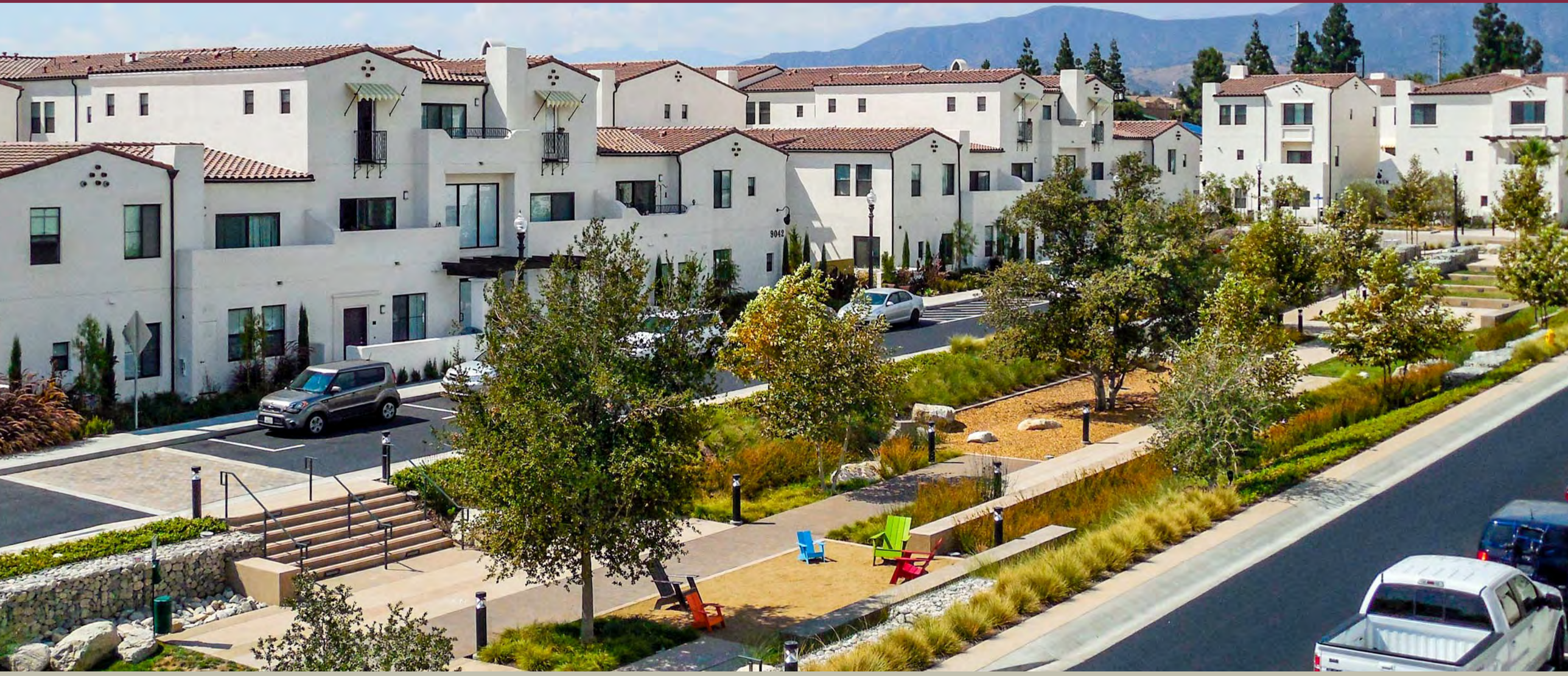
Montclair



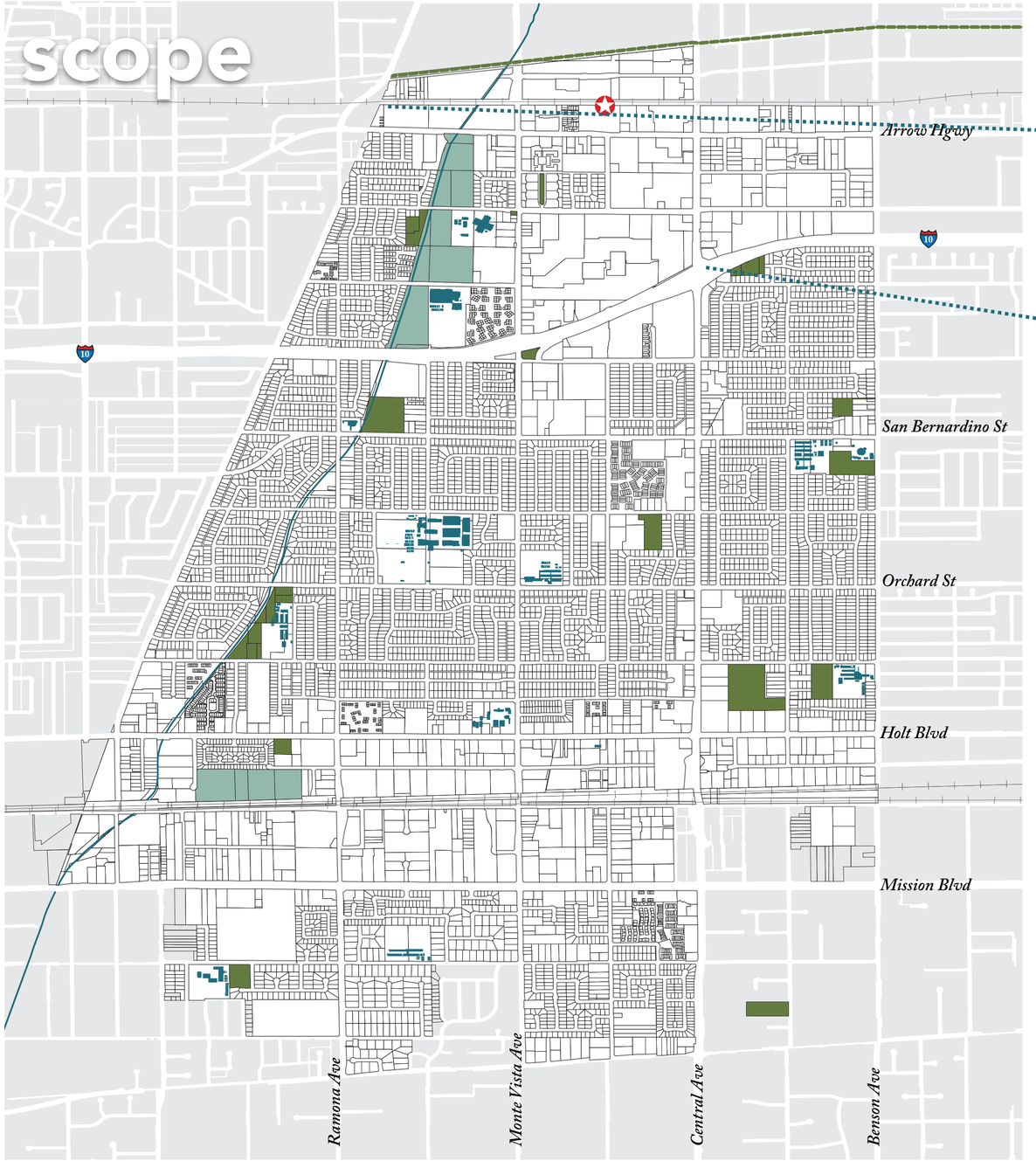
Our Prosperous Community

8-15–19 Focus Group Meeting

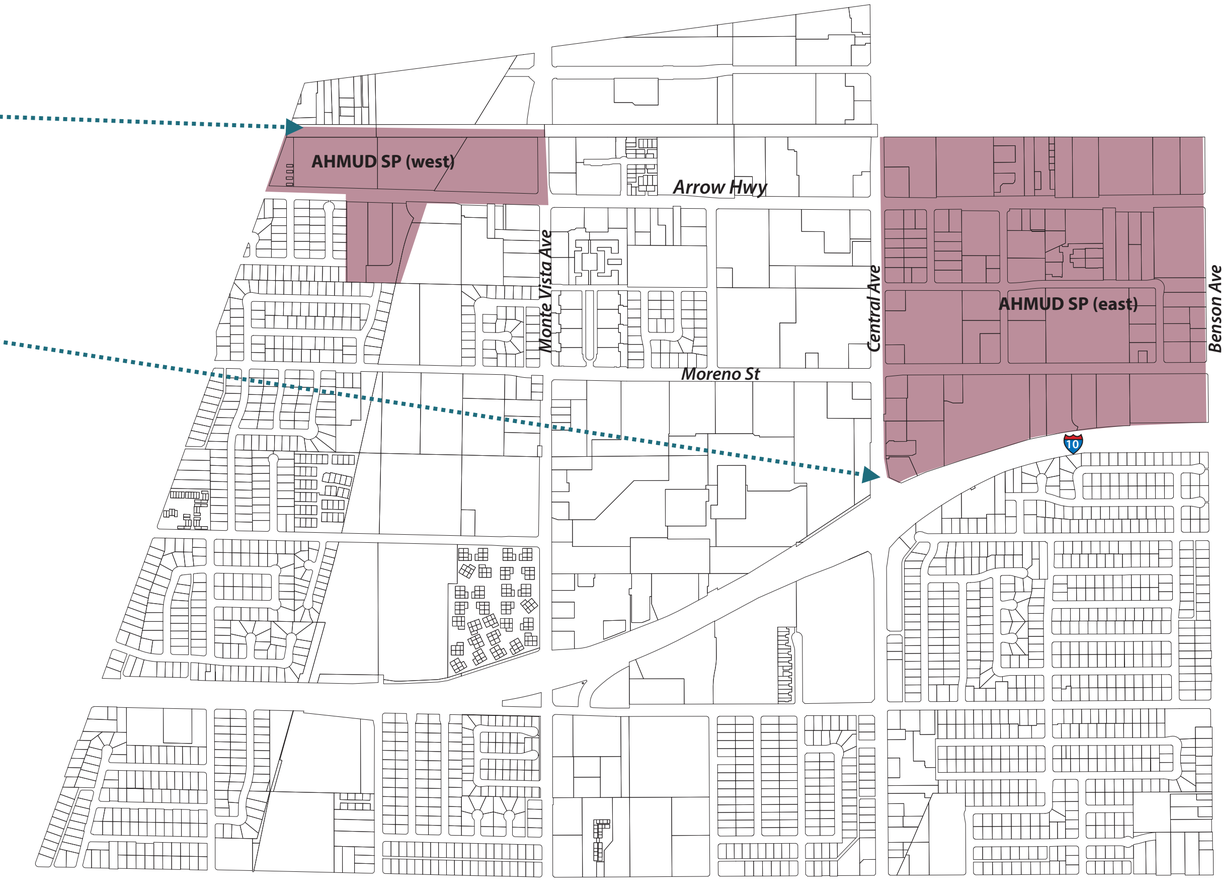
Arrow Hwy Mixed-Use Specific Plan

GP MONTCLAIR

scope



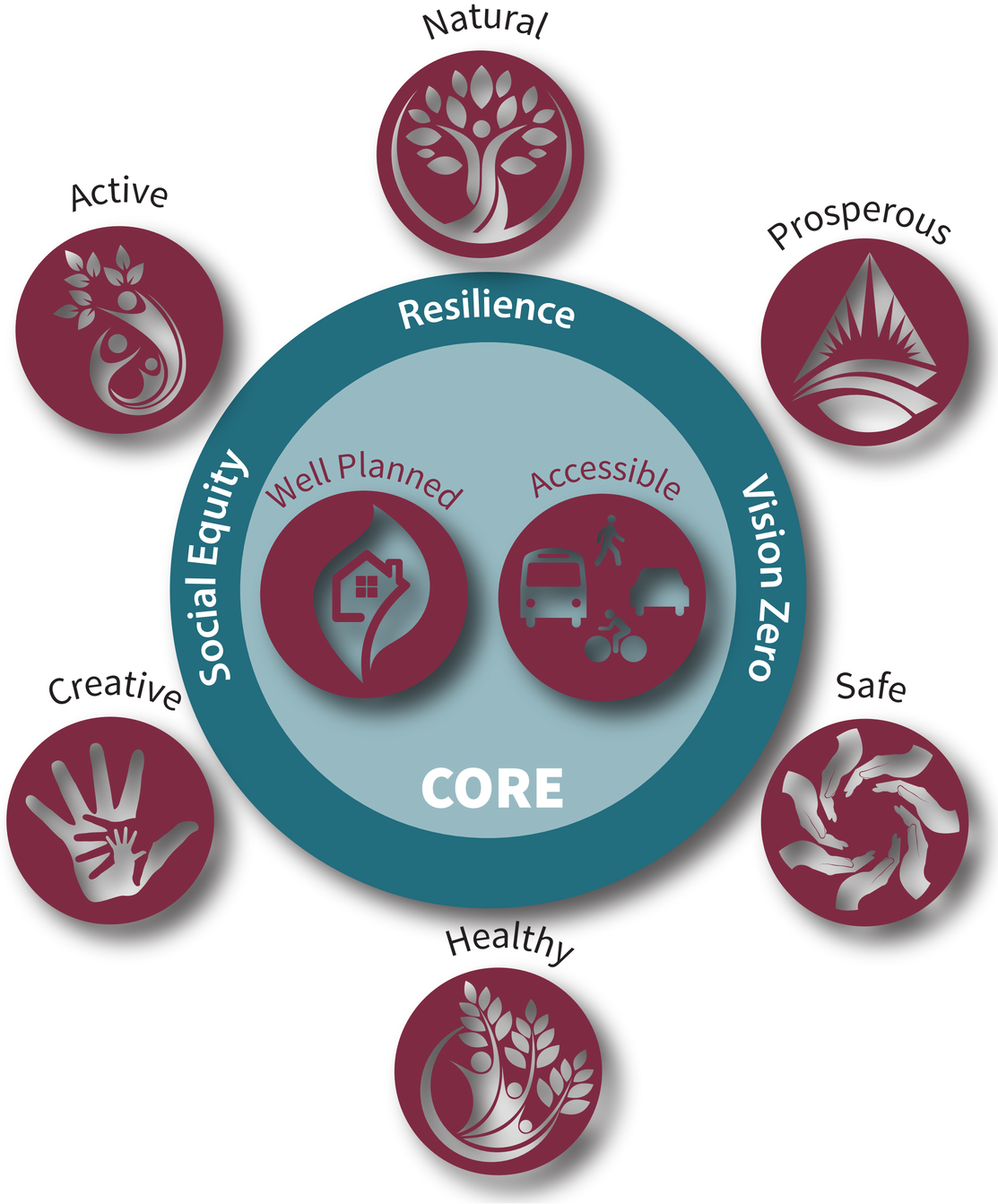
General Plan



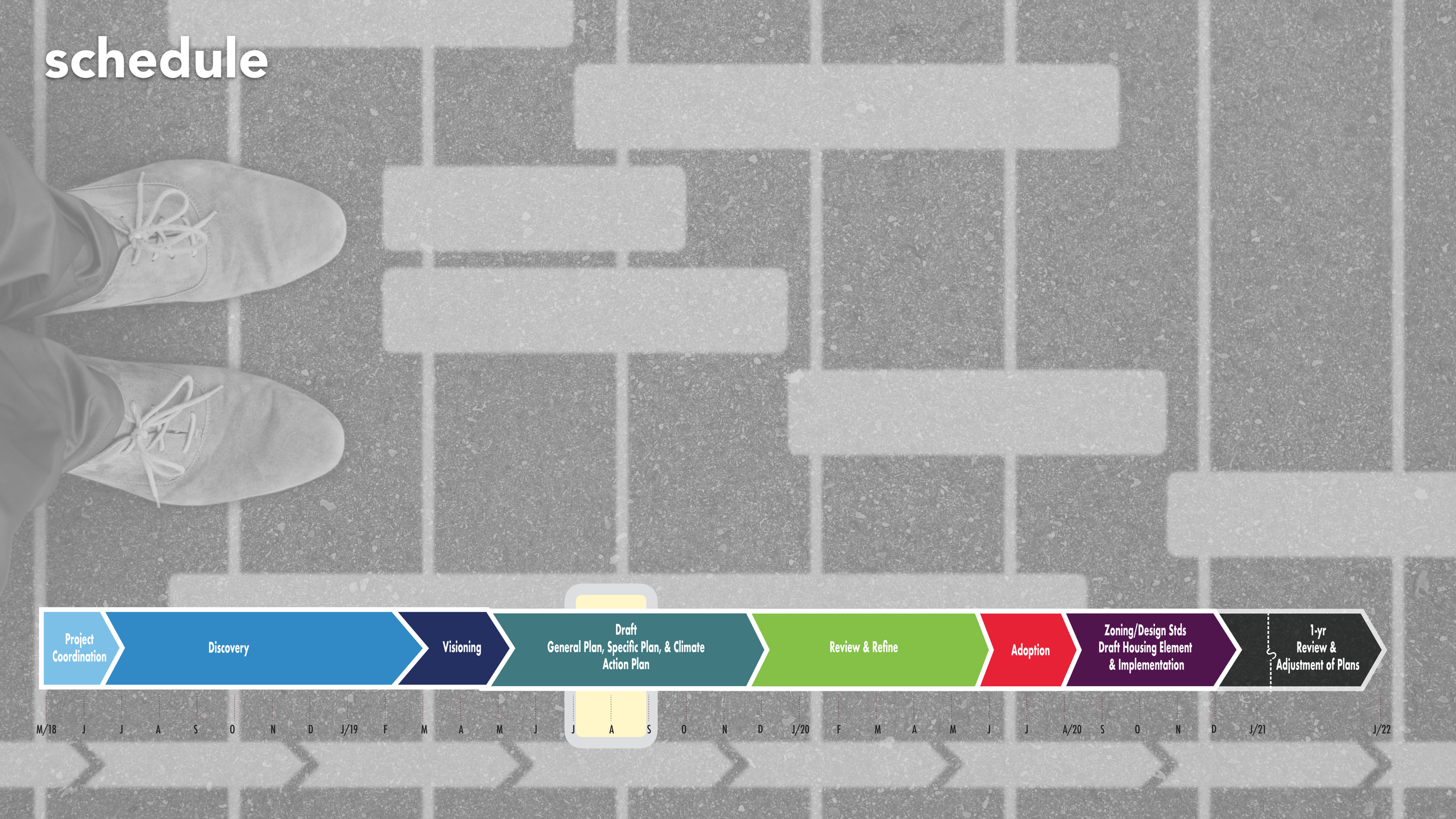
