and the I-10 to the North, as shown in Exhibit 3. The communities of the WSGV in the immediate vicinity of the City includes Montebello Hills to the South, unincorporated East Los Angeles to the South and West, Alhambra to the immediate North, Rosemead to the immediate East, and the City of Los Angeles to the West. Other nearby cities include Pico Rivera to the Southeast, El Monte and South El Monte to the East, South Pasadena and San Marino to the North, and San Gabriel and Temple City to the Northeast.

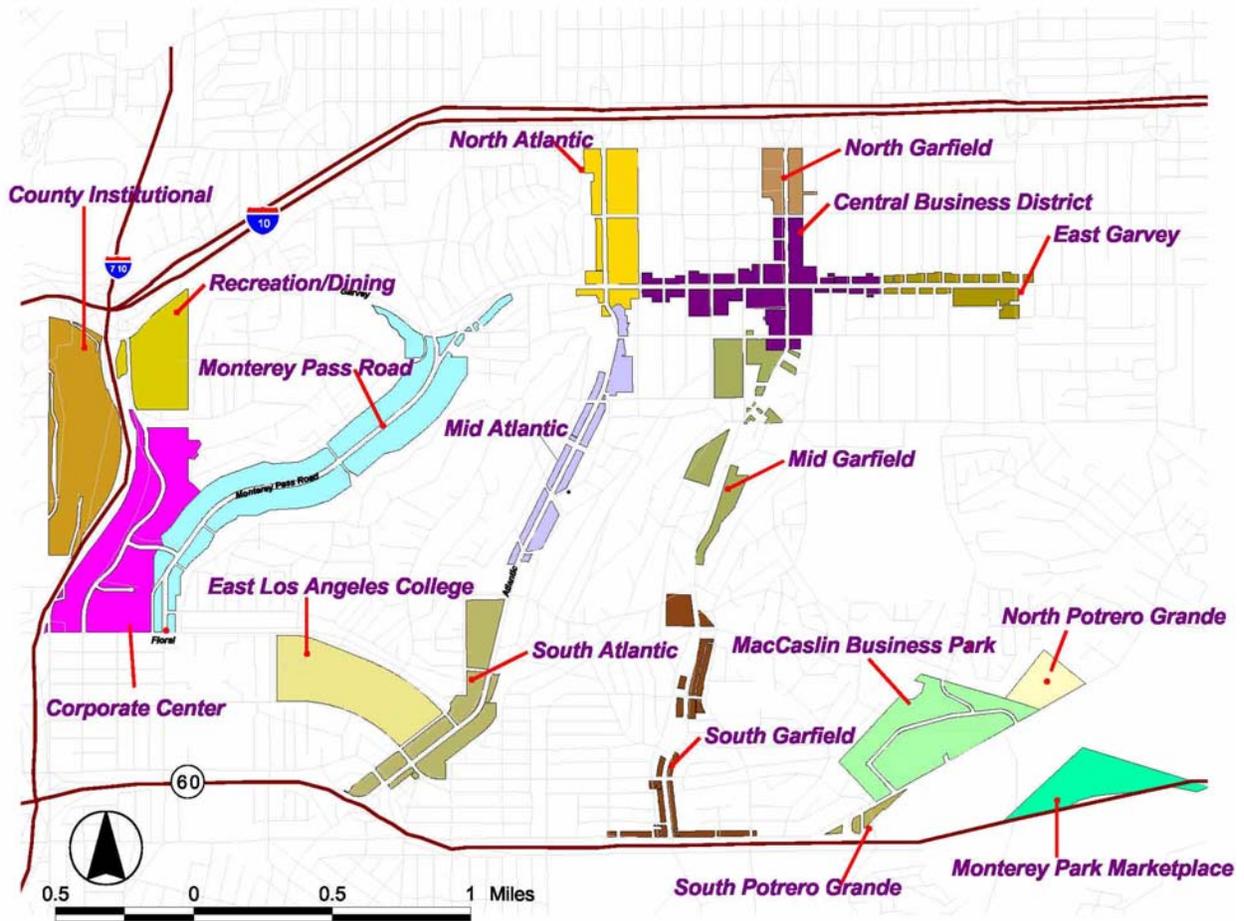
The City of Monterey Park has excellent connectivity through freeway access and regional rail transit and the economic districts are generally assessed to have at least medium walkability with several districts exhibiting high walkability scores. However, the City could also greatly benefit from enhanced streetscapes and pedestrian level improvements, wayfinding and entry signage and better parking management. Development opportunities within the City vary as influenced by lot size, multiple property owners, average age of building stock and lack of vacant land.

Employment Growth. At the regional level, the City's performance for economic growth (employment and wages) and market trends (retail and non-retail) is tracked and compared to the economies of WSGV and Los Angeles County. Within Monterey Park, the City has been divided into 17 Economic Districts, as shown in Exhibit 4. These districts represent the majority share of economic activities within the City and represent potential for the City's economic growth. These districts are analyzed for their land use, employment and taxable sales characteristics.

The total estimated employment in the City grew from 24,368 in 2001 to 28,002 in 2008 at an annual average growth rate of 2.0 percent. When the city's employment base is analyzed by land use, as shown in Exhibit 5, office professional/business-park comprised about 31.0 percent of total jobs, followed by retail and service commercial at 17.0 percent and hospital/medical use at 13.0 percent. Based on information from the California Employment Development Department (EDD), the average wage of jobs across all industries in the City is estimated at \$41,165 in 2008. This was 25 percent lower than Los Angeles County average wage of \$51,500 in 2008.

