

AN ADVISORY SERVICES PANEL REPORT

Monrovia California



Urban Land
Institute

Monrovia California

Station Square and the Myrtle Avenue Corridor

February 22-27, 2004
An Advisory Services Panel Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 22,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partic-

ipants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Foreword: The Panel's Assignment

In his book *Halfway to Everywhere*, ULI senior resident fellow William H. Hudnut III, the former mayor of Indianapolis, speaks of Monrovia, California, as a broken city that mended itself and achieved breathtaking results. This transformation got its inspiration from the now legendary “pizza box plan” sketched out between grease spots and tomato sauce blotches about 30 years back. The visionary elected officials and staff at that meeting set in motion public/private efforts by the community to take charge of its condition and shape its future. Two clear achievements that grew out of this endeavor are the creation of a vibrant Old Town district and the successful conversion of Huntington Drive into a high-tech corridor.

The ULI panel focused its attention on four districts that make up the community's core and are linked like gems on a chain along Myrtle Avenue. The framework presented here is intended to generate additional discussion and refined ideas on how to redevelop further these districts and their connections to each other over the next 20 to 30 years.

The City of Monrovia

Nestled against the foothills of the San Gabriel Mountains, Monrovia is a charming, progressive city with the amenities and characteristics of a small town. It has a strong sense of neighborhood and a desire to preserve its small-town character, enhanced by its concentration of craftsman, Victorian, and Spanish-style homes constructed in the first quarter of the 20th century.

This was not always the case. In 1973, Monrovia was not the thriving community it is today. During the 1960s and early 1970s, the downtown declined as local businesses closed their doors and moved to more promising locations. At that time, Monrovia's commercial vacancy rates were running as high as 40 percent. Consequently, bars,



Location map.

and adults-only and low-end retail businesses took over the empty storefronts. This decline characterized the entire city at the time, including residential areas: crime rates were high and the drug scene was a problem. This all began to change, however, when the city formed a redevelopment agency through which, with creativity and determination, a plan evolved that set Monrovia on a course for community renewal and economic prosperity.

Today, Monrovia is ethnically and socioeconomically diverse. It has 13,750 households and an average income of \$65,000. Its population is growing



Regional map.

about 4 percent per year, and the current estimated population is nearly 40,000. The local economy, after a sustained period of strength during the late 1990s, remains prosperous, providing the city with moderate revenue growth over the past two years. Annual sales tax growth is a respectable 2 to 3 percent, while the property tax is rising 3 to 5 percent. Revenue growth is bolstered by new retail businesses and by the creation of new office space on the city's high-tech corridor along Huntington Drive.

Monrovia is largely built out, so residential construction consists mainly of the conversion of one- or two-lot homesites into planned unit developments of four to 12 detached units. A moratorium on the demolition of pre-1940s homes is in place.

Monrovia is also passionate about preserving the hillsides. In 2000, an overwhelming 77 percent of Monrovia citizens voted to impose a tax generating \$10 million to purchase the hillsides to create the Hillside Wilderness Preserve. Monrovia has used those revenues as matching funds to obtain state money, and the preserve is to be completed in the next few years.

Demographics

The city's population rose by about 3 percent from 1990 to 2000, from 35,761 to 36,929, according to U.S. Census Bureau figures. During the same period, the number of households in the city increased by 2.5 percent to 13,502 households; household size changed very little, rising from 2.70 to 2.71 persons per household. Based on Census Bureau data, population growth will continue at this rate for the next five years, and the amount of available vacant land will continue to decline.

Housing

A majority of the city's housing stock is made up of single-family detached units (53 percent), followed by multifamily units of five units or more (24 percent), single-family attached units (11 percent), multifamily units of two to four units (10 percent), and mobile homes (2 percent). In the past two years, 75 detached single-family units and three duplexes have been built.

Study Area

The ULI panel study area comprises a future transit area covering about 25 acres near Interstate 210 (Foothill Freeway) and the corridor north along Myrtle Avenue connecting to Old Town Monrovia. (See facing page.)

The transit area has as its focus a 1920s Santa Fe Railroad depot that is being restored as a future light-rail station for the Los Angeles County Metropolitan Transit Authority (MTA) Gold Line, which is projected to reach Monrovia by 2009 to 2010. The site has excellent visibility and access to I-210, which serves Pasadena and Los Angeles and also connects to San Bernardino County. The balance of the site is occupied by older industrial buildings, a car wash, a recycling center, and some single-family houses facing the interstate.

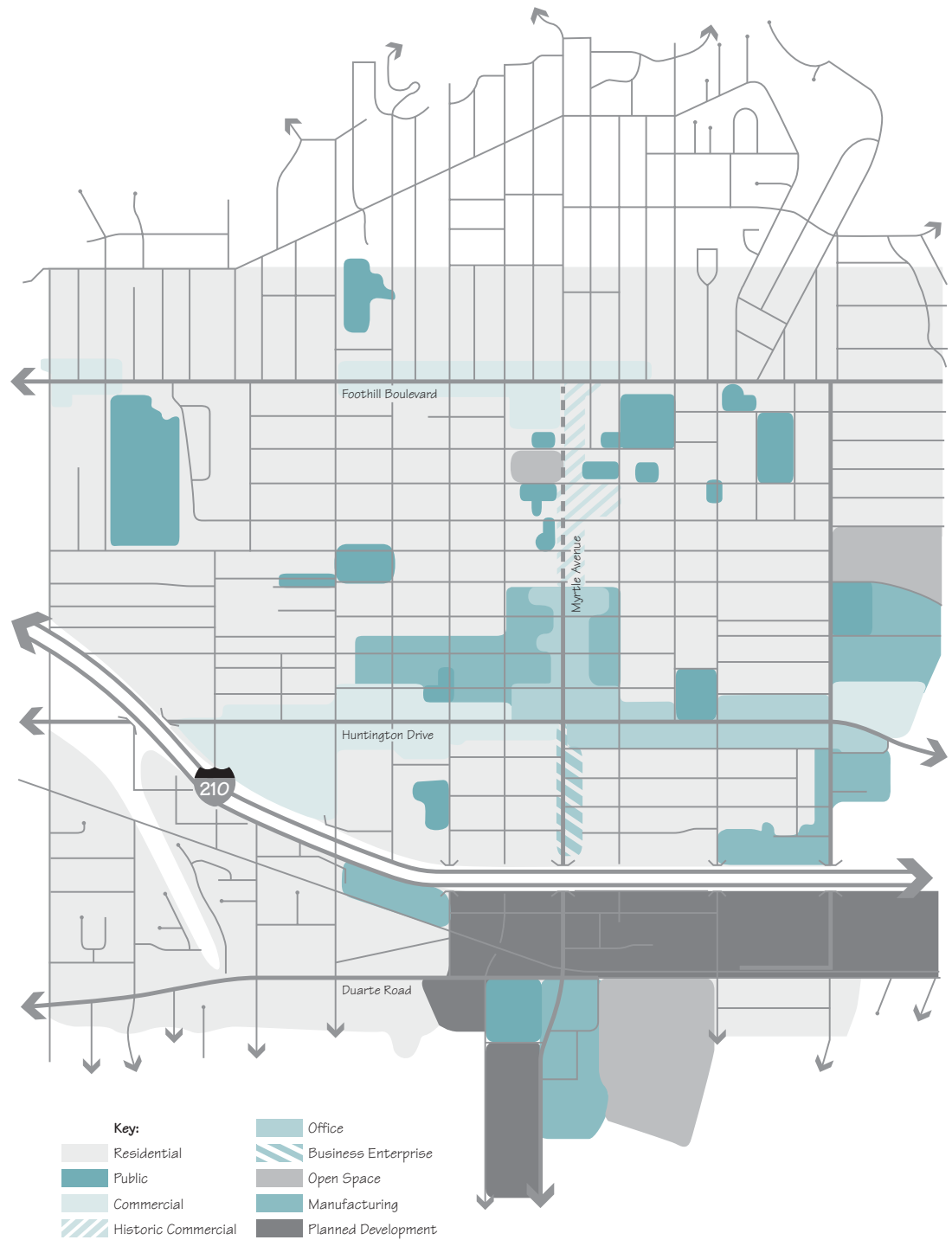
The site is within the Monrovia Redevelopment Project Area. Myrtle Avenue runs along the east edge of the future transit area, extending all the way into the foothills. The study area runs from Duarte Road on the west side of Myrtle Avenue, under the freeway, and extends along both sides of Myrtle Avenue. Myrtle Avenue from the freeway to Huntington Drive is characterized by such business uses as meatpacking, automobile repair, construction supply, and a market, and office and light-industrial space. Most of the buildings are relatively old and in need of rehabilitation or demolition. This corridor backs onto low- and moderate-income housing.

On Myrtle Avenue north of Huntington Drive to Olive Avenue—the beginning of Old Town—is a mix of office and light-industrial space. Here, too, many of the buildings need rehabilitation or demolition, though there are several newer buildings,



The study area.

Existing land uses in the study area.



particularly at the corners of Huntington Drive and Myrtle Avenue. The study area above Huntington expands to include the blocks from Primrose Avenue on the west to Ivy Avenue on the east. The city has received inquiries from developers interested in building housing at 50 units per acre, with some commercial space at street level, on the blocks bounded by Myrtle, Olive, Ivy, and Walnut avenues, and Myrtle, Walnut, Ivy, and Chestnut avenues.

Low- and moderate-income residences are on the east side of this portion of the study area; residences and light-industrial space are to the west. Monrovia's Old Town is located just to the north. Old Town has five upscale restaurants and many that are moderately priced. Specialty retail businesses and a 12-screen movie theater make Old Town a popular weekend destination in the region. The city is considering a mixed-use project at the corner of Primrose Avenue and Colorado Boule-

ward to increase residential and commercial activity in this neighborhood.

The study area is entirely under the jurisdiction of Monrovia. The city works closely with Foothill Transit and the Los Angeles County MTA, and has received funding from these agencies for Phase I of a transit village proposed for the study area. Because state funds will be used for rehabilitation of the station, the California Department of Transportation (Caltrans) is involved in planning. The Blue Line Construction Authority—representing four local government entities and the MTA—will locate the new tracks within the existing right-of-way and determine the location of the 300-foot-long passenger loading area and an electric substation.

The Assignment

As the pressure to preserve the older historic sections of town increases, it may be important to build denser residential projects around the downtown, along the Myrtle Avenue corridor, and in the proposed transit village—designated as Station Square by the panel. It is also important, however, to have an economically diverse mix of commercial and industrial land uses. East Huntington Drive is a strong research and development and light-industrial area while West Huntington Drive is evolving into a viable commercial area.

The question, then, is, what is the best development strategy for Myrtle Avenue? The current market favors residential development; consequently, not much office space is being constructed. Nevertheless, with Monrovia strategically located between the City of Hope National Medical Center in Duarte and California Institute of Technology (Caltech)/Jet Propulsion Laboratory in Pasadena, city officials would like to attract medical, high-tech, and incubator companies to the city.

There is considerable pressure to redevelop the Station Square area and sections of the Myrtle Avenue corridor. The city is interested in understanding which land uses are the most appropriate, what the architecture and design parameters should be, and what the market timing is for this area.



The 12-screen Krikorian Theatre, fronting onto Myrtle Avenue in Old Town Monrovia, has the look of a neighborhood theater, but a modern 12-screen facility flourishes in back. The theater has helped to make the Old Town scene lively.

The Panel's Guiding Principles

After listening to, learning about, digesting, and thinking about information the city provided, the panel derived five guiding concepts and nine goals that helped direct its work. These guiding concepts and goals have served as the focus for all of its analysis and recommendations in this report.

Guiding Concepts

The following are the guiding concepts that formed the basis of the panel's recommendations:

Acknowledge and rely on the city's fortunate circumstances to create future opportunities.

- Monrovia is nestled at the base of the Sierra Madre, a highly desirable location; it has excellent access to I-210 and will soon be the beneficiary of light-rail expansion.
- Intellectual capital surrounds the community: several of the finest universities, colleges, and teaching and research hospitals in California are within an easy commute.
- The community has a rich, progressive track record of redevelopment and economic development progress.
- The community has a strong commitment to the character and integrity of both its built and natural environments.

The four disjointed districts along Myrtle Avenue should evolve into four districts of distinction defining the gateway to Monrovia.

- Old Town and the Huntington high-tech district are well developed but will need enhancements to continue to thrive.

Library Park provides a splendid gathering place in Old Town Monrovia.



- The Station Square district, the panel's designation for the proposed transit village development area, has yet to take shape. It has capacity to become an exemplary model of high-quality design for high-density, sustainable mixed use.
- The crossroads district, bounded by Olive Avenue and I-210, is an amalgam of the four older neighborhoods that flank Myrtle Avenue and the commercial edge along Myrtle and Huntington Drive. This district is still in search of an appropriate identity. A balance must be found among the competing interests of preserving high-quality older buildings, providing additional housing options, and making room for appropriate new uses and structures from mixed use to commercial space. The striking lack of passive recreational spaces and parks in the district must be addressed.
- Myrtle Avenue itself will require enhancements to better accommodate its new, more inclusive 21st-century role as both an entry to the city and a connector to adjacent neighborhoods, districts, and uses.

New development in these districts of distinction should support a sustainable lifestyle.

