

DATE: September 15, 2016

TO: Watershed Conservation Authority Governing Board

FROM: Mark Stanley, Executive Officer

SUBJECT: Item 15: Consideration of a resolution to award a professional services contract to Jose Gardea to provide Policy Consultation Services.

RECOMMENDATION: Consideration of a resolution to award a professional services contract to Jose Gardea to provide Policy Consultation Services in an amount not to exceed \$30,000 in support of the Green Regional Environmental Enhancement Network (GREEN) Project.

PROJECT DESCRIPTION: The WCA has received funding through the Rivers and Mountains Conservancy (RMC) to provide planning and implementation support services for greening projects and initiatives across the joint RMC/WCA territory through the GREEN Project. Policy review and recommendations are instrumental in advancing this work now and into the future. Within the structure is an inherent challenge to keep projects on schedule and to maintain consistency for the highest efficiency in project completion.

BACKGROUND: The Green Regional Environmental Enhancement Network (GREEN) Project is a planning and project implementation initiative supporting watershed-based greening efforts to help support collaboration in the wider Los Angeles and Orange County region. The scope of the project includes regional data collection and assessments, identification of priority projects, and community engagement strategies culminating in the launch of an online GREEN project portal to share data and information, and to catalyze investments and positive change. The GREEN Project will realize projects and programs to enhance, expand, and increase access to functioning parks, trails, and open spaces for:

- Water Reliability
- Clean Air
- Climate Resilience
- Public Health and Recreation
- Habitat Integrity
- Community Equity and Wellbeing

The GREEN Project builds upon the work first completed under the Watershed Coordinator program, funded by a grant of the Department of Conservation between 2008 and 2012 with matching grant from the Rivers and Mountains Conservancy (RMC). This seminal work was implemented in partnership with the San Gabriel Valley Council of Governments and the Council for Watershed Health, proved highly beneficial in moving projects forward and creating a vision for new projects. Measurable benefits from the 2008-2012 Watershed Program included the identification of projects, programs, and policies, and through the technical services the WCA provided in areas such as: GIS mapping and analysis, public outreach, presentations, city policies/ environmental document reviews and comment letters, project/event planning, project management, graphic design, correspondence, and general administrative matters.

Recognizing the value and effectiveness of the Watershed Coordinator Program, and the demands and needs for WCA staff support on projects and planning across the territory, the RMC granted \$650,000 for the GREEN Project in March 2016.

With the grant from the RMC staff is dedicated to advancing the missions of the RMC and WCA by focusing on watershed health, green infrastructure, and greenways for the diverse range of environmental benefits listed above. Green Infrastructure includes projects that layer multiple benefits including water reliability through conservation, supply, and quality features; native and climate resilient plants for habitat, shade, and clean air; and both health and safety of communities and people through access to parks, open spaces, and livable/walkable streets and neighborhoods. Greenways are defined as interconnected active transportation and recreation corridors that are continuous, easily accessible, and landscaped open space that, where feasible, incorporate green infrastructure to improve both habitat and water reliability through water capture, cleansing, and infiltration.

A review of current and precedent policy, and making recommendations on potential actions that may support greening projects and initiatives are integral to strategic planning and coordinating resources. Mechanisms for ongoing support of planning, implementation, operations, and maintenance are focus areas essential to realize projects. Additionally, mechanisms to streamline project implementations are also vital for those projects that clearly represent the interests of the public, and that have an imperative to make most efficient use of public funds. The goal would be to forge an institutionalized, reciprocal relationship between County and the WCA—as a joint-powers of County Flood Control and the RMC—to the extent that our projects may be processed as County projects. These mechanisms may also address and incorporate sustainable flow of funding to the Agency, including cashflow backing, to implement greenway/green infrastructure projects on behalf of our partners and primarily the County.

Mr Gardea as Founder and President of Urbanism Advisors, believes in creating economic and community development opportunities for all members of our community. Urbanism Advisors develops, facilitates, and implements action plans for economic and community development through public/private partnerships and other community wealth building initiatives. He served for close to 20 years in various policy and political capacities within the City of Los Angeles where he project managed over \$75 million of capital projects in some of the most distressed and vulnerable neighborhoods of the city. Mr. Gardea is working in the city of Baldwin Park to implement a downtown revitalization program to increase walkability and bikability for local residents and businesses. He is also currently managing a project in the Pacoima area of Los Angeles where he is facilitating the creation of an Arts Incubator, Tech Incubator, and a Food Incubator to build local capacity for neighborhood entrepreneurs. He received a B.S. in Political Science from UCLA and has additional professional training in community and economic development from NYU. The scope of work for Mr. Gardea's services is attached, as Exhibit A. Exhibit B is Mr. Gardea's resume. Exhibit C is a report to the City of Baldwin Park produced by Mr. Gardea as the city looks to chart away for economic development within its city core, *Baldwin Park: A Path to a New Economy*.

FISCAL INFORMATION: The agreement with Mr. Gardea will set a professional services contract to provide Policy Consultation Services in an amount not to exceed \$30,000 for a 12-month period. Funds are included under Tasks 1-3 from the GREEN Project.

Green Regional Environmental Enhancement Network (GREEN) Project Policy Support Services Scope of Work

The WCA is a joint powers authority of San Gabriel and Lower Los Angeles Rivers and Mountains (RMC) and the Los Angeles County Flood Control District whose mission is to provide for a comprehensive program to expand and improve the open space and recreational opportunities for the conservation, restoration, and environmental enhancement of the San Gabriel and Lower Los Angeles Rivers Watershed area consistent with the goals of flood protection, water supply, groundwater recharge, and water conservation.

The Watershed Conservation Authority (WCA) requires a Consultant that is best qualified to assist the WCA in facilitating and reporting on relevant activities at both the State and local levels, including the diverse actions involved in LA River planning, the developments of open space and active mobility measures, the development of web resources, and also to assist in developing policy recommendations and strategies to facilitate greening and open space planning, implementation, operations, and maintenance. These activities are to be specific to the Green Regional Environmental Enhancement Network (GREEN) Project grant funded through the Rivers and Mountains Conservancy (RMC). Policy support services and are to be conducted over a 12-month period.

SCOPE OF WORK:

Consultant shall provide the Watershed Conservation Authority (WCA) with policy support services to ensure the most effective and efficient allocations of agency resources to support and facilitate work in the WCA Territory. Recent developments in policy, planning, and web resources concerning the LA River and wider region have accelerated, involving diverse parties and activities, and recent measures at the State and local levels concern water management, open space, and active mobility among other issues and challenges relevant to the mission of the WCA and success of the GREEN Project development and implementation. Focus is needed on riparian corridors including both the LA and San Gabriel Rivers and tributaries, and the wider WCA territory from the San Gabriel Mountains to Orange County. Consultant will coordinate with the WCA Executive Officer and GREEN Project team, and will report and consult on relevant activities, and also will assist in developing policy recommendations and strategies to facilitate greening and open space planning, streamlined implementation, and consistency of operations and maintenance. The following scope of work is focused on three primary tasks. Optional tasks can be provided and negotiated on an as-needed basis through Task 4.

Task 1 | STAKEHOLDER DEVELOPMENT AND STEWARDSHIP BUILDING: Facilitating WCA Project Advancement

Consultant will assist staff in facilitating coordination, implementation, adoption, and use of GREEN Project web portal and tools, which is to include briefing WCA staff/project team on related activities regularly, at a minimum on a monthly basis. This work is expected to involve review of documents necessary to become familiarized with actions relevant to WCA work. Fee to be reimbursed at a monthly rate. Deliverables may consist of the following elements:

- Meeting and Event Agendas and Attachments
- Draft Measures and Policies
- Draft and Completed Plans

Task 2 | WATERSHED NEEDS PRIORITY PROJECTS: Strategy Development of Long-Term Mechanisms for Resource Allocations to Planning, Implementation, Operations, and Maintenance of Green Greening Projects and Open Spaces

Consultant will review current and precedent policy, and submit a report including recommendations on potential actions that may support greening projects and initiatives with the specific goals of strategic planning and coordinating resources most efficiently and effectively. Mechanisms for ongoing support of planning, implementation, operations, and maintenance are focus areas essential to realize greening projects and open space improvements.