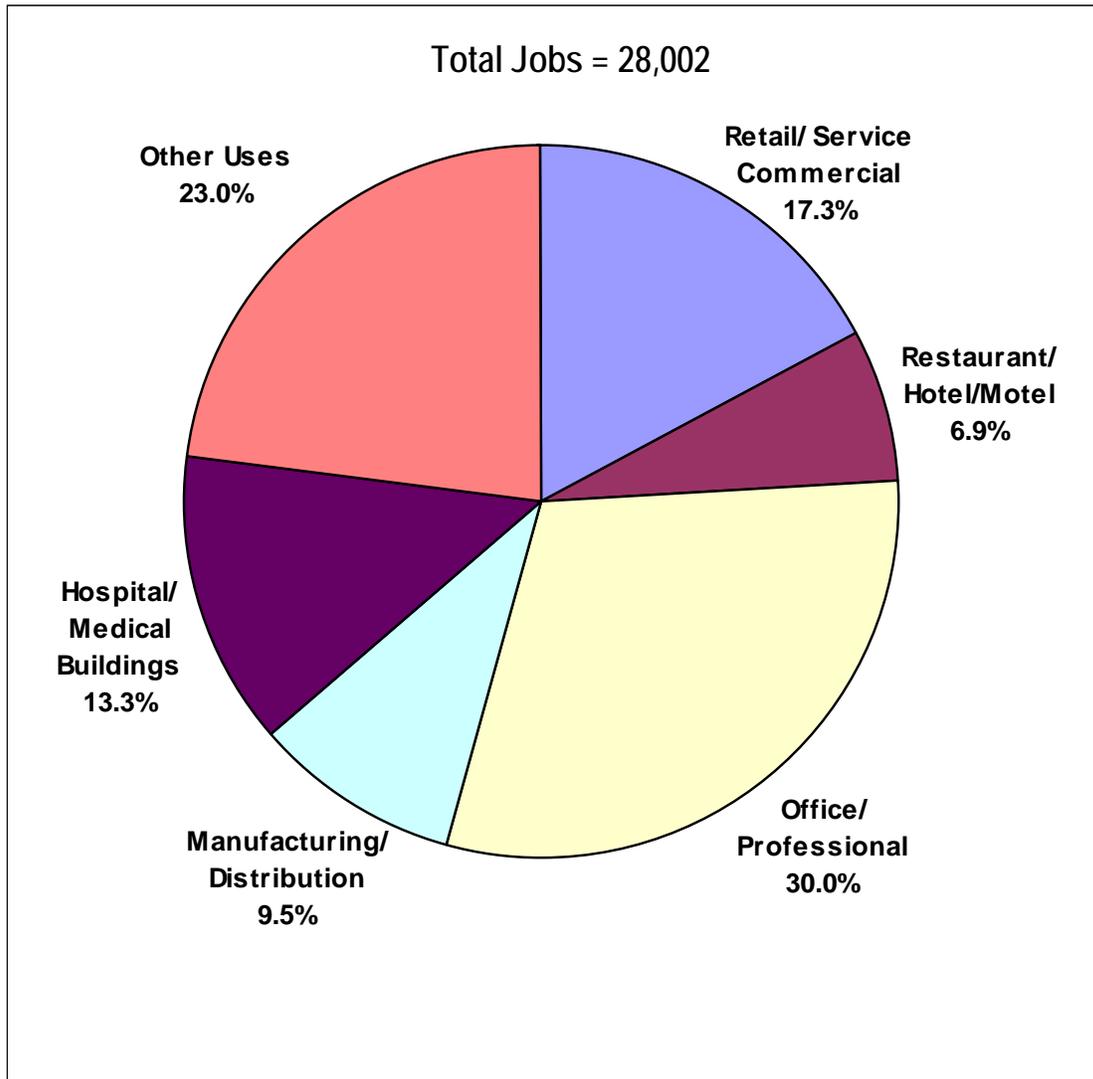
Demographic Growth. Population in the City grew from 20,395 in 1950 to 64,874 in 2009. In 2009, the City had 20,856 housing units with 14,020 single-family units (67.2 percent of total) and 6,756 multi-family units (32.4 percent of total). The remaining 80 units were mobile homes. Average household income in 2007 in Monterey Park was estimated at \$63,285, falling roughly in the middle of the range of \$47,148 to \$112,538 for the western San Gabriel Valley cities.

Exhibit 4  
Economic Districts in the City



Source: Stanley R. Hoffman Associates, Inc.

Exhibit 5  
Distribution of Employment by Land Use in 2008  
City of Monterey Park



Source: Stanley R. Hoffman Associates, Inc

The Asian population in the City was estimated to comprise 64.1 percent of the total population, of which the Chinese population in particular was estimated at 42.4 percent of the total. The next largest group was the Hispanic population, which comprised 29.5 percent of the total.

Taxable Retail Sales Performance. Per capita taxable retail sales in the City are estimated to be \$4,803 in 2008; however, this was only 47.2 percent of the Western San Gabriel Valley (WSGV) per capita average of \$10,186. The City has one of the lowest per capita ratios when compared to its neighboring cities in the Western San Gabriel Valley.

Retail gap data for the City of Monterey Park provided by Claritas Inc indicates that the actual point-of-sales retail expenditures in City stores were much lower than the estimated retail spending potential of City households. This implied current retail leakage -- or lost retail opportunity -- was estimated at **\$290.0 million** for the City in 2009. Certain selected economic districts within the City were evaluated as under-performing in terms of retail sales tax generation; conversely, other selected economic districts, such as Monterey Pass Road, were performing well in terms of non-retail sales tax generation -- i.e., business-to-business -- and will likely remain as important sources of taxable sales in the future.

There are neighborhood and community shopping centers in the City of Monterey Park, but what is noticeably missing from Monterey Park, largely due to limited developable land, are regional and super regional shopping centers and “Big Box” retailers, such as Wal Mart, Target, Kohls, Costco, Home Depot, and Lowe’s.

As shown in Exhibit 6, retail taxable sales in 2008 within the City were estimated at \$309.5 million. This was a decline of about 8 percent from \$335.6 million in year 2000 in inflation-adjusted dollars. Of the \$309.5 million total, about \$136.1 million, or 44 percent, was concentrated in South Atlantic District. The entire Atlantic Blvd corridor taken together comprises about 62 percent of the retail taxable sales within the City, followed by the Central Business District at 13.8 percent.

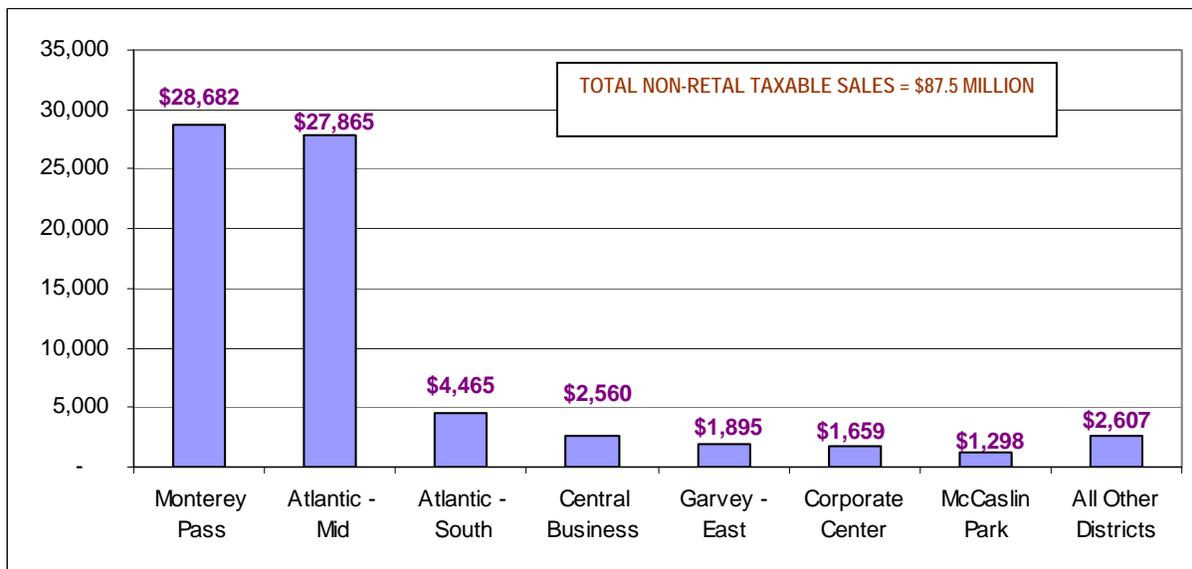
In addition, as shown in Exhibit 7, a total of \$87.5 million in taxable non-retail sales, typically business-to-business taxable sales were reported for the City in 2008. This was a decline of about 21 percent from \$110.6 million in year 2000 in inflation-adjusted dollars. As shown in Exhibit 7, about \$28.7 million or 32.8 percent of the total \$87.5 million non-retail taxable sales originate in the Monterey Pass District, followed by the Mid Atlantic District at about \$27.9 million or 31.8 percent.