AHMUD: Arrow Hwy Mixed-Use District

Specific Plan

approach


Natural
Active
Prosperous
Resilience
Social Equity
Well Planned
Accessible
Vision Zero
CORE
Creative
Safe
Healthy

schedule


Project Coordination
Discovery
Visioning
Draft
General Plan, Specific Plan, & Climate Action Plan
Review & Refine
Adoption
Zoning/Design Stds
Draft Housing Element
& Implementation
1-yr
Review &
Adjustment of Plans
M/18
J
J
A
S
O
N
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J/19
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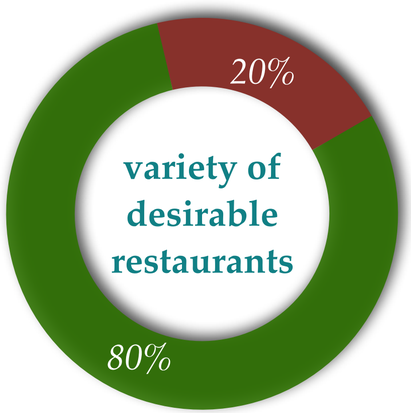
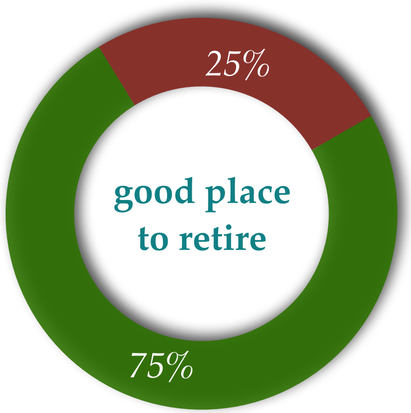
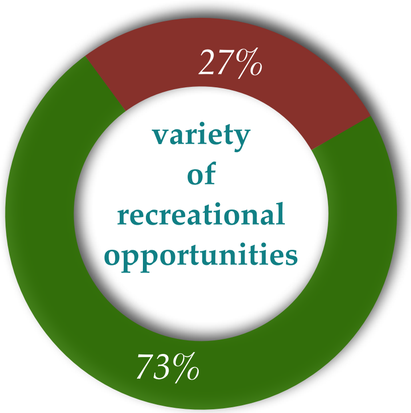
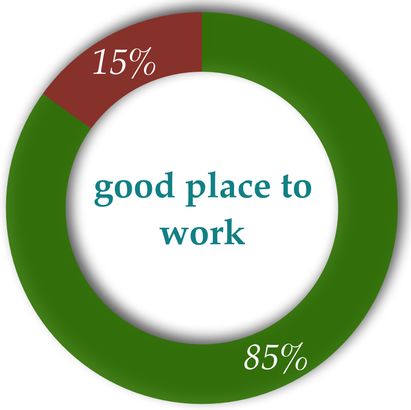
J/21
J/22