Task 3 | GREENWAY DEVELOPMENT: Strategy Development of Mechanisms to Streamline Project Implementations

Consultant will review current and precedent policy, and submit a report including recommendations on potential actions to streamline project implementations vital for those projects that clearly represent the interests of the public, and that have an imperative to make most efficient use of public funds. The goal would be to forge an institutionalized, reciprocal relationship between County and the WCA—as a joint-powers of County Flood Control and the RMC—to the extent that WCA projects may be processed as County projects. These mechanisms may also address and incorporate sustainable flow of funding to the Agency, including cashflow backing, to implement greenway/green infrastructure projects on behalf of our partners and primarily the County.

Task 4 Contingency and Additional Services

Additional focus, services, and requests may be prioritized on an as-needed basis with specific tasks and deliverables to be negotiated between the WCA and Consultant.

SCHEDULE FOR PROJECT:

The duration of this scope of work is for twelve (12) months from the Notice to Proceed.

FEE SCHEDULE

<i>TASK 1 STAKEHOLDER DEVELOPMENT AND STEWARDSHIP BUILDING: Facilitating WCA Project Advancement</i>	\$7,500
<i>TASK 2 WATERSHED NEEDS PRIORITY PROJECTS: Strategy Development of Long-Term Mechanisms for Resource Allocations to Planning, Implementation, Operations, and Maintenance of Green Greening Projects and Open Spaces</i>	\$7,500
<i>TASK 3 GREENWAY DEVELOPMENT: Strategy Development of Mechanisms to Streamline Project Implementations</i>	\$7,500
<i>TASK 4 Contingency and Additional Services</i>	\$7,500
Total Not-To-Exceed Fee	\$30,000

JOSE A. GARDEA
4563 Mont Eagle Place
Los Angeles, CA 90041
(323) 559-1762

RELEVANT EXPERIENCE:

President, Urbanism Advisors, September 2013 to present

- Providing strategic consulting services to public and private clients in regards to economic and business development, land use planning, community development, and transportation needs.
- Facilitating creation of Public/Private Partnerships relative to economic development activities in Pacoima, CA.
- Advising non-profit clients relative to forming strategic partnerships with private enterprises; advising on Place-Making opportunities.
- Facilitating creation and implementation of an economic development action plan for Pacoima, CA based on tactical urbanism/place-making/community wealth-building principles.
- Developed Economic Development implementation plan for City of Baldwin Park, including Public/Private Partnership, Placemaking, Workforce Development/Industry Sector elements.
- Managing and facilitating resource allocation program (Prop. 1 “Water Bond”) for Rivers and Mountains Conservancy.
- Providing program management capacity to private development in Hollywood as it proceeds through city’s entitlement process.

Chief of Staff, July 2001 to June 2013- City of Los Angeles- First Council District

- Directed and managed an office of up to 25 staff members, including two field district offices and a \$1.2 million operating budget.
- Coordinated and project-managed \$75 million in capital projects within council district, including projects related to infrastructure, economic development, transportation, open space development, water systems, and bicycle lanes.
- Facilitated the approval of citywide policies related to the Los Angeles River Revitalization Master Plan, the Los Angeles Bicycle Master Plan, the federal Community Block program, the Workforce Development program, and Transit-Oriented Development.
- Assisted in establishing and expanding five Business Improvement Districts (BID’s) within the council district.
- Analyzed, monitored, and briefed councilmember and staff on legislative, policy, and capital improvement issues relevant to land use planning,

housing, workforce development, economic development, and community development impacts in the district and citywide.

- Created strategic recommendations and set agenda for City Council meetings, as well as council committees such as the Housing and Economic Development Committee, the Planning and Land Use Management Committee, and Public Safety Committee.
- Served as strategic liaison with business stakeholders such as the Los Angeles Chamber of Commerce, the Valley Economic Development Center, and the Valley Industry and Commerce Association.
- Served as strategic liaison to the Labor community, including the Los Angeles County Federation of Labor, SEIU, and the Los Angeles County Building Trades.
- Communicated with community stakeholders, city department heads, and other elected officials and represented office at community meetings.

Senior Project Coordinator, 2000-2001- City of Los Angeles, Department of Neighborhood Empowerment

- Developed educational and outreach programs for community stakeholders for the newly created department charged with creating neighborhood councils across the city.
- Developed public-private partnerships between the department and private interests to build resources and workshops across the city.
- Managed a staff of three to organize workshops and training sessions across neighborhoods of the city.
- Developed and presented a long-term stakeholder engagement program for the future growth of neighborhood councils; as well as a plan to coordinate communication with local elected officials.

Community Development and Foundation Manager, 1998-2000, Staples Center Development Company

- Conducted and compiled research on local resources for foundation development.
- Represented the company and the foundation at various meetings in the public and private sectors.
- Coordinated and organized the development of a fundraising campaign for the foundation.
- Served as public affairs representative for ownership group before City Hall and other elected officials.
- Served as community facilitator with local stakeholders during construction of the sports arena downtown.
- Developed the first grant-making program for the foundation, with a particular focus on community sports development in the local neighborhoods around Staples Center.

Senior Field Deputy, 1992-1998, City of Los Angeles, First Council District

- Served as councilmember's representative at community meetings and other stakeholders.
- Organized empowerment and voter registration workshops to educate and engage neighborhood constituents.
- Conducted educational seminars with members of various non-profits and associations related to the council district.
- Developed policy initiatives to encourage the creation of non-profit organizations in the fields of health care, public safety, and neighborhood beautification.

Community Organizing Manager, March 1992-December 1992, Central American Resource Center, Los Angeles