**Exhibit 6**  
**Total Taxable Retail Sales in 2008**  
**City Economic Districts**  
(In thousands of Constant 2008 Dollars)



Source: Stanley R. Hoffman Associates, Inc.  
HdL Companies.

**Exhibit 7**  
**Total Taxable Non-Retail Sales in 2008**  
**City Economic Districts**  
(In thousands of Constant 2008 Dollars)



Source: Stanley R. Hoffman Associates, Inc.  
HdL Companies.

Vacancy Rates. Current vacancy rates – relatively low in today’s economic climate -- were estimated at 6.1 percent for office space and 7.7 percent for industrial/warehousing space. In addition, the City has 11 hotels and motels with 507 rooms at average room rates of \$73 per night and an annual average estimated occupancy rate of 55.0 percent over a time of 2006 to 2009. This is lower than standard hotel/motel industry occupancy rates of 70 to 75 percent that are considered necessary for project economic feasibility.

Home Prices. The average sales price of single family units in the City increased from \$349,000 in 2002 to about \$578,000 in 2006; it later declined by 24 percent to \$438,000 in 2009.

The General Fund. The General Fund (GF) is the main operating fund of the City and provides the majority of the revenues to fund public services for the City’s residents and businesses. The difference between General Fund revenues and expenditures has decreased over the past 9 years. Per capita revenues increased in inflation-adjusted dollars from \$522 in 2000-01 to \$533 in 2009-10 (2.1% increase). Per capita expenditures grew relatively faster from \$475 in 2000-01 to \$528 in 2009-10 (11.2% increase). The City is currently in the process of reducing general fund expenditures for the current and upcoming year that will reduce per capita expenditures.

Current Developments. A total of 11 private sector developments are currently either under construction, approved or under review in Monterey Park, including two mixed-use developments; three medical offices; and one each of retail center, office-commercial, hotel and institutional. These future developments will add a total of about 1.6 million square feet on 63 acres of land, including 904,797 square feet of retail and 471 residential condominium units. The Cascades Market Place regional shopping center is planned along the 60 Freeway. The Atlantic Times Square mixed-use project (630,809 square feet) is currently under construction in the Atlantic North district, while the Central Business District has the proposed Monterey Park Towne Center (186,254 square feet) mixed-use project where construction is just getting underway. The North Garfield economic district has three proposed medical office projects.

Pro Forma Feasibility Analysis. Several development feasibility pro forma analyses were prepared under a separate report to test the feasibility of two mixed-use development concepts on a hypothetical 40,000 square foot site in the downtown area: 1) office over retail; and, 2) residential over retail. Under today’s economic conditions, all of the mixed-use cases analyzed required a financial subsidy to have the developments conform to what is considered a feasible minimum investment return of 10% on Net Operating Income with project level parking requirements evaluated as a major cost factor.

## VIII. Citywide Economic Development Strategy

Building upon all of the supporting studies and discussions with the Economic Development Advisory Committee (EDAC), the following policies are recommended:

### Citywide Policy

- Adopt a vision to provide a framework for effective decision making and coordination between policy makers, city departments, business leaders and the community
- Integrate economic development strategy into the short-term (0-2 years), mid-term (3-5 years) and long-term planning, budgeting, redevelopment and capital improvement process
- Develop a consistent, branded identity program that builds on Monterey Park's strengths, improves its competitive position in the future and highlights a city on the move
- Integrate the branding concepts into the overall strategy so that the image of Monterey Park becomes a draw for increased business and retail opportunities

### Economic Policy

- Maintain a diversified economy that supports and builds upon the range of economic sectors within the Monterey Park economy to expand the job base, generate better wages and increase wealth for the community
- Strengthen the employment/technology job opportunities through the transition of older industrial, warehousing and distribution development to employment/technology job opportunities – including “green” technology jobs -- through planning, zoning and financial incentives
- Build upon the City's green energy policy by assisting both homeowners and businesses in lowering their energy costs through education about best management practices and new financing programs, such as energy related rebates and tax credits and the State's recently passed Assembly Bill 811 that provides low cost loan support
- Build upon and expand the health care job opportunities through additional medical and retail support facilities
- Expand the diversity of retail and restaurant opportunities in the downtown area through close coordination with the downtown Business Improvement District (BID) merchants to prioritize improvements, including building and streetscape enhancements, parking management, marketing and targeted financial assistance
- Continue to create destination retail/entertainment centers that will diversity the mix of retail and dining opportunities and enhance public revenues, such as the future development of the Cascades Market Place regional shopping center

### Urban Design

- Build upon the City's downtown pedestrian oriented linkage plan by adopting a comprehensive urban design concept that includes: Streetscape Improvements for Major Corridors, City and Local Gateways, Wayfinding Signage, Public Art and Improved Parking
- Strengthen Architectural Character and Historic Focal Points, and Regional Destinations

## Financing and Budgeting

- Prioritize the projected redevelopment property tax increment financing to maximize public benefits to the City of Monterey Park
- Strengthen the redevelopment agency's financing flexibility to target financing assistance to yield maximum benefit to the City by merging the redevelopment project areas
- Through the annual budgeting process, use the existing and future public revenues to enhance the City's public services and strengthen the City's already high quality of life
- Because of the lack of larger, vacant parcels, coordinate with the Planning program to encourage property owners through zoning – such as graduated density zoning -- and financing incentives to consolidate parcels in order to create more effective development opportunities
- Prepare measures of performance, with examples shown in Exhibit 8, at least annually, and more frequently if necessary, to provide good economic data and indicators to decision makers to monitor and evaluate the success of the Economic Development Strategic plan.
- Evaluate the range of financing options for short-term, mid-term and long-term project feasibility in addition to property tax increment financing, including but not limited to: development impact fees for streetscape and parking management improvements, in-lieu parking fees, business façade enhancement programs, percent for public art and Federal and State business grants and loans
- Evaluate the feasibility of a property based business improvement district (BID), in addition to the existing business based BID, in conjunction with the downtown property owners to expand the range of financing options for local, downtown improvements

## Tourism, Lodging and Global Connections

- Pursue the expansion of lodging opportunities to serve both the business community as well as national and international visitors
- Coordinate with the tour operators and the hotel managers to continue to draw tourists into the City and enhance their lodging, dining and shopping experience through revisions to the Tour Bus Ordinance 10.62
- Build upon the City's international reputation, particularly with its strong Asian identity, to encourage more business development with a global reach

## Community Outreach and Marketing

- Develop a strong outreach program with public meetings and workshops to discuss all parts of the economic development strategy and to seek new ideas
- Enhance the City's website to include information about the Economic Development Strategic Plan and accomplishments complete with graphics and video; make the website interactive so that residents and businesses can provide their comments
- Build upon the City's prime regional location by improving the connectivity to the new Gold rail line from downtown Los Angeles through such connections as the new Gold Line Atlantic Transit Center at East Los Angeles College (ELAC)

- Coordinate closely with other public and private organizations, including the local Chamber of Commerce and the San Gabriel Valley Association of Governments
- Coordinate with East Los Angeles Community College and the business community to provide a broad array of training opportunities, particularly in the emerging technology and green technology fields
- Develop a detailed step-by-step marketing implementation plan for identifying and reaching potential investors to advise them of ongoing opportunities in the City for redevelopment
- Produce marketing materials, such as the brochures and promotional video, that reflect the economic development strategic plan and image recommendations for use at International Council of Shopping Centers (ICSC) and other developer trade shows

