



A Connected Community

# **City of Norwalk**

## **Economic Development Opportunities Plan**

*Adopted October 2, 2018*

Prepared By  
*Kosmont Companies*

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# Project Background & Status

The City of Norwalk retained Kosmont Companies (“Kosmont”) to prepare an Economic Development Opportunities Plan (“Plan”) that builds on the City’s General Plan and retailer outreach.

The purpose of the Plan is to evaluate existing demographic information and retail market conditions and identify and prioritize strategic areas to successfully promote economic development within the City.

The City Council was presented a preliminary draft of the Plan on June 26, 2018 and adopted the Economic Development Opportunities Plan on September 18, 2018.

# Plan Outline

## 1. Analysis

### a) Economic & Demographic Profile

- i. Population & Household Demographics*
- ii. Unemployment & Employment by Industry*

### b) Market Demand Analysis

- i. Supply, Vacancy, & Lease Rates (Retail)*
- ii. Retail Sales Performance*
- iii. Retail Sales Surplus / Leakage*
- iv. Trade Area, Who's Making Deals and Hotels*

## 2. Strategy

### a) Strategic Area Assessment & Prioritization

## 3. Implementation

### a) Marketing (next steps)

- i. Collateral Material*
- ii. Digital Marketplace*

### b) Financing & Incentives (next steps)

# Analysis Outline

## 1. Analysis

### a) Economic & Demographic Profile

- i. *Population & Household Demographics*
- ii. *Employment by Industry*

### b) Market Demand Analysis

- i. *Supply, Vacancy, & Lease Rates (Retail)*
- ii. *Retail Sales Performance*
- iii. *Retail Sales Surplus / Leakage*
- iv. *Trade area, Who's Making Deals and Hotels*

# 1. Analysis

## Economic & Demographic Profile

*Population & Household Demographics*

# Demographic Highlights

## Population & Households

- Population of ~109,100 and ~27,800 households within the City in 2017
- Population of ~650,100 and ~186,800 households within 5 miles from City Hall

## Income

- Avg. HH income ~\$73,100 in City and ~\$82,000 within 5 miles from City Hall
- 1.93% annual growth projected for HH income over next 5 years in City

## Other Demographic Characteristics

- Average household size of **3.9** in City (higher than County average)
- Median age of **33** in City (younger than County median)
- ~16% Bachelor's Degree or higher (lower than County average)
- Race: ~49% White, ~29% Some Other Race, ~13% Asian
- Ethnicity: ~**72%** Hispanic in City

Source: U.S. Census Bureau (2010); ESRI, Department of Finance (2017)

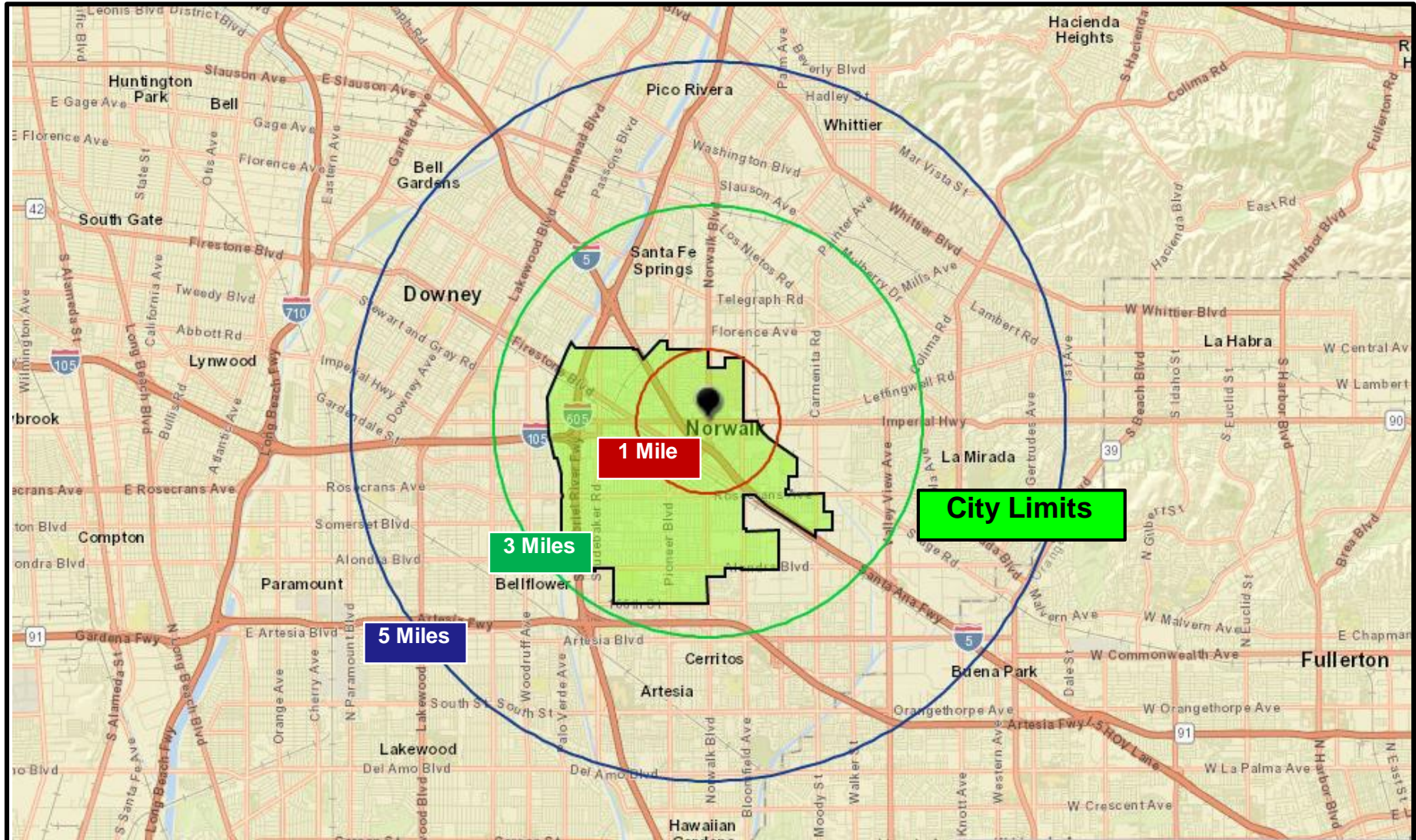
# Potential Citywide Economic Nodes for Discussion Purposes

#	Name
1	Civic Center/Entertainment District
2	Professional Office Development Center
3	California Youth Authority
4	Tank Farm
5	Front Street Node
6	San Antonio / Firestone Node
7	Alondra / Pioneer Node
8	105 Fwy / Studebaker
9	Five Points
10	605 Fwy / Firestone





# Norwalk City Limits & Radii

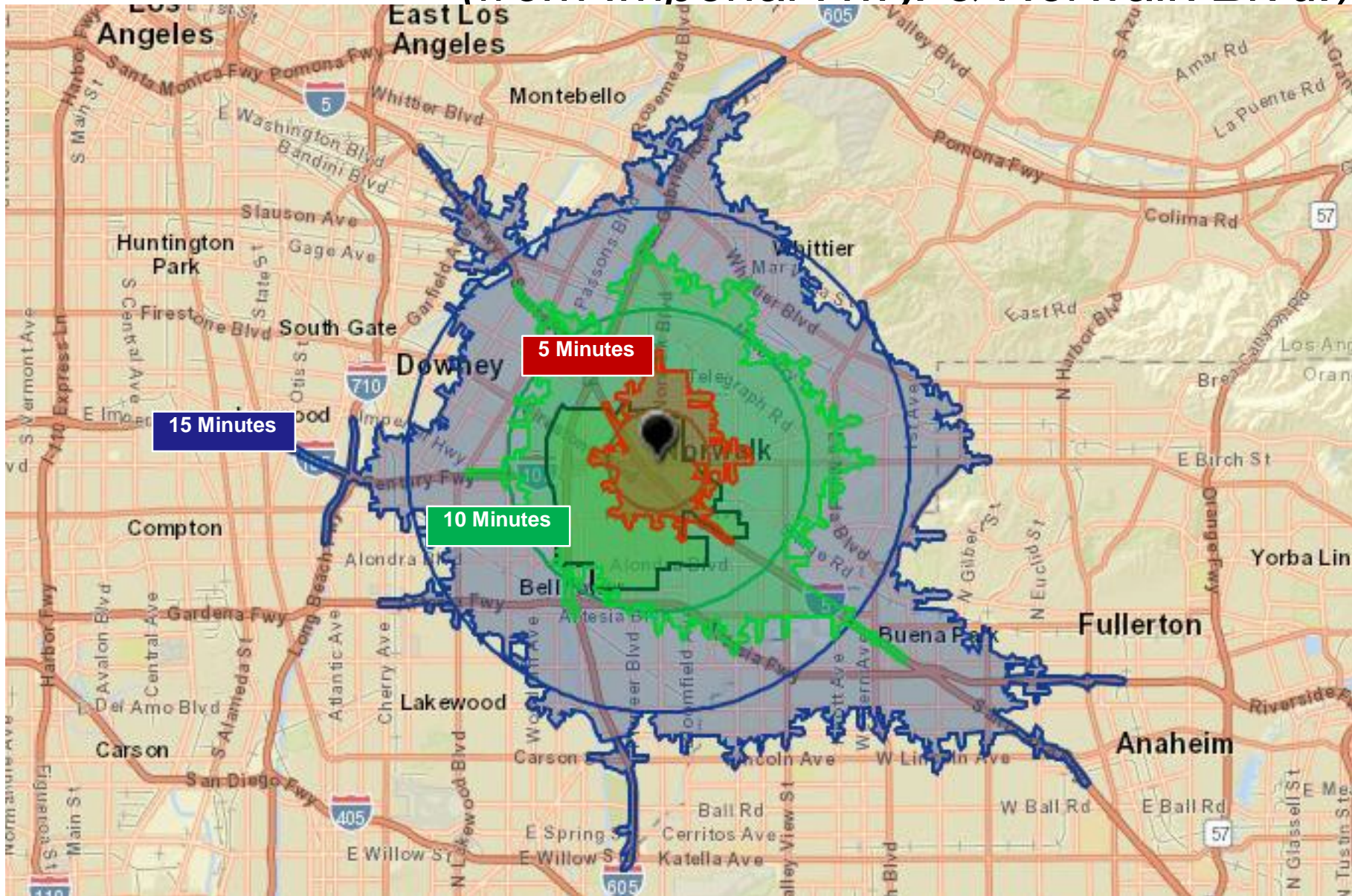


Source: ESRI (2018)



# Drive Times

(from Imperial Hwy. & Norwalk Blvd.)