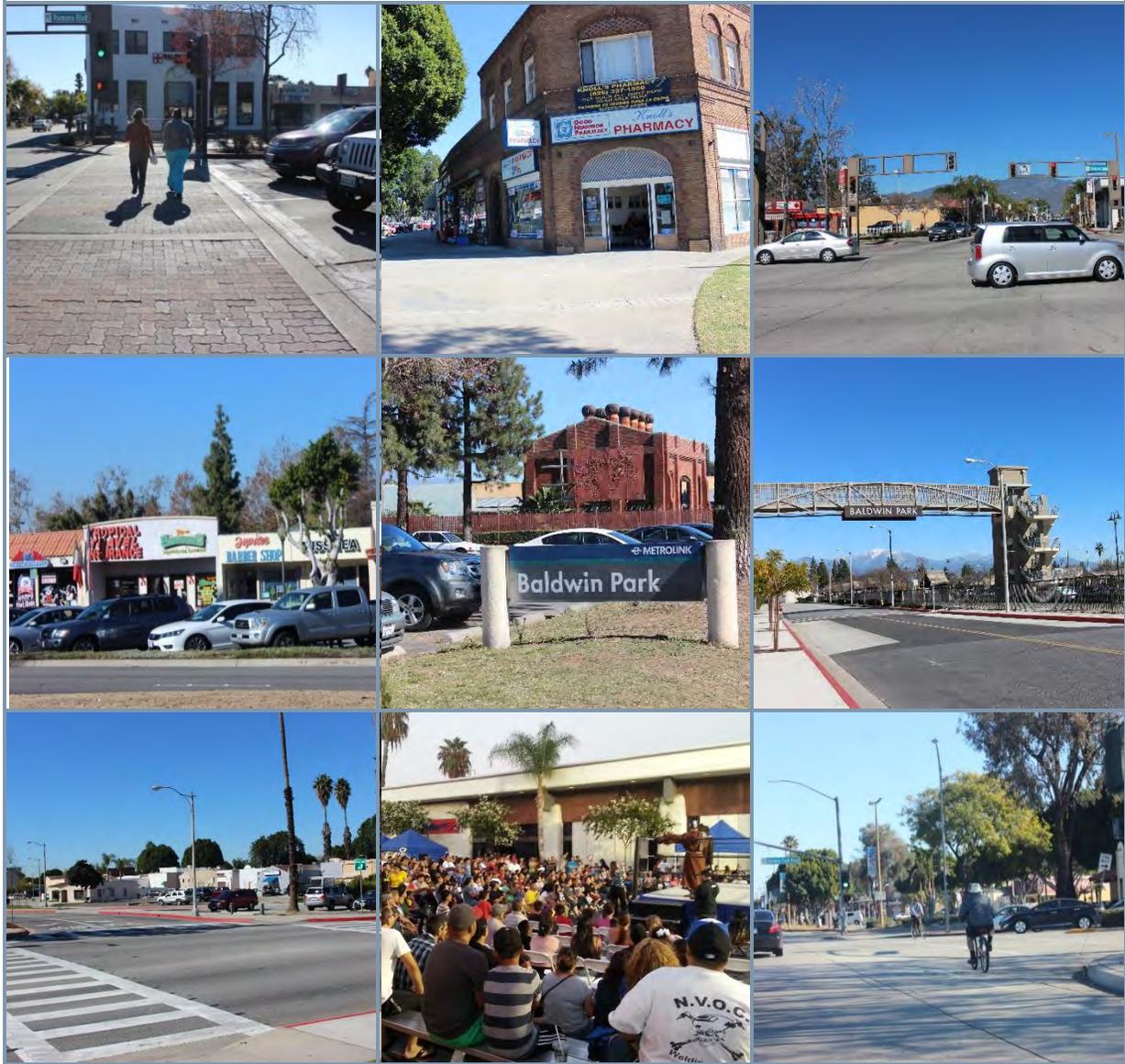
- Managed and coordinated organizing campaign in Los Angeles to create an advocacy organization for street vending.
- Developed recruitment programs to engage local street vendors to participate in organizing effort.
- Prepared and delivered briefings to elected officials and community leaders on street vending issues impacting neighborhood public safety and economic development opportunities.
- Worked with local elected officials to create and implement the city's first Street Vending District Ordinance.

EDUCATION:

**University of California, Los Angeles, Bachelor of Science, Political Science
Spring 1992**

**Conflict Resolution/ Community Mediation Training Certification, Loyola Law
School, 1996**

**New York University, School of Professional Studies
Professional Certificate in Economic Development and Creative Cities
June 2015**



BALDWIN PARK: A PATH TO A NEW ECONOMY

FEBRUARY 2016

TABLE OF CONTENTS

Contents

01	Overview	p.1
02	Executive Summary	p.2
03	Program	p.3
04	Place	p.8
05	People	p.15
06	Policies.....	p.17
07	Methodology.....	p.21
08	Contact Information.....	p.22

PROGRAM

Overview

The City of Baldwin Park invested significant resources with the *City of Baldwin Park Downtown TOD Specific Plan* as well as the Urban Land Institute's (ULI) *City of Baldwin Park Civic Center Site Transit-Oriented Development, Technical Assistance Panel (TAP) Program*. Both of these critical documents signaled a strong desire by city leaders to activate a strategic, coordinated, and viable economic development strategy for Downtown Baldwin Park.

As more people move into urban zones, Downtowns are witnessing a resurgence. Increasingly, Americans are choosing the connectivity and familiarity of walkable neighborhoods. Communities are seeing new businesses, restaurants, and shops open in areas that were formerly underutilized or economically distressed. This reality presents an investment opportunity for local communities.

A vibrant, walkable neighborhood can help attract people, companies, and consumers that in turn create and support jobs and businesses, as well as build points of engagement for local residents. In so doing, a “streetcar” suburb like Baldwin Park could stand out within the local region as a destination to shop, eat, visit, move to, or in which to invest. Taken together, it is a chance to celebrate a community’s rich history, create new opportunities for neighborhood residents, and to achieve a more equitable community, stronger economy and improved quality of life.

Downtown revitalization requires a holistic approach that includes identifying a city’s economic potential by understanding its community investment opportunities, using “placemaking” principles to design attractive and functional public and private spaces, ensure residents have access to workforce development tools and programs to increase skills capacity, and then focusing on the promotion of downtown, its businesses and brand, all driven by a strategic and local stakeholder advocacy partnership.

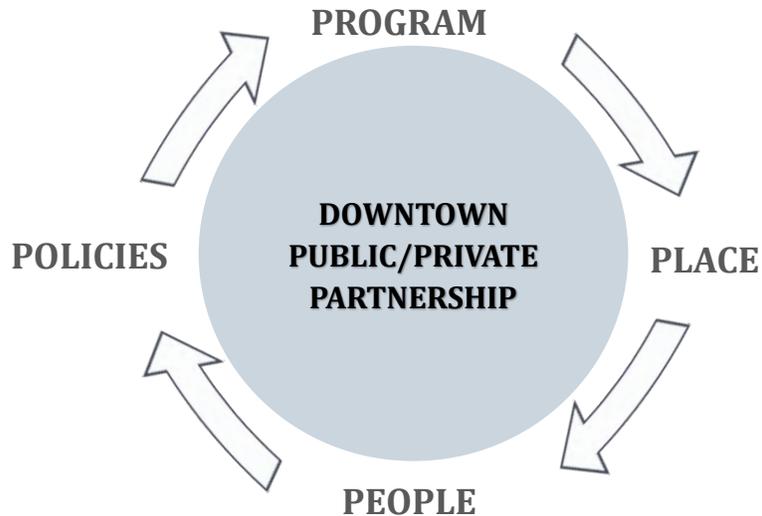
It is the goal of AIM Consulting Services (AIMCS) to move beyond the “visioning” component that these two documents represent, and begin identifying implementable economic development pathways for the City of Baldwin Park to consider as it seeks to revitalize its downtown. This report will hopefully serve as an outline or roadmap of steps AIMCS believes the City of Baldwin Park can undertake in order to achieve what we believe was the original goal of the aforementioned documents—to create a vibrant, active and family-friendly downtown urban community worthy of the residents of Baldwin Park.

To better understand the reading of this report, we have chosen to use a format that identifies four key sections: *Program, Place, People* and *Policies*. Under each section, we will present some background description, analysis, and a set of recommendations. We hope that this layout will expedite decision-making and implementation by city staff and elected officials.