**Exhibit 8**  
**Selected Economic Performance Measures**  
**City of Monterey Park**

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**I. Employment Trends**

- Employment Change by Industry
- Average Wage by Industry
- Number of Businesses by Industry
- Entry and Exit of Firms by Industry
- Comparison to Sub-region and County

**II. Labor Force Characteristics**

- Education Profile
- Skills Profile (Industry of Employment)
- Household Income Trends
- Labor Commute to Jobs
- Comparison to Sub-region and County
- Median Home Prices
- Median Residential Rental Rates

**III. Market Performance Measures**

Retail

- Total Taxable Retail Sales
- Sales per Square Foot
- Vacancy Rates
- Comparison to Sub-region and County

Office and Industrial

- Vacancy Rates
- Lease Rates
- Total Non-Retail Taxable Sales
- Comparison to Sub-region and County

Hotel Market

- Hotel and Motel Inventory
- Average Rates per Room
- Occupancy Rates
- Comparison to Sub-region and County

**IV. Fiscal Performance Measures**

Public Revenues

- Trends by Revenue Type
- Per Capita Revenue

Public Costs of Services

- Trends by Service Cost Type
- Per Capita Service Costs

Infrastructure Development

- Redevelopment Property Tax Increment
- Other Sources of Revenues

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Source: Stanley R. Hoffman Associates, Inc.

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## IX. Economic Development Strategy by Economic Districts

The Economic Development Strategic Plan is further specified by the City's economic districts, as defined in this study and shown previously in Exhibit 4. The study defines "17 Economic Districts within 1 Great City" and suggests, "There is a place for you in Monterey Park." The intent is to build upon each district's economic strengths and to identify implementation actions that can leverage their unique opportunities and overcome their respective constraints. These districts are of current economic importance and potential. These districts are analyzed for their land use, employment and taxable sales characteristics.

As shown in Exhibit 9, the economic districts have different "Economic Strengths" primarily based on their location and existing land uses and employment patterns. Ten districts were identified as having strong retail and restaurant potential, including the Central Business District (CBD) and the North, Mid and South Atlantic economic districts and the future Monterey Park Marketplace. Four of the districts showed strong potential for hotel or motel development, including the CBD, Atlantic North, Corporate Center and Potrero Grande South. Other districts were identified as having strong potential for varying types of development, including Office, Professional/Technical projects, Industrial and Employment/Technology uses, and Medical uses building upon the City's existing Hospitals and related medical facilities.

In Exhibit 10, the evaluation of "Economic Constraints" by district is presented for key economic indicators, such as the relatively small parcel sizes, the lack of vacant land and the multiple property ownership patterns. Further constraints were the relatively older age of buildings and their general need for rehabilitation or reconstruction, particularly in districts such as the CBD and along Monterey Pass Road. Conversely, there are Opportunities in the various districts that can be catalysts for development, such as access to freeways and transit and their general level of walkability. As shown in Exhibit 10, five districts were estimated to have "High" walkability scores, including the CBD, Atlantic Boulevard North and South, East Los Angeles College and the Garfield North district. In addition to the factors shown in Exhibit 10, equally important are the market dynamics that influence the feasibility of development, such as the availability and price of land, availability of financing, the prospective lease rates or sale prices and the construction costs – particularly the cost of structured parking.

**Exhibit 9**  
**Evaluation of Strengths by Land Use and Economic District**  
**City of Monterey Park**

	<b>ECONOMIC STRENGTH <sup>1</sup></b>				
	Retail/ Restaurant	Hotel/ Motel	Office/ Professional/ Technical	Industrial/ Warehousing - Distribution	Medical
Atlantic - Mid	<b>Yes</b>		<b>Yes</b>		<b>Yes</b>
Atlantic - North	<b>Yes</b>	<b>Yes</b>			
Atlantic - South	<b>Yes</b>				
Central Business	<b>Yes</b>	<b>Yes</b>			<b>Yes</b>
East LA College			<b>Yes</b>		
Recreation/Dining	<b>Yes</b>				
Corporate Center		<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	
County Institutional					
Garfield - Mid	<b>Yes</b>				
Garfield - North					<b>Yes</b>
Garfield - South	<b>Yes</b>				
Garvey - East	<b>Yes</b>				
Monterey Pass			<b>Yes</b>	<b>Yes</b>	
MacCaslin Park			<b>Yes</b>	<b>Yes</b>	
Potrero Grande South		<b>Yes</b>			
Potrero Grande North	<b>Yes</b>			<b>Yes</b>	
Cascades Market Place	<b>Yes</b>				
<b>City-wide Average</b>					

1. Based on the analysis of data on employment concentration and taxable sales by economic districts.

Source: Stanley R. Hoffman Associates, Inc.

**Exhibit 10**  
**Evaluation of Constraints and Opportunities by Economic District**  
**City of Monterey Park**

	LAND USE OPPORTUNITIES <sup>2</sup>			EXISTING CONNECTIVITY		
	Average Lot Size (Acres)	Ratio of Owners to Parcels	Average Building Age (Years)	Freeway Access	Regional Transit (Rail and Bus)	Walkability Score <sup>3</sup>
Atlantic - Mid	0.5	1.2	30			Medium
Atlantic - North	0.7	1.1	39	<b>Yes</b>		High
Atlantic - South	3.1	0.6	27	<b>Yes</b>	<b>Yes</b>	High
Central Business	0.5	1.0	42		<b>Yes</b>	High
East LA College	76.8	1.0	n/a		<b>Yes</b>	High
Recreation/Dining	24.7	1.0	35	<b>Yes</b>		Poor
Corporate Center	3.5	1.0	18	<b>Yes</b>		Medium
County Institutional	9.3	0.8	21	<b>Yes</b>		Medium
Garfield - Mid	0.3	1.0	31			Medium
Garfield - North	0.7	0.8	27	<b>Yes</b>		High
Garfield - South	0.2	1.1	40	<b>Yes</b>		Medium
Garvey - East	0.3	1.2	46		<b>Yes</b>	Medium
Monterey Pass	1.1	1.2	46			Medium
MacCaslin Park	4.9	1.0	24			Poor
Potrero Grande South	0.6	0.9	25	<b>Yes</b>		Medium
Potrero Grande North	3.2	1.2	34			Poor
Cascades Market Place	14.8	0.3	n/a	<b>Yes</b>	<b>Yes</b>	Medium
<b>City-wide Average</b>	<b>1.2</b>	<b>1.0</b>	<b>32</b>			

1. Based on the evaluation of the assessor's parcel data by economic districts.

2. Walkability score based on information obtained from Walk Score <sup>TM</sup>.

Source: Stanley R. Hoffman Associates, Inc.

Each of the economic districts will be discussed separately below, with specific recommendations and evaluations from High - Medium - Low in five key areas:

- (1) Policy - requires a change in current City policy or direction,
- (2) General Plan/Zoning - requires changes to the City General Plan or Zoning Code,
- (3) Regional Partnerships - requires partnerships with regional economic development focused organizations such as colleges, universities (e.g. ELAC) and regional governmental organizations (e.g. the San Gabriel Valley Economic Partnership),
- (4) Financing Mechanisms - requires significant financing from the Redevelopment Agency, other government financing or grants, and/or the private sector,
- (5) Market Factors - requires changes in the general health of the economy or in specific sectors of the economy.