- Monrovia should consider enacting green building guidelines to encourage energy efficiency, conservation, and recycling in new and existing developments.
- Planning should accommodate alternative modes of transportation, i.e., walking, cycling, carpooling, using mass transit.
- In new development, size matters, but high quality is the trump card. The city must develop higher-density multifamily and office structures for more efficient land use. The opportunity exists to construct higher-density residential buildings with smaller units that offer high-quality design and strong amenity packages while addressing energy-efficiency and affordability issues.
- The city should aim for flexible design in commercial and multifamily structures. Because shifts in market demand often create needs for different kinds of space, space should be built to be easily convertible.

Change is inevitable; watch for market shifts and be ready to adapt.

- The integrity of future plans could be challenged. Nevertheless, be consistent and disciplined about sticking to the plan.
- Be prepared to make appropriate adjustments.

Have fun and create fun places.

- Monrovia is a community where residents and visitors can live, work, play, shop, learn, worship, grow up, and grow old. This is a benefit worth holding on to.

Guiding Goals

These guiding concepts have given rise to nine goals that the panel used to shape its recommendations for redevelopment of the four districts.

Preserve and enhance the character of Monrovia.

- Maintain the small-town look and feel of Monrovia.
- Preserve Monrovia's community stability.
- Continue to nurture high-tech innovation.

Create more green areas and enhance important civic spaces.

- Establish green space, active parks, and civic spaces in the communities south of Huntington Drive.
- Enhance and expand Library Park.

Create an attractive and welcoming entryway to Monrovia.

- Improve land uses and street amenities along Myrtle Avenue.
- Establish districts with common themes along the entryway.

Ensure that Monrovia's neighborhoods and districts are pedestrian friendly.

- Use traffic-calming strategies to make streets safer and more pleasant for pedestrians.
- Make sidewalks, walkways, and all pedestrian areas convenient, attractive, comfortable, and safe.

Provide a variety of housing types in the city.

- Ensure housing for households of all incomes.
- Provide housing to accommodate life cycle changes—from young adult and young parent to empty nester and senior.

Develop multifamily residential uses designed to safeguard the character of existing single-family communities.

- Accommodate future growth in a city that is already built out.
- Use good design principles to protect neighborhoods.

Provide alternative transportation modes throughout the city and especially to connect Old Town with the Station Square district.

- Accommodate walking, bicycling, and use of transit such as trolleys and buses.

Unify and enhance existing neighborhoods.

- Pay special attention to neighborhoods south of Huntington Drive.

Ensure that parking is adequate and convenient.

- Limit surface parking to protect the community character.
- Wrap structured parking with retail or residential space.
- Put residential or office space over structured parking.

Market Potential

The San Gabriel Valley, where Monrovia is located, provides a useful framework to describe, in a regional context, the market conditions affecting the city. This region, which consists of 45 incorporated and unincorporated communities and 1.8 million people, is expected to grow faster than Los Angeles County as a whole, has higher per-capita income than other parts of the county, and has a higher percentage of homeownership. (*SGVCOG Growth Visioning Project Demographic Profile*, a report produced by IBI Group in June 2003 for the San Gabriel Valley Council of Governments [SGVCOG], provides the basis for this discussion.)

The SGVCOG divides the San Gabriel Valley into five statistical subregions. The Northwest subregion, which includes Monrovia, is fairly close to Los Angeles, and therefore is mostly built out and growing slower than the other subregions. The Northwest subregion also is projected to have the least future population growth, the highest per-capita income, and significant job growth compared with the other subregions.

Among the Northwest subregion cities—from Pasadena east to Duarte—Monrovia is roughly in the middle of the range for projected population and job growth. Incomes in Monrovia were among the lowest in the subregion in 2000, at the same level as Pasadena. Although the homeownership rate in the subregion was 55 percent in 2000, Monrovia had more rental than ownership housing. In three communities in the Northwest subregion—Pasadena, Duarte, and Monrovia—8 to 10 percent of the housing units qualify as “severely crowded,” defined by the U.S. Census Bureau as a home with more than 1.5 persons per room. In the other Northwest communities, less than 5 percent of the units qualify as severely crowded.

Pasadena is the market leader for jobs in the Northwest subregion. Although Pasadena’s population is 3.7 times that of Monrovia, Pasadena had

4.3 times as many employees in 2000 and is projected to add more than 25,000 jobs by 2030, compared with fewer than 2,000 new jobs for Monrovia during the same period. As of the 2000 census, 18 percent of workers living in Monrovia also worked there, and just over half had a commute of 25 minutes or more.

Pasadena’s success in many development areas—housing, retail, office, and industrial—has resulted in a tightening market for these uses, indicated by prices driven higher by scarcity of supply, increasingly burdensome regulations, and the like. Even though employers might prefer to locate in Pasadena, based on some of that community’s attributes, some will choose Monrovia as a viable alternative, both because of its location and its quality of life.

Monrovia has some market advantages unique within its region. The presence of historical structures guided to some extent the need for revitalization and redevelopment, and also led to the preservation of attractive residential neighborhoods and the historic downtown.

Housing

Rapidly increasing housing prices are an inescapable fact of life in southern California. The median price of a single-family home in the Los Angeles area as of the third quarter of 2003 was \$365,000, which represents an increase from the previous year of just over 25 percent. Nationwide, the composition of households is also changing. About 87 percent of new households created this decade will consist of singles or married couples with no children, according to presenters at a ULI residential summit in 2002.

These circumstances are forcing a change in how housing is configured in Los Angeles County. Residential densities are increasing and housing developments are becoming more vertical. Pasadena

has led the way in aggressive, innovative approaches to adapting to this trend. According to “Los Angeles Grows Up,” a September 2003 article in the *National Real Estate Investor*, it was the first city in southern California to rezone for mixed-use development, allowing construction of such innovative projects as Paseo Colorado, which has 391 residential units located atop 557,000 square feet of specialty shops and restaurants.

In the Monrovia area, developers have been converting single-family homesites to higher-density developments of various types, mostly maintaining relatively low densities while retaining affordability by providing parking in surface lots rather than in expensive parking structures, clustering units around courtyards, and other means. Apartment development is uncommon in Monrovia.

With no letup in demand foreseen, home and homesite prices will continue to rise much faster than inflation, and increasingly creative solutions will be needed to meet demand while affordability is maintained. Monrovia’s location in the northwest San Gabriel Valley puts it at the heart of a region characterized by high demand and decreasing land supply. Under these circumstances, the community can expect that unless steps are taken to ensure that a supply of new homes is provided at reasonably affordable prices, the following events are likely to occur:

- Prices for existing homes will continue to rise. Homes will be upgraded to match the needs and wants of buyers who are paying high prices. Today, even in the poorest neighborhoods of Monrovia homes are already selling for more than \$200,000.
- Newly formed households, the elderly, and households needing to alter their mode of housing because of life cycle changes will find it much more difficult to obtain housing in the city.
- If employees cannot find suitable housing, economic development efforts may be constrained. On the other hand, the increasing desirability of housing in Monrovia means that it is attractive to decision makers who control the location and relocation of companies, so, in this sense, the



Monrovia has a large stock of historic homes from the first half of the 20th century, many of which have been well cared for and restored.

housing stock will become an economic development asset.

Monrovia faces a number of challenges in meeting goals of increasing the housing supply and maintaining its affordability, including the following:

- Land prices and the limited supply of land will tend to force increases in housing density, but at densities higher than 30 to 40 units per acre, site and unit development costs increase due to more demanding construction requirements and the need for structured parking.
- The perception that housing does not “pay its own way” from the standpoint of generating more local tax revenues than costs in the form of public expenditures, often leads to a lack of public support for new housing. However, some studies—among them a June 27, 2003, memorandum to the Olson Company prepared by GRC Associates, Inc., and provided to the panel by Olson—have shown that, particularly in redevelopment areas, tax revenues generated by residential development compare very favorably to, and can even exceed, those generated by retail development.

How This Applies to the Study Area: In the Station Square district, a variety of housing types can be developed without affecting the character of existing neighborhoods. Both rental and for-sale housing is appropriate, and densities generally will need to be high to cover the high land costs in this area. To help with affordability, units must be smaller than people have been accustomed to, but good design can compensate for smaller size. Multistory projects will be essential to holding down the costs. However, structured parking will also be needed. To hold down the cost of these parking structures, it may be necessary to relax parking standards, which should be acceptable because tenants of apartment buildings generally have fewer cars than people living in other types of housing.

Industrial

Industrial vacancy rates in metropolitan Los Angeles are below 5 percent, and they were even lower in the San Gabriel Valley at 1.7 percent in

the fourth quarter of 2003. These vacancy levels are partly a result of the limited supply of land on which to build new product. (Unless otherwise noted, vacancy figures cited for industrial, retail, and office space are from CB Richard Ellis and Daum Commercial Real Estate Services Web sites, and the article “Los Angeles Grows Up” by Patricia L. Kirk in the September 2003 issue of *National Real Estate Investor*.)

Monrovia is one of the cities encouraging land conversions to make new industrial development possible. The targeted users for this type of space in Monrovia—biotech and other knowledge-based industries—are established in the city and are a fundamentally viable growth market by virtue of the proximity of Caltech, the City of Hope medical center, and other research institutions.

Many communities throughout the United States target the biotech and knowledge-based industries. It has become popular in recent years for such communities to adopt economic development policies that promote a diverse range of quality-of-life features thought to be favored by typical knowledge-based workers: environments that offer thriving dining, entertainment, and other evening functions; social and political tolerance for diversity in lifestyles, racial/ethnic composition, and the like; and interesting, trendy living environments.

In this type of economic development environment, entrepreneurship is an important element. In the words of one developer active in the Monrovia area, “Corporate America has abandoned California” because of the costs of doing business in the state. The implications for development are that relatively small-scale, high-value, and flexible industrial space is needed rather than corporate headquarters buildings and sites. Incubator-type space, which is fairly common in Monrovia, is designed by builders so that start-up users can expand in modules. Although currently much of the small-tenant space is single story and the larger industrial buildings are generally limited to two stories, one developer is planning a four-story building with structured parking for a site in Monrovia. If the city were able to land bank suitable industrial sites, it could expedite the city’s ability to respond to employer needs.

How This Applies to the Study Area: High-tech industrial space for both large and small tenants is appropriate in Station Square and for Myrtle Avenue at the crossroads district and the Huntington Drive high-tech district. Small-tenant space could be developed along the lower Myrtle Avenue corridor.

Retail

Monrovia has demonstrated strength in capturing shopping dollars from outside the city. This market capture has been focused in a few retail categories, primarily home improvements and automobile sales, but it demonstrates the feasibility of concentrating efforts on certain retail areas. Monrovia captures less than its share of sales in the categories of general merchandise, apparel, and drug store products. Monrovia and the region within five miles of its center experience retail leakage in these categories—sales that lag demand, according to Claritas Inc.'s SiteReports, prepared January 21, 2004, and provided to the panel by Monrovia. Monrovia's retail vacancy rate is currently low at 1.4 percent.

How This Applies to the Study Area: With the focus of the Station Square district on residential and employment uses, retail at that location is expected to be limited to convenience goods and perhaps entertainment activities and resident-oriented outlets such as fitness centers. The findings do lend support for adding typical "power center" or regional center tenants in the area. As a matter of policy, to help retain the integrity of the downtown area, major retail businesses—for example, national retailers—are not recommended for any of the locations on Myrtle Avenue, except in the context of convenience or specialty retail with connections to the adjoining neighborhoods.

Office

The office market has been soft, but it is improving in the Los Angeles area in general. Los Angeles County experienced net absorption of more than 1 million square feet of office space in 2003. In Pasadena, the closest major office market, the vacancy rate was 12.8 percent in 2003, and the rates were even lower in the overall San Gabriel



The northwest corner of Myrtle Avenue and Huntington Road is the hub of Monrovia's high-tech corridor.

Valley at 11.7 percent in the first quarter of 2003, according to a January 20, 2003, article in the *Los Angeles Business Journal* titled "Absorption Dives as Effect of Overbuilding Dogs Market." Vacancy rates are improving partly because of the absence of new construction, and financing a speculative office development at this time could prove difficult. Monrovia has had some success with back office uses: this is probably the most promising market for office space in the near future, perhaps along with specialized uses such as medical offices.

How This Applies to the Study Area: Office space could be included in intermediate- to long-term plans for Station Square, and for the Myrtle Avenue corridor close to the Huntington crossroads. It also could be developed as part of the mixed-use concept for lower Myrtle adjacent to the residential neighborhoods. With its freeway exposure, Station Square could be attractive to a major user wanting a signature building and site, and this type of user potentially could be recruited at any time. Another option is to locate an office building on the east side of Myrtle Avenue across the street from Station Square. Office condominiums exist in Monrovia and could be part of the mix of options for office development in the city.

Hotels

Currently Monrovia lacks a premium-quality hotel and has an oversupply of lower-quality lodging. Hotel space is concentrated along west Huntington Drive and could better serve the city by being in more attractive locations.

How This Applies to the Study Area: Under market conditions that probably would include the reuse of one or more existing Monrovia hotels, a hotel could be accommodated in Station Square. Smaller-scale hotels could work well in or near downtown—outside the planning area addressed by this study.

Entertainment/Cultural Use

A small-scale performing arts facility, if feasible, could function well in Station Square. The idea could be explored further if there are organizations with an interest in seeing this type of facility in Monrovia.