# Population and Income

## *City, County and State*

<b>2017</b>	<b>City of Norwalk</b>	<b>Los Angeles County</b>	<b>State of California</b>
Population	109,144	10,147,765	38,986,171
Households	27,770	3,321,508	13,029,292
Average HH Size	3.87	3.00	2.93
Median Age	33.4	35.4	35.8
% Hispanic Origin	71.5%	49.0%	39.4%
Per Capita Income	\$19,277	\$28,565	\$30,905
Median HH Income	\$59,825	\$57,190	\$62,554
Average HH Income	\$73,107	\$85,730	\$90,812
<b><u>2017-2022 Annual Growth Rate</u></b>			
Population	0.52%	0.65%	0.87%
Median HH Income	1.93%	2.04%	2.73%

**Source:** ESRI, California Department of Finance (2017)

# Population and Income

## *Radii from Imperial Hwy. & Norwalk Blvd.*

	<b>Radii</b>		
2017	1 Mile	3 Miles	5 Miles
Population	30,814	220,608	650,125
Households	7,972	58,722	186,830
Average HH Size	3.72	3.72	3.43
Median Age	33.4	34.1	35.0
% Hispanic Origin	71.4%	69.9%	63.1%
Per Capita Income	\$21,119	\$21,094	\$24,057
Median HH Income	\$59,888	\$62,243	\$63,715
Average HH Income	\$73,841	\$77,433	\$81,954
<u>2017-2022 Annual Growth Rate</u>			
Population	0.37%	0.53%	0.53%
Median HH Income	1.88%	2.18%	2.40%

**Source:** ESRI (2017)

# Population and Income

## *Drive Times from Imperial Hwy. & Norwalk Blvd.*

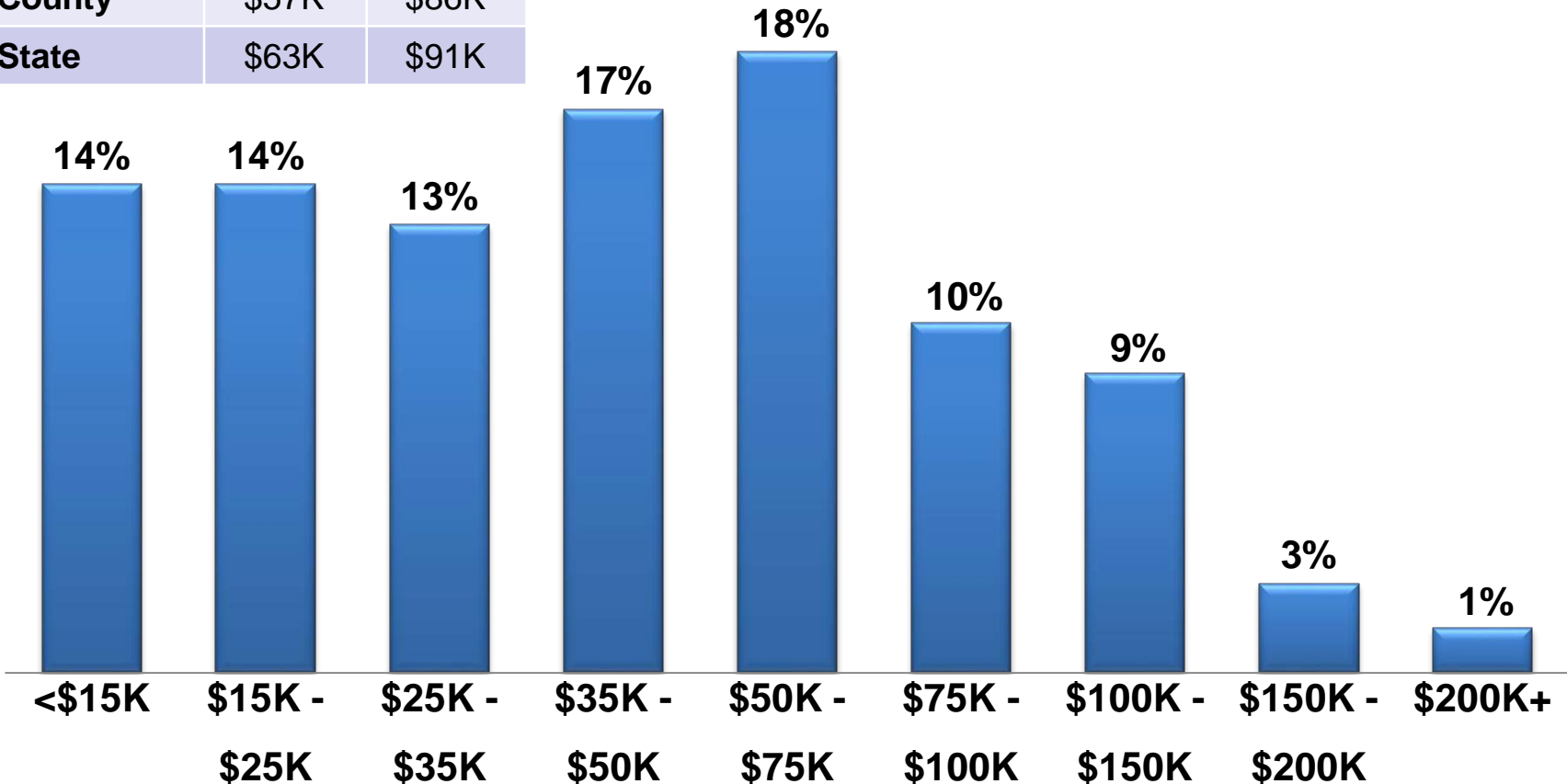
	<b>Drive Times</b>		
2017	5 Minutes	10 Minutes	15 Minutes
Population	43,003	254,673	826,824
Households	11,842	67,908	237,300
Average HH Size	3.53	3.71	3.44
Median Age	34.1	34.2	34.8
% Hispanic Origin	72.0%	69.4%	61.8%
Per Capita Income	\$20,335	\$21,524	\$23,747
Median HH Income	\$56,304	\$63,206	\$63,311
Average HH Income	\$69,196	\$78,860	\$81,280
<u>2017-2022 Annual Growth Rate</u>			
Population	0.47%	0.53%	0.59%
Median HH Income	1.40%	2.30%	2.40%

Source: ESRI (2017)

# Income Profile

City of Norwalk – 2017 Households by Income Bracket

HH Income	Median	Avg.
City	\$60K	\$73K
County	\$57K	\$86K
State	\$63K	\$91K

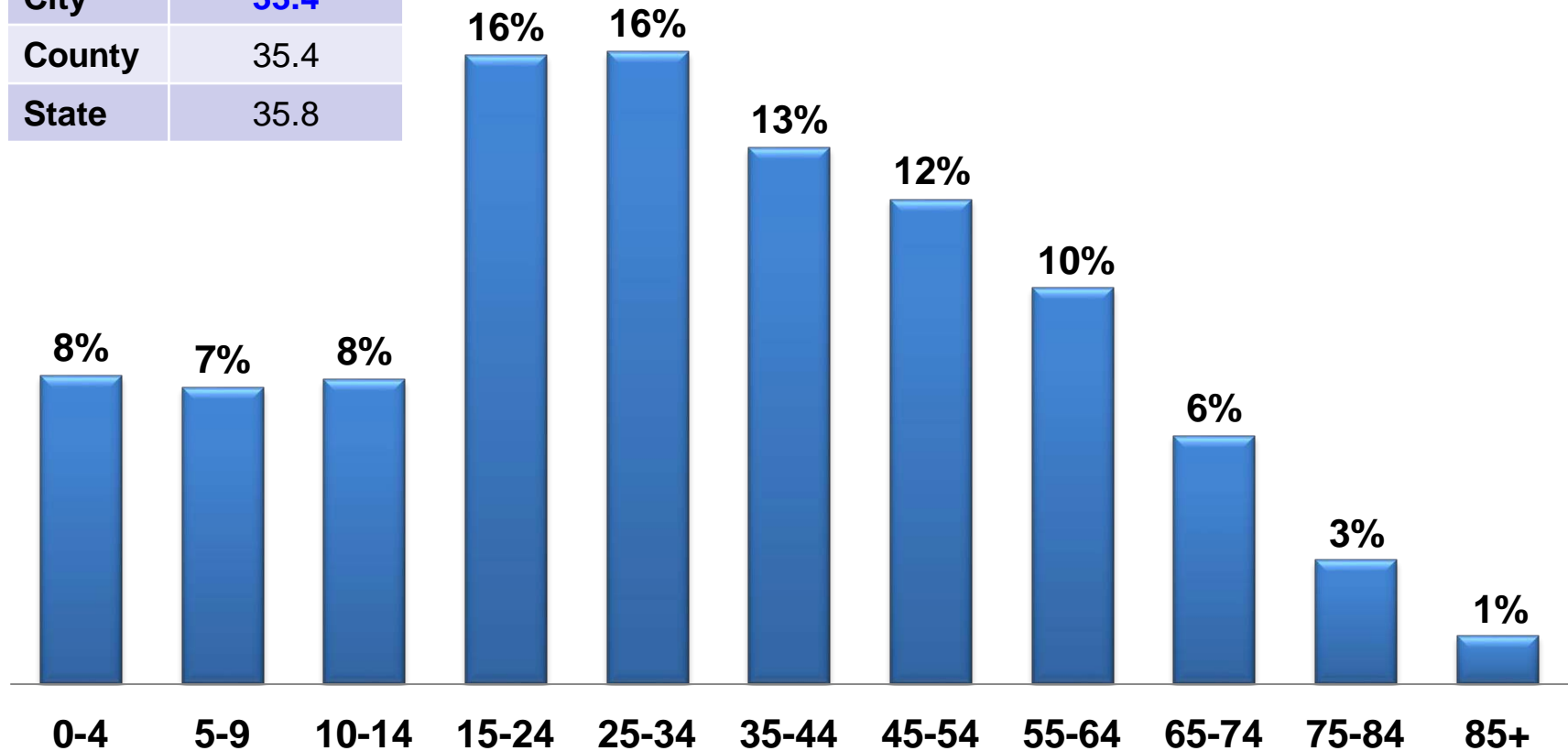


Source: U.S. Census Bureau (2010); ESRI (2017)

# Age Profile

City Population by Age Bracket in 2017

	Median Age
City	33.4
County	35.4
State	35.8

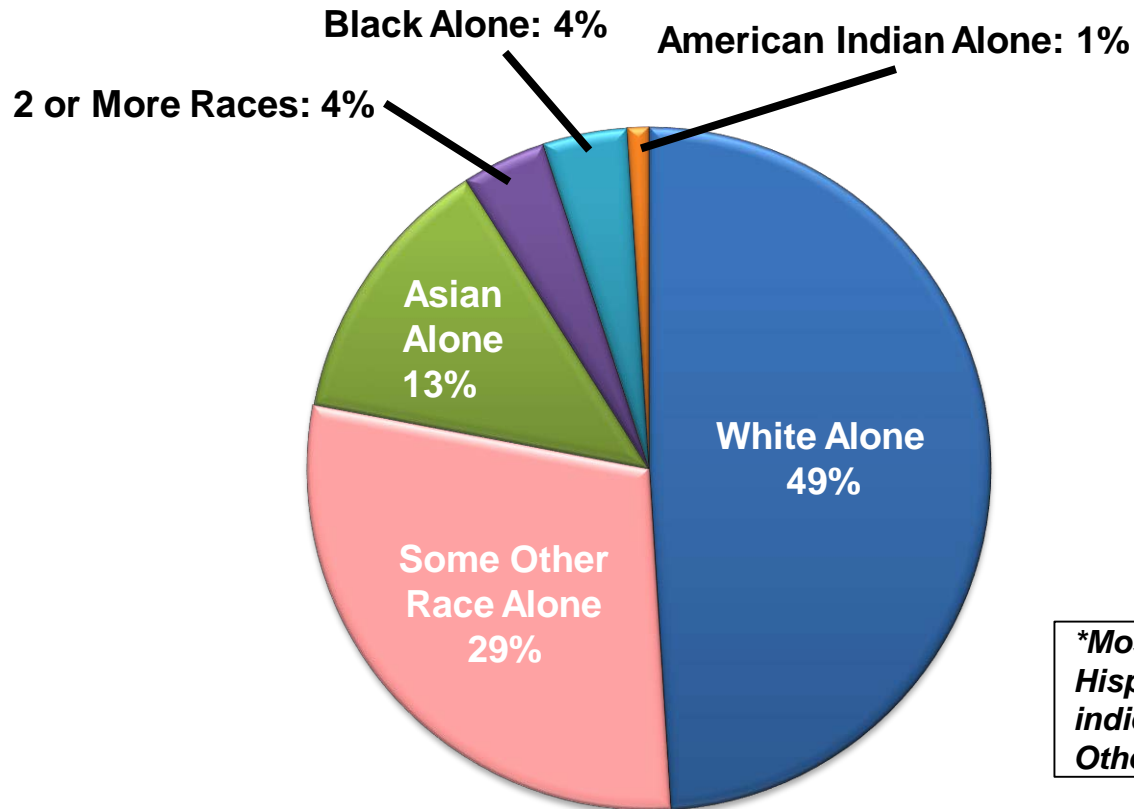


Source: U.S. Census Bureau (2010); ESRI (2017)