EXECUTIVE SUMMARY

Executive Summary

In August of 2015, the City of Baldwin Park retained the services of AIM Consulting Services (AIMCS) to develop recommendations for implementation of an Economic Development Strategy upon which the city can act. Over the course of several months, AIMCS met with Baldwin Park elected officials, the office of County Supervisor Hilda Solis, Los Angeles County Workforce Development staff, members of the Baldwin Park business community and key city staff. AIMCS also reviewed multiple documents obtained through the City of Baldwin Park as well as documents AIMCS believed to be most relevant for the City. Through multiple interviews and document review, AIMCS has developed a list of recommendations highlighted below:



- The creation of a downtown partnership. This partnership will act as the champion for the downtown area and will be comprised of city officials, local businesses as well as county officials. Initial seed funding for the downtown partnership would be derived from the City of Baldwin Park Citywide Business Area Ordinance/tax.
- Acknowledging the economic vitality that comes from attracting the bicycle community, AIMCS recommends that the City of Baldwin Park create a bicycle coordinator position. This position will focus on implementing the various bike-related program and infrastructure elements and creating strategic partnerships with both the public and private sectors to spur economic development programs.
- AIMCS recommends the creation of a year-round calendar of events for the public spaces in and around the downtown area.
- Consider a joint development agreement with the County of Los Angeles for the publicly-owned properties located within the Eastside Industrial area and focus on partnerships with institutions of higher learning that will enhance opportunities to connect workforce development programs and innovation related industry job creators.
- Creation of a “master permit” sidewalk-dining ordinance along the Ramona Boulevard corridor to promote and attract a “restaurant row” concept.
- The City of Baldwin Park, along with its county and state government partners, approach Verizon to jointly develop an adaptive reuse vision of the facility that would incorporate a start-up or incubator program concept for local entrepreneurs.

While many of the recommendations in this report may be implemented independently, AIMCS supports the notion that a well-coordinated and unified effort between the public and private sectors will provide the strongest possible opportunity for success. AIMCS believes that each of the recommendations are substantively inter-connected and create a framework for achieving a revitalization that brings people downtown while preparing for a new economy that promotes walkability, denser housing, public transit, economic investment, and 21st Century jobs.

PROGRAM



The City of Baldwin Park should actively pursue the creation of a Public/Private partnership to act as a champion for the downtown area. The partnership should include the City, local business community, as well as Metrolink and County officials.

The Downtown Public/Private Partnership

A key premise of any economic development strategy is to entice investment. While investors may seek specific incentives (i.e.; tax credits, fee waivers, expedited permitting, etc.), nearly all potential investors look for a strong narrative that describes the story of the city or neighborhood in which they intend to invest. Typically, this narrative is created by public/private partnerships that exist between local business stakeholders and the municipal government. To a potential investor, this type of partnership offers greater comfort and predictability because there is evidence of an “action plan” to grow the local economy, thus signaling a “business friendly” environment to the investor and the investment community at-large.

Public/private partnerships have been successful in cities as varied as Chattanooga, Detroit,

Cleveland, Fresno, Riverside, Burbank, Glendale, and Sacramento, just to name a few examples. Hundreds exist across the country operating with different capacities but always with a common theme: Bring back Downtown!

These organizations typically are structured as non-profit operations with an approved budget and staff. The mission of these public/private partnerships are generally consistent with the following elements:

- Legislative and community advocacy
- Economic development assistance
- Clean and Safe Programming (such as Business Improvement Districts)
- Marketing
- Special events
- Strategic planning (Long-term visioning for area)
- Small business development
- Commercial property brokerage

PROGRAM

- Neighborhood directory/demographics
- Identifying available real estate
- Industry sector promotion
- Infrastructure management (façade program)
- Speakers bureau

While AIMCS salutes the current efforts of local merchants to reinvigorate the Baldwin Park Business Association, it is critically important that the City of Baldwin Park assist in developing a strong and effective voice for the downtown area. Indeed, during our interviews with elected officials, individual merchants, and members of the local business association, we heard multiple times that business owners struggle to find the time to participate in meetings and planning of special events. A public/private partnership organization with a professional and paid staff can alleviate the time and resource pressures that come with relying solely on all-volunteer groups.

Additionally, forming a public/private partnership is a strategic opportunity to invite external partners such as the County of Los Angeles or the State of California to engage in the long-term planning and implementation of Downtown Baldwin Park. A “speaker’s bureau” program, as organized by a public/private partnership, can better coordinate both the message and the delivery of the message to the development community, thus pro-actively driving a revitalization agenda by both the city and local stakeholders. In short, it’s an opportunity to invite local developers and investors to the city to better understand development scenarios.

Recommendation:

AIMCS recommends the City of Baldwin Park develop a Downtown Public/Private Partnership that will promote, advocate and act as a champion for Downtown Baldwin Park and coordinate all major downtown economic development activities. AIMCS strongly believes that a professionalized and singularly focused organization whose sole mission is to promote downtown economic development is essential to any future success of an economic resurgence.

The partnership should take the form of a non-profit complete with an executive director and other staff and should include representatives from the business community, City of Baldwin Park, MetroLink and the office of County Supervisor Hilda Solis. Initial seed money for the establishment of the non-profit should come directly from funds generated from the City of Baldwin Park City-Wide Business Improvement Area Ordinance. While we realize that this funding source presents a viable alternative, we also recognize that the council must address multiple needs with this funding.

PROGRAM

Infrastructure

Bicycle Program

Bicycling has entered a new phase of acceptance at the local, state and national level. In regards to building a vibrant downtown, there is a positive economic benefit in the linkage between people walking and people bicycling. Coupled with traffic calming measures and by providing multiple transportation choices, downtowns can become safer with a strong quality of place when biking and walking become more viable options for people to enjoy their neighborhood.

Locally, the San Gabriel Valley Regional Bicycle Master Plan is driving the conversation as to the future of a viable bicycling network in the San Gabriel Valley. The report refers to the city of Baldwin Park extensively and identifies the Baldwin Park Transit Center and the adjacent Metrolink station as critical transportation destinations that interlink with local bus routes. This factor is obviously important because both facilities are within downtown Baldwin Park. The report acknowledges that Baldwin Park has somewhat higher bicycle use than neighboring communities and is on par with the City of Los Angeles and the State of California. Of note, however, data within the report suggests that the City of Baldwin Park has less than ideal walking and biking conditions.

The City's proposed Downtown Specific Plan, on the other hand, notes "that there are currently few bicycle facilities in downtown, few bike lanes and little bike parking, so bicycling by the local population is not encouraged, and by the lack of amenities is in fact discouraged."

CASE STUDY: BROAD AVENUE Memphis, TN

Business communities across the country are learning to promote a thriving walking and bicycling environment. One example of a community using bicycling as an effective way of promoting economic development is Memphis, TN, where a bicycle program is part of the city's Broad Avenue Arts District Initiative, which has revitalized a struggling commercial and residential area.

The revitalization of Broad Avenue began with a focus on attracting arts-related businesses. However, according to local business leaders, the popularity of the project exploded when the focus was expanded to include bicycle-related items such as "temporary" bike lanes, which were painted by volunteers and maintained by the city. As a result, local leaders now talk about the ABC's of becoming an urban magnet: Art + Bikes + Community. Countless examples such as this exist across the country and in particular in Southern California

PROGRAM



AIMCS recommends that the City of Baldwin Park consider creating a bicycle coordinator position whose sole responsibility would be to implement a bicycle infrastructure development program and promote bicycling in the city.

On the regional level, the Los Angeles County Bicycle Master Plan East San Gabriel Valley's existing bicycle network map, there is no evidence of a direct connection between downtown Baldwin Park and the Santa Fe Dam Recreation Area. The only current link between the two locations is via the San Gabriel River Bike Trail. Indeed, in reviewing the recreation area's website, there is no reference to the City of Baldwin Park as a place to visit or to explore. In the review of the documents, it is the opinion of AIMCS that a stronger linkage, both physically and programmatically, between downtown Baldwin Park and the recreation area should be explored.

Lastly, the city's Health and Sustainability Element within the general plan places emphasis on accommodating alternative modes of transportation by "...building a network of complete streets that provide space for living, walking, and biking – not just for driving." (City of

Baldwin Park Health and Sustainability Element, Pg. 51). In identifying this need, it lends support to the objective of building a strong bicycle infrastructure.