Summary

While the dynamic market in the Monrovia area requires certain responses in order for the community to sustain its character and overall success, it also creates the opportunity for the city to achieve those goals. Housing is the most critical element, and parts of the project area are highly suitable for the new types of development necessary to address the problem of escalating housing costs. Flexible industrial space in forms similar to what already exists in the city is in demand and can be developed throughout the core area. Office space will be more appropriate in later development periods, although a major user could possi-

bly be attracted now to a signature building in Station Square or adjacent to it. Retail space will have only a supporting role in development of the core area. It appears, however, that demand exists in and around the community for certain community/regional stores of the type suitable for power centers. Other more specialized uses, such as a hotel and performing arts center, could complement development in Station Square or perhaps elsewhere in the core, if they prove feasible.

All use categories—housing, industrial, office, and retail—are interrelated and have a *strategic* dimension that goes beyond their functional purposes. Housing development helps insulate the community from runaway price inflation and its attendant problems; provides capacity for expanded job growth; allows higher residential development density in the Myrtle Avenue corridor and Station Square, thus protecting historic neighborhoods from increasing density; and, in the right forms, can create expanded lifestyle choices. Development of industrial flex space supports targeted job creation in the community. Complementary retail development rounds out the functionality of new residential areas and can enhance existing neighborhoods while preserving desirable retail patterns in the downtown area.

Design

With the San Gabriel Mountains providing a stunning backdrop, Monrovia has created for itself a charming, walkable, and economically and socially vibrant Old Town along Myrtle Avenue. The grid street pattern and the presence of many fine old homes foster the ideal of neighborhood and set the pattern for extending Old Town values into other neighborhoods in Monrovia. In addition, the connectivity evident in the city offers the potential to create other successful districts and corridors, such as the high-tech corridor along Huntington Drive.

The forthcoming development of a light-rail station at the intersection of Myrtle Avenue and I-210 offers the opportunity to create a new, exciting, and amenity-rich urban environment that can benefit from its proximity to transit. Development of what the panel calls Station Square can create a district that can serve as a balance for Old Town at the northern end of Myrtle Avenue. Myrtle Avenue from I-210 to Old Town serves as the gateway to downtown Monrovia. The jumble of uses along that stretch of road, however, does not convey the feeling of community and neighborhood that characterizes Monrovia. The two districts—Old Town on one end and the new Station Square on the other—can serve to anchor the redevelopment of the Myrtle Avenue corridor that connects them and to create a truly representative and high-amenity gateway for the city.

In this section, the panel considers four districts that it identified within the study area:

- Old Town extension: Myrtle Avenue from Olive Avenue south to Maple Avenue;
- Crossroads district north: Myrtle Avenue from Maple Avenue south to Cypress Avenue;
- Crossroads district south: Myrtle Avenue from Cypress Avenue south to I-210; and
- Station Square: I-210 south to Duarte Road.

The Making of a Place

Great cities are great places. For that reason, Monrovia does not need to be a big city to be a great city. Monrovia is already well on the road to being a great place with its rich neighborhood texture and vibrant downtown. Attention to detail and respect for the essentials of place making will bring added livability and an enhanced sense of community. The basic tools of place making are streets and blocks, parks and plazas, architecture, and parking. The successful employment of these tools is accomplished with good design.

Streets and Blocks

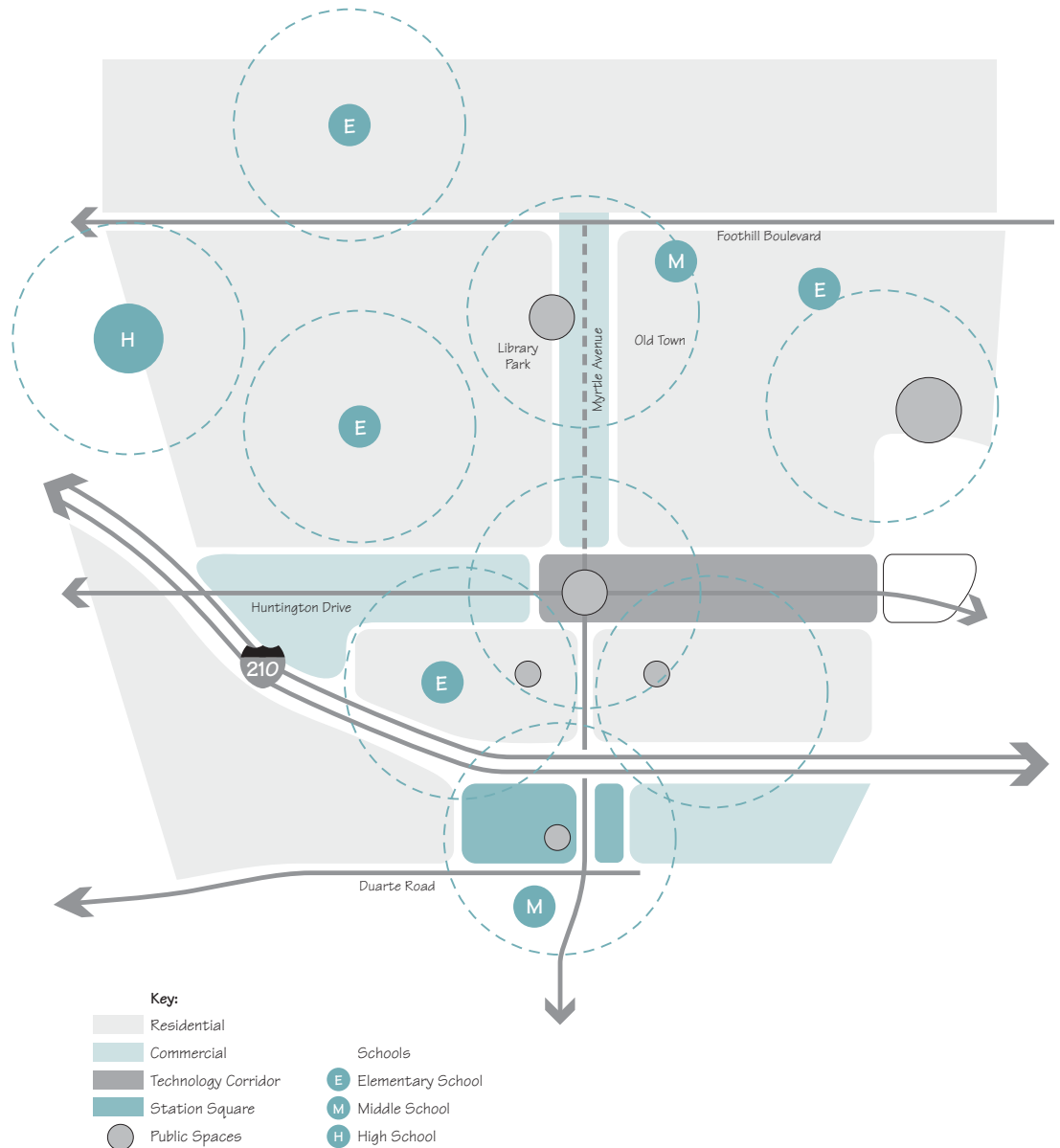
In urban environments, streets must be understood as first being a place for people, and second as a thoroughfare for cars. Because successful streets function primarily as social and public spaces, they must be pedestrian oriented. The sidewalks, then, must be walkable, comfortable, secure, and interesting, and the street must be safe and easy to cross. Good streets serve as a parking reservoir for the community, and parked cars buffer pedestrians from traffic in the roadway.

The connectivity of a streets' grid system and the resulting pattern of small blocks in the community

The San Gabriel Mountains form a magnificent backdrop for Monrovia.



The radius of each circle within the study area represents a five-minute walk.



serve both to make the neighborhood more walkable and to prevent automobile congestion by offering drivers multiple alternative routes.

Parks and Plazas

Parks and plazas are the gathering places in the neighborhood and provide space for passive and active recreation. These public spaces should be located throughout the community and linked with streets that make them easy to walk to. They enhance walkability by being attractive destinations that offer respite within the city and serve as a focal point within the neighborhood.

Architecture

Architecture is the vertical surface that frames and identifies a public space such as the street. Monrovia is not just “anywhere”: it is a special place with a unique history, environment, and culture. Its architecture should draw its spirit from the historical precedents of the city and of the region. For a structure to be judged to be true to the context of Monrovia, it must respect its place among the other structures with which it is associated. This does not mean that everything should

look alike: a wide variety of types can be drawn from the same design palette.

Parking

Cars are the single most important element of the transportation system. Consequently, they must be accommodated, but they cannot be permitted to dominate the cityscape. On-street parking serves the dual purpose of accommodating cars in the community and making the pedestrian environment safer. But where on-street parking does not provide the needed capacity, central structural parking must be preferred over surface parking. Surface parking lots deaden the community, and property in Monrovia is too valuable to waste on them. Where surface parking lots cannot be avoided, they should be located behind or to the side of buildings, and, most certainly, away from streets.

Parking structures should be integrated into the community by incorporating wraparound retail or office space and by topping the structure with residential or office development as well. Poorly designed parking structures can detract from the sense of place in a community, too, so this is an outcome that must be avoided.

Livability

These design considerations, taken together, influence the livability of a place. Livability can be thought of as the whole package of neighborhood design elements and how it contributes to the social, economic, and aesthetic fabric of the community.

Urban Design Guidelines

The following are general urban design guidelines by category that Monrovia might consider as it continues its quest to improve the city's character and livability.

Architecture

Architecture serves as the background and vertical element for public spaces. It should be contextual and based on regional and local historical precedents. Front doors and entrances must face the street or a semipublic courtyard oriented toward the street. Suitable architectural styles should be presented in a wide variety of types and price ranges in all neighborhoods. Buildings

should be composed of bases, middles, and tops, with the bases having the greater vertical dimension. All new buildings should try to meet the equivalent of Energy Star ratings or Leadership in Energy and Environmental Design (LEED) standards. Glass must appear transparent from the street with a maximum reflectivity of 10 percent. Heating, venting, and air-conditioning equipment, utility meters, satellite dishes, and telecommunication equipment should not be visible from public streets.

Parking

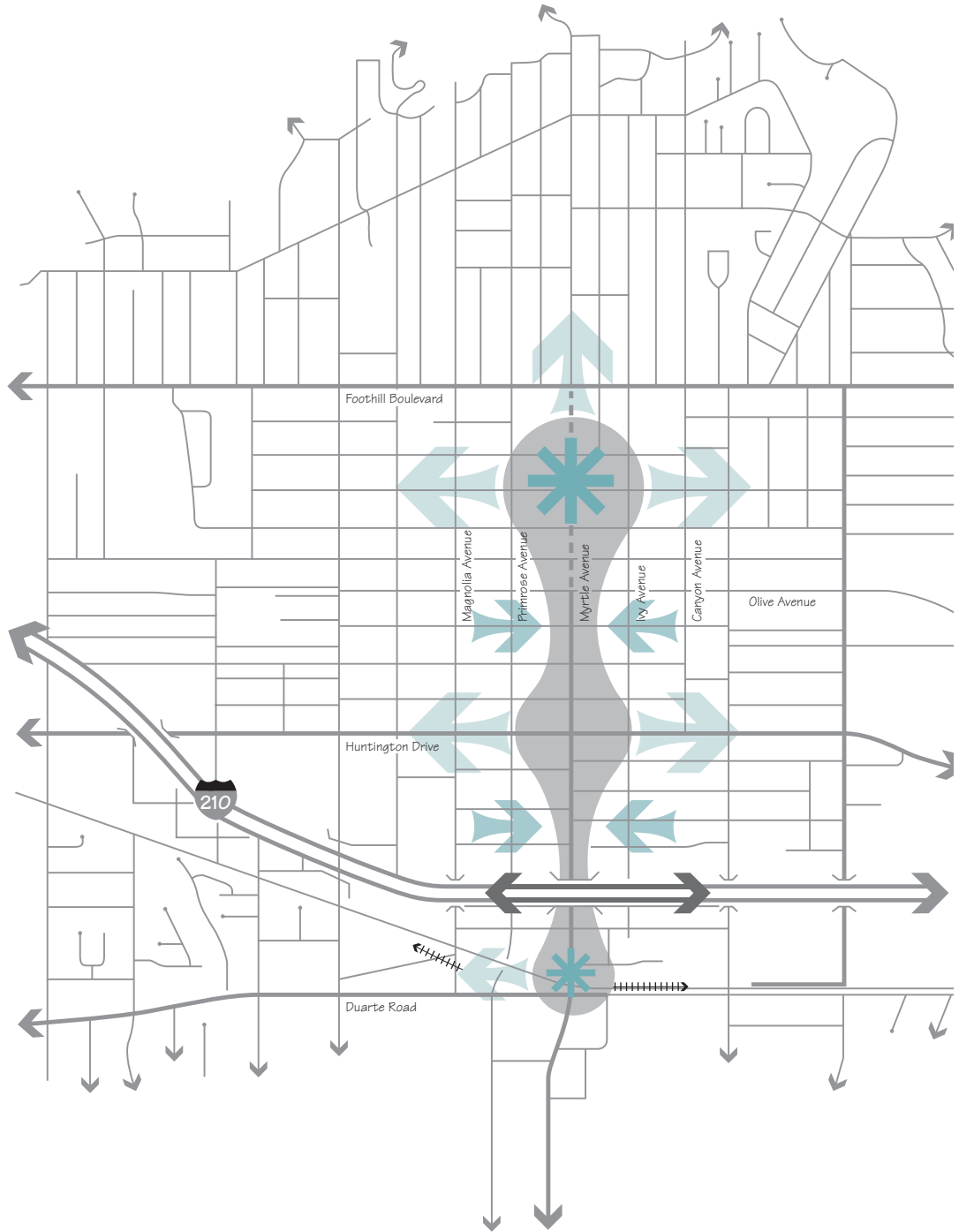
Parking should balance reasonable convenience with a positive pedestrian experience. It should be located to the rear or side of uses or in a central parking location. Parking areas must be safe, well lit, and have high-quality directional signs to aid those leaving the facility. Where possible, structured parking is preferred in order to make best use of the land, and it should be wrapped with buildings or have retail uses on the ground floor. Entrances to structured parking should be from an alley or minor street. Surface parking lots, where absolutely necessary, should be located away from the street, be screened from the street with vegetation, and have trees and lighting similar to those on the street. All streets should have on-street parallel or angled parking, with the spaces counting toward a portion of parking requirements for zoning purposes. Downtown parking must be strategically located to serve the most uses; the city should look for opportunities to maximize shared parking among compatible uses.