# Race & Ethnicity

## City Population by Race & Ethnicity in 2017



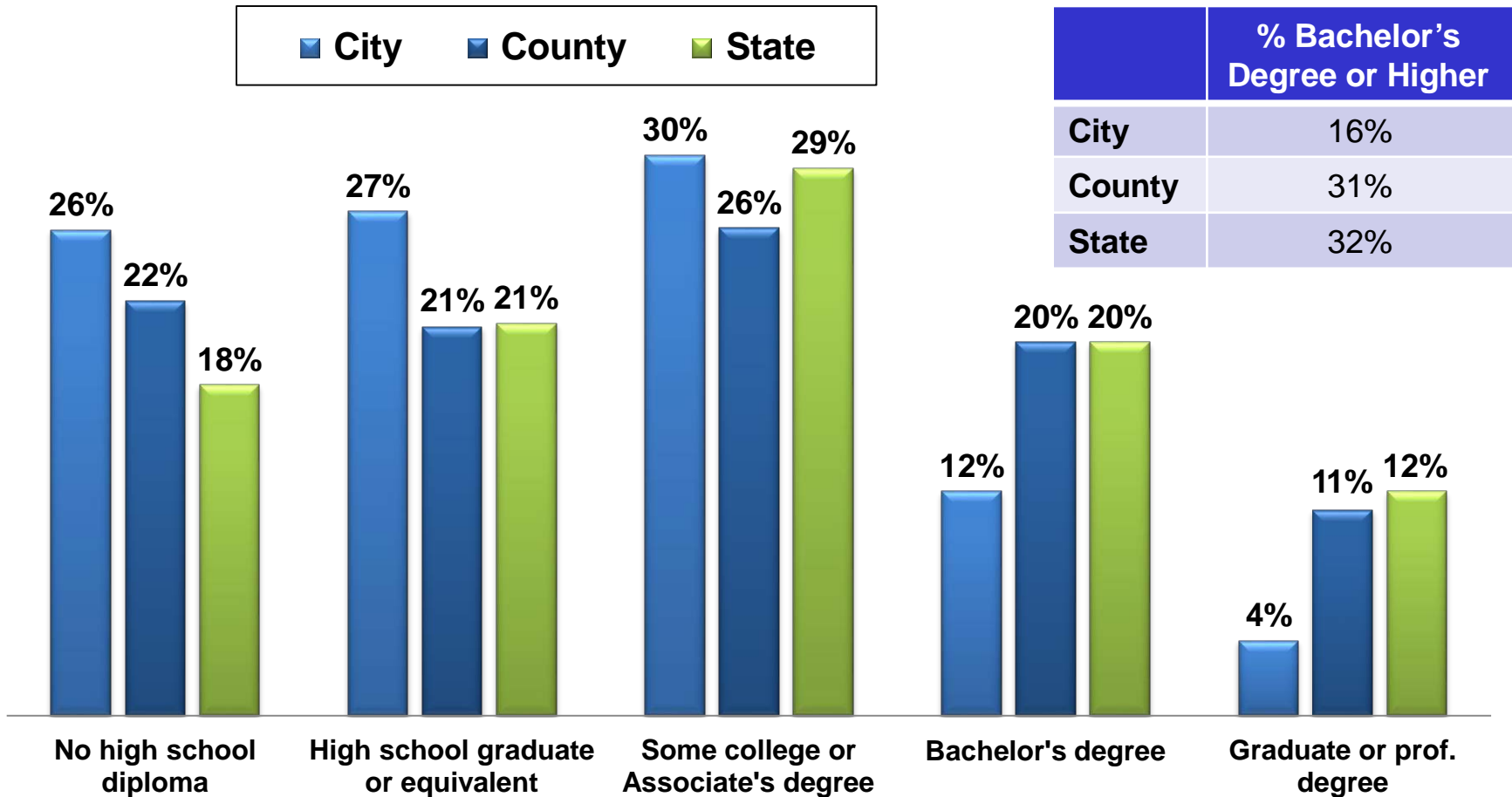
***Hispanic Origin of Any Race: 72%***

**Note:** U.S. Census Bureau defines race and ethnicity as two separate and distinct identities. One Census question asks respondents which socio-political race (of categories in pie chart above) they associate most closely with, and a separate question asks whether they associate with "Hispanic, Latino, or Spanish origin" or not (defined as ethnicity).

**Source:** U.S. Census Bureau (2010); ESRI (2017)

# Educational Attainment

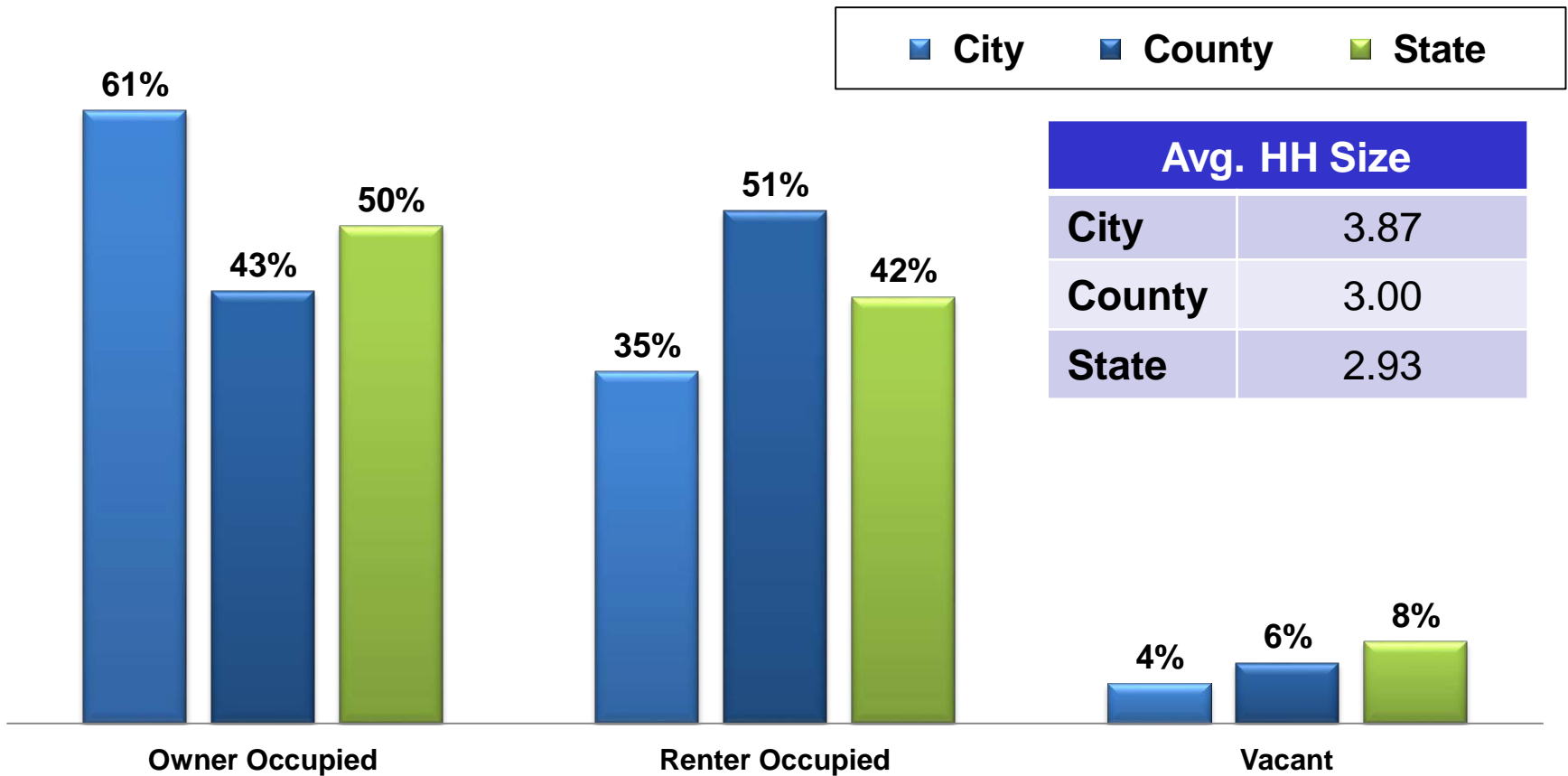
## Population Aged 25+ by Educational Attainment



Source: U.S. Census Bureau (2010); ESRI (2017)

# Housing & Household Size

## Housing Breakdown (2016)

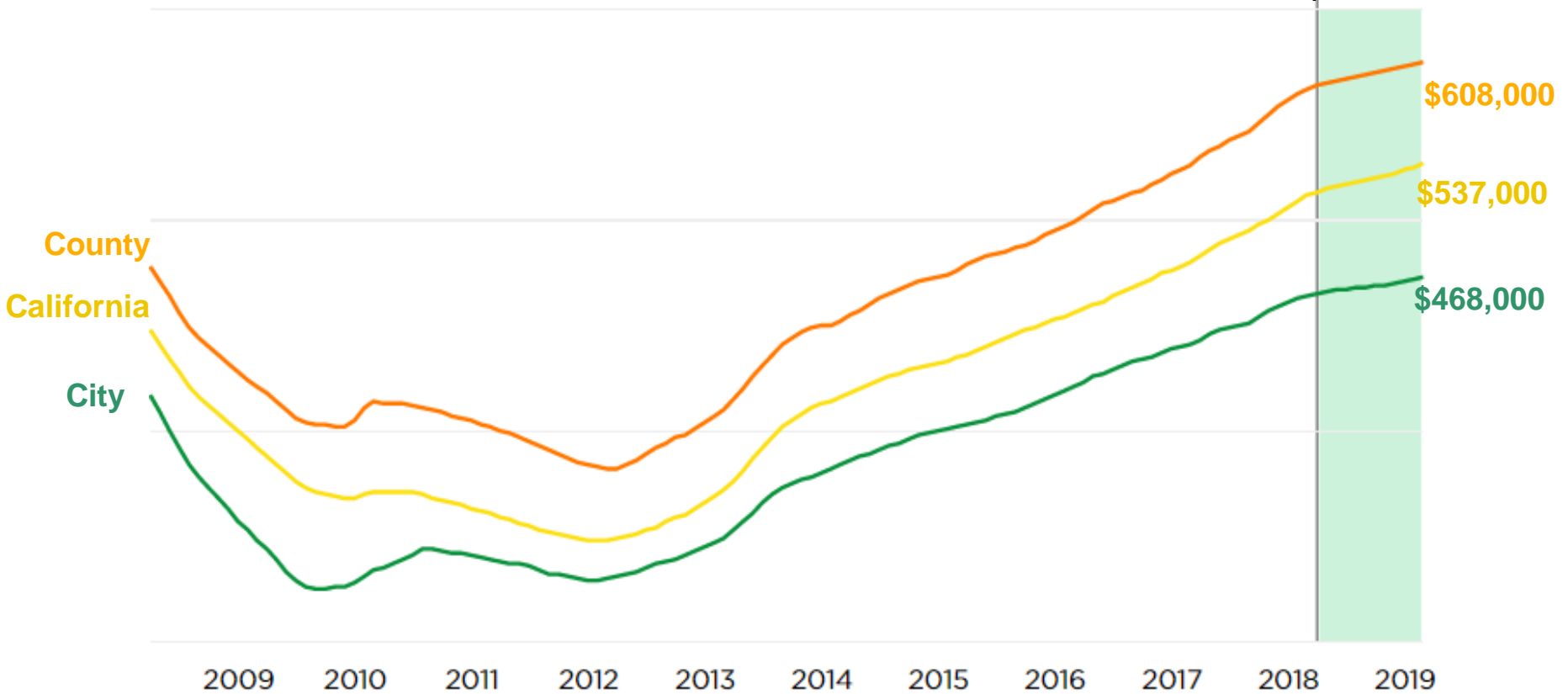


Source: U.S. Census Bureau (2010); ESRI (2017)

# Home Value History

## Zillow Home Value Index

Current | Forecast



Source: Zillow.com (April 2018)

# Jobs / Housing Balance

<b>2016</b>	<b>City of Norwalk</b>	<b>Los Angeles County</b>	<b>State of California</b>
Employment	26,034	4,440,477	17,113,423
Households	27,130	3,321,508	13,029,292
<b>Jobs/Housing Ratio</b>	<b>0.96</b>	<b>1.34</b>	<b>1.31</b>

Source: ESRI (2016)