1. **Central Business District (Downtown Area).** The City of Monterey Park's General Plan identifies the downtown area, centered around the four corners of the intersection of Garvey and Garfield Avenue, as a mixed use (MU-I) district with opportunities for combining commercial businesses and professional offices with residential uses.

## Recommendations:

- Continue to give high priority for redevelopment funding
- Preparation of parking management plan
- Implement façade improvement program
- Encourage additional mixed-use development
- Prepare streetscapes and signage plan consistent with Pedestrian Linkages Plan
- Coordinate closely with existing business owner based BID members to enhance shopping area
- Evaluate the feasibility of a property owner based business improvement district (PBID) to expand funding options
- Consider incentive based zoning approaches that would encourage parcel consolidation

(1) Policy High (if a PBID is implemented), (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

2. **North Atlantic District.** The North Atlantic area encompasses properties east of Chandler Avenue and south near the Atlantic and Newark intersection. In the 1980's the General Plan encouraged development that involved lot consolidation and both public and private redevelopment efforts. As the gateway to the City, the City's General Plan goal is to expand the North Atlantic commercial corridor with entry statements and focal nodes and enhanced treatments, such as graphics, to maximize revenue potential of key commercial sites.

## Recommendations:

- Continue to give high priority for redevelopment funding
- Encourage additional adjacent development consistent with expected draw of the Atlantic Times Square
- Specifically, evaluate the feasibility of additional hotel or motel development
- Prepare streetscapes and signage plan consistent with Pedestrian Linkages Plan
- Consider incentive based zoning approaches that would encourage parcel consolidation
- Develop Gateway signage

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High including acceleration of land price.

3. **South Atlantic District.** The South Atlantic gateway provides an entrance to Monterey's Park largest commercial area and East Los Angeles Community College. This retail oriented district has direct access from the Pomona 60 Freeway regional transportation route and the new

Atlantic Gold Line transit station. This district generated an estimated \$136.1 million in taxable retail sales or 44 percent of the City's total taxable retail sales in 2008.

**Recommendations:**

- Continue to strengthen existing businesses and encourage new retail opportunities as the new East LA College performing arts center is completed
- Coordinate closely with East LA College representatives to improve the relationship between local land uses and circulation
- Evaluate and develop improvements in the local circulation to alleviate traffic congestion
- Develop strong linkages between this area and the new Atlantic Gold Line station
- Develop Gateway signage

(1) Policy Low, (2) General Plan/Zoning Medium, (3) Regional Partnerships High (ELAC), (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

4. **East Los Angeles College.** The employment at the East Los Angeles College is estimated at about 1,000 employees by the California Employment Development Department. Total taxable sales for this district are estimated at about \$7 million with 91.4 percent of the taxable sales classified as retail. This is an important educational institution that can also provide labor force training, particularly in the new technologies and emerging industries.

**Recommendations:**

- Coordinate closely with East LA College representatives to improve the relationship between local land uses and circulation
- Coordinate closely with East LA College representatives to expand the training opportunities between the college, the local labor force and emerging technologies

(1) Policy Low, (2) General Plan/Zoning Medium, (3) Regional Partnerships High (ELAC), (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

5. **Monterey Pass Road (Employment/Technology) District.** Historically, Monterey Pass Road was occupied by heavy manufacturing businesses. However, in the last two decades, due to prevailing economic and marketing trends, the area experienced a significant migration of these types of industrial uses to overseas markets. Subsequently, Monterey Pass Road has attracted an array of land uses ranging from high technology research and manufacturing to wholesale trade and warehousing. The City's long-range objective is to attract commercial, light manufacturing, research and development and professional office uses in a business park environment.

## Recommendations:

- Empower the economic development department to work closely with the planning department in implementing the new “Employment/Technology” General Plan designation.
- Consider incentive based zoning approaches that would encourage parcel consolidation
- Prepare streetscapes and signage plan consistent with the Pedestrian Linkages Plan
- Improve accessibility
- Continue to give high priority for redevelopment funding
- Consider possible relocation of mobile home/trail park at northern end of corridor

(1) Policy High (needs focused strategy to implement), (2) General Plan/Zoning High (zoning amendments), (3) Regional Partnerships High (ELAC, LAEDC), (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

6. **Corporate Center District.** The Corporate Center is located along the southeast portion of the 710 Freeway stretch within Monterey Park, but is identified as the “Los Angeles Corporate Center.” This area has recent building structures and includes a variety of businesses related primarily to office-use and commercial services and wholesale distribution and manufacturing activities, as well. This area will likely retain its business park-office use characteristics and could benefit from its proximity to the East Los Angeles College, particularly for education and training collaboration opportunities.

## Recommendations:

- Continue to work with corporate and business owners to attract retain existing businesses and attract new firms
- Evaluate the feasibility of a hotel opportunity within the Corporate Center
- Develop improved transportation linkages between the Corporate Center and the rest of Monterey Park to encourage more business-to-business interaction with the rest of the city
- Coordinate with businesses and East LA College in developing employment opportunities for new graduates

(1) Policy Medium, (2) General Plan/Zoning Medium, (3) Regional Partnerships Medium, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

This is likely to be an extension or expansion of Area 5. However, it should be recognized that the General Plan calls for the southern portion of this area to be re-zoned Shopping Center as opposed to Commercial Services or Commercial Professional to the north.

7. **North Garfield District.** The North Garfield area, or medical district, extends south to the Downtown area. Despite the many medical facilities surrounding the Garfield Medical Center, demand continues to exist for additional medical offices, diagnostic centers, laboratories and related uses. The City's General Plan supports the medical land classification by extending professional office/medical district from Hellman Avenue south to Garcelon Avenue, and for the entire blocks between Atlantic Boulevard and Baltimore Avenue north of Hillard Avenue.

**Recommendations:**

- Improve the streetscapes as well as develop Gateway signage
- Improve accessibility connections between the freeway interchange and the district
- Continue to encourage and facilitate the expansion of the medical and related facilities and necessary retail support services

(1) Policy Medium, (need to be aware of medical-centric uses expanding into other areas and decreasing the ability to attract sales tax dollars), (2) General Plan/Zoning Medium, (3) Regional Partnerships Medium, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High (medical has historically been a strong growth sector).

8. **Mid Garfield District.** This area has a limited number of retail and service businesses primarily serving the local household population. The northerly portion of this area is adjacent to the Central Business District and includes the concentration of commercial uses. The southerly portion of this district is largely residential. While this area could benefit from selected building and infrastructure improvements, the future growth is expected to be limited.

**Recommendations:**

- Improve the streetscapes and signage to improve the attractiveness of the local area
- While economic development potential will be limited in this district, provide infrastructure improvements, as needed, to reduce congestion from through traffic and maintain compatibility with the existing residential uses

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term (especially for Infrastructure), (5) Market Conditions Medium to High.

9. **South Garfield District.** This is an older commercial district providing restaurants, retail and service businesses, including a carwash and a service station. One of the oldest restaurants in the City (founded in 1958) is located in this district. This area also includes a portion of Pomona Boulevard that fronts the north side of the Pomona 60 Freeway. This is an active commercial area serving the needs primarily of the nearby household population and the through traffic along Pomona Boulevard and Garfield Avenue.