Fortunately, progress is being made. AIMCS understands from city staff that the City of Baldwin Park has secured funding for two complete streets, Maine Avenue and Frazier Street. Plans are nearly finished for Maine Avenue while the Metro is drafting an MOU to fund the design and construction of the Frazier Street project. Once completed, these projects will include a road diet with dedicated bike lanes. Moreover, design of the Walnut Creek Bike Path will begin by June of 2016 with construction starting in the next 12 to 18 months. Once finished, the bike path will travel along the north side of Walnut Creek from Walnut Creek Nature Park to the San Gabriel River. The bike path will continue along the east side of the San Gabriel River to Ramona Boulevard. At Ramona

PROGRAM

Boulevard, cyclists will be able to cross the river and continue to the north or south along the 28-mile-long San Gabriel River trail on the west side of the San Gabriel River.

AIMCS also wants to take this opportunity to highlight the following programmatic elements as part of a potential bicycle infrastructure development program:

Santa Fe Dam Recreation Area

The City of Baldwin Park should actively work with Los Angeles County officials to discuss better linkage between downtown Baldwin Park and the Santa Fe Dam Recreation Area. We believe there is great economic potential in linking the Santa Fe Dam Recreation Area with downtown Baldwin Park preferably via Maine Avenue given its future designation as a “Complete Street”. In addition to addressing the infrastructure needs, officials should discuss options to better market Baldwin Park to users of the recreation area.



Through the creation of a unified signage program, bicyclists using the city’s parks, such as Walnut Creek Park, should be able to effectively navigate and connect to Downtown Baldwin Park and other points of

enhance the bicycling experience in Baldwin Park.

Signage and Park Space

A key objective to implementing this recommendation is to connect the City’s green spaces into a unified signage program that connects to the San Gabriel River Bike Trail. Bicyclists using the city’s parks, such as Walnut Creek Park, should be able to effectively navigate with this signage, and connect to Downtown Baldwin Park and other points of interest.

Engage Cycling Community

The San Gabriel Valley, like many other regions of the county, has an emerging and thriving bicycling community. The City of Baldwin Park should actively solicit the input of bicycle advocates and engage this emerging economic force by supporting the San Gabriel Valley’s Regional Master Plans recommendations for the city to increase the number of bike racks as well as end-of-trip facilities (showers, lockers, etc) to

Recommendation:

In light of our strong belief that the city of Baldwin Park should position itself to become known as the San Gabriel Valleys’ most bicycle friendly community, and in considering the multiple “moving pieces” involved with building a bicycle infrastructure network, AIMCS recommends that the City of Baldwin Park consider creating a bicycle coordinator position whose sole responsibility would be to implement a bicycle infrastructure development program and promote bicycling in the city.

PLACE

Economic development strategies typically take one of three models. The first model, the “Big Box” development, focuses on drawing larger retail businesses into a regional center environment. These regional centers generally attract corporate chains due to their ability to pay higher premiums for retail spaces. While popular with many suburban cities for its business tax receipts benefits, this model brings limitations, such as the need for a large footprint of land and the need for high vehicular traffic counts in the area.

AIMCS commends the City of Baldwin Park for its successful efforts over the last couple of decades in bringing this type of development to the Interstate 10 corridor. The vibrancy of the area is evident.

A second development model is the Transit Oriented Development or TOD concept. This model seeks to create housing and retail opportunities within a mixed-use framework in and along transportation nodes. TOD’s are driven by the principle of building higher densities in order to create compact and walkable neighborhoods. Due to the ever-expanding Metro light rail network within Los Angeles County, many cities and developers are engaging this model to revitalize neighborhoods and downtown areas in particular. It is encouraging to see the City of Baldwin Park using this model, especially in its development of the parking structure and the new mixed-use development currently under construction adjacent to city hall. Additionally, the proposed specific plan, by calling out “opportunity zones”, strategically identifies development opportunities for TOD related benefits. One potential benefit in having the public/private partnership downtown is to serve as a steward to attract developers to these opportunity zones through a well-coordinated speakers bureau series.

The third development model we wish to highlight in this report is a strategy of “Place-Making”. Simply put, place-making is the process of building and nurturing a relationship between people and their built environment. Through this

focus of creating quality places, place-making builds on the value, community capacity, and neighborhood partnerships that make for thriving communities and cities. Place-making can address projects within the public or private realm.

As this model continues to emerge into more mainstream investment circles, local community groups are using this method to create small but tactical improvement projects. Projects include relatively small examples like “pop-up” storefronts and street parklets, while larger projects, although still grounded in a TOD design motif, emphasize the relationship between pedestrians and the scale of the retail street wall in order to create a walkable and friendly commercial corridor.

One example of an effective place-making project observed in the City of Baldwin Park was the summer Downtown Street Fair held over a six-week period along Maine Avenue. In particular, the “Lucha Libre” event at the street fair captivated a large crowd, a crowd that was diverse, gender, and age balanced. The street fair is a unique opportunity to build upon a strong foundation for future place-making events.

Although all three development models have many things in common relative to economic development, for purposes of this report we wish to highlight the theme of “Catalytic Projects” to describe a possible path forward for the city’s development strategy.

PLACE



In partnership with a Downtown Public/Private Partnership, the City of Baldwin Park should develop a year-round schedule of special events for the public spaces within the downtown core.

Catalytic Projects

The goal of any catalytic project is not only to enhance the physical appearance of a specific location within a targeted area, but also to influence the transformation of the surrounding areas in which they are built. These transformative projects, in turn, will spur additional development and investment by both the private and public sectors. With each new development, a “ripple effect” of new investment should occur in the same area that then benefits the next project in the investment pipeline, and thus allowing for leveraging of additional resources. We wish to touch upon both public and private sector opportunities to create catalytic action.

Public Sector:

The proposed specific plan identifies several opportunity zones for development. One of the zones identified is the publicly-owned parcel

directly across the street from city hall. This opportunity puts the city in the unique position of serving as property developer. The city should approach this opportunity pro-actively and with an eye towards creating additional investment beyond just this parcel. As such, before the city contemplates either a public plaza or a mixed-use development, AIMCS strongly encourages the city to better understand the parcel’s highest and best use and what development model best suits the long-term objectives the city seeks for downtown.

A second public catalytic opportunity is to use the summer street fair as a template to design and implement a year-round special event calendar using Maine Avenue, Morgan Park, and the parking zones along Ramona Boulevard as locations for such events. Special events such as Dia de Los Muertos, Farmer’s Markets, and other family-oriented activities can quickly fill up downtown’s social engagement calendar. As noted earlier, AIMCS was impressed with the

PLACE



TOP: The City of Baldwin Park, along with its county and state government partners, should approach Verizon to jointly develop an adaptive reuse vision for the facility that would incorporate a start-up or incubator program concept for local entrepreneurs.
BELOW: The City of Baldwin Park should support the expeditious development of the second phase for the proposed mixed-use project at Ramona Boulevard and Maine Avenue.

“Lucha Libre” program at the street fair. AIMCS recommends that the city, if legally possible, approach the lucha libre organizers with an exclusive agreement to operate only in Baldwin Park. To better coordinate all these activities, AIMCS recommends that the public/private partnership organization take the lead role in organizing the events.

A third opportunity lies in a strategy to activate the edges of Morgan Park. As a well-used green space fronting Ramona Boulevard, the park can serve as a key location to reinvigorate the downtown area by creating a “spillover” effect with pedestrians and other users that would visit local shops and restaurants.



PLACE



To support the creation of a Restaurant Row downtown, the City of Baldwin Park should draft and approve a “master permit” sidewalk-dining ordinance.

While many of the “organized” activities occur in and around the community center located inside the western edge of the park, an effort should be made to activate the eastern edge of the park by including an amusement park/circus-type facility that would attract youth of all ages. Over time, this facility can become a more permanent attraction unique to the City of Baldwin Park. From an economic development perspective, the “ripple effect” to activating the eastern edge of Morgan Park could include an improvement and/or redevelopment plan for the city-owned parking lot adjacent to the local businesses. A redevelopment plan could include housing and retail opportunities while increasing the inventory of parking for all of the downtown area.