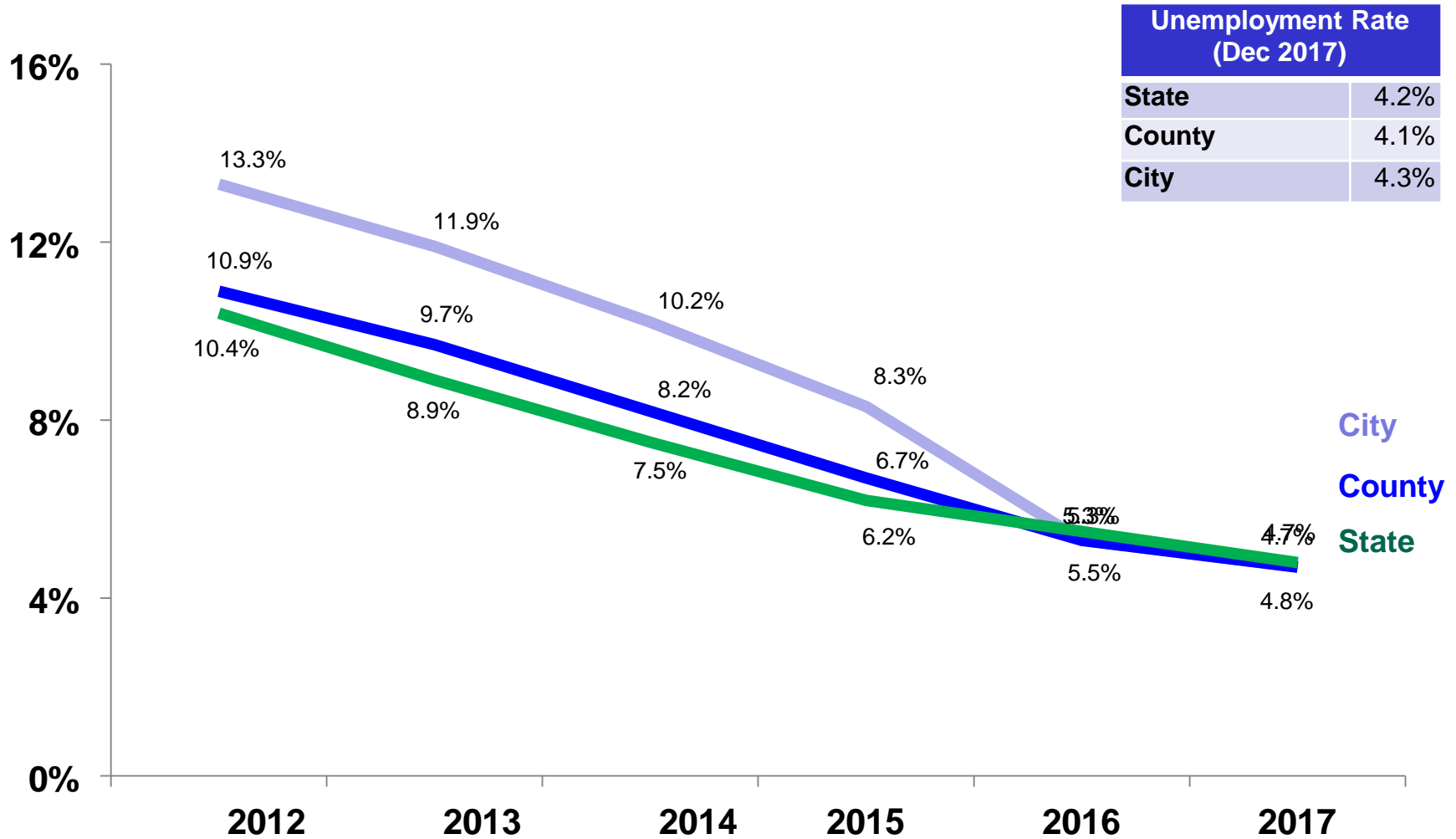
# 1. Analysis

## Economic & Demographic Profile

*Unemployment & Employment by Industry*



# Unemployment



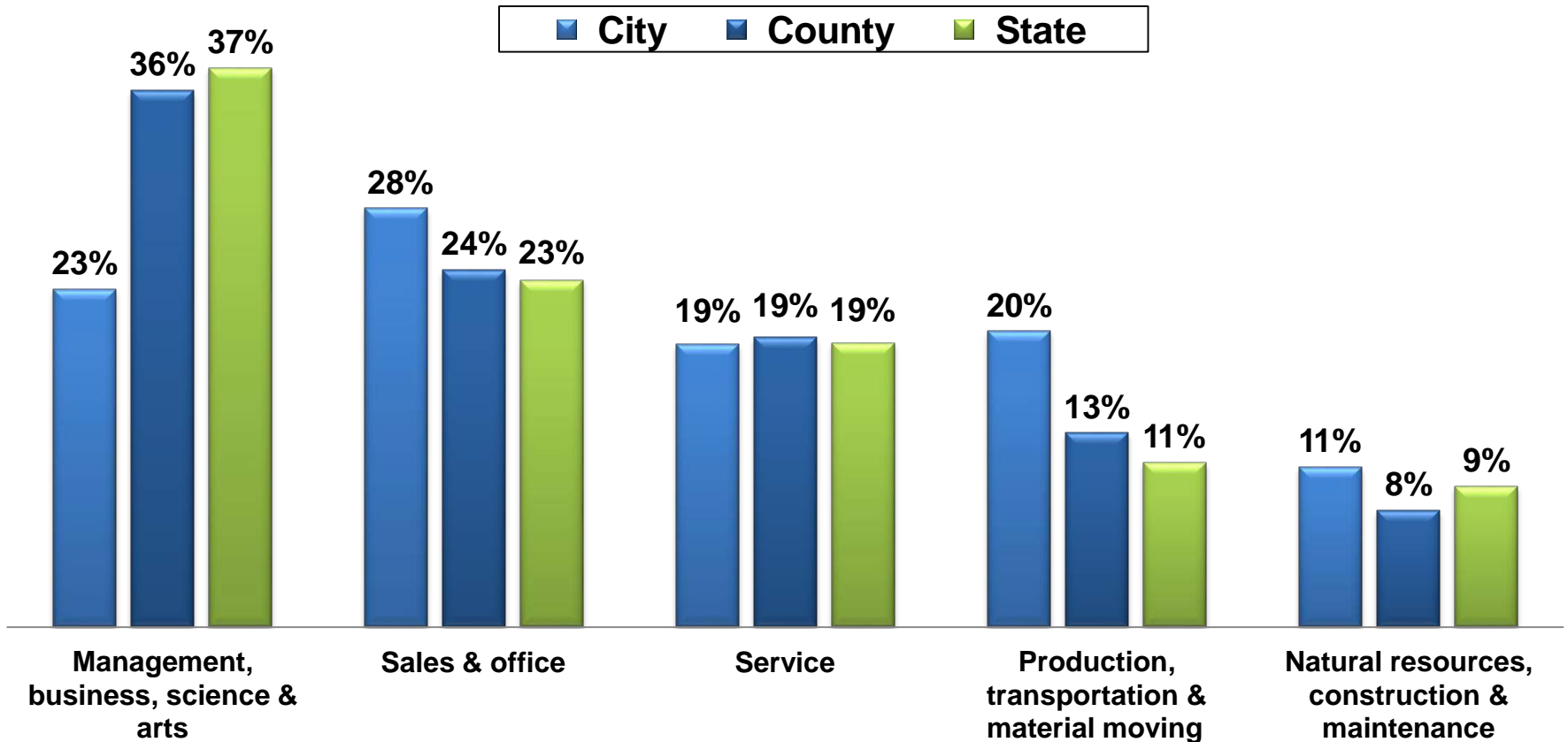
Unemployment Rate (Dec 2017)	
State	4.2%
County	4.1%
City	4.3%

**Note:** Not seasonally adjusted; annual averages for 2012-2017

**Source:** California Employment Development Department (2018)

# Resident Employment by Occupation

## Civilian Employed Population Age 16+ by Occupation



Source: U.S. Census Bureau (2010); ESRI (2017)

# Employment by Industry

City Resident Employed Population (Age 16+)	
Health Care and Social Assistance	13.9%
Manufacturing	11.8%
Retail Trade	11.1%
Accommodation and Food Services	9.2%
Administration and Support, Waste Mgmt.	8.2%
Educational Services	7.5%
Wholesale Trade	7.0%
Construction	4.7%
Transportation and Warehousing	4.6%
Professional, Scientific, and Tech. Services	4.0%
Public Administration	3.8%
Other Services (excl. Public Admin.)	2.9%
Finance and Insurance	2.8%
Arts, Entertainment, and Recreation	2.3%
Mgmt. of Companies and Enterprises	1.7%
Information	1.6%
Real Estate and Rental/Leasing	1.5%
Agriculture, Forestry, Fishing, and Hunting	0.8%
Utilities	0.6%
Mining, Quarrying, Oil and Gas Extraction	0.1%

*“Industries in which City residents work”*

Workers Employed Within City	
Educational Services	19.6%
Health Care and Social Assistance	19.3%
Retail Trade	15.6%
Administration and Support, Waste Mgmt.	9.9%
Accommodation and Food Services	8.0%
Transportation and Warehousing	5.6%
Wholesale Trade	4.9%
Manufacturing	4.2%
Construction	2.6%
Public Administration	2.4%
Professional, Scientific, and Tech. Services	2.1%
Other Services (excl. Public Admin.)	1.8%
Finance and Insurance	1.2%
Real Estate and Rental/Leasing	1.0%
Arts, Entertainment, and Recreation	1.0%
Information	0.6%
Mgmt. of Companies and Enterprises	0.1%
Utilities	0.1%
Agriculture, Forestry, Fishing, and Hunting	0.0%
Mining, Quarrying, Oil and Gas Extraction	0.0%

*“Jobs in the City”*

Source: U.S. Census Bureau Center for Economic Studies (2015)

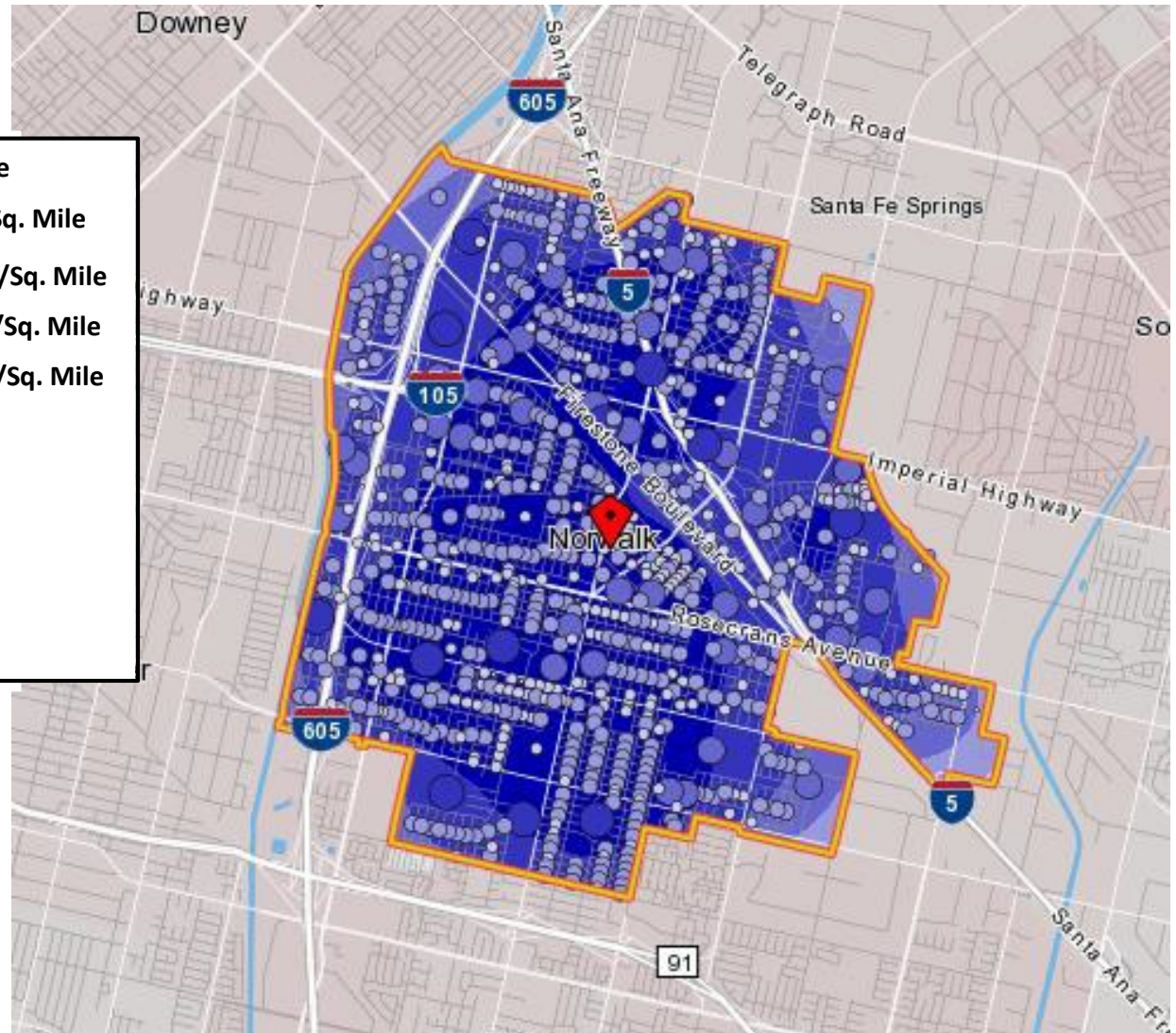
# Select Major Employers within the City