Agree Disagree

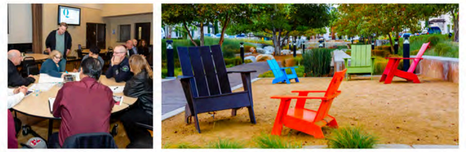








1-17-19 FG Mtg



Montclair General Plan Update &
Arrow Hwy Mixed-Use District Specific Plan

Our Prosperous Community
Focus Group Notes

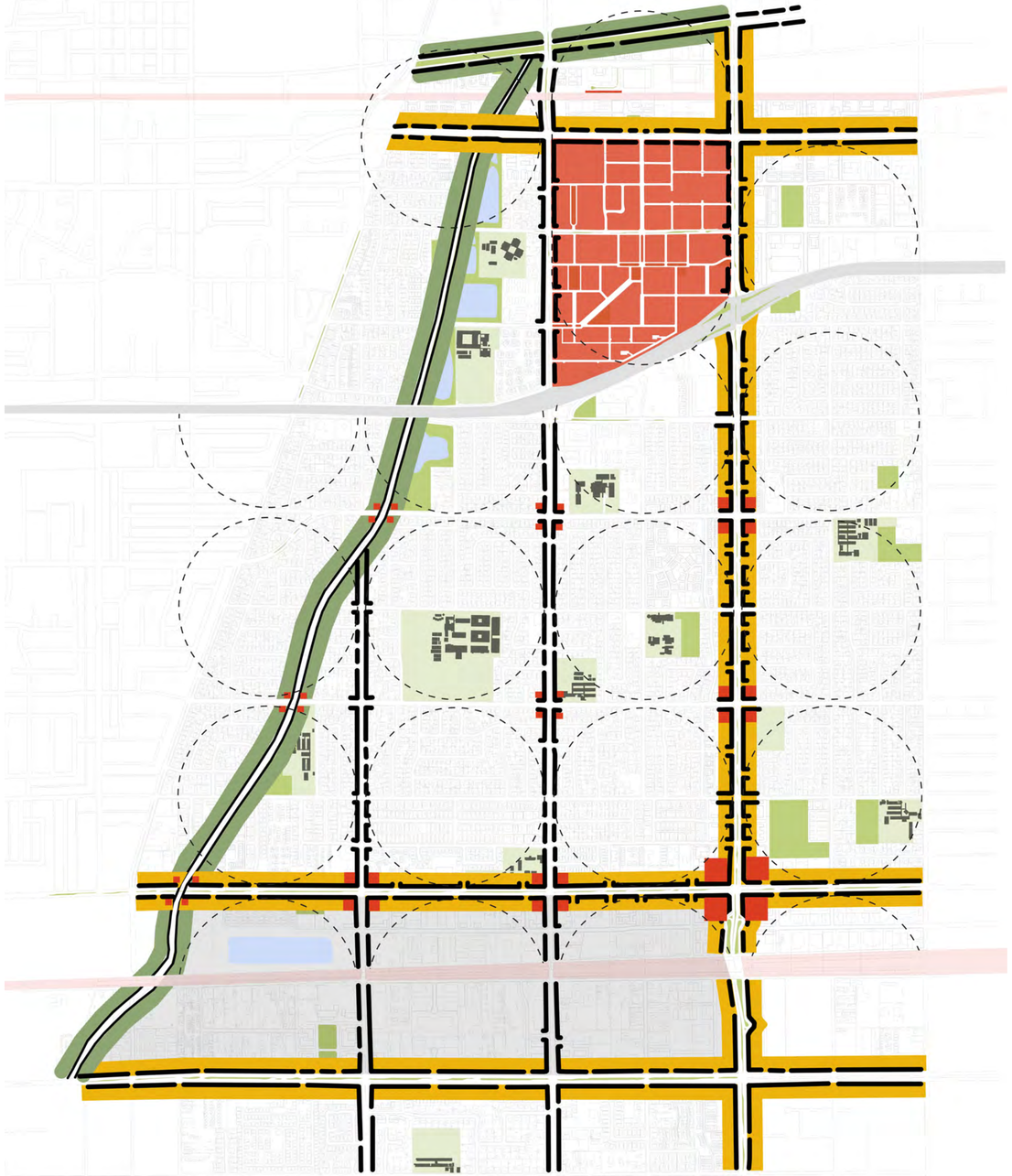
MONTCLAIR GP

Arrow Hwy Mixed-Use Specific Plan

Montclair General Plan

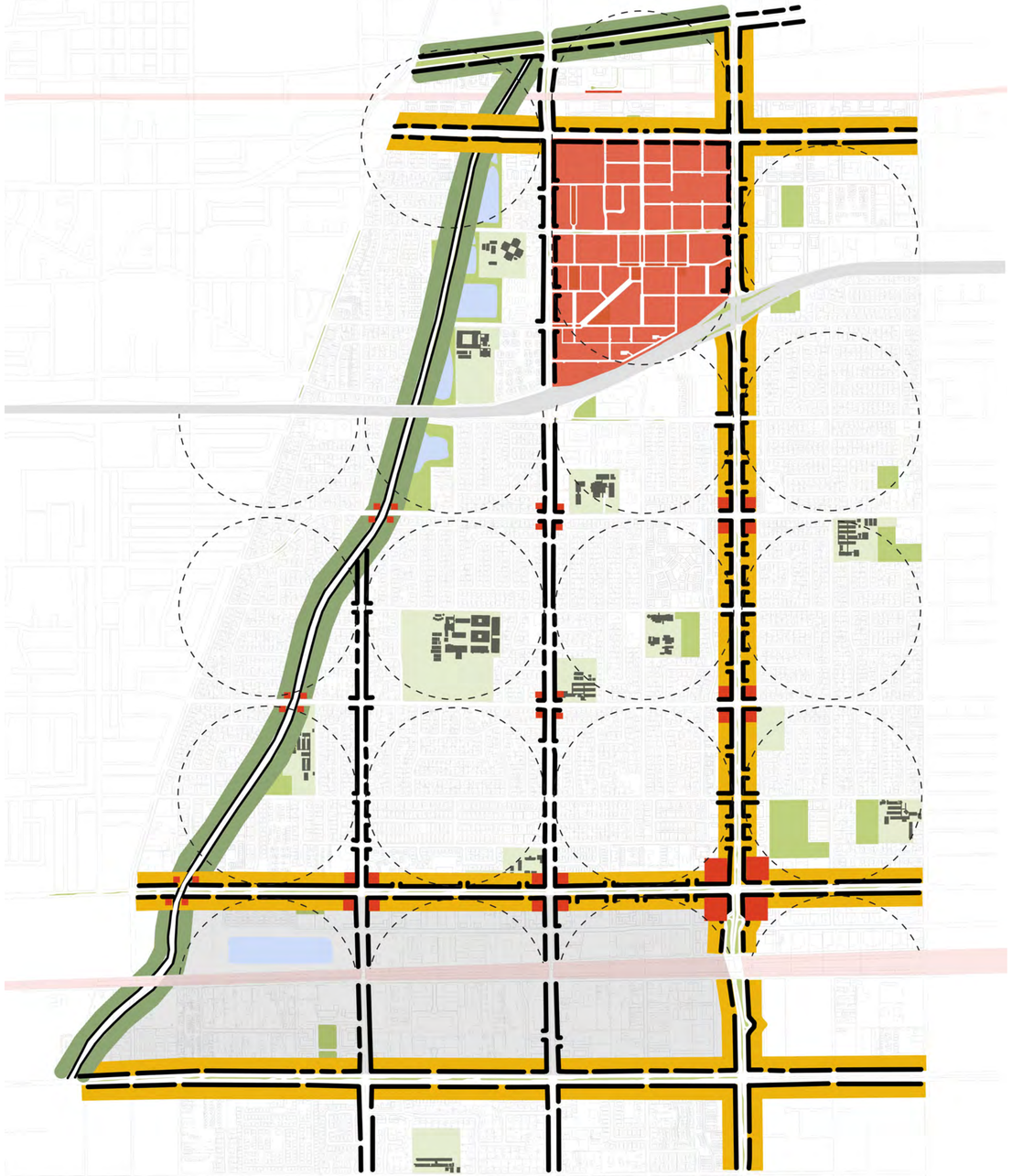
Interview Notes

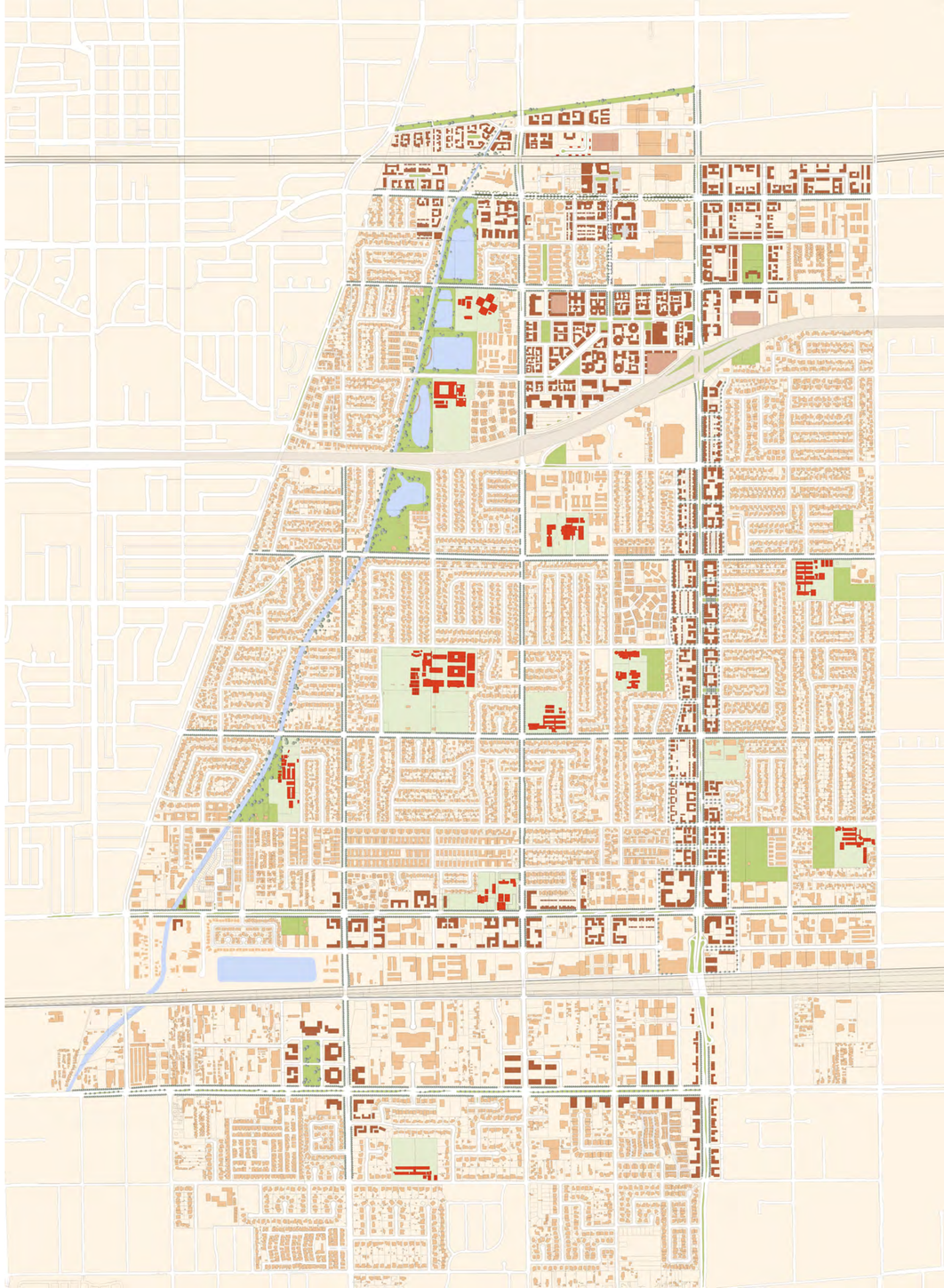
Charrette



Vision

- Green network
- Streets reimagined
- Great neighborhoods
- TOD Downtown
- Transform mall to town center
- Revive manufacturing





MONTCLAIR

HR&A Analyze. Advise. Act.

MONTCLAIR GENERAL PLAN UPDATE

Our Prosperous Community Focus Group #2

August 2019

HR&A Process

Analysis Takeaways

- Market Opportunities Assessment
- Fiscal Health Analysis
- Focus Group #1

Economic Development Element Discussion

- Citywide
- AHMUD Specific Plan

HR&A Process

Analysis Takeaways

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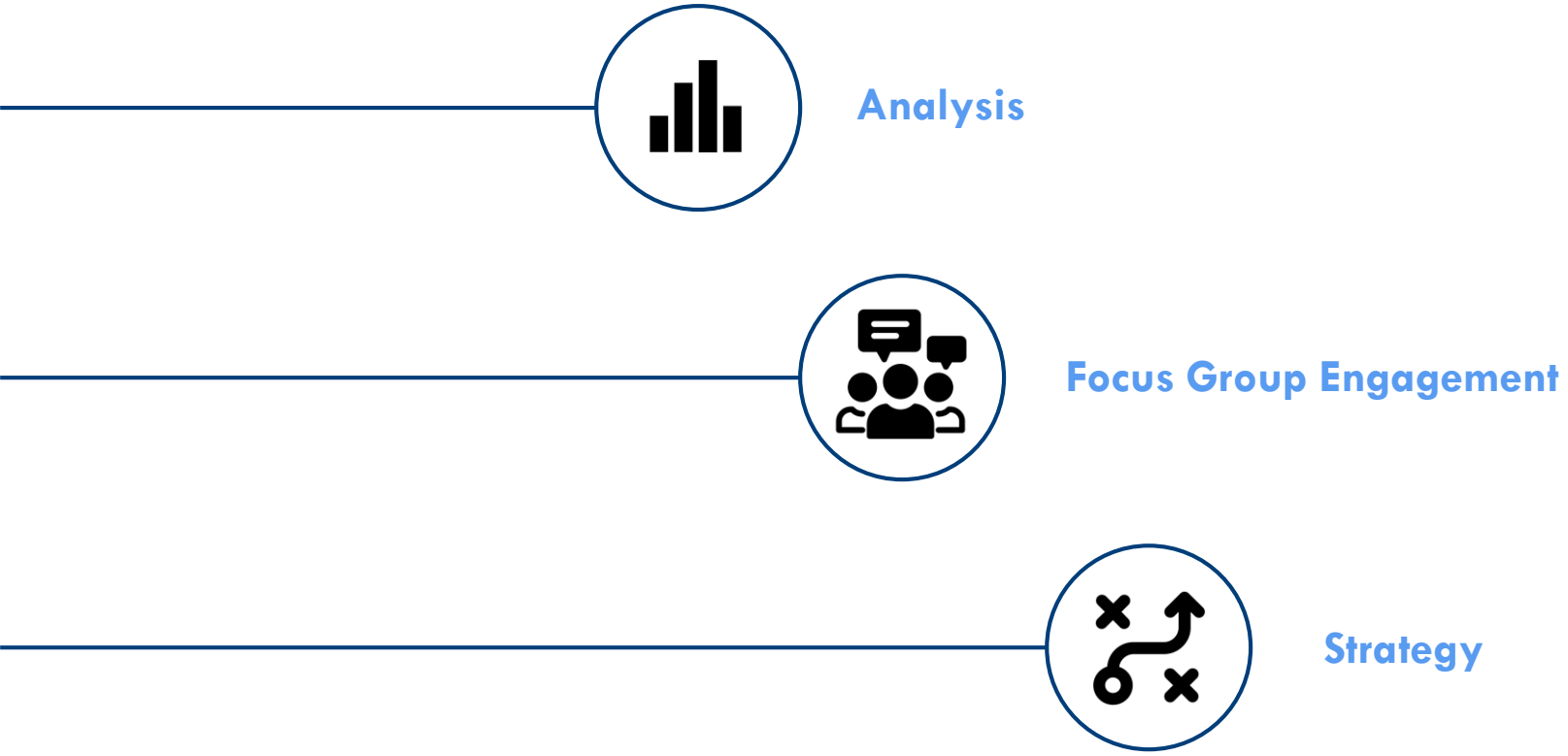
Economic Development Element | Project Scope



HR&A Process

Analysis Takeaways

- **Market Opportunities Assessment**
- Focus Group #1
- Fiscal Health Analysis

Economic Development Element

- Citywide
- AHMUD Specific Plan