## Recommendations:

- Develop Gateway Signage
- Improve the streetscapes and pedestrian linkages
- Improve accessibility connections between the Gold Line interchange (once it is extended) and the area
- In order to revitalize older structures in this area, continue to give high priority for available funding.

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term (especially for Infrastructure), (5) Market Conditions Medium to High.

10. **East Garvey District.** According to the Monterey Park General Plan, East Garvey is designated as Mixed-Use II (MU-II) and encourages neighborhood revitalization and better integration of complementary commercial and residential uses and to provide private property owners with expanded opportunities for development of underutilized parcels. The intent is to capture future commercial opportunities that include retail, office, entertainment and dining establishments. This area is comprised of mostly single-story specialty retail and commercial service uses including small, local-serving businesses and auto services and repair.

## Recommendations:

- Develop Gateway Signage
- Consider incentive based zoning approaches that would encourage parcel consolidation
- To revitalize older structures in this area continue to give high priority for redevelopment funding

(1) Policy Low, (2) General Plan/Zoning Medium, (3) Regional Partnerships Medium, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

11. **MacCaslin (Saturn) Business Park District.** This area has a business park focus and is a major employment generator in the City. It is located north of Potrero Grande Drive with access from the 60 Freeway. This area includes a mix of business park style offices related to technology, research and development and professional, finance and insurance firms. The area also includes Los Angeles County government satellite offices. The business park buildings are of recent construction and the area is largely built-out with few vacant parcels remaining. This area is expected to retain its business park/office use character, and while it is visible from the Pomona 60 Freeway, it is relatively isolated from other business districts in Monterey Park

## Recommendations:

- Improve pedestrian linkages with the surrounding areas, especially with the proposed future Cascades Market Place shopping center, to provide employees' access to retail services.
- Continue to work with corporate and business owners to retain existing businesses and attract new firms
- Develop improved transportation linkages with the downtown of Monterey Park to encourage more business-to-business interaction with the rest of the city
- Prepare for increase in traffic volumes in this area, especially in conjunction with the future Cascades Market Place Shopping Center
- Encourage development of convenience retail to serve MacCaslin Business Park.

(1) Policy Low, (2) General Plan/Zoning Medium, (3) Regional Partnerships Medium, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High. (Market Conditions do not coincide with General Plan or Zoning so significant long-term financing required for substantial change)

12. **South Potrero Grande District.** The South Potrero Grande district is a relatively small area along the south side of Potereo Grande Drive directly adjacent to the Pomona 60 Freeway. South Potrero Grande currently has a closed gas station and an older, Best Western Markland hotel with 87 rooms. There is also a small vacant parcel just easterly of the hotel site along Potrero Grande Drive. There is not much growth potential expected for this area, although the City has been considering the construction of a Public Safety Center in this district. The Public Safety Center would feature a fire station, a storefront for police services, a secondary dispatch communication room and an emergency operations/regional training center. This Center would serve the community, adjacent cities, and the region with enhanced capabilities in emergency response, homeland security issues, and unified control, command and communications for both fire and police needs.

## Recommendations:

- Develop Gateway Signage, which could be combined with a future police station facility.
- Explore development options in relation to the future Cascades Market Place Shopping Center and MacCaslin Business Park.

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High (little change forecasted for the foreseeable future).

13. **North Potrero Grande District.** The North Potrero Grande district is just north of the MacCaslin Business Center on the north side of Potrero Grande Drive. The North Potrero Grande area has several retail uses along Potrero Grande and self-storage in the back along with a multi-tenant industrial building. Some of the retail uses, including restaurant, serve the employment in the MacCaslin Business Park, drive by traffic. Others, such as the flower shop, provide retail services to the cemetery across Potrero Grande in the City of Rosemead.

**Recommendations:**

- Keep retail development options flexible in this area for future growth, particularly in relation to the future Cascades Market Place and the existing MacCaslin Business Park.

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High (little change forecasted for the foreseeable future).

14. **Cascades Market Place District.** This district is located directly north of the Pomona 60 Freeway in the southeast corner of the City and is immediately south of the MacCaslin Park area. The Cascades Market Place is planned as a major regional retail shopping center drawing upon its freeway location with “Big-Box” anchors and in-line shops. While the site can be accessed from the Pomona 60 Freeway at Potrero Grande Drive, the main access will be through the City of Montebello at the Paramount Boulevard interchange to the east of the site. The Cities of Monterey Park and Montebello have a sales tax sharing agreement in exchange for this access.

**Recommendations:**

- Prepare for increase in traffic volumes in this area from new retail and dining opportunities for households and employees in the surrounding region
- Improve connectivity with other City districts
- Prepare streetscapes and signage plan consistent with Pedestrian Linkages Plan
- Improve local and regional connectivity through public transportation access

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High.

15. **Mid Atlantic District.** The Mid Atlantic district has a mix of retail, office and medical uses. The area has about 9 percent of the total employment in the City, but has nearly 24 percent of the City’s medical employment. The area also has some relatively newer retail developments, including restaurants.

## Recommendations:

- Connect attractive public spaces and landmarks in this district including the Cascades Park and the historic El Encanto building through pedestrian and public transportation linkages to other districts, especially the Downtown
- Organize cultural events around these landmarks to strengthen and expand local retail demand
- Continue to encourage and facilitate the expansion of the medical and related facilities and necessary retail support services

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High (little change forecasted for the foreseeable future).

16. **Recreation and Dining District.** This area comprises the northeastern stretch of the 710 Freeway within the City. It includes a golf course and the Luminarias and Monterey Hills Steakhouse restaurants.

## Recommendations:

- Improve connectivity with the Downtown and other City districts through the pedestrian linkages and public transportation access
- Explore the possibility of additional restaurants and lodging facilities in this area
- Organize cultural events to increase public awareness of the recreational and dining opportunities in this area

(1) Policy Low, (2) General Plan/Zoning Low, (3) Regional Partnerships Low, (4) Financing Medium - Long Term, (5) Market Conditions Medium to High (little change forecasted for the foreseeable future).

17. **County Institutional District.** This area houses several Los Angeles County functions including the County Sheriff's Office and support facilities and the County's Children Court. It also includes a jail facility that is currently closed and might reopen. It is not anticipated that this government/institutional job center will likely change much in the near future.

## X. Urban Design Concept Recommendations

The Urban Design Concept builds upon the City's adopted Pedestrian Linkages Plan and is a critical part of the economic development strategic plan, but it must be coordinated and consistent with the overall approach, including the branding, marketing and image building components of the plan, and not developed in isolation. The success of urban design in revitalizing other communities has been through their implementation of an overall economic plan, a strong public outreach process, a public-private financing approach through both redevelopment and other financing methods, a parking management plan, and the organization of

local property owner and merchant groups, typically through business improvement districts (BIDs). The key elements of the proposed Urban Design Concept, especially signage and gateways, must also reflect the City's brand identity that is used in other marketing materials, as summarized below:

- Streetscape Improvements for Major Corridors
- City and Local Gateways
- Wayfinding
- Public Art
- Improved Parking, both surface, structured and street parking
- Architectural Character and Historic Focal Points
- Regional Destinations

#### **Recommendation 1: Streetscape Improvements for Major Corridors**

Streetscape improvements enhance and unify the visual and spatial experience of the driver and pedestrian, and help provide key linkages between the Districts and neighborhoods in Monterey Park. The streetscape environment gives the user a sense of direction and a sense of place within the City. An overall streetscape palette creates identity and continuity within the City, while also communicating the change between distinct areas of the City.