Major Employers	No. of Employees
Cerritos College	2,095
Los Angeles County	1,595
Metropolitan State Hospital	1,477
Norwalk-La Mirada Unified School District	1,222
City of Norwalk	554
Target	475
Costco Wholesale	300
Doty Bros Equipment Co	300
Little Lake School District	296

**Note:** Top 9 listed by number of employees (high to low)

**Source:** City of Norwalk (CAFR FY2016-2017)

# Resident Concentration Within City



Source: U.S. Census Bureau Center for Economic Studies (2016)



# Employment Concentration Within City



Source: U.S. Census Bureau Center for Economic Studies (2016)



# Resident and Employee Commute

Employed Residents Place of Work	
Los Angeles	13.6%
Norwalk	6.6%
Santa Fe Springs	5.2%
Long Beach	4.6%
Anaheim	3.8%
Cerritos	3.0%
Downey	2.4%
Santa Ana	1.9%
Commerce	1.7%
Irvine	1.7%
Buena Park	1.6%
Orange	1.4%
Fullerton	1.4%
La Mirada	1.4%
Carson	1.3%
Bellflower	1.3%
Torrance	1.2%
Whittier	1.2%
Industry	1.2%
Paramount	1.1%
Brea	1.1%
Cypress	1.0%
Vernon	1.0%
Lakewood	1.0%
Huntington Beach	1.0%
Other	37.2%

City Employee Origin	
Norwalk	11.4%
Los Angeles	7.2%
Long Beach	5.3%
Downey	3.3%
Anaheim	2.9%
Bellflower	2.6%
La Mirada	2.6%
Whittier	2.1%
Fullerton	1.9%
South Whittier	1.8%
Cerritos	1.7%
Lakewood	1.6%
South Gate	1.5%
Buena Park	1.4%
Pico Rivera	1.2%
La Habra	1.2%
Paramount	1.2%
Compton	1.1%
Garden Grove	1.0%
Huntington Beach	0.9%
Lynwood	0.9%
Santa Fe Springs	0.9%
Santa Ana	0.9%
East Los Angeles	0.8%
Artesia	0.8%
Other	42.0%

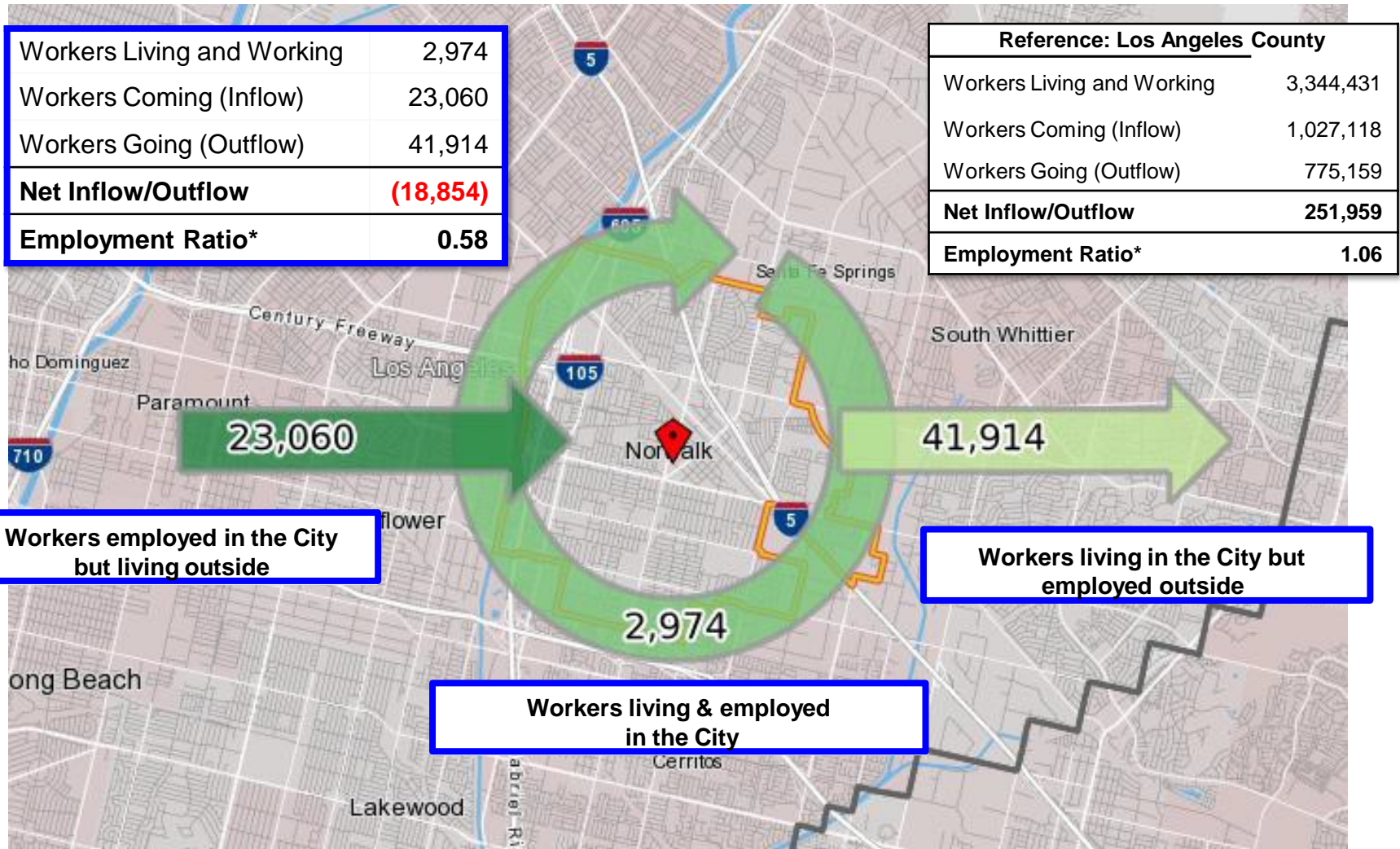
*“Where City residents work”*

*“Where people who work in the City come from”*

Source: U.S. Census Bureau Center for Economic Studies (2016)

# Worker Inflow / Outflow

*“Are jobs coming or going”*



\***Employment Ratio** = People employed within City (living and working in City + those who come into the City for work) / Employed population of City (living and working in City + workers who live in the City, but work outside of the City)

**Source:** U.S. Census Bureau Center for Economic Studies (2016)

# Employment Projections by Industry

## *Los Angeles County*

Industry	2012	2022	Annual Growth 2012-22	Total Growth 2012-22	Total Change 2012-22
Health Care and Social Assistance	558,400	720,900	2.9%	29.1%	162,500
Professional and Business Services	570,000	675,900	1.9%	18.6%	105,900
Accommodation and Food Services	344,300	411,600	2.0%	19.5%	67,300
Retail Trade	400,900	455,900	1.4%	13.7%	55,000
Construction	109,100	142,000	3.0%	30.2%	32,900
Educational Services (Private)	115,700	144,500	2.5%	24.9%	28,800
Wholesale Trade	211,300	237,300	1.2%	12.3%	26,000
Government	556,800	577,600	0.4%	3.7%	20,800
Information	191,400	211,700	1.1%	10.6%	20,300
Other Services	141,600	157,900	1.2%	11.5%	16,300
Financial Activities	210,700	226,200	0.7%	7.4%	15,500
Arts, Entertainment, and Recreation	71,000	84,300	1.9%	18.7%	13,300
Transportation and Warehousing	141,900	157,100	1.1%	10.7%	15,200
Utilities	12,600	13,300	0.6%	5.6%	700
Mining and Logging	4,300	4,700	0.9%	9.3%	400
Manufacturing	367,200	315,200	1.4%	14.2%	(52,000)
<b>Total Nonfarm</b>	<b>4,006,900</b>	<b>4,536,100</b>	<b>1.3%</b>	<b>13.2%</b>	<b>529,200</b>
Total Farm	5,400	5,700	0.6%	5.6%	300
Other	310,600	334,800	0.8%	7.8%	24,200
<b>Total Employment</b>	<b>4,322,900</b>	<b>4,876,600</b>	<b>1.3%</b>	<b>12.8%</b>	<b>553,700</b>

**Source:** California Employment Development Department, U.S. Bureau of Labor Statistics (2012)

# Summary: Demographics and Employment

- Relatively young, majority Hispanic population; average household size is larger than both Los Angeles County and State averages
- The City has **average unemployment** compared to the State and Los Angeles County, with most workers in the city employed in health care & social assistance, manufacturing, retail trade, accommodation and food services, administration and support of waste management, educational services, and wholesale trade
- A large majority of employees who live in the City work in other areas including Los Angeles, Santa Fe Springs, Long Beach, Anaheim, Cerritos, Downey and Santa Ana, yielding a net outflow of jobs; The net outflow of jobs indicates a lower daytime population
- Norwalk's jobs/housing ratio is nearly 1 (0.96) and lower than the County and State ratios, indicating a possible need for more jobs in the City