Private Sector:

AIMCS supports and reinforces the ULI recommendation to make the quadrant around city hall a TOD priority for future development opportunities. The quadrant is bounded by

Ramona Boulevard on the north, Maine Avenue/Pacific Avenue on the west, and Bogart Avenue on the south. The city’s parking structure in this zone has been and will continue to serve as a catalyst for development. The first phase of a mixed-use project is already under construction along Ramona Boulevard. AIMCS strongly recommends that the city do everything within its entitlement and zoning powers to expedite the start of the second phase of the mixed-use development before the end of the current real estate economic cycle.

Another unique catalytic opportunity within this zone exists with the Verizon building. In light of the city’s desire to bring more young people to downtown, as well as the city’s future plans for the eastern end of the downtown area (as described below), AIMCS advises that the city, along with its public and private partners, approach Verizon to jointly develop a type of business incubator program that would create start-up opportunities for local entrepreneurs.

PLACE

While AIMCS recognizes the importance of the communication equipment located inside the building, which makes it difficult for Verizon to relocate elsewhere, we encourage local leaders to continue discussions with Verizon to identify an appropriate arrangement that addresses their needs while balancing the economic development opportunities for the city.



The City of Baldwin Park, in conjunction with the County of Los Angeles, should begin re-imagining the Metrolink corridor while exploring the feasibility of a joint development scenario for their respective properties in the east-end of downtown.

A third private sector catalytic opportunity exists in expanding the current base of sit-down restaurants along Ramona Boulevard and Maine Avenue. Under the auspices of a small business development program, combined with a marketing plan, the creation of a “Restaurant Row” for the two commercial corridors will accomplish the following:

- Create retail spaces that invite walking, biking, and relaxing
- Provide opportunities to diversify the food menus currently available along the two streets
- Allow the city to build an incentive program for both restaurant equipment and exterior retail facades
- Build a potential workforce development opportunity by designing a “Hospitality” career pathway for local residents; while providing prospective restaurant operators with trained and prepared workers

- Position the city as a business friendly entity by encouraging the emergence of new, and hopefully local, business owners

With this program in mind, AIMCS advises that the City of Baldwin Park explore the feasibility of working with its funding partners to create a “downtown-specific” fund to serve as an incentive for potential restaurant entrepreneurs.



Along with funding incentives, AIMCS also advises that the city immediately draft and approve a Sidewalk Dining Ordinance in order to permit tables and chairs service along the public right-of-way. We recognize that the city currently allows for tables and chairs on the public easement under a revocable permit basis. AIMCS, however, recommends through this ordinance to create a “master permit” format whereby local entrepreneurs would be automatically granted permission without having to secure a special permit. We also recognize that the sidewalks along Ramona Boulevard are better suited for this activity.

The East Downtown Industrial Area:

As part of its contract with the City of Baldwin Park, AIMCS was asked to analyze other commercial areas within the city that would have the potential to be transformative relative to urban redevelopment, job creation,

PLACE

infrastructure improvements, and economic development.

In light of the city's desire to explore a specific plan exercise for the industrial/commercial area east of the downtown core, the principals of AIMCS chose this target area to provide a set of vision and policy statements that capture the spirit of entrepreneurialism and innovation that a new urban economy entails. Additionally, a new vision for the targeted area must overtly benefit the downtown core by enhancing job creation, bringing people downtown, and inviting investment.

The East Downtown Industrial Area (we use this description only for purposes of this report) offers an opportunity to help transform the neighborhood dotted with industrial properties, and some underdeveloped commercial properties, into a job generating mixed-use and commercial destination for visitors, residents, and workers. The transformation of this area into a vibrant neighborhood should be on par with the re-imagining of other downtown locations just blocks away.

The area should also facilitate a re-imagining of the Metrolink rail corridor into a viable pedestrian corridor that links strategically with Downtown and the residential neighborhoods to the south of the tracks.

A strategic opportunity exists within the target area with the public ownership of two large parcels adjacent to the tracks. Both the City of Baldwin Park and the County of Los Angeles are significant property owners! This scenario suggests the city and the county, either individually or jointly, can serve as potential developers, in a strong position to identify and implement a viable plan and to invite a strong private or public partner to "kick-start" the new vision for the area.

Innovation Districts:

So what is a potential development vision for this target area? A new urban model is emerging that

we believe can serve as a unique opportunity for Baldwin Park to engage. The new model refers to "Innovation Districts". Generally speaking, Innovation Districts are defined as "geographic areas where leading-edge anchor institutions (ie: schools, universities, hospitals) and companies cluster and connect with start-ups and business incubators. They are also physically compact, transit-accessible, and offer mixed-use housing, office, and retail." (Brookings Institute).

Innovation Districts, growing in both urban and suburban settings, constitute a unique opportunity to create productive, inclusive, and sustainable economic development. Importantly, many of these districts are sitting near or within low and moderate income neighborhoods, thus providing the prospect for expanding jobs and educational opportunities to populations that are not typically "wired" into the creative economy.

From a land use perspective, Innovation Districts present the potential "for denser residential and employment patterns, the leveraging of mass transit, and the repopulation of urban centers" (Brookings Institute). An "Urbanized Innovation Park" east of downtown Baldwin Park will bring educational partners (perhaps a satellite campus from a local university or college), local entrepreneurs, and supportive services such as retail and housing that will contribute to the walkability and job creation potential of the entire city.

PLACE

PEOPLE

Recommendations:

1. In partnership with a Downtown Public/Private Partnership, the City of Baldwin Park develop a year-round schedule of special events for the public spaces within the downtown core.
2. The City of Baldwin Park, along with its county and state government partners, approach Verizon to jointly develop an adaptive reuse vision of the facility that would incorporate a start-up or incubator program concept for local entrepreneurs.
3. In partnership with a Downtown Public/Private Partnership, the City of Baldwin Park develop and promote a restaurant row concept for the downtown core in order to diversify the number of food eateries.
4. To support the creation of a restaurant row downtown, the City of Baldwin Park draft and approve a “master permit” sidewalk-dining ordinance.
5. The City of Baldwin Park, in conjunction with the County of Los Angeles, explore the feasibility of a joint development scenario for their respective properties in the east-end of downtown.
6. The City of Baldwin Park engage public and private stakeholders in a visioning exercise to determine the best path forward in regards to the future redevelopment of the east industrial zone.
7. The City of Baldwin Park support the expeditious development of the second phase for the proposed mixed-use project at Ramona Boulevard and Maine Ave.
8. The City of Baldwin Park work with local stakeholders to explore the feasibility of creating a calendar of activities for Morgan Park that would include an amusement park/circus-like facility in order to create a unique youth/teen-oriented place for downtown.

PEOPLE

Workforce Development

When we discuss how we grow our economy, people matter. Economic development efforts at the local level are typically geared towards facilitating a competitive environment for economic growth and profitability. These efforts, which can include infrastructure investments, property tax abatements and other incentives designed to attract and retain businesses, can help make a city like Baldwin Park financially attractive for business investment and operations. But any conversation regarding an economic development strategy, however, is incomplete unless it includes a strong emphasis on training and educating the City of Baldwin Park's existing workforce and residents.

Good workforce development efforts seek to equip job-seekers with the skills local employers need and to help them get jobs requiring those skills. With this in mind, we recognize that the City of Baldwin Park should create and strengthen all workforce development efforts that emphasize career pathways into specific industry sector employment strategies. A "Career Pathway" approach reflects a full alignment of worker skills with the needs of a company or industry and incorporates a full range of secondary, adult education, and postsecondary education options.