Market Opportunity Assessment | Key Takeaways

Socioeconomic Conditions

Montclair is a **largely Latino** and solidly **middle-class community** with a stable population base

The vast majority of residents **work outside of the City**

Montclair has lost 1,700 net jobs since 2006, mostly in retail

Health care is the fasting growing sector, with nearly **800 new jobs** since 2006

The introduction of Gold Line light rail service will **increase the City's growth rate** by making it a more attractive place to live

Market Opportunity Assessment | Key Takeaways

Residential

There is **high demand for housing** in the Montclair area

The Gold Line extension will attract housing **to the transit hub**

Virtually all new housing will be accommodated in **multi-family units**

The Paseos at Montclair North (2013)

Demand through 2040

5,300 – 7,500 units

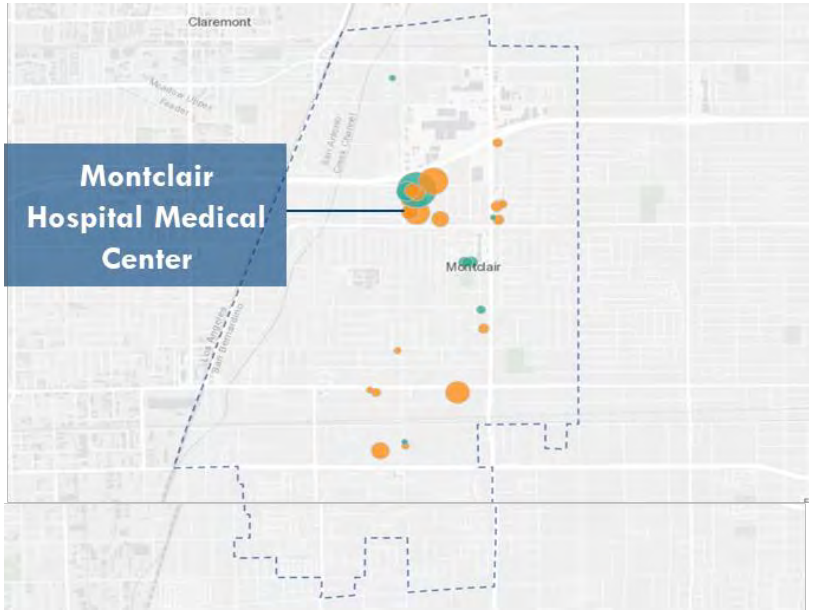
Market Opportunity Assessment | Key Takeaways

Office

The City has a **very small share** of the region's office space

70 percent of the City's office and is **medical office** and most is over 30 years old

The Gold Line will **catalyze office demand from professional workers** to work in or near Montclair



Demand through 2040

360k – 600k s.f.