# 1. Analysis

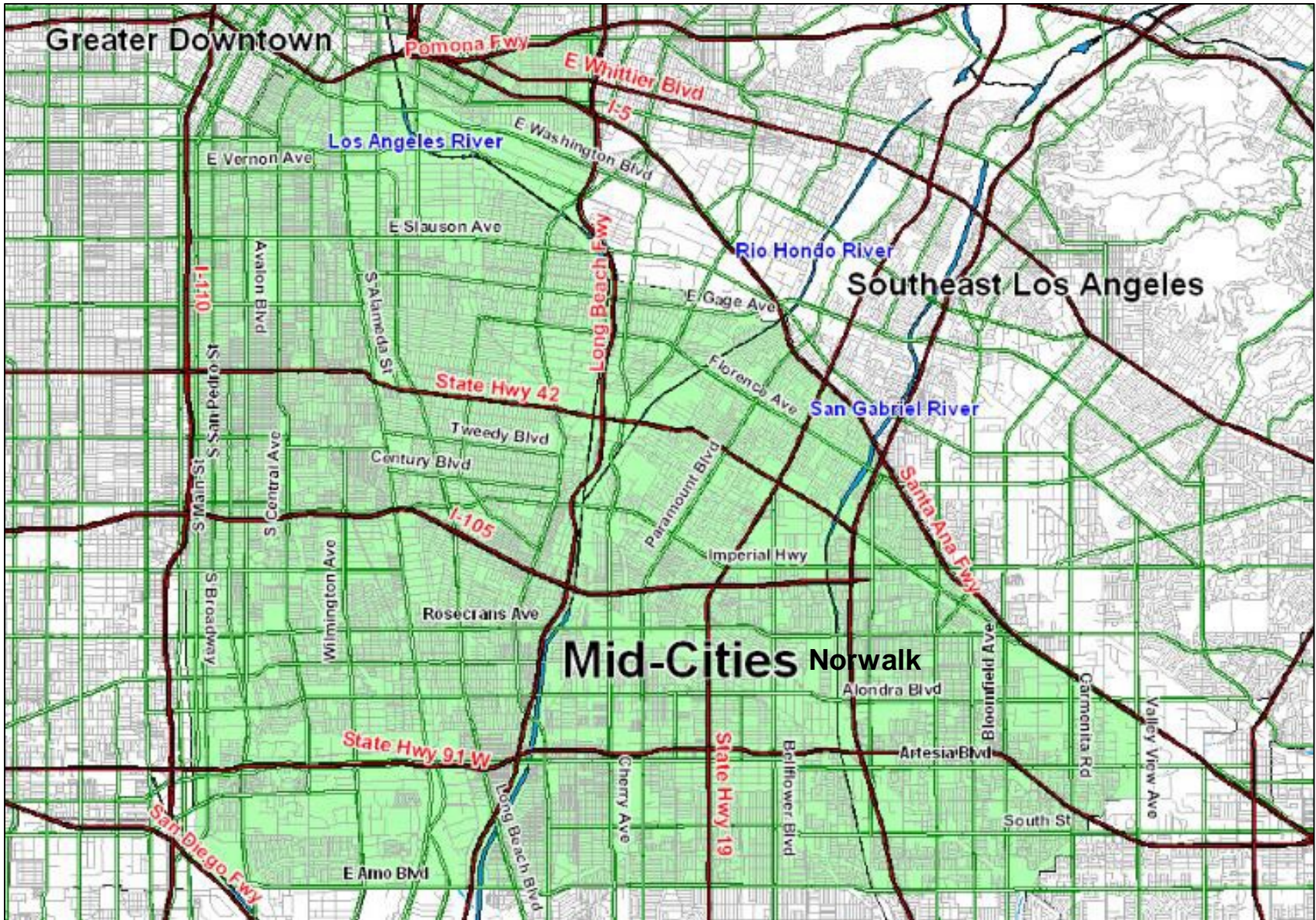
## Market Demand Analysis

*Supply, Vacancy, & Lease Rates*

*(Retail)*

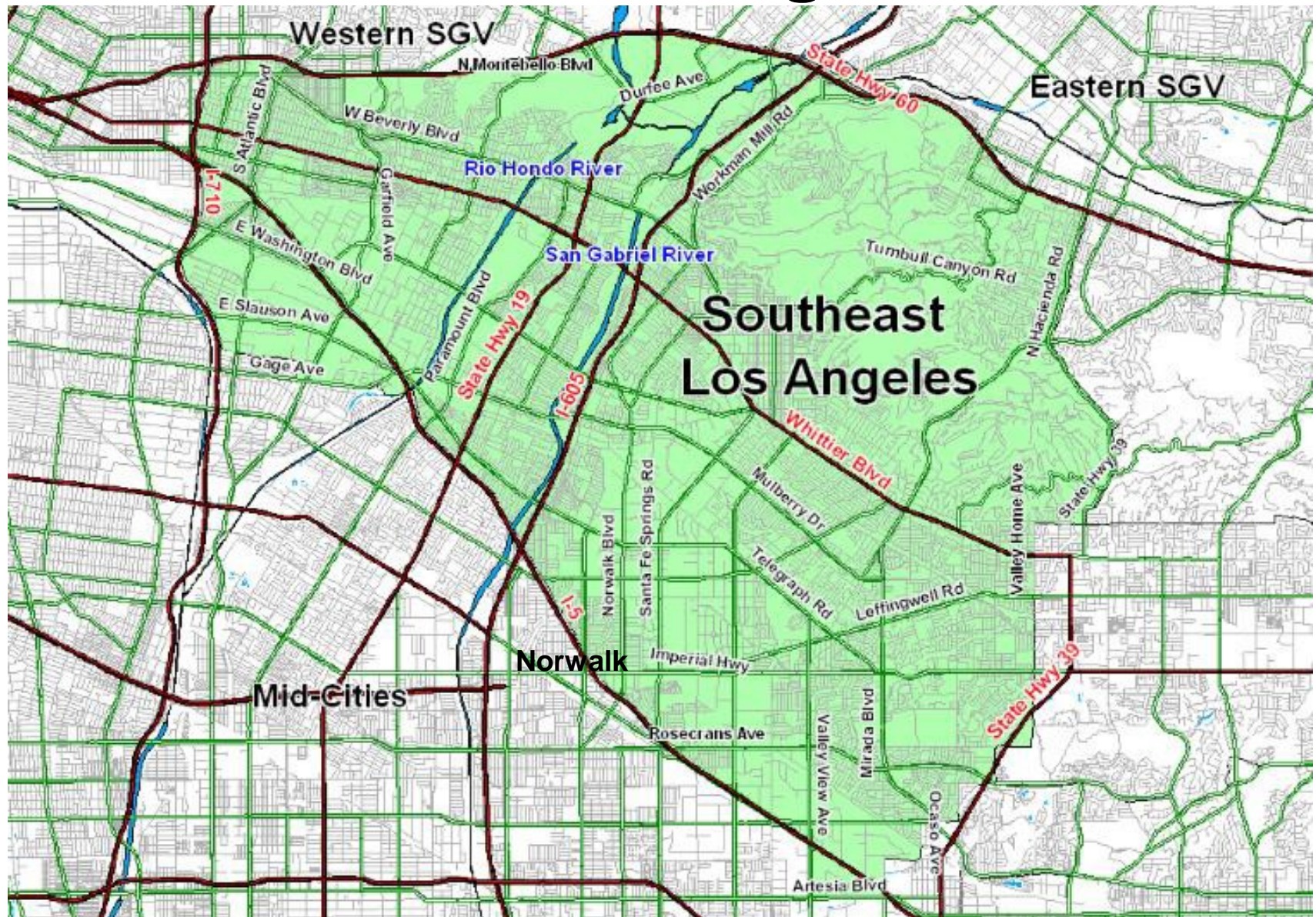


# Mid-Cities Submarket





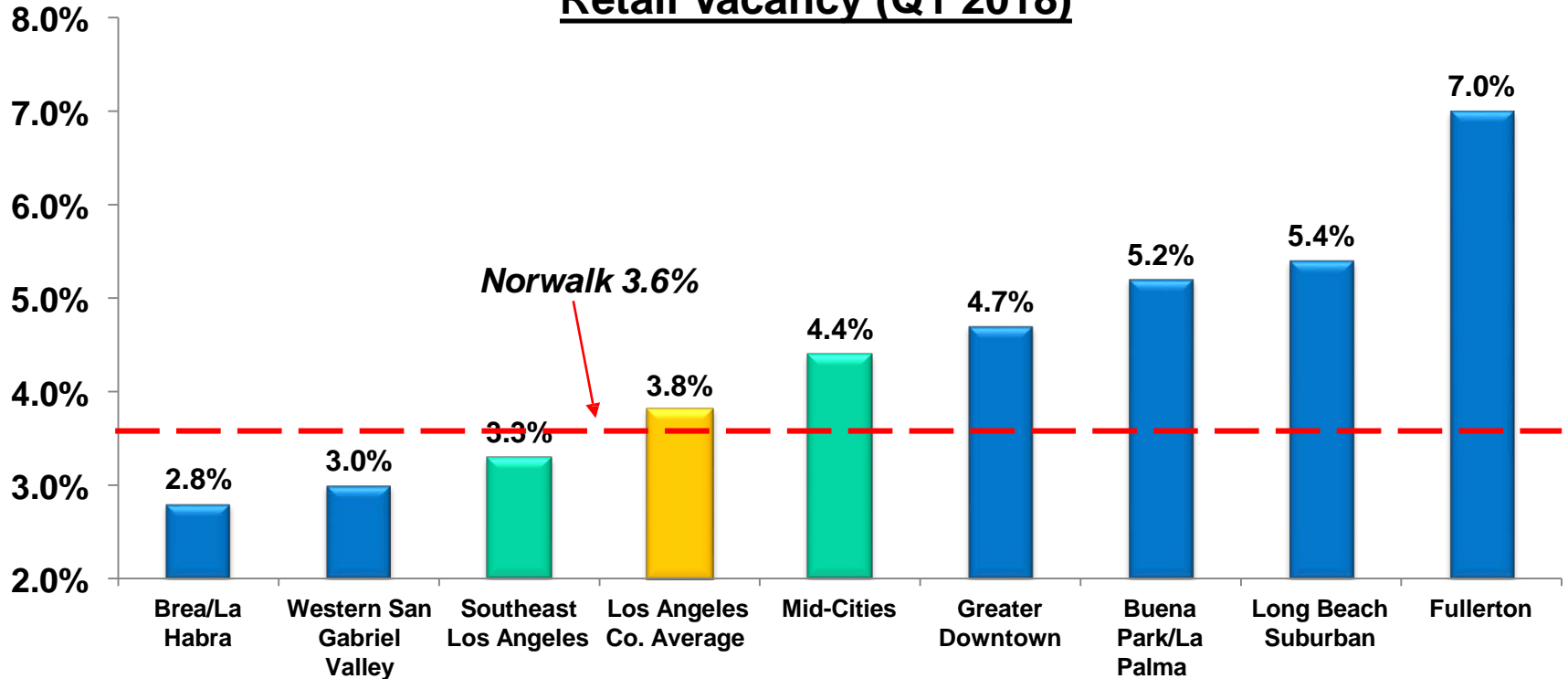
# Southeast Los Angeles Submarket





# Retail Vacancy by Greater Los Angeles Area Submarket

## Retail Vacancy (Q1 2018)



### Total Gross Leasable Area (GLA) in millions of SF:

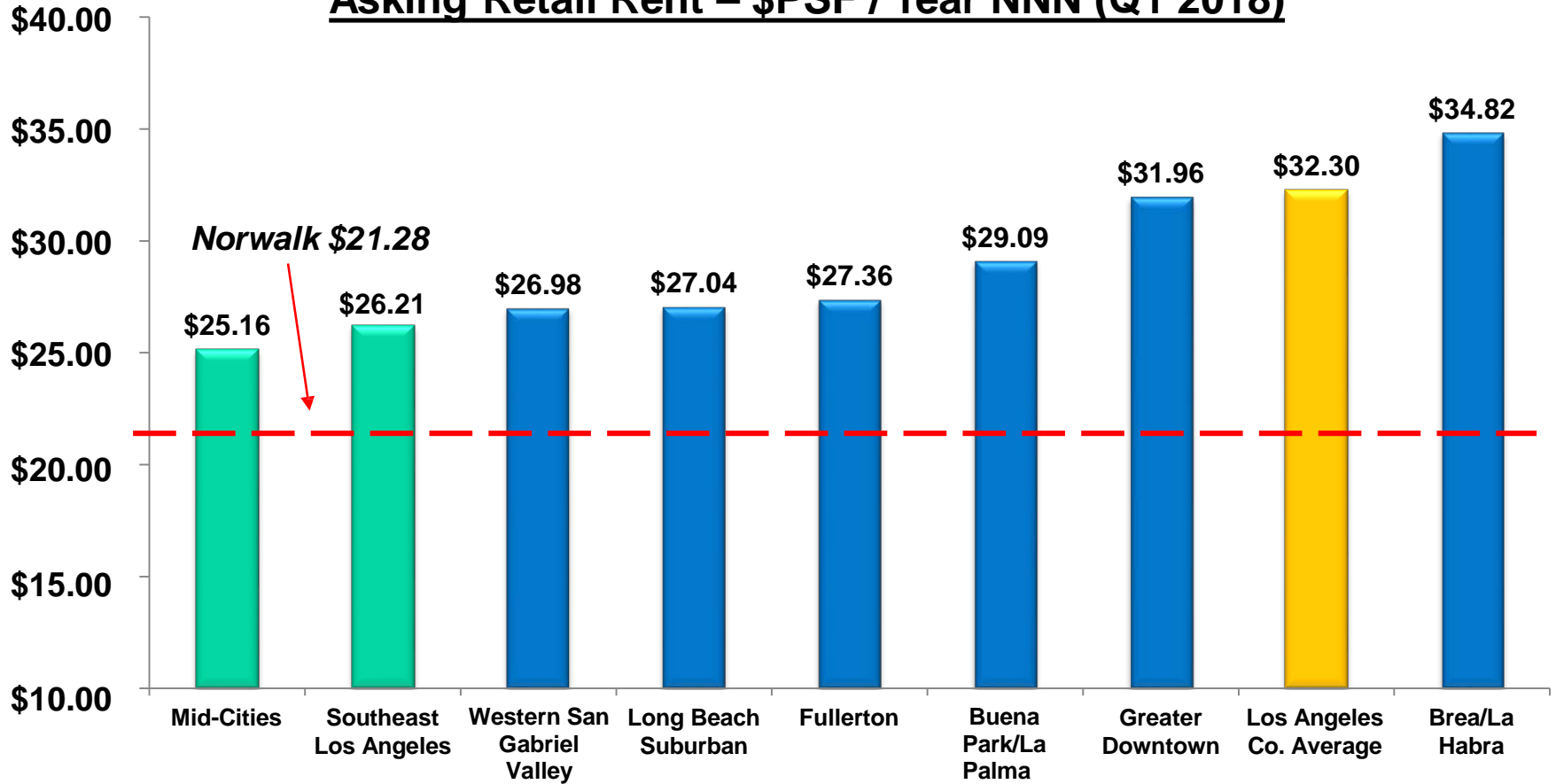
9.4	19.5	19.7	439.0	49.4	25.2	5.1	13.3	6.5
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**Note:** CoStar has Norwalk in the Mid-Cities and Southeast Los Angeles submarket for retail; Norwalk Market = 3.9 M sq.ft.