With parking handled correctly in a community where it is pleasant to be a pedestrian, a "park once" program can be promoted to encourage people to leave their cars parked as they pursue several activities at their destination.

Streets

Streets are the primary social and public spaces in a city. Large street trees should be used to provide shade to residences and pedestrians; smaller trees can be incorporated into the streetscape for color and diversity. Streets serve as the parking reservoir for the city. Narrow travel lanes—ten feet—should be used to slow traffic down and make streets safer for pedestrians. Streets should have high-quality street furniture and be memo-

The uses along the Myrtle Avenue corridor either spread into adjoining neighborhoods or are constrained by them.



able spaces in the city for both residents and tourists.

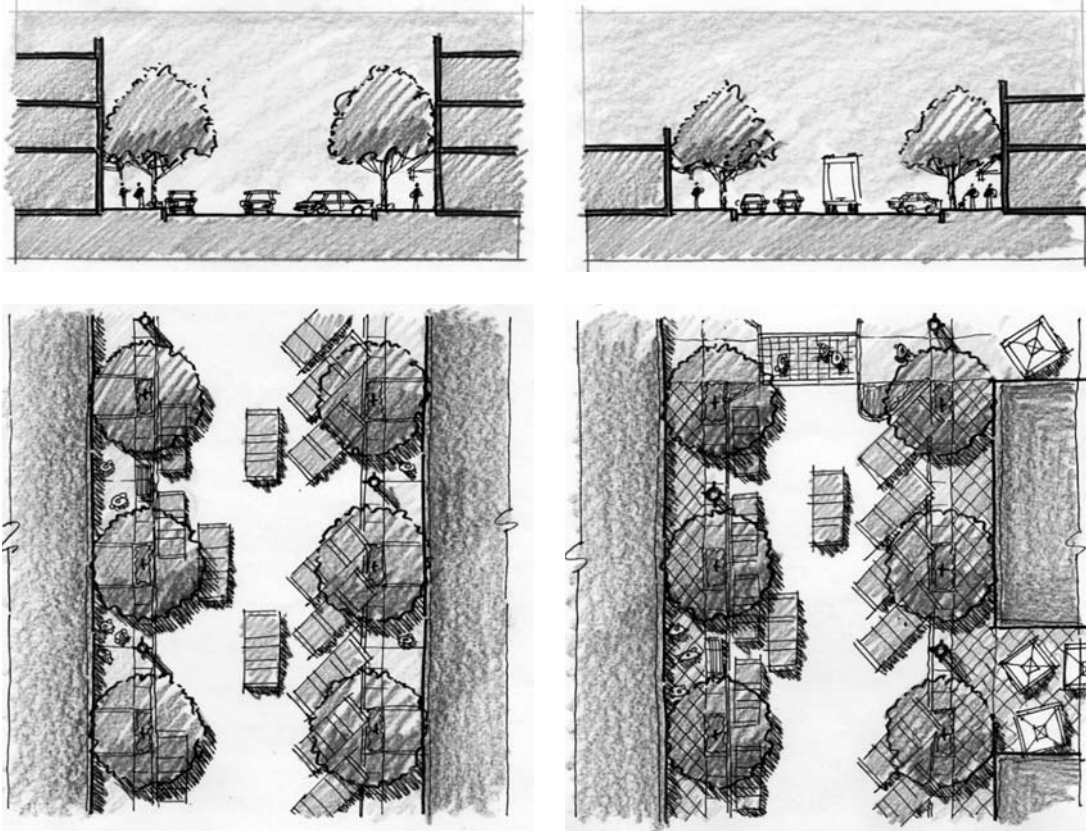
Buildings must face onto streets. Sidewalks and walkways should be of a solid and durable material such as poured concrete, concrete pavers, brick, or stone—asphalt sidewalks are not recommended—and must be at least four feet wide. Different streets should be given different landscape identities—for example, through the use of different varieties of street trees. Street lighting should be at a pedestrian scale and should be of similar qual-

ity and design throughout the city. Some design flexibility can be allowed to identify special places or corridors in the city. (Street dimension standards can be found in the 2001 book *Residential Streets*, third edition, by ULI and the Institute of Traffic Engineers.)

Parks

Parks are focal points for individual neighborhoods or districts and provide an area of respite within the city. Parks must provide pedestrian linkages to the streets. Adjacent uses must face

Examples of street sections for the Old Town extension.



onto parks and onto the streets adjacent to parks. Active and passive parks should be programmed throughout the year with festivals, art shows, and similar events. They also should be designed with safety in mind, providing “no places to hide.” Finally, city parks should include large shade trees and provide tot lots and gathering spaces, when possible.

The Myrtle Avenue Corridor

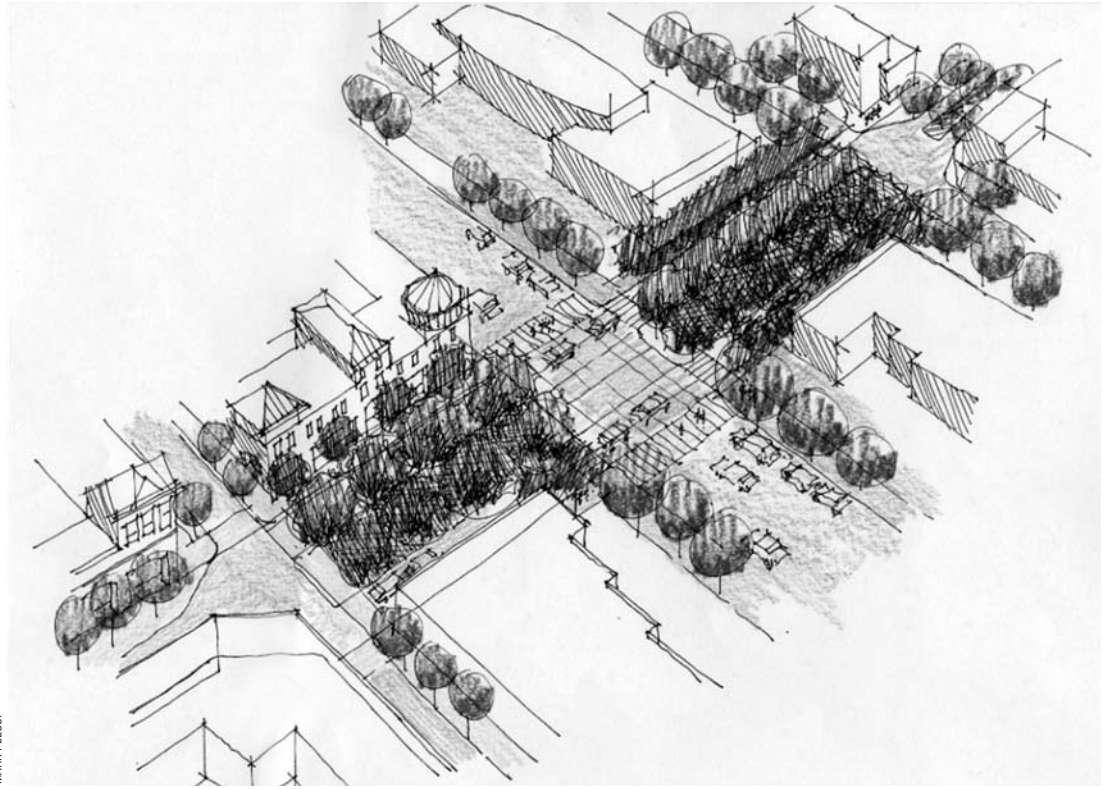
The Myrtle Avenue corridor between Old Town and I-210 is a hodgepodge of disparate uses that lacks a unifying configuration or theme. It currently functions primarily as a roadway to channel vehicular traffic back and forth between the vicinity of Old Town and the freeway. Inasmuch as this corridor functions as the gateway to Monrovia, some are left with the sense, therefore, that Monrovia is unsightly. What follows is a prescription for redeveloping this corridor to expand the Old Town environment into this area and create a proper gateway for Monrovia.

The panel proposes the creation of a continuous urban frame that will define and edge the corridor over its whole length. Ideally, a varied pedestrian experience will produce interest and activity along the corridor. The goal of the proposal is to fashion distinctive districts within a corridor with cohesive character.

Old Town Extension

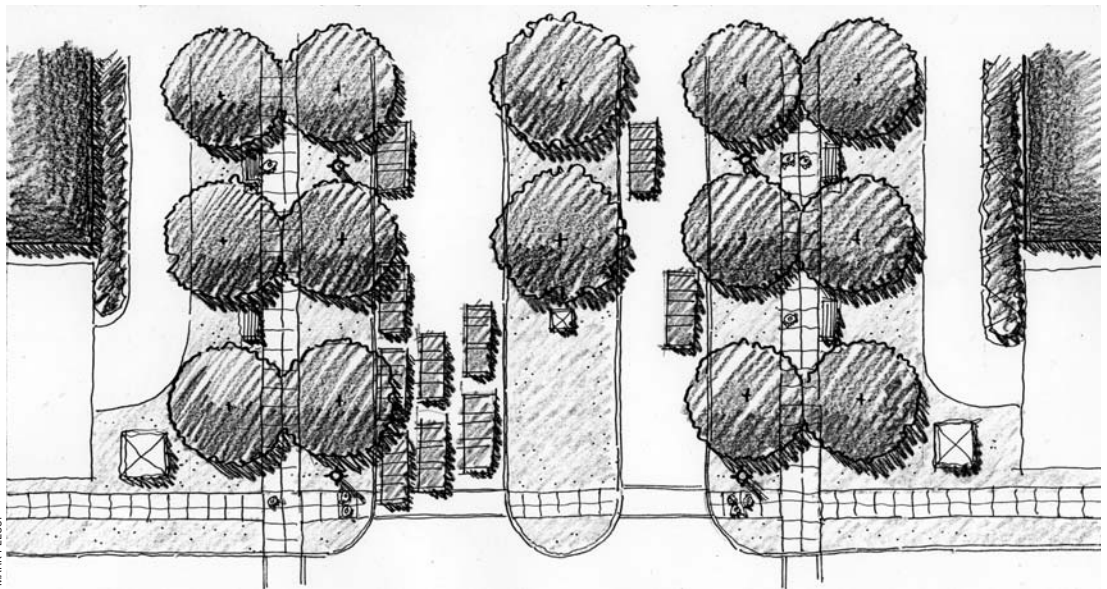
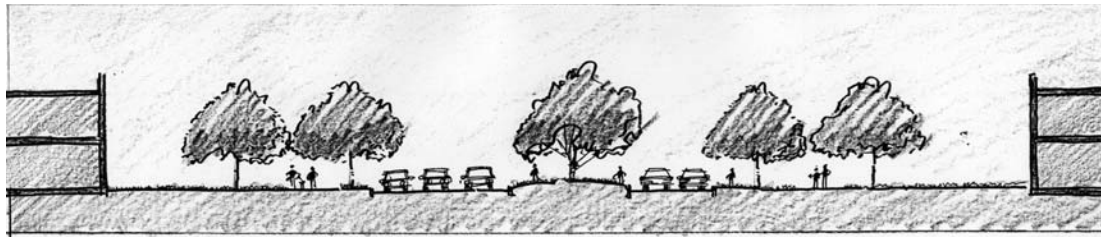
With careful planning, Monrovia can expand on the success of Old Town by bringing its ambience and vitality south of Olive Avenue to Maple Avenue. This can be done by removing two traffic lanes from Myrtle Avenue and using the extra room to expand the pedestrian zone. The Old Town streetscape of trees, lights, and paving should be introduced into this district. New development along this stretch of Myrtle should be two- to four-story mixed-use structures with lofts or residential units above. Where possible, public space should be created in the form of pedestrian plazas and pocket parks. When this is accomplished, the walk from Old Town to the new and

Crossroads district north.