Market Opportunity Assessment | Key Takeaways

Retail

The City has **significantly more retail** than its peer cities (4.6M sf)

There is **only a modest demand** for new retail space; most will be driven by new housing and jobs

Redeveloping **underperforming retail** should be a priority

Demand through 2040

<0 – 650k s.f.

Market Opportunity Assessment | Key Takeaways

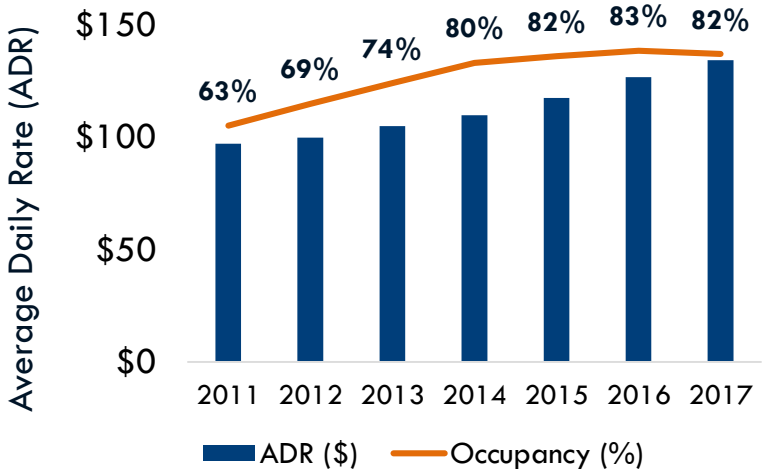
Hospitality

Montclair's only hospitality assets are **aging motels**

Hotel market **performance has been strong**, driven by the Ontario Airport, Fairplex, and educational institutions

New hotels will locate in **highly amenitized** areas of the City

ADR AND OCCUPANCY RATES IN THE MARKET AREA



Demand through 2040

220 – 300 rooms

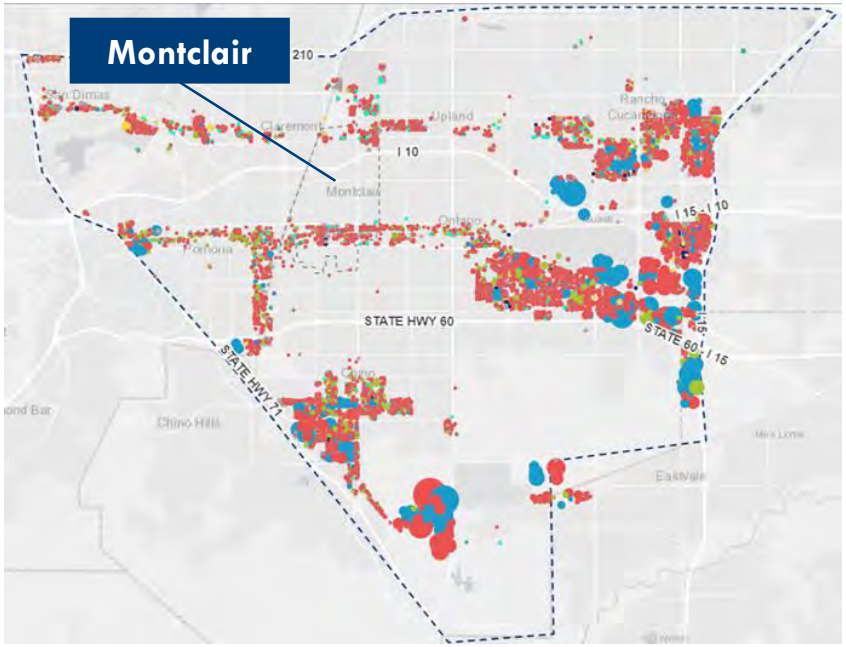
Market Opportunity Assessment | Key Takeaways

Industrial/Flex

Demand for industrial space in the region is at an **all-time high**

Montclair's industrial inventory is **older and smaller format** than in neighboring cities

2/3rd of industrial land is dedicated to **logistics,** notably for **warehousing and distribution**



Demand through 2040

750k – 1.9M s.f.