**Source:** CoStar (Q1 2018)

# Retail Lease Rates by Greater Los Angeles Area Submarket

## Asking Retail Rent – \$PSF / Year NNN (Q1 2018)



### Total Gross Leasable Area (GLA) in millions of SF:

49.4	19.7	19.5	19.2	6.5	5.1	25.2	439	9.4
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**Note:** CoStar has Norwalk in the Mid-Cities and Southeast Los Angeles submarket for retail; Norwalk Market = 3.9 M sq.ft.

**Source:** CoStar (Q1 2018)

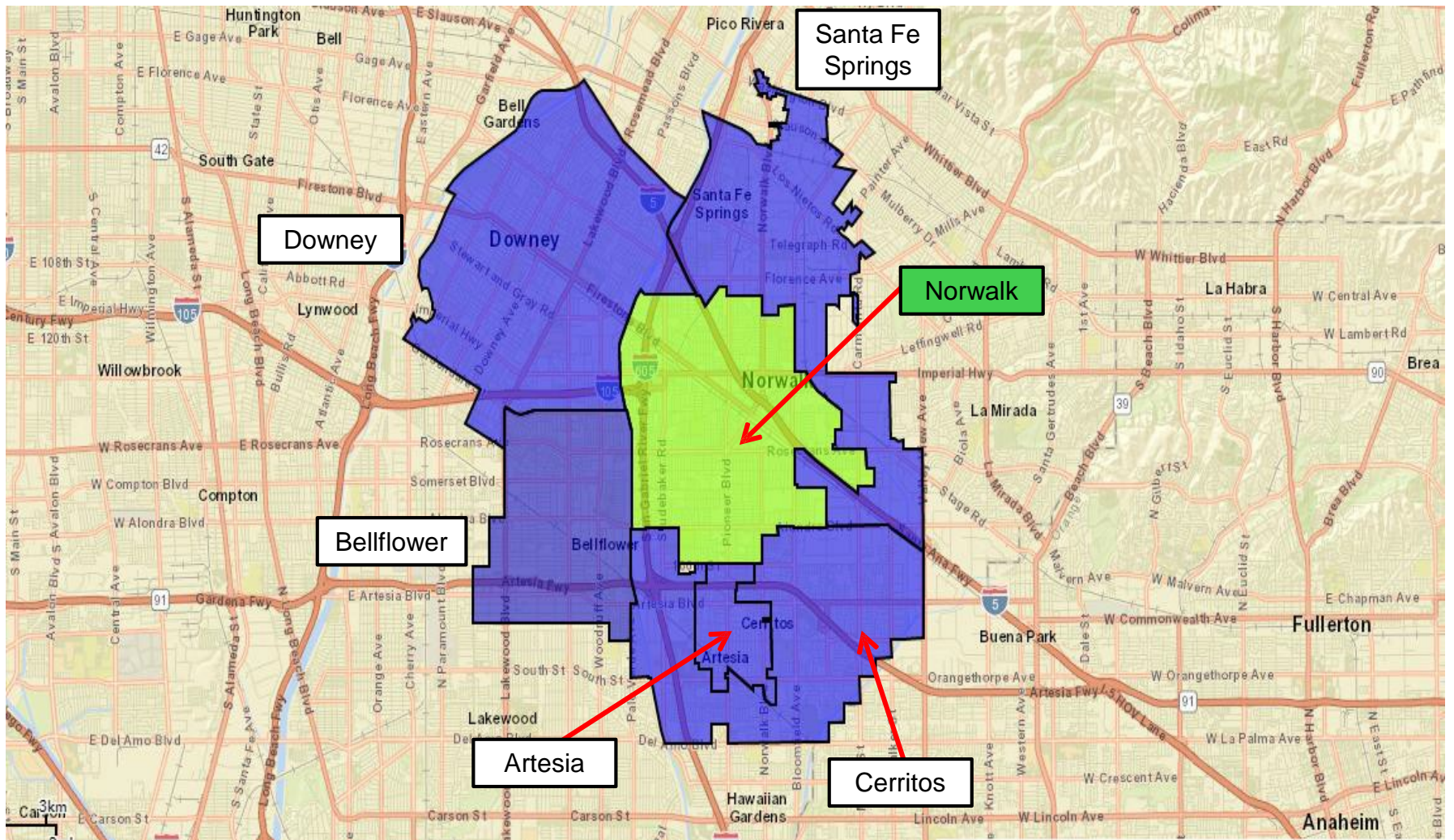
# Summary: Supply, Vacancy, & Lease Rates

- Supply, vacancy and lease/rental rates for retail uses as compared between neighboring submarkets and the Los Angeles County market averages
- City of Norwalk falls within the “Mid-Cities” and “Southeast Los Angeles” submarkets for retail uses (as defined by CoStar)
- City of Norwalk retail vacancy rates are **lower** than the vacancy rates of the Mid-Cities submarket and L.A. County markets, but **higher** than the rate of Southeast Los Angeles submarkets, indicating a potential demand for retail
- Lease rates in Norwalk are **lower** than those of the Southeast Los Angeles and Mid-Cities submarkets, and those of Los Angeles County and neighboring submarkets

# Market Demand Analysis

*Retail Sales Performance*

# Norwalk & Comparison Regions

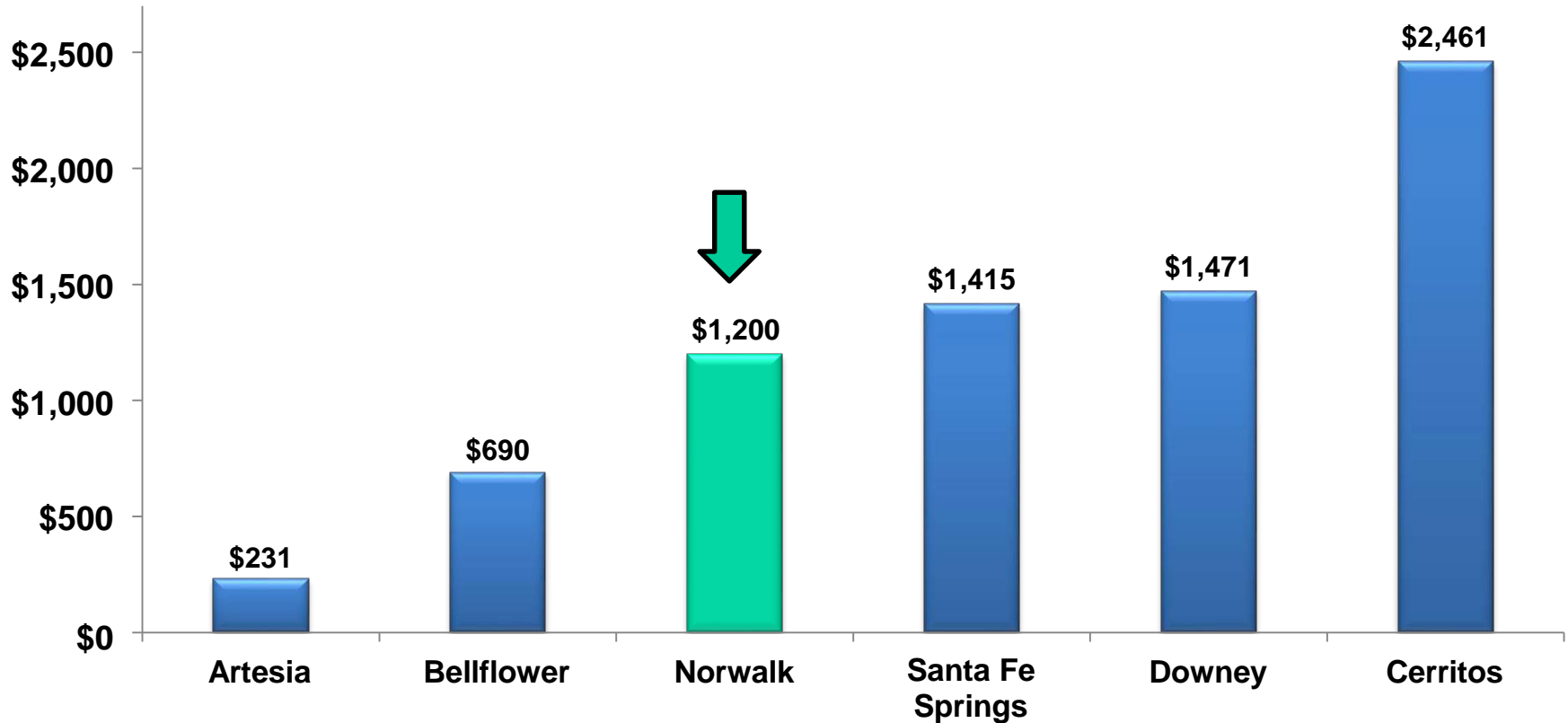


Source: ESRI (2018)

# Retail Sales Comparison

## *Norwalk & Comparison Cities*

**Retail Sales in 2017**  
*(in \$ millions)*



**2015 Population (000s):**

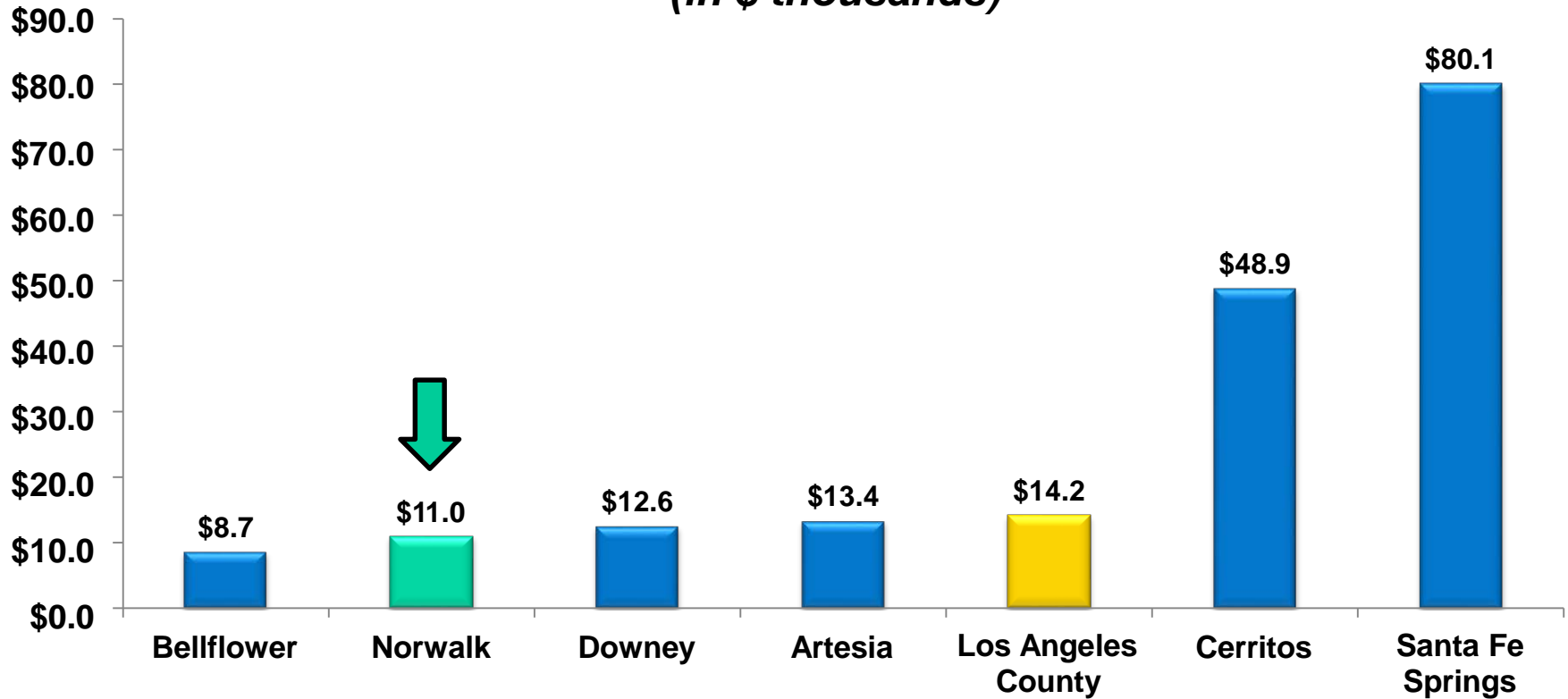


Source: ESRI, Infogroup (2017); Includes taxable and non-taxable sales

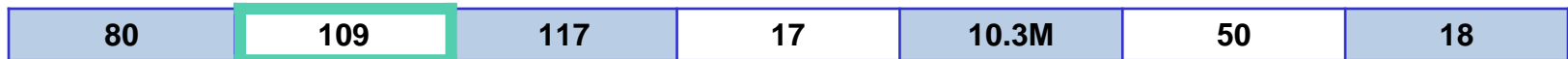
# Per Capita Retail Sales

## *Norwalk & Comparison Regions*

**Per Capita Retail Sales in 2017**  
*(in \$ thousands)*



**2017 Population (000s):**



Source: ESRI, Infogroup (2017); Includes taxable and non-taxable sales



# Retail Category Definitions

- **Shopper Goods / GAFO** *(General Merchandise, Apparel & Accessories, Furniture & Other Sales)*
  - Clothing & Clothing Accessories Stores
  - General Merchandise Stores
  - Furniture & Home Furnishings Stores
  - Health & Personal Care Stores
  - Sporting Goods, Hobby, Book & Music Stores
  - Electronics & Appliance Stores
  - Miscellaneous Store Retailers (including Office Supply)
- **Convenience Goods**
  - Food and Beverage (Grocery Stores)
  - Food Service and Drinking Places (Restaurants & Bars)
- **Heavy Commercial Goods**
  - Building Materials (Home Improvement)
  - Auto Dealers & Supplies
  - Gasoline / Service Stations
- **Non-Store Retailers (e.g., Online Shopping & Mail-Order)**