The nature of the recommended streetscape improvements consists of an interrelated palette of street furniture, lighting, paving, signage and landscaping. Public art can also be an essential component of the streetscape palette. There are excellent opportunities for public art to be integrated with the streetscape by including public art in the sidewalk and median areas, particularly in the Downtown, regional gateways into the City and on key redevelopment sites.

Streetscape improvements should be focused along corridors where they make the most impact for the City. These include the three major north-south corridors, Garfield Avenue, Atlantic Boulevard, and the Monterey Pass Road, as well as several key east-west streets, including Garvey Avenue and Potrero Grande Drive.

#### **Recommendation 2: City and Local Gateways**

City gateway signs (those located at the main entrances to the City) should be designed in a unified approach to give identity to the City and provide drivers and pedestrians with a sense of place. District gateway signs should reflect the theme of the City gateways. Public art, special lighting and landscape treatments can further enhance gateways. Public art is an exciting way to create a unique design concept for gateway signs and engage the public throughout the process.

The City should consider working with a public artist to identify the design theme for Monterey Park. New or enhanced City gateways should be created at the following locations:

- West Ramona Boulevard, North Atlantic Avenue, North Garfield Avenue and New Avenue at Interstate 10
- South Atlantic Boulevard, South Garfield Avenue and Potrero Grande Drive at the Pomona Freeway
- Future access road to the Cascades Market Place off the Pomona Freeway;
- East Garvey Avenue at New Avenue

### **Recommendation 3: Wayfinding**

Wayfinding is the manner in which people orient themselves in physical space and navigate from place to place; it is how people choose a path within the built environment. Effective directional signage enables a person to find his or her way to a given destination. Currently within the City, directional signage is minimal and inconsistent. The City's existing Sign Criteria Package for directional sign development takes a unified approach and provides several scales of directional signage. Nonetheless, it expresses little unique identity or imagery. Directional signage should reflect the unique identity of the City articulated in the gateway signage. Furthermore, it should be coordinated with an overall signage program for the City that includes city and district gateway signage.

Building upon its preliminary signage design work, the City should develop a unified wayfinding program with signage that is clear, concise, and coordinated with City and district gateway signage. Directional signage should be developed and installed on major streets within the City to direct motorists and pedestrians to Downtown or other districts, historic landmarks and features, public facilities and public parking.

### **Recommendation 4: Public Art**

Public art can be an essential part of Monterey Park, both intrinsically and economically and make significant contributions to the quality of life in the city. Arts and culture help to create a livable city, stimulate the local economy, enhance the urban environment, celebrate the natural environment, engage a wide spectrum of citizens and empower neighborhoods. The arts, as part of the social fabric of a city, can help define and express who we are as a community historically, today and in the future. Art brings the community together, creating situations not merely for enjoyment and beauty, but also for dialogue, thought and growth.

There are excellent opportunities for public art to be integrated with the streetscapes by including public art in the sidewalk and median, particularly in the Downtown area, regional gateways into the City, and on key redevelopment sites.

#### **Recommendation 5: Improved Parking**

The Central Business District that includes Downtown Monterey Park (also a Business Improvement District) is the heart of the City and intended to provide a high-activity pedestrian-oriented environment. A key to enhancing the pedestrian experience and providing the most efficient use of redevelopment sites is improved parking to reduce the need for on-site parking for individual stand-alone uses. This can be done with strategically placed, user-friendly, publicly owned parking structures or lots provided through a Parking Management District, along with sufficient on-street parking, such as angled parking and/or parallel parking.

Parking structures with retail edges can provide a continuity of retail activity and an adequate supply of conveniently located parking. These structures can maintain the continuity of the pedestrian activity in Downtown by eliminating the need for each development project to have parking on its own site. Parking structures can be designed for safety if they are well lighted, painted in light colors, and use clear span construction to minimize columns. This will improve the feeling of security for employees and shoppers when they come to Downtown.

Existing parking within the Central Business District consists of parallel parking along Garvey Avenue and public and private parking lots located behind the buildings that front Garvey Avenue, with some public parking fronting Garvey. The existing parking lots are poorly signed and landscaped, resulting in an uninviting pedestrian experience, as well as confusion as to which parking spaces are public and which are reserved for certain retail uses. Existing Downtown parking is confusing and unattractive.

To address future parking needs and encourage development in the Downtown area, the City should create a Parking District for the Central Business District. In this district, the City would own, manage and develop a supply of public parking, and be able to provide a tailored approach to meet the differing needs of the Economic Districts. No residentially zoned properties would be included in a Parking District. An essential element of this approach is a provision for in-lieu parking fee contributions to the Parking Districts as an alternative to providing some or all of the required on-site parking for a project. This would substitute for the development of off-street parking facilities on a project-by-project basis. The combination of the Parking Districts with in-lieu parking fees will provide for greater flexibility for both developers and the City. The Parking

Districts will be able to purchase existing private parking lots, placing them in public ownership to insure that they remain available for parking. As they become available, additional properties can also be obtained for future parking needs.

There are many ways cities can establish and implement Parking Districts. The process generally follows these steps:

- Hire a traffic consultant who specializes in parking management plans.
- Work with businesses, property owners and developers to define and target opportunity sites.
- Purchase opportunity sites as they become available, and according to the priorities established with businesses, property owners and developers.
- Determine the amount for in-lieu fees based on land costs and estimated program costs. This differs considerably between communities depending on location, market value of land, and varying programs and facilities (i.e., surface parking or structured parking).
- Parallel to the above steps, work with City Attorney to set up the legal procedures for parking in-lieu fees.
- Implementing a parking meter and permit program.

#### **Recommendation 6: Architectural Character and Historic Focal Points**

The character and architectural features of existing buildings in Monterey Park help give the City identity. While the general character of buildings throughout the City varies, there are individual architecturally significant buildings, including several Spanish Revival buildings such as the Garvey Ranch Observatory and El Encanto (Chamber of Commerce), which present opportunities for focal points within the City and should inspire high quality, compatible design for infill development and façade upgrades. Asian-inspired architectural elements enrich the North Atlantic District. The Asian cultural heritage that is dominant in the North Atlantic and Central Business Districts can also provide a thematic anchor and identity for these areas, which can be enriched and expanded through contextual design (such as banner programs), that can create a regional draw to the City.

The City should provide incentives for façade and private signage upgrades to improve and unify the buildings, particularly in the Central Business District. In addition, through design guidelines, the City should encourage thematic detailing to reflect the Asian cultural heritage of the North Atlantic and Central Business Districts. The City should also consider improved pedestrian-friendly streetscapes along El Portal Place, which links Cascades Park to El Encanto, to enhance the setting of this important historic resource and create a central, public gathering place for:

- Local civic events and celebrations

- Place for families to come and spend time with shaded areas, water features, and colorful landscaping
- Setting for active retail, entertainment and restaurant uses at its edges, and
- Potential location for a farmer’s market and craft fair on a regular basis.