Before moving forward with any workforce development strategy, it is worth noting where the city currently sits with its jobs base. According to the U.S. Census Bureau data (2013), the City of Baldwin Park contains approximately 32,000 primary jobs. Close to 60% of the workforce is within the prime working years of 30 to 54 years of age. In terms of specific industry sectors, the top three industries within Baldwin Park are Health Care and Social Assistance, Manufacturing and Retail Trade. Below is a chart reflecting each industry as a percentage of total jobs in the City of Baldwin Park; as well as the County of Los Angeles:

Industry Sectors		
Baldwin Park		County of Los Angeles
Health Care and Social Assistance	6,200 jobs (19.3%)	526,114 jobs (13.9%)
Manufacturing	4,700 jobs (14.6%)	348,830 jobs (9.2%)
Retail Trade	4,200 jobs (13.1%)	392,503 jobs (10.3%)

Below we list the worker educational attainment rates for Baldwin Park and the County of Los Angeles which reflect similar comparable levels.

Educational Attainment Rates		
Baldwin Park		County of Los Angeles
Less than high school: 6,163 or 19.2% share of the workforce		15.1%
High school or equivalent, no college: 5,367 or 16.8% share		15.3%
Some college or Associate degree: 7,638 or 23.9% share		23.2%
Bachelor's degree or advanced degree: 6,572 or 20.5%		25.1%
Educational attainment not available (workers aged 29 or younger): 6,285 or 19.6%		21.2%

PEOPLE

Industry sector employment strategies are among the most effective workforce development approaches. A sector strategy targets a specific industry or cluster of occupations, creating a fundamental understanding of the targeted industry and crafting workforce solutions tailored to that industry.

Coupled with a “career pathway” strategy, an industry sector approach also supports workers in improving their employment-related skills, increasing their ability to compete for higher-quality jobs while meeting the needs of employers, and creates lasting change in the labor market system to the benefit of workers and employers.

Sector strategies and career pathway programs can be deployed effectively for workers across the entire educational attainment spectrum.

In short, linking career pathway training with industry specific sectors accomplishes the following:

- Fully prepares and integrates local residents to local employers within a growth sector.
- Trained and/or skilled employees can serve as an incentive for local employers to stay or come into Baldwin Park.
- Creates opportunity to bring anchor training institutions into downtown Baldwin Park and thus increase foot traffic.

Recommendations:

1. The City of Baldwin Park engage the County’s Workforce Development Department to identify program partnerships related to career pathways training and industry sector employment strategies to strengthen training and workforce opportunities for local residents.
2. City of Baldwin Park staff work with its local workforce development center to develop a detailed accounting of Baldwin Park’s workforce and population.

POLICIES

Community Investment Opportunities

For purposes of this report, AIM Consulting Services has identified seven economic development investment tools that have the potential to bring revitalization funding to downtown Baldwin Park. These tools are:

- The City of Baldwin Park Citywide Business Improvement Area Ordinance
- SBA Business Assistance Loans
- City of Baldwin Park FY 2015-2019 Consolidated Plan and FY 2015-2020 Action Plan
- Business Improvement Districts
- Community Parking Benefit District (PBD)
- State Assembly Bill 2
- Enhanced Infrastructure Financing (EIFD)

These tools have relevancy for economic development in Baldwin Park because they are options that the city can work with to attract outside investment and to generate financing for capital improvements, infrastructure upgrades, and clean-up and security services for the downtown area.

The City of Baldwin Park Citywide Business Improvement Area Ordinance:

The Citywide Business Improvement Area Business Tax was adopted in 1982 with no sunset clause. AIMCS could find no record of the ordinance having been amended since its original adoption more than three decades ago.

The ordinance mandates, with various exceptions, that each business is to pay a specific percentage of their respective business license tax (depending on how the city classifies them) into the fund. Percentages range from 50% to 90% of a business' respective business license tax. The ordinance does, however, place a maximum charge for each business at \$450.00 while making special allowances for business owners who own multiple businesses in Baldwin Park.

The ordinance also broadly defines how revenues generated from this fee can be used to support business activities. The ordinance further calls for an Advisory Committee. The ordinance unilaterally exempts all utilities from the fee. This annual tax generates approximately \$60,000 per year, and currently holds a balance of approximately \$200,000 which remains unspent as of the writing of this report.

SBA Business Assistance Loans:

Access to capital is exceedingly vital to the life of any small business and awareness of where to access that capital is the first step towards either opening or growing a business. Following its meeting of September 15, 2015 with the Baldwin Park Business Association, AIMCS surmised that members of the association were largely unaware of non-traditional lending institutions to which they might turn when seeking to expand or even open a new business in the city. Specifically, and in spite of the city's efforts to keep local businesses informed, members seemed largely unaware of how the city might be able to provide any source of business lending for local merchants.

Currently the City of Baldwin Park combines its SBA Business Assistance monies with other San Gabriel Valley Cities in hopes that it will yield greater results for local businesses. While we share, in theory, that combining funds to better leverage results might prove fruitful in some instances, AIMCS believes that access to capital for local business owners should be simple, equitable and streamlined.

POLICIES

City of Baldwin Park FY 2015-2019 Consolidated Plan and FY 2015-2020 Action Plan, (Summary and Staff Report):

The Federal Community Block Grant program, although small and unfortunately shrinking, is nevertheless an important part of the funding mosaic for any city, Baldwin Park included. For many years this funding program was the linchpin for any municipal revitalization effort. Today, because of congressional cutbacks this program is less viable. Because of this, the City of Baldwin Park should appropriate its block grant allocation strategically with an eye to the long term. According to Baldwin Parks' last staff report, a lions-share of the funding goes to housing programs and public works related improvements and a smaller portion of the funding goes to local neighborhood improvement services such as graffiti abatement.

While AIMCS understands the importance of all these projects, regardless of size and scope, it is imperative for the city to project forward a more strategic expenditure plan to address economic development objectives such as façade upgrades and business development.

Business Improvement Districts:

Business Improvement Districts (BID) are organizations formed by property owners and businesses within a legally constituted target area. Members of a BID pay a special assessment to cover the expenses beyond what a local government can offer in their area. BID's are loosely tied to local government, but they maintain autonomy to finance, construct, and manage specific projects. One key benefit of a BID to a local government is that financial resources that would otherwise go to support the area such as common area maintenance and security, can be focused elsewhere thereby placing less burden on the city's general fund.

Across the country, BID's have assumed the role of public/private partnerships that downtowns need to thrive. By providing a focused approach to clean-up, security and marketing services,

BID's have supplemented city resources and mitigated service cuts. It is for this reason that municipalities aggressively pursue the creation of BID's. There is, however, a cautionary tale to be told. Cities themselves should not be the main advocates for the creation of BID's. Local stakeholder groups, preferably composed of property and/or business owners, should be at the forefront of implementing a BID program. At the same time this same advocacy group should be looking beyond the immediate horizon to better capture the prevailing winds of economic changes.

It is important to note that in the State of California BID's only have the capacity to raise funding through their assessment fees. Although they can raise funding like other non-profits, they currently are not allowed to bond against their revenues. In addition, AIMCS advises that a property-based BID is more effective than a merchant-based BID inasmuch as a merchant-based BID relies on business tax receipts which can fluctuate over the span of a year.



Using financing tools such as a Business Improvement District (BID), the downtown partnership can begin to address issues such as cleaning, maintenance and security.