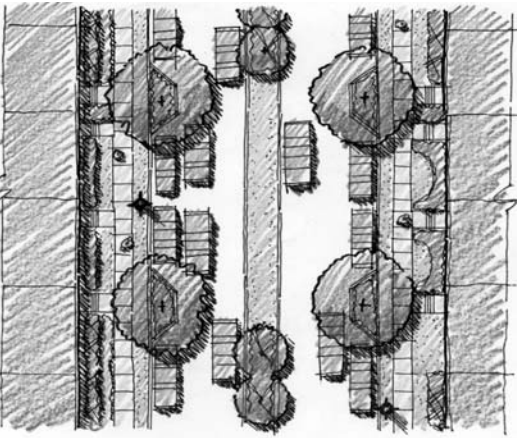
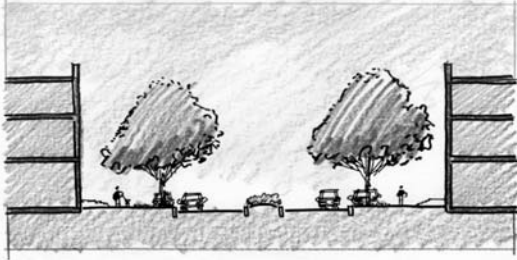


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Right and bottom: Street sections within Crossroads district north.



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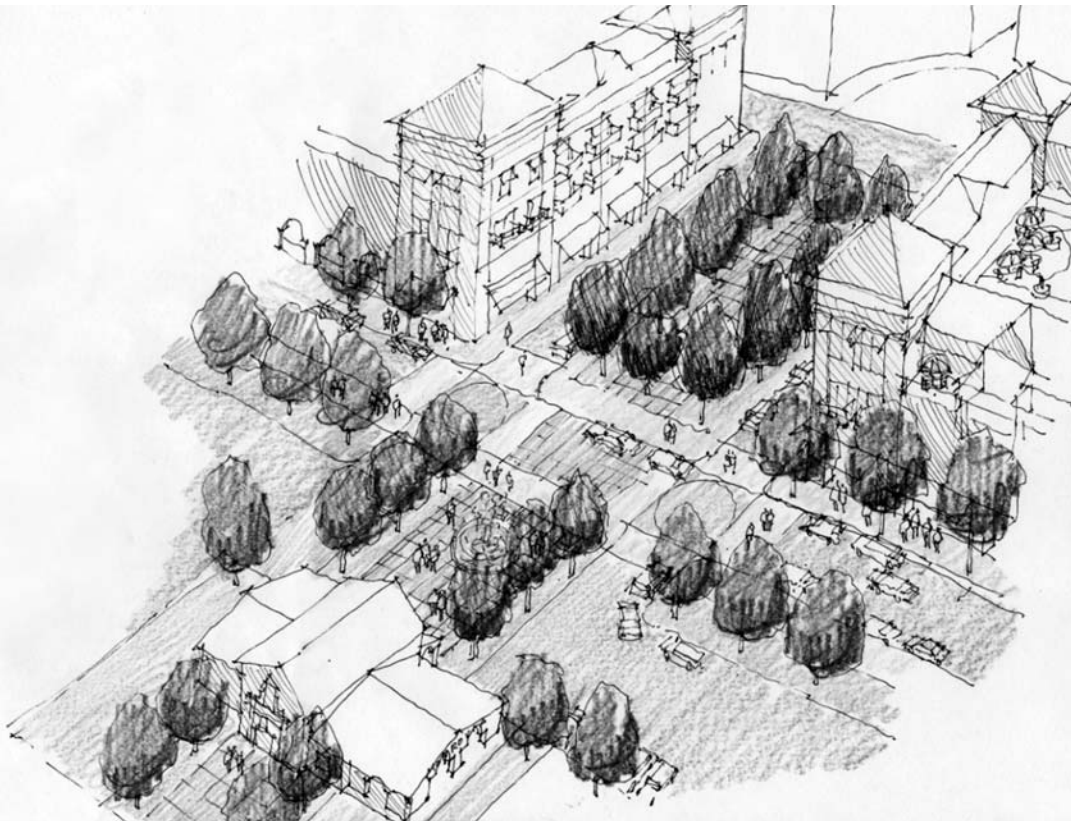
exciting neighborhood at Station Square will be five minutes shorter.

Crossroads District North

The intersection of Myrtle Avenue and Huntington Drive symbolizes the juncture of Monrovia's unique sense of community and place with its success as a center for high-tech industry and education. For this reason, a focal point can be created here to stress this important relationship. To respect the pedestrian nature of Myrtle Avenue, the surface parking adjoining the buildings on the east and west sides of the street should be removed and the land captured as a linear park and open space. Pedestrian walks can be moved away from the roadway and opportunities created for the location of seating and other street furniture. The sidewalks can be enhanced and additional lighting provided. Vertical architectural elements can be introduced such as sculptures or monuments to signify this important crossroads.

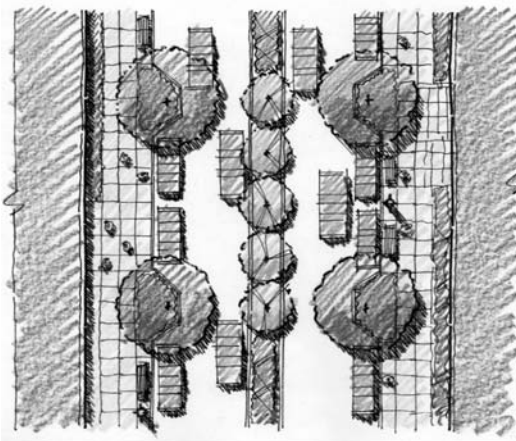
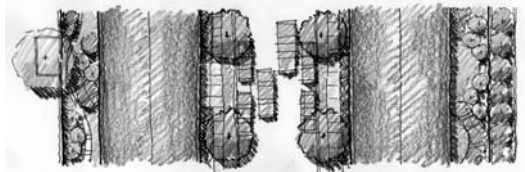
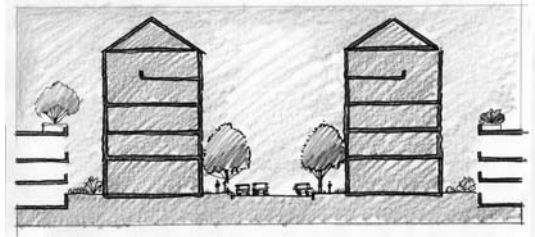
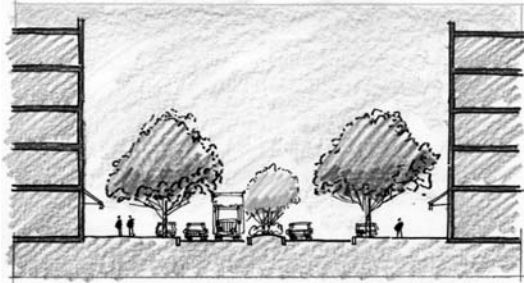
Left and below: Street sections within Crossroads district south.

Station Square.



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Right and below: Myrtle Avenue street section in the Station Square district. Far right: Street sections within Station Square.



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Crossroads District South

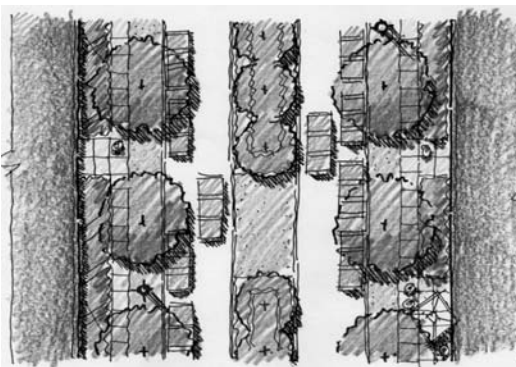
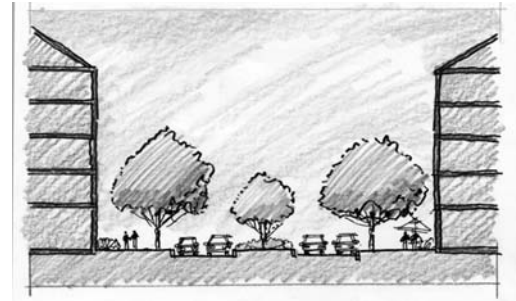
An important outcome of the redevelopment of the crossroads district south should be the knitting together of fractured neighborhoods now split by Myrtle Avenue. The Myrtle corridor redevelopment and the new uses it brings should add to the livability of the two neighborhoods. South of Cypress Avenue it would be appropriate to introduce mixed uses two to three stories tall, including single-family and multifamily residential units. Some of these uses could be destinations for residents in those nearby communities, providing a link between the two sides of Myrtle.

Other actions that would enhance this community would be to introduce a median into the roadway and use plantings to soften the streetscape and enhance the pedestrian experience. Along the sidewalks, street trees should be introduced, as well as pedestrian-scale lighting and street furniture. Building setbacks should be increased by ten feet to provide room for planting and a less harsh pedestrian environment. Parallel parking should be maintained along Myrtle Avenue in this district.

Station Square District

Along Myrtle Avenue, the city should maintain the setbacks established in the crossroads district south. This district connects directly to Station Square, so it would be possible to create an active and vibrant urban pedestrian zone within the right-of-way. In this district, the city can frame Myrtle on both sides with high-density multifamily and neighborhood retail with buildings three to five stories tall. The boulevard effect—with the

Right and bottom: Duarte Road street section in the Station Square district.



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central median—should be extended along Myrtle from I-210 to Duarte Road, and along Duarte from Myrtle to Magnolia Avenue. The tree plantings should be similar in size, species, and pattern to those planted north of I-210.

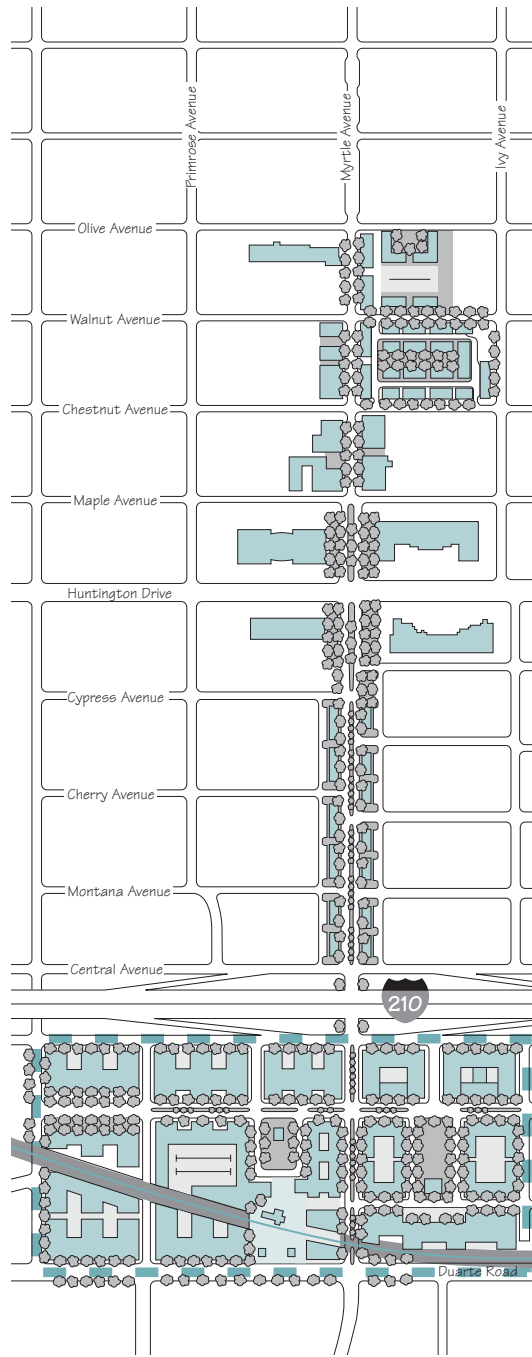
Land Use and Design for New Neighborhoods

Station Square and a new power center proposed across Myrtle Avenue from Station Square constitute an entirely new mixed-use district for Monrovia. The fact that they are somewhat removed from Old Town and the older neighborhoods of Monrovia and also adjacent to the freeway and the future Gold Line light-rail extension offers an opportunity for some design flexibility. This area's apartness from the older neighborhoods and districts means that its design standards need not be particularly sensitive to those of the rest of the city.

Station Square District

The focus of the Station Square district will be the historic Santa Fe Railroad station that will serve the Gold Line light-rail line when it arrives. Another focus will be the Myrtle Avenue corridor and its connection to Old Town. Station Square will be a pedestrian-oriented, walkable neighborhood made up of high-density, multifamily residential uses and neighborhood- and service-oriented retail, with perhaps some office space included. Once light-rail service has been extended to Station Square, the community will become a multimodal hub next to I-210 and the Gold Line with structured public and private parking provided. Thus, Monrovia and Station Square can expect to become a regional park-and-ride destination with several rail-to-auto and rail-to-bus linkages, providing the potential to supplement the neighborhood retail market with commuter shoppers.

The panel has suggested a design for Station Square. (See Station Square, page 25, and Station Square and a new power center, page 28). In this design, the buildings are three to six stories tall and the structured parking is located in the middle of blocks lined with housing and retail uses at street level where appropriate. The park-



Design plan for the Myrtle Avenue corridor and the Station Square district.



Above: Historic Monrovia Station on the Santa Fe Railroad will be restored and modernized to become the Monrovia Station on the expanded MTA Gold Line. Above right: Holly Street Village is a transit-oriented project in Pasadena near the end of the MTA Gold Line. The next phase of expansion of the Gold Line will extend to Monrovia and beyond.