To provide a link to the Civic Center, the City should consider improved streetscape treatments along El Mercado Avenue to Triana Street, Ynez Avenue, then Ramona Avenue, which connects El Encanto to Barnes Memorial Park and the Civic Center to Downtown. In addition, the City should consider a local transit system along this loop to further enhance these linkages and encourage use of these destinations.

### Recommendation 7: Regional Destinations

The Central Business District and the North Atlantic District are currently the two existing regional destinations in the City. The Central Business District includes Downtown Monterey Park and contains mostly Chinese specialty shops and restaurants in a pedestrian-friendly environment. The North Atlantic District is generally considered an emerging “restaurant and entertainment row,” which also includes a proliferation of Chinese restaurants and shops. In addition to these existing Districts, other areas include Garfield South (with restaurant and entertainment themes) and three new planned or under construction developments in the City that will attract a regional draw, including: 1) the Towne Centre mixed-use project on the southeast corner of Garfield and Garvey Avenues in the Central Business District; 2) the Atlantic Times Square mixed-use project on the southeast corner of Atlantic Boulevard and Hellman Avenue in the North Atlantic District; 3) and the future Cascades Market Place, a large-scale retail project planned in the southeast corner of the City just north of the Pomona Freeway. The City is also working to attract an excellent hotel in the northern portion of the Corporate Center District, which would complement both that district as well as the adjacent Recreation/Dining District, further enhancing this area of the City as a regional destination.

With the existing regional destinations and momentum of the above-mentioned large development projects, the City should focus its marketing and image-building efforts, as well as the first phases of streetscape improvement projects, in these focus areas of the City:

- Central Business and North Atlantic Districts
- Garfield South District
- Recreation/Dining and Corporate Center Districts
- In the future, Cascades Market Place and Potrero Grande Drive

- In addition, the City should revisit land use designations and zoning regulations around these projects to make sure future land uses are complimentary to, and supportive of, these regional destinations

## XI. The Role of Branding

A Brand Development Report examines various options the City has to project its image. More than a process for creating a slogan, advertisement, logo or marketing materials, branding is the cumulative, collective and often complex result of **all** of the political, marketing, operating and development decisions that defines the City's image over time.

Monterey Park has various ethnic groups, cultures, component parts, districts, neighborhoods, and icons, which combined generate an "eclectic" energy. This energy must be revealed. By demonstrating and featuring **all** of the various unique and diverse options, the City will be able to expand the target audience range concerning redevelopment dollars and begin the important process of educating surrounding neighborhoods on its uniqueness -- Monterey Park is considerably more than a Chinese fast food and restaurant destination – It's a City where cultures merge and opportunity thrives – It's a *City of Good Choices*.

A number of concepts that illustrate how a "Good Choices" theme may unfold are included in the Brand Development Report. The essential strategy is not to deny the current "Chinese" dominant image, but to include the other just as relevant and significant parts of communicating who we are:

- Monterey Park is the city of "good choices" where one can find a diversity of people, restaurants, businesses and neighborhoods
- Choices that can match with one's own particular life situation and preferences -- from employment and business ownership to housing, recreation, and entertainment
- In addition, these choices are all within a very convenient, centrally located community -- one that can and will surprise you with its diversity!

The following 2 images in Exhibits 11 and 12 capture the essence of the mix of demographics and businesses in Monterey Park:

Exhibit 11  
The Many Faces of Monterey Park

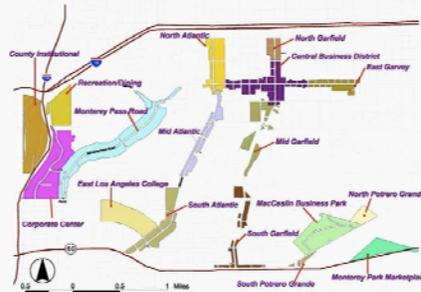
# The Many Faces of Monterey Park



Monterey Park  
You're Welcome Here

Exhibit 12  
17 Economic Zones, 1 Great City

## 17 Economic Zones



## 1 Great City

Monterey Park  
There's a Place for You Here

## XII. Brand Development Recommendations

Overall Recommendations. The recommended actions for best using the brand report in conjunction with all of the other supporting reports for the economic strategic plan begin with the following points:

- Develop a strong outreach program with public meetings and workshops to discuss all parts of the strategy and to seek new ideas
- Enhance the city's website to include information about the Economic Development Strategic Plan and accomplishments complete with graphics and promotional video; make the website interactive so that residents and businesses can provide their comments
- Coordinate closely with other public and private organizations, including the local Chamber of Commerce and the San Gabriel Valley Association of Governments
- Integrate the branding concepts into the overall strategy so that the image of Monterey Park becomes a draw for increased business and retail opportunities
- Develop a detailed step by step marketing implementation plan for identifying and reaching potential investors to advise them of ongoing opportunities in the City for redevelopment
- Produce marketing materials that reflect the economic strategy and image recommendations for use at International Council of Shopping Centers (ICSC) and other developer trade shows.
- Find outside grants and loans and work with Congressional Offices in applying for appropriations

Brand Platform. Integrate the concept of Good Choices into the City's overall communications strategy so that the image of Monterey Park becomes consistent and focused over time. This also includes adopting a color palette, type fonts and themes consistent with the concept. (The branded snap shots provide initial direction.) Elements may include:

- Trade Show Booth for the International Council of Shopping Centers (ICSC)
- New Redevelopment Brochure
- Updated website
- E-mail templates for marketing to developers
- City signage consistent with Urban Design

Tactical Planning / Outreach. After presentation to the Planning Commission and the City Council, have staff together with the EDAC, present the entire economic development strategic plan as well as the thematic brand platform in a public community forum to other departments, community influentials and residents. Develop and then initiate a detailed systematic, long-term marketing implementation plan targeted to the following audience segments:

- City Leadership
- Influentials

- Staff
- Businesses
- Developers
- Residents
- Visitors
- Media

Create press releases; advertising, direct marketing and community outreach workshops where City officials can share a new vision and monitor public opinion and the redevelopment agency can target potential developers.

Assign a liaison that can coordinate communications throughout and around the City including neighboring cities and community partners responsible for maintaining a consistent strategically directed and “themed” message and identifying new marketing opportunities.

### XIII. A New Vision for Monterey Park

As part of extensive process of strategic planning, the EDAC has developed and are endorsing a new expanded community vision for the City as follows:

*Monterey Park is a great all American city, world famous for its diverse and distinct cultures, friendly businesses and shops and where family life, education and safety are priorities – a centrally located, progressive, “Green Minded”, economically healthy and welcoming place for people to live, work, play, visit and invest.*

#### Implementing the Vision:

**First Year:** Develop community support for the strategic plan and City Council endorsement of an economic development strategic plan protocol. Designate oversight responsibility to the Economic Development Advisory Committee to monitor performance and progress with support of appropriate City Staff. Establish guidelines and protocol to align all Commissions to the goals and objectives of the Economic Development Strategic Plan. Identify immediate projects to be initiated in the first year.

**Second Year through Year Five:** Review performance and progress for the annual report. Identify and implement second year projects some of which carry over to the end of the next year. Annually assess the need to adjust plan and recommend adjustments. Continue the progress of existing projects to completion.

**Year Five:** Review progress and problems encountered, set goals and objectives, and prepare plan for the next five years for adoption and implementation.

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