Community Parking Benefit District (PBD):

A Parking Benefit District (PBD) is an effective financing tool that could support the growth of downtown Baldwin Park. By using parking meter revenue strategically, a PBD can serve to improve

POLICIES

the availability of on-street parking while promoting an area for a better walking, cycling and transit use experiences. From an economic development perspective, these monies could be used to create parking structures, street signage and address other infrastructure related improvements. For example, if a district is created along downtown streets, a portion of the revenue from parking meters could be used to implement solutions that improve downtown walkability such as sidewalks, curb ramps, lighting and bicycle lanes.

AIMCS readily acknowledges the potential concerns that may arise from the installation of parking meters. Therefore, city leaders should work with local stakeholders to consider the viability of this option.

State Assembly Bill 2:

Like many cities in California, the City of Baldwin Park used community redevelopment law as a financing mechanism to support investment throughout the city. Unfortunately, as a result of dwindling state budgets, Governor Jerry Brown in 2012 dissolved the Community Redevelopment Agencies throughout the state. This resulted in the virtual shut-down of economic development activity at the municipal level.

Because of the need to restore economic development activity, legislation known as AB2 was approved in September 2015 thus creating the Community Redevelopment Investment Authority. This Authority would carry out provisions of the California Redevelopment Law, which authorizes local governments to establish a Community Revitalization and Investment Authority in disadvantage communities. A key difference between AB2 and the old redevelopment (CRA) model is that Los Angeles County must be a committed partner and involved in the decision making process for all economic development activities.

Under this bill, local governments can create an authority in areas where the annual median household income is less than 80 percent of the

statewide median. Once authorized, this authority would be allowed to invest and improve infrastructure, affordable housing and economic revitalization. Local governments could support such investment by issuing bonds that could be serviced using tax increment revenues. However, prior to any authority being authorized, a local government would first have to adopt a community revitalization and investment plan and meet three of the four following conditions:

- Unemployment rate is at least 3 percent higher than the statewide unemployment rate;
- Crime rate is 5 percent higher than the statewide median crime rate;
- Deteriorated or inadequate infrastructure such as streets, sidewalks, water supply, sewer treatment or processing and parks;
- Deteriorated commercial or residential structures.

Approval of this legislation could be a useful economic development tool for Baldwin Park in that the city can develop and/or implement several of the recommendations described in this report. The city should consider and review the benefits this legislation can provide as an economic development tool for downtown.

Enhanced Infrastructure Financing:

Another newly created urban economic development tool available to local governments is the Enhanced Infrastructure Financing Districts (EIFD's). Made possible through the passage of SB 628, an EIFD is an alternative financing tool that can be used to fund infrastructure work such as transit, public works, housing, water and sewage treatment, and brownfields remediation.

An EIFD is established by a city or county with a defined boundary and implementation plan. An EIFD is created through a public process and requires sign-off from property owners. Proceeds from the tax increment of properties within the district could be leveraged with other local, state, federal, and/or private financing for infrastructure improvements.

POLICIES

POLICIES

While EIFD's are an approved alternative for urban economic development, it is a tool that has not been implemented anywhere in the state. As such, it is difficult to review the effectiveness an EIFD would have for the City of Baldwin Park or how this financing tool can work effectively on its own or with the recently approved AB2 without first taking a complete inventory of specific needs of the City.

Recommendations:

1. The City of Baldwin Park consider using funds from the Citywide Business Improvement Area Ordinance to initiate the creation of the Downtown Public/Private Partnership. With an eye towards targeting these funds to the Downtown Public/Partnership, the city should explore the feasibility of updating the ordinance to accommodate this recommended expenditure.
2. The City of Baldwin Park consider the feasibility of creating of downtown-specific fund from its SBA Business Assistance Loan Program funding to incentivize the expansion and attraction of new businesses to the downtown area.
3. The City of Baldwin Park consider creating a three-year strategic expenditure plan for its Community Development Block Grant (CDBG) program with an eye to supporting long-term economic development investment. The long-term plan should incorporate all current and planned infrastructure projects.
4. The City of Baldwin Park conduct a best practices review and market analysis for a PBD and determine whether a PBD is viable for downtown Baldwin Park.
5. While we understand that some initial analysis is underway, we, nevertheless, recommend that the City of Baldwin Park, in consultation with the County of Los Angeles, review provisions of AB2 to determine the feasibility of establishing an authority structure for the downtown core.
6. The City of Baldwin Park, in consultation with the County of Los Angeles, review provisions of the Enhanced Infrastructure Financing Districts program to determine the feasibility of establishing an infrastructure district for the downtown core.

METHODOLOGY

In order to adequately complete this assignment, AIMCS proceeded to review and analyze multiple documents provided by, in part, the City of Baldwin Park. The following includes the list of documents reviewed:

- The City of Baldwin Park Downtown TOD Specific Plan
- Urban Land Institute's (ULI) City of Baldwin Park Civic Center Site Transit-Oriented Development, Technical Assistance Panel (TAP) Program
- The City of Baldwin Park Citywide Business Improvement Area Ordinance
- The City of Baldwin Park Image and Marketing Plan (March 27, 2006)
- The City of Baldwin Park General Plan Sustainability Element and City of Baldwin Park FY 2015-2019 Consolidated Plan and FY 2015-2020 Action Plan, (Summary and Staff Report)
- The Federal Fast Act Transportation Bill
- The Los Angeles County Bicycle Master Plan
- San Gabriel Valley Regional Bicycle Master Plan
- Community Reinvestment and Investment Authority (Assembly Bill 2)
- The San Gabriel Valley Economic Forecast and Regional Overview
- Los Angeles County Strategic Plan for Economic Development 2016-2020

In addition to document analysis and data collection, over the course of four months, AIMCS interviewed or met with the following:

- Baldwin Park elected officials
- Los Angeles County Board of Supervisors office
- Los Angeles County Workforce Development staff
- Members of the Baldwin Park business community
- Relevant City Staff

These interviews, meetings and walk-throughs, combined with our document analysis, informed our framework from which to present our recommendations.

CONTACT INFORMATION

Contact Information

AIM Consulting Services

11401 Valley Boulevard, Ste 201 | El Monte, CA 91731

Tel 323.271.4602

www.AIMCSworld.com



September 15, 2016 - Item 15

RESOLUTION 2016-37

RESOLUTION TO AWARD A PROFESSIONAL SERVICES CONTRACT TO JOSE GARDEA TO PROVIDE POLICY CONSULTATION SERVICES

WHEREAS, the Watershed Conservation Authority (WCA) has been established as a joint powers agency between the Rivers and Mountains Conservancy and the Los Angeles County Flood Control District; and

WHEREAS, the Watershed Conservation Authority (WCA) has further been established to focus on projects which will provide open space, habitat restoration, and watershed improvement projects in both the San Gabriel and Lower Los Angeles Rivers watershed; and

WHEREAS, this action will approve the WCA entering into a sole source contract to secure professional services for Jose Gardea to provide Policy Consultation Services; and

WHEREAS, the proposed action is exempt from the provisions of the California Environmental Quality Act (CEQA); NOW

Therefore be it resolved that the WCA hereby:

1. **FINDS** that this action is consistent with the purposes and objectives of the WCA.
2. **FINDS** that the actions contemplated by this resolution are exempt from the environmental impact report requirements of the California Environmental Quality Act (CEQA).
3. **ADOPTS** the staff report dated September 15, 2016.
4. **APPROVES** a sole source contract with Jose Gardea in an amount not to exceed \$30,000 to provide Policy Consultation Services for the Green Regional Environmental Enhancement Network (GREEN) Project.

~ End of Resolution ~

//

Motion: _____ Second: _____

Ayes: _____ Nays: _____ Abstentions: _____

Resolution 2016-37

Passed and Adopted by the Board of the
WATERSHED CONSERVATION AUTHORITY
On September 15, 2016

Brian Mejia, Chairperson

ATTEST: _____
Terry Fujimoto
Deputy Attorney General