Station Square and a new power center.

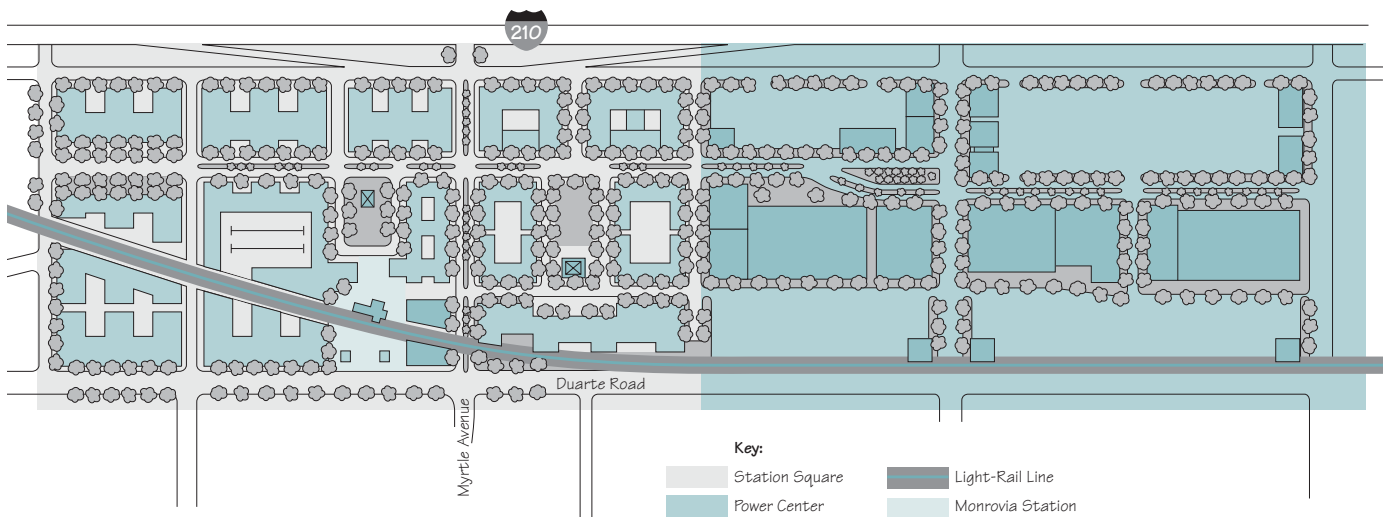
ing is of concrete or steel construction and the housing is stick frame over concrete base construction.

In the panel's proposal, the largest core parking structure, containing about 800 spaces, is located just west of the station. At least 400 spaces will be needed by light-rail commuters, whose parking needs can be accommodated in the structures to the west of the station and next to the central square in front of the station. Parking in the blocks to the north of this area faces out toward the freeway, and housing lines the west, east, and south sides of the structures. Townhouses are on the top two floors facing onto a central court above the parking structures to take advantage of the views over the freeway to the north. In this case, the parking structure is three stories tall and the housing is five to six stories tall. The building to the west of the station has retail space at the street level facing onto the train platform adjacent to the station to take full advantage of commuter

customers. In this way, the platform will not be just a place to wait for trains, but rather a public street with café tables and other amenities.

The panel's plan for Station Square included the following uses:

- a Gold Line light-rail station with multimodal connections;
- 1,200 residential units—mostly one- and two-bedroom units, but some with three bedrooms;
- 2,600 structured parking spaces within the 25-acre parcel;
- 150 on-street parking spaces;
- 40,000 square feet of local and service retail space; and
- a daycare center.



Power Center

The panel learned of the possibility that a retail power center might be built across Myrtle Avenue from Station Square. A power center could profoundly affect the success of not only Station Square as a pedestrian-friendly, multimodal community, but also the Myrtle Avenue corridor concept. If the power center is designed as a conventional automobile-dominated arrangement of big-box stores standing in acres of parking, it will seriously damage plans to remake the Myrtle Avenue corridor and Station Square as attractive and amenity-rich environments.

The panel recommends that the power center be configured using the “main street” design that is now the state of the art for shopping centers. In this type of design, the power center buildings line a real, pedestrian-friendly boulevard that is attractive and safe. Parking, whether in surface lots or stacked, should be located behind the buildings. This would make it possible to extend Station Square across Myrtle Avenue and make it the axis—and focus—of this area rather than an edge. Structured parking at the power center would open the possibility of residential uses lining the parking structures, as well as the big-box stores at the eastern end of the extension. This mixed-use environment also could be centered on a green central square that could be the focal point of this neighborhood. This extension of Station Square across Myrtle Avenue to include this new shopping district would create a counterpoint and balance to Old Town Monrovia.

The creation and extension of a neighborhood park system from Station Square to the mixed-use area east of Myrtle Avenue and then farther east along the boulevard through the power center would generate a center of attention for this area and help to provide diversity along the length of the boulevard. The parks and the boulevard then would act as the catalysts to energize the community and the development that will occur there.

In the main-street scenario, larger stores can line the street, with smaller retail uses such as coffee shops, flower shops, etc., located between the entrances so that more uses—and storefront windows and doors—face onto the streets, enhancing the pedestrian character and continuity. Passages created between buildings at midblock locations can allow those leaving the parking areas to reach the new retail boulevard easily. Cross streets that would enrich this environment also can be lined with storefronts and include sidewalks and street trees to enhance connections to parking and other uses. Some of the big-box uses can be stacked, as is the case with the Target store in Pasadena—a two-story outlet with structured parking located in back. Even though this is not a conventional design for Target, it reportedly is one of the company’s highest grossing U.S. stores.

Smaller stores, restaurants, and service pads can be located on the north side of the boulevard. It would be desirable to line the entire street with such businesses, but if that cannot be done right away, locating them at least at the corners of streets will help to define the edges of the development. These stores also would have the advantage of being visible from the freeway because they would be set back behind the parking. If conceived correctly and focused along the boulevard rather than set adrift in a sea of parking, the entire power center could be much more than a retail destination: it could be part of a greater neighborhood that promotes mixed uses, use of transit, and pedestrian amenities while still accommodating automobiles.

Development Strategies

Monrovia has capitalized on being a small town with an urban character and has reinforced the strong framework of its historical heart on the city's main street, Myrtle Avenue. While other cities were expanding commercial strip development, Monrovia chose to concentrate on a pedestrian-friendly approach on five blocks of Myrtle Avenue. By calming the traffic and adding street trees, street furniture, lighting, and convenient parking at a walkable scale, the city attracted multiple local developers to rehabilitate storefronts and shops and entice independent restaurants and retailers to open new lifestyle businesses. It then creatively capitalized on its earlier successes by bringing in a 12-screen theater complex as an anchor to its main street and tamed it in such a way that it functions as a neighborhood movie house.

All of these actions have created a sense of place that is charmingly small town and urban, and distinct from that of its larger neighbor, Pasadena. Now, Monrovia faces the challenge of taking those next steps that will allow it to build on its successes.

The city has wisely chosen to make the most of the development opportunities presented by the Gold Line light rail that will arrive over the next five to ten years. Station Square, the site of the light-rail station, could act as the southern anchor to the city's main street, with Old Town anchoring the north end. There is no better time than now to establish a strong axis along Myrtle Avenue connecting these anchors through the infill development of a mixture of office, retail, and residential uses. A strong framework like this will be seen by many local developers as providing an attractive investment environment. Similarly, the city needs to establish a clear vision and strong framework for Station Square that will spread the risks of developing it among the most qualified local and regional developers.

Myrtle Avenue Corridor

The panel made the following suggestions on how to revitalize Myrtle Avenue.

Transform Challenges into Opportunities

The shallow lots between I-210 and Huntington Drive have been characterized as a problem. This problem should be viewed as an opportunity in that it permits extension of the development program at a smaller scale for urban mixed uses along the Myrtle corridor. This will help to extend the sense of place farther and faster.

Street revitalization should incorporate on-street parking, much of which should continue the pattern of diagonal and parallel parking that the city successfully used to revitalize Old Town. Extending this pattern can serve to increase the shared parking supply to support new development at a low cost compared with providing structured parking. It is estimated that this parking pattern could produce about 250 spaces along Myrtle Avenue and would help create a more walkable, pedestrian-friendly environment along Myrtle. For this reason, the panel recommends that on-street parking be counted toward parking requirements. Monrovia should develop street parking, not parking lots: surface parking lots degrade the character of the community and are waste of valuable land.

In order to incorporate a mixture of uses undertaken by multiple developers, the city should adopt detailed design guidelines that define an envelope for development along the full Myrtle corridor. These guidelines should include a minimum height of two stories and a maximum of four stories, and guide project design from the front build-to line to the rear parking bay and service corridor.

Within the building envelope, buildings should be developed as flexible spaces that can be used for multiple uses such as office, retail, housing,

and even distribution, depending on market demand. This would continue the type of flexibility that historically has led to the recycling of older industrial buildings into office and retail space and loft housing.

Carefully Phase Myrtle Avenue Revitalization

The city should treat the phasing of Myrtle Avenue as being driven by opportunity. When an owner proposes to upgrade, sell, or develop a property, the city should carefully review and modify the design plans in a manner that reinforces the Myrtle Avenue plan. This not only will advance the goal of creating a sense of place, but also will have a beneficial effect on real estate values as the corridor is redeveloped. The city should identify the key sites and parcels that may catalyze the type of development that will help transform Myrtle Avenue into the kind of primary, pedestrian-oriented corridor the city desires.

Station Square District

The panel made the following recommendations on how to develop the Station Square district.

Spread the Risks to Create Station Square

The city should spread the risk among itself and several developers, and avoid use of a single master developer for the Station Square district. The city should first hire predevelopment consultants to define urban design and development components, the framework, the scale, and the parameters that will apply to Station Square. The city then should define a series of specific viable projects to be undertaken by the developer most capable of meeting or exceeding those parameters.

Use a Request for Qualifications Process

Many local jurisdictions try to keep tight control on redevelopment projects by using the request for proposals (RFP) process, but RFPs are complicated, cumbersome, inflexible, costly, and time consuming. If a detailed RFP results in no credible proposals being submitted, the city's bargaining position is worse than before the process began. Lone bidders can demand expensive concessions. Finally, because of the serious drawbacks of the RFP process, the most talented developers will not respond.

The request for qualifications (RFQ) process, on the other hand, protects the city, particularly when:

- the project is complex and/or involves mixed uses;
- multiphasing is necessary;
- public/private roles require adaptability;
- sites are new and untested for potential uses;
- markets are not strong for all uses; and
- flexibility is necessary.

RFQs Limit Public Risk. Because a detailed RFP spells out everything in advance, there is little opportunity for flexibility as the project unfolds. Public discretion is limited, and changes, even when absolutely necessary, can be costly. In contrast, the RFQ process, followed by a negotiated contract, increases public control. It lowers public costs and is less expensive for the public sector, as well as for developers. Opportunity costs decrease when an RFQ leads to a negotiated agreement.

RFQs Shorten the Development Period. A negotiated process through an RFQ can shorten the development period. Time is money, especially in complicated development projects. The processes of offering, bidding, and selection are time consuming. Using an RFQ, the selection process is shorter, allowing quicker entry into negotiations.

RFQs Ensure Better Quality Control for the Public Sector. Quality control is in the details. As a development partner, the public sector is on the development team, and under an RFQ process, its bargaining leverage can increase. RFQs and public/private partnerships provide more flexibility, allowing details to be negotiated as problems and opportunities arise, and design, costs, and market considerations to be adjusted to fit markets. Public/private partnerships negotiated through the RFQ process can integrate results and yield a tight-grained mix of uses with a truly urban character. The process also allows public spaces to be integrated into the development more easily.

Select the Most Qualified Developers

When considering the qualifications that have been submitted in response to the RFP, the city should consider the following questions:

- Does the developer have experience in developing the product types to be developed?
- Does the developer have experience in developing mixed uses?
- Does the developer have experience in public/private partnerships?
- Does the developer have thorough knowledge of, and experience in, developing high-quality projects in local markets?
- Does the developer have a good reputation for credibility, follow-through, trustworthiness, and integrity? These traits should be assessed not only by the city, but also by independent real estate development professionals.
- Does the developer have the financial capability to complete the project?
- Has there been full disclosure of any actual, potential, or perceived conflicts of interest?
- Does the developer have experience in green building and sustainable development?

For each project, the city should negotiate a public/private partnership development agreement in which it is a full member of the project development team that, in turn, will have the flexibility to make the best decisions regarding the myriad details development projects entail. To the maximum extent feasible and without undue risk, the city should retain an equity position in the project, allowing it to benefit from a return on its investments after the developer receives a reasonable preferred return.

Station Square should be divided into three phases in three sectors as shown on the conceptual development plan. A single developer for each sector should be selected who is most qualified to undertake the components to be developed in that sector.

The first sector to be developed should be the one including the historic train station and urban civic

plaza because it will become the major focus of Station Square and include the park-and-ride component, which should maximize shared parking. However, further investigation by the predevelopment consultants may suggest an alternative phasing order.