HR&A Process

Analysis Takeaways

- Market Opportunities Assessment
- Focus Group #1
- **Fiscal Health Analysis**

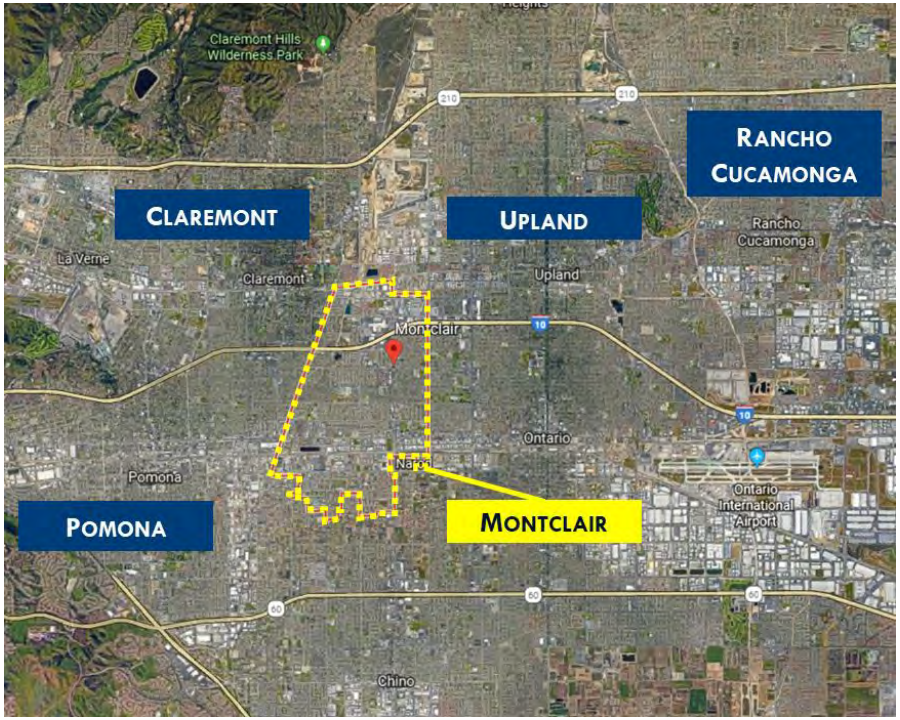
Economic Development Element

- Citywide
- AHMUD Specific Plan

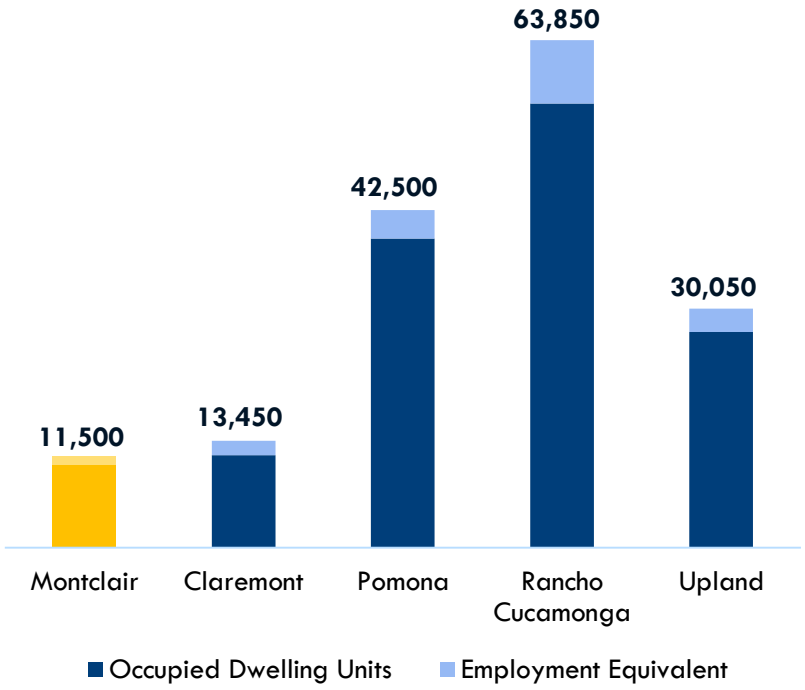
Fiscal Health Assessment | Peer Cities

HR&A evaluated a set of **neighboring peer cities** to benchmark Montclair's fiscal performance.

Peer Cities for Fiscal Analysis



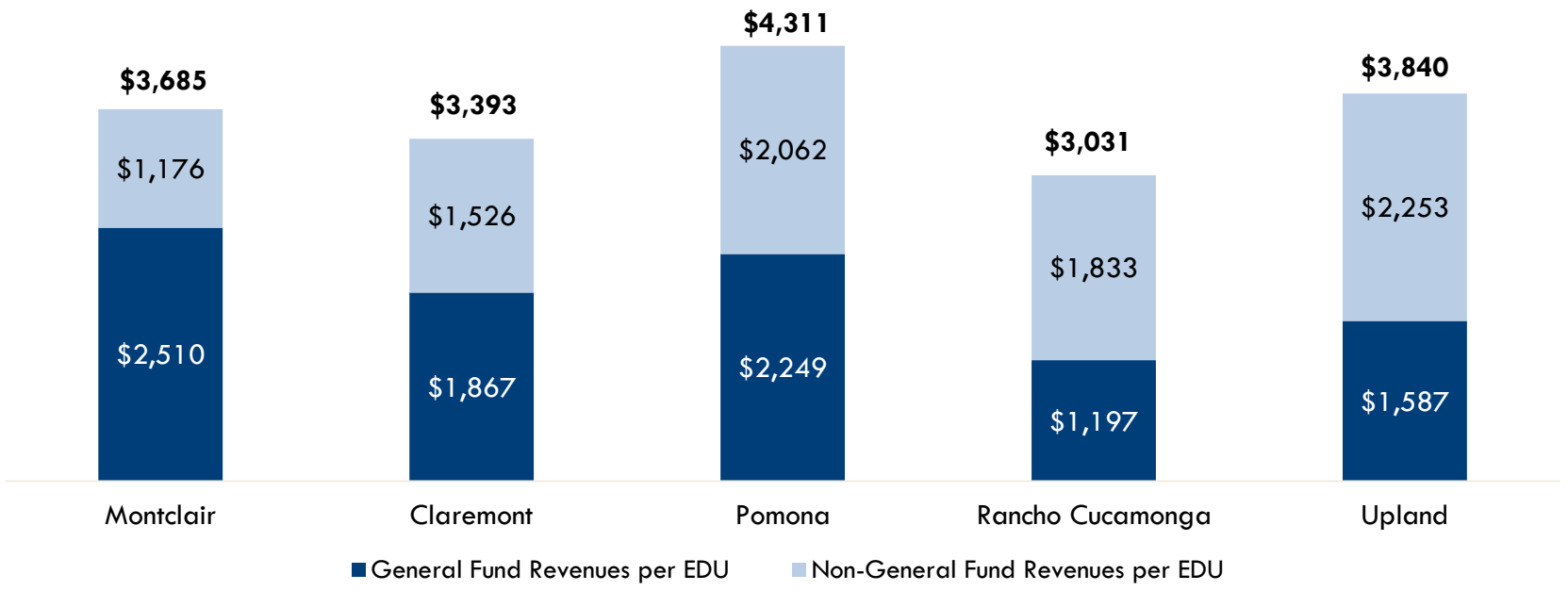
Equivalent Dwelling Units by City



Fiscal Health Assessment | Gross Municipal Revenues

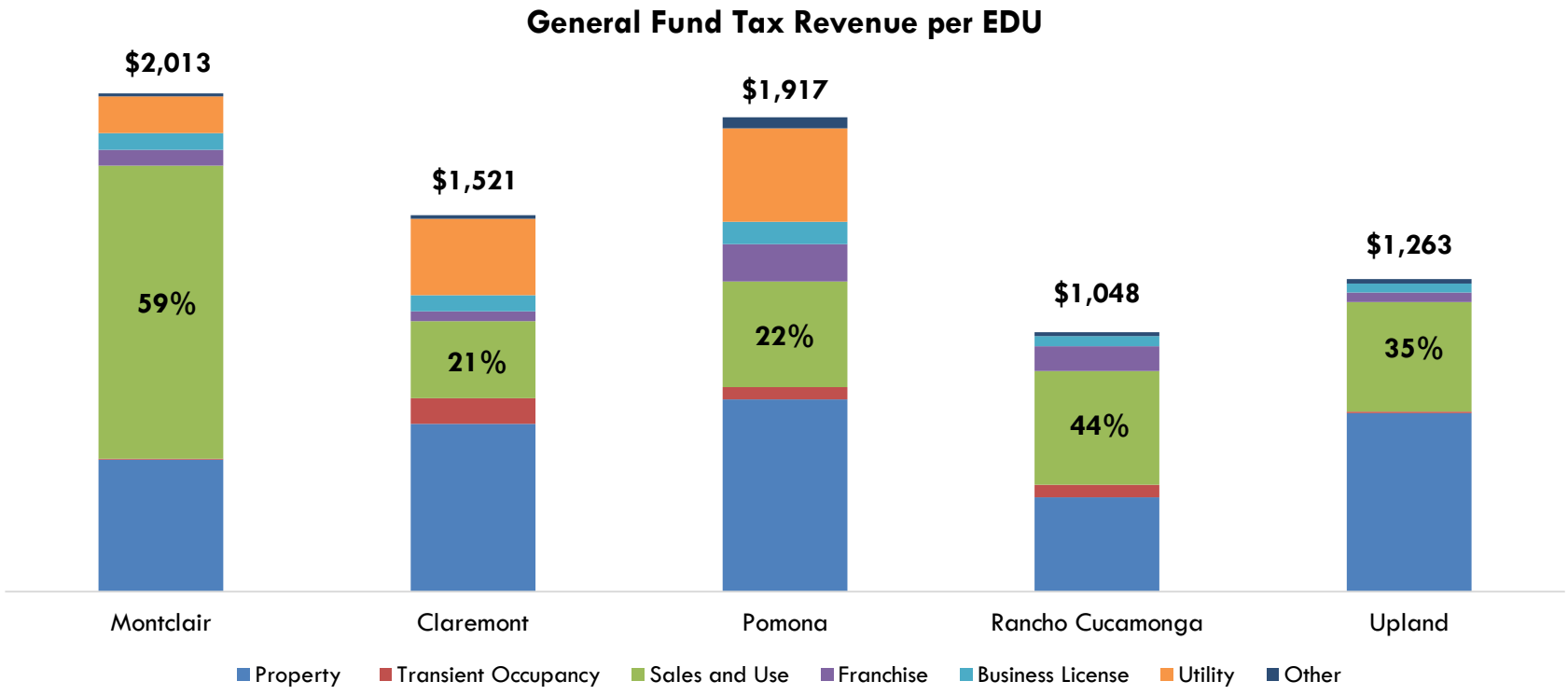
Although Montclair receives an **average amount of revenue** compared to peer cities on a per EDU basis, but it is more heavily **weighted towards General Fund** revenues as opposed to funds dedicated to specific services.