Following negotiation of the public/private partnership development agreement, the city should execute a quick-take eminent domain proceeding for the sector of Station Square the partnership will develop. Immediately thereafter, the developer of that sector must purchase the land from the city, subject to the terms of the public/private partnership development agreement.

In the event that the selected developer for any sector does not perform according to the terms of that agreement, the developer of the adjoining sector should have the right of first refusal to complete the work.

Start the Station Square Project before the Gold Line Arrives

Any transit-oriented development must respond to market forces and be able to succeed independent of transit. Transit alone cannot make a development successful.

This is especially true in Monrovia because Station Square is a new district that lacks nearby residential, retail, restaurant, entertainment, or office uses. Station Square must have sufficient critical mass to create its own environment with amenities and a sense of place. Such a place should incorporate an urban civic plaza surrounding the historic station and a mixture of uses to enliven the district.

The absence of light rail in the initial phases can be turned into an advantage through the introduction of the ambience and accessibility necessary to create a vibrant place that will only become more energized when the light rail arrives.

The partnership should consider building more residential units as rental apartments and lofts to attract and capture the initial target markets. As Station Square's sense of place becomes more established and known in the marketplace, the developers then can convert those apartments to condominiums at higher values. As a long-term

development partner, the city should share a portion of the net sales proceeds. It also will benefit from the higher tax base created by the increased value of surrounding properties.

Also important, this strategy will allow the developers to avoid or minimize the construction defect liabilities of condominium development because any defects can become apparent and be alleviated before conversion. It also will give the developers time to make adjustments should strict state liability statutes be changed.

Development Director

The city must be prepared to hire a high-level professional who has extensive real estate development experience and to give that person full authority to act as its development director for redevelopment of the study area. This official will negotiate and implement the public/private partnership development agreements and devote full time to the planning design and construction of all phases of the project. The director must be able to shield the city council from the myriad decisions that will need to be made in a timely manner to put the development process in motion.

It should be the development director's function to identify and disclose any conflicts of interest that may arise on either the public or the private side of the project.

Conclusion

Monrovia has established a successful pattern of making the most of development opportunities as they arise—doing so by undertaking a series of smaller, successful projects along Myrtle Avenue, its main street. Monrovia has set a strong framework in which multiple developers have been able to complete individual projects, and yet have all the projects fit together to create an attractive and thriving whole. This pattern has spread the development risks and hastened the absorption period for the projects. Success has bred more success. The best development strategy for Monrovia is to continue to follow that pattern through the process described above.

Implementation

The energy, vision, and commitment exhibited by Monrovia and its various agencies, commissions, and departments are impressive. The city is fortunate to employ talented people who are ready to “step into the batter’s box” to achieve a vision of carefully planned and managed growth for this comeback city. Likewise, the citizens of Monrovia have an abiding affection for their city and are eager to participate in its continued success. Monrovia also enjoys clear and substantial interest from private developers who are willing to invest in the city’s vision for its core.

Although Monrovia has strong leaders of many types, it will benefit from designating a single champion whose sole assignment is to oversee the continuing development, updating, and implementation of the comprehensive master plan for the central core. Unlike the city’s existing master plan that covers the entire city, this core master plan will focus specifically on the areas unified by the Myrtle Avenue corridor from Old Town to Station Square.

Some challenges exist. Monrovia has not depended on the developer incentives or financing tools that many other cities have used creatively to stimulate growth and development. Consequently, the city’s assortment of financial tools is extremely limited. The panel discovered that the city redevelopment agency, funded by tax increment financing, has committed its resources to the extent that its ability to acquire property and develop infrastructure is all but exhausted.

Increasing competition from surrounding communities and the sag in the national, state, and county economies have meant that Monrovia’s revenues, although continuing to grow at a steady rate, may not be sufficient to allow the city to continue at an appropriate pace the public activities that encourage and support development. Therefore, the city must take a more active role in using new tools

proven to work in other cities of similar size and circumstances.

Depending on the limitations of California law, employing some of these tools may require changes in state legislation. Monrovia’s reputation for innovation means that it can lead the efforts to fashion new enabling legislation required to create these tools. Implementation of the plan will require shared actions by and close collaboration among the city council, redevelopment agency, planning commission, community services commission, and the Monrovia Old Town Advisory Board (MOTAB). Each can play a vital and complementary role. In addition, it is recommended that the city create a new parking authority with specific responsibilities for both managing the existing parking inventory and developing new parking.

Suggested Actions toward Implementation

The panel recommends that the following elected and appointed bodies consider taking the suggested actions to advance redevelopment of the target areas.

City Council

The city council should adopt a master plan for the central core that addresses land use, overlay zoning, and open-space development, prepared by the agencies responsible for implementing policies in each area. The master plan will provide predictability to all stakeholders, residents, developers, and investors. It will offer a long-term vision, a road map for achieving it, and a means of measuring progress and accountability. A master plan is not static, but a living document that must be periodically updated as change occurs.

The council should frame policies derived from the master plan, to be followed by the city’s line departments. These policies can direct future public works and engineering efforts, public services

such as ongoing maintenance, and infrastructure improvements in such areas as sidewalks, street-scaping, transit, and utilities.

Finally, it is important that the city council commit itself to reenergizing and staffing MOTAB so that it can properly carry out an expanded mission throughout the Myrtle Avenue corridor.

Community Development Department and the Redevelopment Agency

A planner should be designated to implement and administer the master plan and coordinate the activities of the Community Development Department and the Redevelopment Agency. This planner will oversee development to ensure that projects correspond to and follow the plan and supporting policies. With other staff, the planner will periodically update the master plan as required for review and approval by the city planning commission and city council.

Consultants should be hired to develop small, area-specific plans based on the larger context of the master plan. The small, area plans can assist and guide developers who may choose to respond to future RFQs for crucial project areas.

New overlay zoning should be created for special districts encompassing each of the three major components of the plan: Station Square, Myrtle Avenue south of Huntington Drive, and Myrtle Avenue from Huntington north to Olive Avenue. New special district overlay zoning will aid developers by including design guidelines aimed at simplifying the decision-making and approval processes, thereby shortening approval times. In addition, lowered or waived permit and entitlement fees, and faster project review can be used to reward developers who voluntarily conform with, or surpass, standards set in the plan.

A phasing plan can be developed for implementing major improvements in the public right-of-way such as changes to the intersection of Huntington Drive and Myrtle Avenue, the Myrtle Avenue street-scape, and the Station Square infrastructure.

The city should begin to identify and acquire sites for the key projects along the Myrtle Avenue corridor, adopting a strategy of obtaining options on properties through a third-party private real es-

tate agent. In this way, projects can be planned and due diligence performed to determine their feasibility without the land being removed from the tax rolls or the city being obligated to purchase it before a deal is in place and the financing closed.

Efforts of city agencies should be coordinated to develop a master traffic plan that favors pedestrians and alternative forms of transportation on Myrtle Avenue and Huntington Drive, and that manages and improves on-street parking and calms traffic. City agencies also should continue to develop and coordinate the implementation of alternative forms of transportation, such as the existing circulator trolleys, as well as provide infrastructure in the form of bicycle paths and trails, and dedicated bicycle lanes along Myrtle Avenue.

To bring all the neighborhoods in the city up to a high standard, a homeowner's assistance and training program should be instituted that includes training in homeownership and maintenance issues; low-interest revolving home repair loans; vermin abatement; neighborhood identity improvements, such as special signs, landscaping, and lighting; and a neighborhood street tree program to provide shade and greenery.

The city should vigorously enforce all nuisance ordinances and building codes. It may be necessary to adopt strict regulations aimed at penalizing building owners who fail to maintain their properties to an appropriate standard.

Finally, the ULI Advisory Services panel process provides the city with an opportunity to build on stakeholder involvement and input. Monrovia's citizens are willing to participate in the redevelopment of their city and should be given frequent opportunities to provide input for and ratify the city's ongoing development plans and actions

MOTAB and the Business Improvement District

The Monrovia Old Town Advisory Board and the Business Improvement District (BID) can play an important role in the process of creating Station Square and redeveloping the Myrtle Avenue corridor, but these bodies need to be revitalized and adequately staffed and funded. Once that is done, MOTAB and the BID can add to the existing signs, banners, and markers to help visitors find

their way from parking facilities to destinations such as Station Square and Old Town Monrovia. They also can extend daytime activity into the night by coordinating business hours to ensure that restaurants and retail shops can enhance each others' evening trade and by encouraging the promotion of the Myrtle Avenue corridor as a fun destination.

Other possible roles for MOTAB and the BID include coordinating recruitment and operation of desirable street vendors, such as balloon sellers and musicians, to enliven the pedestrian experience along Myrtle Avenue, and deploying an "ambassador corps" of street entertainers who also offer directions and assistance to visitors. The BID also can operate a city bicycle program offering older-model, used bicycles donated to the city for resident and visitor use as a local transportation alternative along the Myrtle Avenue corridor. Painting the bikes in vibrant colors would immediately identify them as city property and discourage theft. The BID also can encourage the development of a bicycle-powered rickshaw service for local transportation.

Public Works Department

Monrovia needs an open-space master plan based on an overall master plan. The public works department should see to the development of such a plan and work with the community development department to develop and manage parks and open spaces on land acquired by the city in neighborhoods south of Huntington Drive. These park acquisition and development projects can be funded from nontraditional sources such as development impact fees earmarked for public purpose and public improvements that strengthen the city as a whole. The parks projects also may be funded through programs intended to assist community vegetable gardens.

The public works department also should institute a program of energetically and actively maintaining and continuously improving the public realm, including streets, sidewalks, curbs, alleys, lighting, and landscaping. It also should ensure that all maintenance and improvements occur in conformance with the master plan guidelines.

Directors of City Finance, Community Development, and the Redevelopment Agency

These department directors should advise the city council to consider some new financing tools to facilitate implementation of the master plan. Among the financing tools available are the following:

- *Low-interest industrial revenue bonds.* A state-chartered industrial development board issues these bonds. Despite their name, they are not limited to industrial projects, but rather can be used to finance projects of many uses that contribute to economic development. Because they are tax free, the bonds carry a low interest rate. They are repaid from contractually obligated income generated by the facility they finance. In some cases, industrial revenue bonds can be used to finance 100 percent of project costs; in others, bonds can finance 80 percent of costs, leaving 20 percent to be financed using tax credits, grants, low-interest loan pool funds, or other private sources as equity.
- *Section 108 funds.* The loan guarantee provision of the community development block grant (CDBG) program, Section 108, is one of the most potent and important public investment tools that the U.S. Department of Housing and Urban Development (HUD) offers to local governments. It allows them to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects that can renew entire neighborhoods. Local governments borrowing funds guaranteed by Section 108 pledge their current and future CDBG allocations to cover the loan amount as security for the loan.
- *Limited-life property tax abatements to developers.* Expiring after five years, these temporary tax abatements would apply only to those portions of a development that the city is particularly interested in encouraging, such as the portion of a development comprising affordable housing.
- *Community Reinvestment Act funds.* The Community Reinvestment Act is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income

neighborhoods, consistent with safe and sound banking operations. The city can work with local financial institutions to create a pool of low-interest loan money available to qualified building owners and developers of affordable housing to serve as a source of equity financing or as collateral for a secondary mortgage.

- *TEA-21 funds.* Transportation Equity Act for the 21st Century (TEA-21) funds from the U.S. Department of Transportation can be used to finance transportation improvements. They could be used to finance the improvement of streets and sidewalks and the expansion and realignment of the intersection of Huntington and Myrtle. TEA-21 funds also could be applied to portions of Station Square infrastructure.
- *HOME funds.* The HOME Investment Partnerships Program is a HUD program authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act. HOME grants can be used to assist first-time homebuyers, and will to help increase homeownership and reduce the number of overcrowded tenancies.
- *Other funding sources.* Other potential sources of project equity include assembly of a low-interest loan pool with funds from local banks, and the U.S. Treasury Department's New Market Tax Credits Program, if the city qualifies for it. Although the program is designed to stimulate business development and entrepreneurship in economically disadvantaged areas, Monrovia may be able to use program funds to assist startup businesses that would provide job and business ownership opportunities for some disadvantaged residents.

A New Monrovia Parking Authority

A parking authority would be useful for managing the existing inventory to ensure continued availability of parking space, and to develop and operate new facilities, both surface lots and structures.

Parking structures would be developed within the guidelines set forth in the master plan and would either be surrounded by "liner" buildings or built with housing above and commercial space on the street side of the ground floor. Both strategies help to disguise the parking structure, either

putting it out of view from the street or making it appear to be commercial or residential space. The authority would be empowered to issue parking bonds to fund the construction of new parking facilities. It could fund its operations by selling the liner or air rights to prospective developers and by leasing parking spaces to them for their tenants.

Specific Recommendations for Station Square

The following recommendations are made to assure that the Station Square project gets built expeditiously using the highest design and construction standards.

Hire a Project Director

The panel recommends that Monrovia hire a project "champion" whose sole function would be to oversee the design and development of Station Square. A development project of this magnitude and importance demands a full-time, single-focus commitment from an experienced professional. This director should have an extensive background in real estate design and development, and would have the authority to issue RFQs, negotiate contracts, oversee the construction process, and speak for the city to the public. Reporting to the community development director and under the policy direction of the city council, the project director would be responsible for ensuring that the design meets appropriate criteria for size, diversity of use, and building type; that it contains all necessary elements—such as parking—needed to function properly; that it reflects Monrovia's vision for the city; that it can be built within a reasonable length of time; and that it will fully meet the needs of the market.