General Fund and Non-General Fund Revenues per EDU



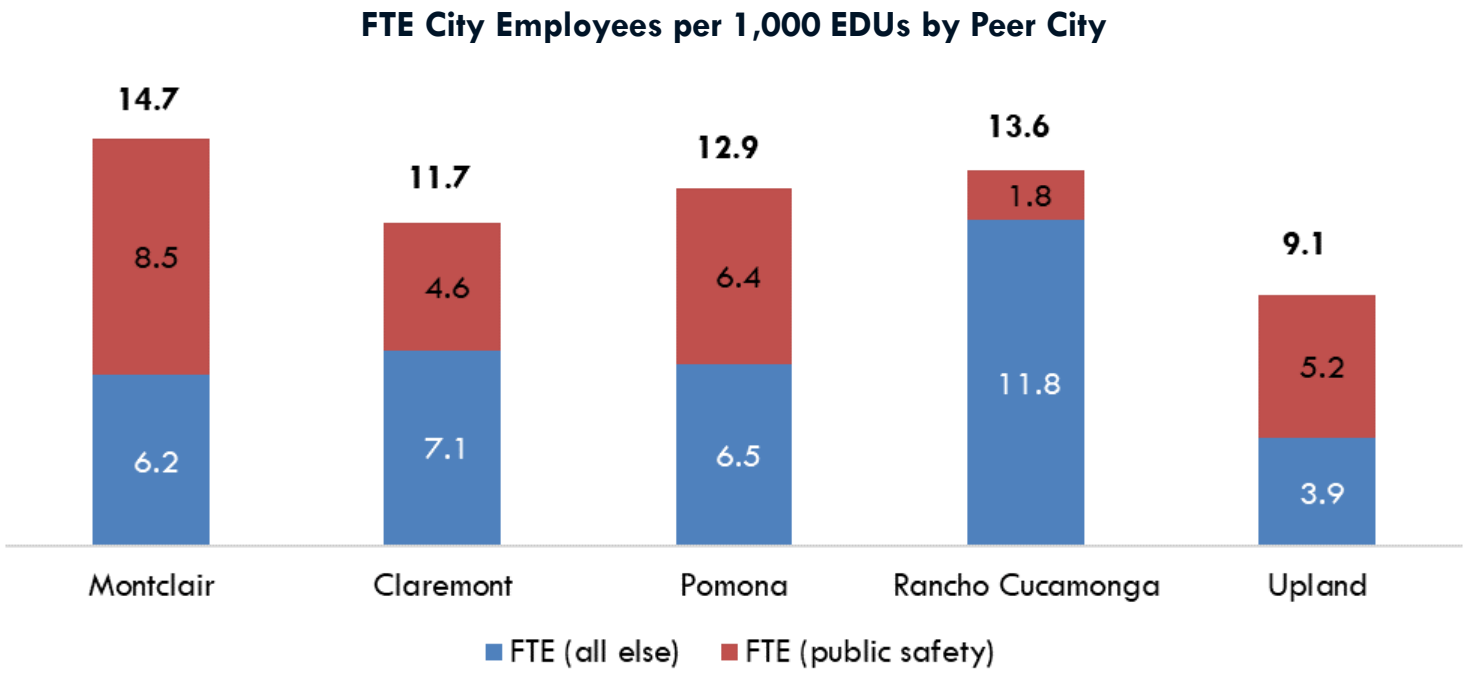
Fiscal Health Assessment | General Fund Tax Revenues

Montclair is much more **reliant on sales and use taxes** than its peer cities and would benefit from a **diversification** of land uses to increase other sources such as TOT.



Fiscal Health Assessment | General Fund Expenditures

The City also has the highest share of public safety employees because it is the **only city** to provide both police and fire services. The City's **retail concentration requires additional public service presence**, but should be reconsidered if the mall is reconfigured.



HR&A Process

Analysis Takeaways

- Market Opportunities Assessment
- Fiscal Health Analysis
- **Focus Group #1**

Economic Development Element

- Citywide
- AHMUD Specific Plan

Our Prosperous Community | Focus Group #1

Key Takeaways

Assets: The City's **central location, educational institutions,** and strong and stable **local government** are some of its best assets

Challenges: **Housing affordability** and **public safety** are general concerns, and noted that the City **lacks urban amenities,** including a downtown, high-quality retail, and open spaces.

Jobs: Participants would like to see the City **attract entrepreneurial businesses,** especially in advanced manufacturing, healthcare, and tech.

AHMUD: The AHMUD should have a **diversity of uses,** including office, housing, and light-manufacturing, with improved mobility options and a **unique character**

HR&A Process

Analysis Takeaways

- Market Opportunities Assessment
- Fiscal Health Analysis
- Focus Group #1

Economic Development Element

- **Citywide**
- AHMUD Specific Plan

Our Prosperous Community | Discussion

Potential Economic Development Focus Areas

Focus Topic #1:
Economic Resilience and Fiscal Health

Focus Topic #2:
Transit Connectivity and Placemaking

Focus Topic #3:
Local Business Opportunities and Support

Focus Topic #4:
Economic Development Funding and Governance

Other?

Our Prosperous Community | Discussion

Potential Economic Development Policies

Economic Resilience and Fiscal Health	**Diversify the City's Economy** **Diversify the City's Fiscal Revenue Base**
Transit Connectivity and Placemaking	**Capitalize on Transit Adjacency** **Invest in Open Space to Support Economic Development**
Local Business Opportunities and Support	**Foster Entrepreneurial Spirit** **Nurture Local Business Community**
Economic Development Funding and Governance	**Organize Internal Governance of Economic Development** **Develop New Funding Sources**

HR&A Process

Analysis Takeaways

- Market Opportunities Assessment
- Focus Group #1
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Economic Development Element

- Citywide
- **AHMUD Specific Plan**

Our Prosperous Community | AHMUD Economic Development Discussion

Potential Focus Topics and Policies

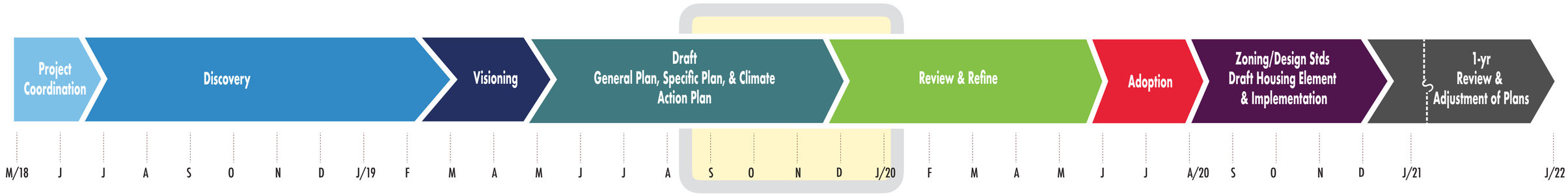
Focus Topic #1: **Placemaking and District Identity**	**Implement Multi-modal Connectivity and Pedestrian Enhancements** **Create an Innovative and Flexible Land Use Framework** **Improve District Amenities**
Focus Topic #2: **Economic Diversity**	**Identify High Growth and High Value-Add Industries** **Establish Workforce Development Pipeline** **Encourage Retail Uses that Support an Entrepreneurial Ecosystem**
Focus Topic #3: **Funding and Governance**	**Identify Seed Funding for Catalytic Early Actions** **Ensure Proposed Developments Are Net Fiscally Positive** **Gauge Private Participation to Provide High-Quality District Services**

What's next?

Draft Chapter of Our Prosperous Community for:

- General Plan &
- AHMUD Specific Plan

Focus Group Mtgs:

- August 22: Natural, Healthy, & Safe Community
- September 26: Active & Creative Community
- October 10: CORE (Well Planned & Accessible Community)

Joint Mtg w/City Council & Planning Commission (tentative January 2020)