Allow Diverse Developer Participation

It is not desirable that a single developer be invited to complete the entire Station Square project. Instead, the panel recommends that the project be broken into phases that may proceed sequentially or concurrently, depending on the strength of the market demand and available financing. This approach encourages a variety of designs for building types, housing types, and uses; it also permits participation by smaller developers who otherwise may not be able to take

part. Further, a phased approach spreads the financial risk over several developers, ensuring that if one fails, the project will continue. It also ensures that a developer whose product proves to be clearly superior may be permitted to expand into subsequent phases, while a developer whose product is shown to be less desirable can be excluded from building more than a small portion of the project, or can be released and replaced without threatening the entire project.

Predesign the Project

The city should hire an experienced urban design and development consultant to define the overall program and parameters for development, including design criteria, product mix, framework, and scale. This will reduce the number of open questions requiring answers from either the city or developers during developer selection, making it easier for developers to prepare submissions and the evaluation of them more equitable.

Use RFQs to Select Developers

It would be prudent for the city to pursue a strategy of evaluating developers based on their responses to RFQs. These responses will provide enough information for the city to evaluate a developer's financial stability, track record for completion and quality control, ability to meet a schedule and a budget, sense of design appropriateness, and ability to work constructively with local officials.

The city should avoid using requests for *proposals*, which require developers to hire architects and planners, create designs, perform cost estimates, investigate land issues, and perform other duties that amount to the initial phases of project development—all in the hope that they may be awarded the project and be able to recoup the cost of preparing the proposal. Many of the most qualified and desirable developers will avoid responding to such costly and time-consuming requests. Further, by keeping the design flexible, the city and the selected developer are better able to allow designs to evolve with changes in conditions or the marketplace. This usually produces a better, more focused product.

The RFQ process allows acceleration of developer selection because less time is required both to pre-

pare responses and to evaluate them. This lets the developer and the city begin shaping the project sooner, taking advantage of conditions as they exist at that time. Flexible plans can be developed with input from the community and are more likely to gain public support and succeed.

Hiring a project director to implement the developer selection process will ensure that the RFQ responses provide the city with the answers it needs to make an informed decision and a wise choice appropriate to the vision for Monrovia.

Partner with the Developer

Instead of being in the position of many communities—having to beg for developer participation and then granting copious incentives that reduce, rather than increase, the city's revenue position—Monrovia is in the enviable position of being pursued by developers interested in the profit potential of Station Square.

The city should investigate the means and evaluate the advantages of establishing an economic partnership with the selected developers that will produce a revenue stream for the city. Such a partnership may involve retaining a limited equity position in the project that would return revenue to the city after the developer receives a reasonable preferred return.

Be Flexible

The presence of a transit stop does not guarantee the success of a development like Station Square. Accordingly, the project must be designed, developed, and marketed as a stand-alone neighborhood that at some time will include a well-integrated transit stop. In the market served by Station Square, the product provided, the mix of uses, and the marketing and programming of the space must be capable of succeeding whether or not the transit stop exists. The city must not depend on the transit to make the project work. Instead, the city must follow the approach that creates a new neighborhood with new housing types and other supportive neighborhood-oriented uses and amenities that provide a clear reason to come to Monrovia to live, work, shop, and play.

Stay the Course

Disciplined public policy is important in implementing the master plan of the core as conceived. Although any good plan must be updated periodically, the city must resist pressures to modify, alter, amend, or revise the plan to accommodate a single project or development no matter how important or desirable it may seem. To do so would

invalidate the entire purpose of the plan—to guide policy and shape the most desirable future for all Monrovia. The plan is a shared vision, crafted by the leadership of the community and its citizens together. Believe in it and stay with it, and it will serve Monrovia well.

Conclusion

Monrovia has a great tradition of success. The city used good community planning and smart economic development to reverse the economic and social decline it experienced in the 1960s and 1970s. In the process, it turned itself into an attractive, livable, and prosperous community. The advent of light rail at Station Square presents a significant opportunity to build on that tradition of success.

A new and well-designed mixed-use development at Station Square coupled with residential mixed-use redevelopment along the Myrtle Avenue corridor will diversify the housing stock of the city, introduce some affordable housing choices, and create a strong, pedestrian-friendly axis of opportunity between Old Town and the new Station Square. If a new mixed-use power center, designed using the main street model, can be added to the Station Square area, it could strengthen the axis. A well-designed power center that has appealing pedestrian connections to a redeveloped Myrtle corridor will introduce more people to Monrovia and actually could improve the economic viability of businesses in Old Town. However, while a conventional, automobile-dominated big-box power center on this site may boost revenues for Monrovia, it will do little, if anything, to enhance the livability of the city or the economic viability of existing businesses.

The panel urges the city to embrace the guiding concepts and goals enumerated in the foreword to this report. The panel found them to be helpful in guiding its work and focusing its thoughts. The city and its citizens should evaluate and modify these concepts and goals to make them their own. They will provide a touchstone at times when the city's vision is challenged for some supposedly good reason and city officials are tempted to allow inappropriate development. Although a business-friendly environment is a necessary part of an effective economic development and urban redevelopment strategy, a disciplined and consistent public policy is essential, too. Farsighted and principled policies protect those who have invested in the city and ensure that all are subject to the same rules.

Finally, the lack of parks and public green spaces in the communities south of Huntington Drive caused the panel some distress. This fact is reflected in the high priority given parks in the list of goals for the city. Monrovia is a prosperous community, and the panel predicts that it is on its way to even greater success and prosperity. An investment in parks and green spaces for everyone in the community is an investment in the quality of life for future Monroviaans.

About the Panel

Abraham K. Farkas

*Panel Chair
Portland, Oregon*

Farkas is director of development for the Portland Development Commission (PDC), the primary public implementation agency that works with other public and private sector entities to revitalize Portland's downtown and inner-city neighborhoods.

Between 1986 and 1998, Farkas was director of Eugene, Oregon's planning and development department, where his responsibilities included administering programs and services in planning, economic and downtown development, housing and neighborhood revitalization, and building permits. The department also managed the city's urban renewal efforts and research park development. Farkas also held positions as economic and community development manager and director in Seattle, Washington, and Fort Wayne, Indiana. Before working for municipal government, he was an assistant professor of housing and public policy at the University of Tennessee at Knoxville.

Farkas holds bachelor's and master's degrees from Purdue University and a doctorate from the University of Minnesota. He is a member of the Urban Land Institute and served on the board of directors for the National Council for Urban Economic Development.

Ray Brown

Memphis, Tennessee

Brown, president of Ray Brown Consulting, is a consultant to Memphis architectural firms for individual projects, working in fields such as architectural and urban design, project direction, and project development. He seeks projects that have the potential to improve the quality of life for disad-

vantaged residents by transforming at-risk urban neighborhoods into more livable communities.

Brown directed the design and construction of the AutoZone Park minor league baseball stadium in Memphis, a catalyst for Memphis's downtown renaissance. As vice president for development of the Memphis Center City Commission, he established the framework for the downtown urban design plan, facilitated new development, recruited new businesses, and administered design standards.

For 26 years, Raymond Brown Architect specialized in providing municipal and private clients with architectural and urban design projects focused on downtown redevelopment and planning. Brown taught architectural design at the University of Cincinnati, and was downtown planner for Dayton, Ohio. He is a member of the Memphis Habitat for Humanity Green Hat construction committee.

Brown holds a bachelor's degree in architecture from the University of Cincinnati.

Dean D. Johnson

Brussels, Belgium

Johnson, managing director and founder of Johnson Financial, is originally from Minnesota but has been working and living in Europe for more than 20 years. He has 18 years of experience in the financial services and real estate industry. Johnson Financial is focused on initiating, implementing, and executing public and private transactions primarily in European markets, but also in Africa, Asia, and the United States, by leveraging its expertise in real estate finance, investment and development, structured finance, and corporate finance. The company is involved in hotels and resorts, parking, and logistic and office developments, both as investor and developer. In addition,

it provides advisory and investment analysis for hotel, parking, and office developments throughout Europe.

Johnson specializes in creating development opportunities and developing project concepts; developing and investing in real estate projects; conducting feasibility studies, developing business plans, and performing financial analyses; identifying development and financial partners; and providing advisory services during the development phase. Among the projects he is currently developing are a golf course and resort in New Caledonia; a waterfront development in Oostende, Belgium; a mixed-use site in the inland harbor of Offenbach, Germany; expansion and redevelopment of the airport in Antwerp, Belgium; and two hotel projects in Paris.

Johnson has a bachelor's degree in history and German from Hamline University, and completed his postgraduate studies at the Ruhr-Universität in Bochum, Germany, as a Fulbright/DAAD (German Academic Exchange Service) scholar. He is a member of the ULI Europe Mixed-Use Council.

William P. Macht

Vancouver, Washington

Macht leads Macht & Company, a development and consulting firm, and is a professor of urban planning and development at Portland State University. In these positions, he concentrates on the types of mixed-use, public/private partnerships pioneered by the Rouse Company, where he served as a development director.

Macht & Company developed Officers' Row, a \$10 million, 21.3-acre mixed-use downtown historic district rehabilitation project—under budget and ahead of schedule—for Vancouver, Washington. The firm also created a public/private, mixed-use plan for Hood RiverFront, a 20-acre centerpiece in the revitalization of a 55-block portion of the Hood River, Oregon, waterfront. As an elected port commissioner for Hood River, Macht guided redevelopment of 13 defunct cannery buildings comprising 750,000 square feet on 20 blocks overlooking the waterfront.

Macht writes the Solution File column for *Urban Land* magazine and has contributed to the forthcoming ULI book *Urban Waterfront Development* by writing chapters on waterfront development in Boston, Providence, and Portland.

He is a graduate of Princeton University and the University of Virginia Law School. He has lectured on urban planning and development at several universities, institutes, and conferences.

Joseph McClure

Phoenix, Arizona

McClure, a principal at McClure Consulting, LLC, has 25 years of experience managing and directing land economics research organizations. At McClure Consulting and in association with other firms, McClure provides services in geography-based economics—preparing economic development strategic plans, devising strategies for downtown/community revitalization and for coping with major structural changes in a region's economy, and documenting the impacts of public and private investment on affected jurisdictions. His clients include municipal, state, and federal agencies, as well as private developers and non-profit service organizations.

He is a registered architect in Arizona, a member of the American Institute of Certified Planners, the Western Regional Science Association, Lambda Alpha International, and the Urban Land Institute. He has served as adjunct lecturer at the University of Arizona in the geography and regional development program, and as a civil engineering officer in the U.S. Air Force. His published work includes contributions to the *Local Economic Development Handbook: A Guide for Practitioners & Communities*, published in 2000, and *Economic Development Review*.

McClure has a bachelor's degree in architecture from the University of Cincinnati. He has a master's degree in urban planning with an emphasis on regional economics from the University of Arizona, where he also completed postgraduate work in economic geography.

Paul R. Mortensen

Silver Spring, Maryland

Mortensen, an associate principal at Torti Gallas and Partners, is an architect and urban designer with diverse experience emphasizing sustainable architecture and urban design. At Torti Gallas, his primary focus is on urban revitalization of mixed-use communities. He worked on the 200-acre, 1,200-unit Salishan HOPE VI revitalization in Tacoma, Washington; and the 310-acre mixed-use transit-oriented development at the Monrovia Nursery site in Azusa, California, among other projects.

Before joining Torti Gallas, Mortensen was with Moule & Polyzoides Architects, where he worked on the design and management of the Riverside Magnolia Corridor master plan study in Riverside, California; the San Gabriel Valley urban revitalization plan; and the Azusa city master plan and zoning renewal. He also was director of design for the Seattle Commons development in Seattle, Washington.

Among the design awards Mortensen has received are first place in the Boston Visions International Competition; third place in the Williamsburg, Virginia, new town plan; and finalist in the Place Jacques Cartier International Montreal Competition. His projects have also been featured in the *Cornell Journal of Architecture*, *Progressive Architecture*, and *Competitions*.

He has a bachelor's degree in architecture from the University of Notre Dame and a master's degree in architecture and urban design from Cornell University. He is a registered architect in Washington and California.

Mark Pelusi

Alexandria, Virginia

Pelusi is an associate in the design and planning studios at the Alexandria, Virginia, office of EDAW, Inc., a landscape architecture, planning, economics, and environmental firm. Over the past 11 years, he has collaborated with multiple disciplines to serve corporate, government, and private sector clients. He has been involved in design

and development projects and has taken projects from master planning through specific site design and construction documentation.

Before joining EDAW in fall 1998, Pelusi practiced in Pittsburgh, then moved to Baltimore, Maryland, to work for a regional multidisciplinary development consultant. He teamed with landscape architects, planners, civil engineers, surveyors, and environmental professionals on residential, commercial, institutional, and industrial developments, focusing on site analysis/inventory, planning, and site design. In spring 1997, he joined a large architecture/engineering firm in Washington, D.C., where he gained experience in corporate campus design and institutional, office, and resort developments. Working with a team of architects and engineers, he collaborated on all phases of projects from master planning to construction observation.

Pelusi is a registered landscape architect in Maryland. He received a bachelor of science degree in landscape architecture from Pennsylvania State University in 1993.