**Note:** Retail Categories delineated by NAICS / California Board of Equalization

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# Per Capita Retail Sales by Category

## City & Comparison Regions

Per Capita Retail Sales	Norwalk	Artesia	Bellflower	Cerritos	Downey	Santa Fe Springs	Los Angeles County
<b>Shopper Goods (GAFO):</b>							
Clothing & Accessories Stores	\$219	\$1,770	\$103	\$5,482	\$952	\$3,014	\$1,146
General Merchandise Stores	\$3,170	\$641	\$655	\$6,318	\$1,827	\$6,338	\$1,674
Furniture & Home Stores	\$29	\$632	\$231	\$128	\$192	\$17,675	\$435
Health & Personal Care Stores	\$389	\$1,572	\$605	\$1,498	\$1,608	\$2,367	\$755
Sporting Goods, Hobby, Book Stores	\$1,386	\$265	\$193	\$747	\$182	\$1,020	\$329
Electronics & Appliance Stores	\$152	\$404	\$317	\$2,224	\$356	\$5,151	\$609
Miscellaneous Store Retailers	\$197	\$424	\$314	\$1,454	\$372	\$4,544	\$576
<b>Total GAFO</b>	<b>\$5,542</b>	<b>\$5,708</b>	<b>\$2,421</b>	<b>\$17,852</b>	<b>\$5,489</b>	<b>\$40,108</b>	<b>\$5,524</b>
<b>Convenience Goods:</b>							
Food & Beverage Stores	\$1,679	\$1,787	\$1,087	\$1,324	\$1,539	\$16,258	\$2,037
Food Services & Drinking Places (Restaurants)	\$989	\$2,874	\$910	\$2,859	\$1,652	\$3,528	\$1,567
<b>Total Convenience</b>	<b>\$2,669</b>	<b>\$4,661</b>	<b>\$1,997</b>	<b>\$4,183</b>	<b>\$3,191</b>	<b>\$19,786</b>	<b>\$3,604</b>
<b>Heavy Commercial:</b>							
Bldg Materials, Garden Equip. Stores	\$352	\$684	\$310	\$1,281	\$626	\$5,158	\$616
Motor Vehicle & Parts Dealers	\$1,418	\$339	\$2,706	\$24,427	\$2,231	\$11,416	\$2,470
Gasoline Stations	\$1,013	\$1,774	\$1,161	\$1,089	\$999	\$2,618	\$1,168
<b>Total Heavy Commercial</b>	<b>\$2,783</b>	<b>\$2,797</b>	<b>\$4,177</b>	<b>\$26,798</b>	<b>\$3,856</b>	<b>\$19,192</b>	<b>\$4,254</b>
Non-store Retailers	\$2	\$245	\$63	\$106	\$57	\$1,025	\$799
<b>Total Retail</b>	<b>\$10,995</b>	<b>\$13,410</b>	<b>\$8,658</b>	<b>\$48,939</b>	<b>\$12,593</b>	<b>\$80,112</b>	<b>\$14,181</b>

Key:  Indicates higher value for Norwalk

 Indicates lower value for Norwalk

Source: ESRI, Infogroup (2017), Includes taxable and non-taxable sales

# Summary: Retail Sales Performance

- Consumer spending across retail categories is totaled and normalized for population within the City and comparison regions for the purpose of evaluating potential sales leakage / capture across jurisdictions
- Retail sales per capita for the City (~\$11,000) is **less than** the retail sales per capita of Los Angeles County (~\$14,200)
- Higher performing sales categories include **book, periodical, and music stores, general merchandise stores, and specialty food and beverage (grocery) stores**
- Lower performing retail categories include **furniture and home stores, clothing and accessories stores, electronics & appliance stores, non-store retailers, miscellaneous store retailers, health & personal care stores, building materials, garden equipment & supply stores, motor vehicle & parts dealers**

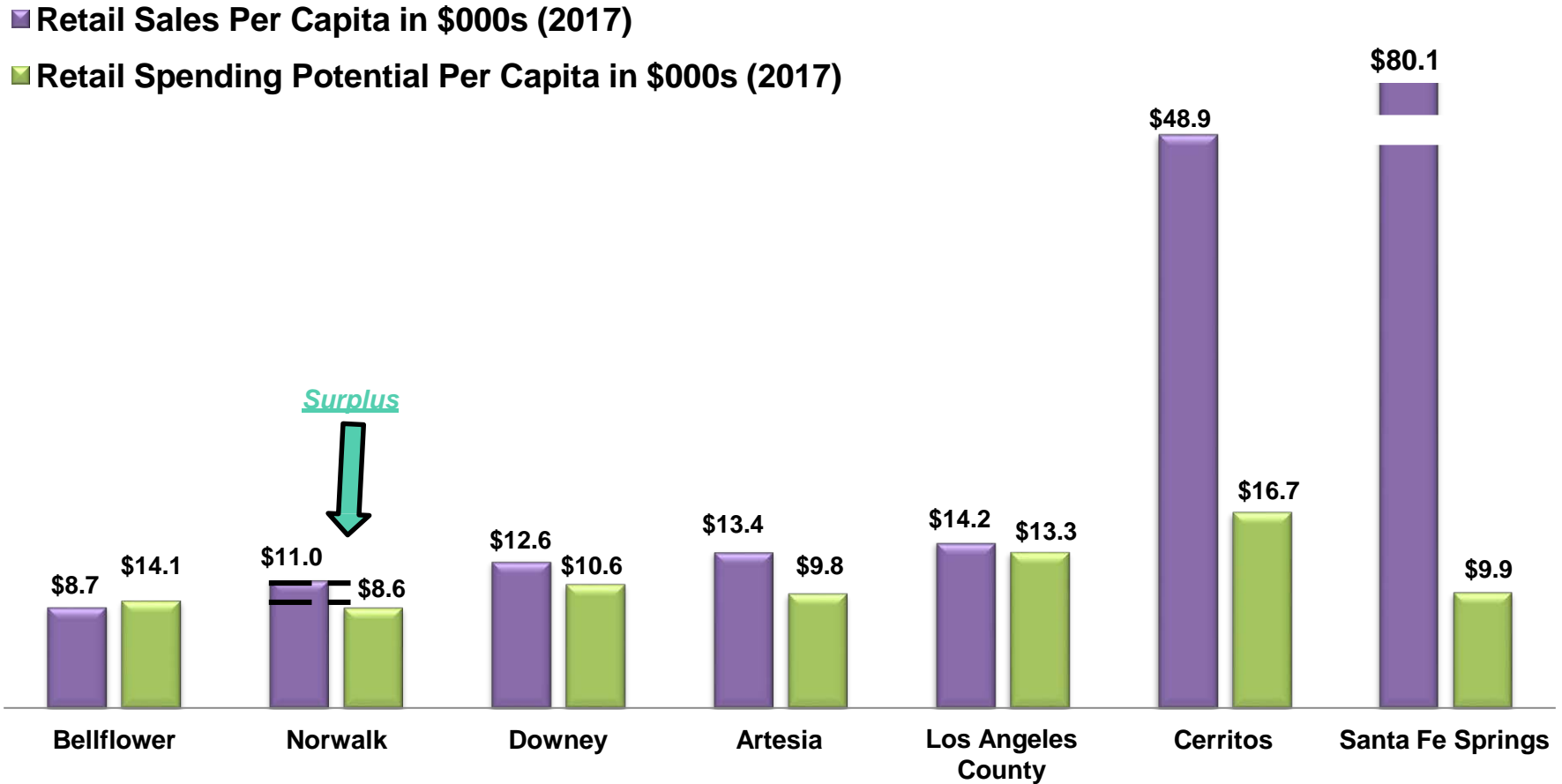
## Market Demand Analysis

*Retail Sales Surplus / Leakage*

*Trade Area, Who's Making Deals, and Hotels*

# Retail Sales Surplus / Leakage

## “Cash Registers vs. Wallets”



Per Capita Sales Surplus/Leakage, Total Surplus/Leakage, and Percent Surplus/Leakage:

(\$0.6K)	\$2.3K	\$2K	\$3.6K	\$.8K	\$32K	\$80K
(\$46.8M)	\$258M	\$231M	\$63M	\$8.8B	\$1,621M	\$1,241M
(6%)	27.4%	19%	37%	6.5%	193%	709%

**Note:** Spending potential based on number of households, average household income, and estimated percentage of income spent on retail goods and services **Source:** ESRI, Infogroup (2017)

# Retail Sales Surplus / Leakage by Category

## City of Norwalk

Retail Category	Retail Spending Potential	Retail Sales	Retail Surplus/ (Leakage)	Percent Surplus/ (Leakage)
<b><i>Shopper Goods (GAFO):</i></b>				
Clothing & Clothing Accessories Stores	\$63,880,096	\$23,936,552	(\$39,943,544)	(62.5%)
General Merchandise Stores	\$145,052,119	\$345,970,091	\$200,917,972	138.5%
Furniture & Home Furnishings Stores	\$31,375,845	\$3,132,137	(\$28,243,708)	(90.0%)
Health & Personal Care Stores	\$57,613,935	\$42,470,629	(\$15,143,306)	(26.3%)
Sporting Goods, Hobby, Book & Music Stores	\$28,323,315	\$151,270,579	\$122,947,264	434.1%
Electronics & Appliance Stores	\$32,601,484	\$16,599,055	(\$16,002,429)	(49.1%)
Miscellaneous Store Retailers	\$30,761,496	\$21,465,423	(\$9,296,073)	(30.2%)
<b>Subtotal – GAFO</b>	<b>\$389,608,290</b>	<b>\$604,844,466</b>	<b>\$215,236,176</b>	<b>55.2%</b>
<b><i>Convenience Goods:</i></b>				
Food & Beverage Stores (Grocery)	\$139,511,719	\$183,283,805	\$43,772,086	31.4%
Food Services & Drinking Places (Restaurants)	\$93,472,725	\$107,976,502	\$14,503,777	15.5%
<b>Subtotal – Convenience</b>	<b>\$232,984,444</b>	<b>\$291,260,307</b>	<b>\$58,275,863</b>	<b>25.0%</b>
<b><i>Heavy Commercial Goods:</i></b>				
Bldg Materials, Garden Equip. & Supply Stores	\$48,123,401	\$38,410,166	(\$9,713,235)	(20.2%)
Motor Vehicle & Parts Dealers	\$169,252,764	\$154,808,679	(\$14,444,085)	(8.5%)
Gasoline Stations	\$76,973,300	\$110,530,296	\$33,556,996	43.6%
<b>Subtotal – Heavy Commercial</b>	<b>\$294,349,465</b>	<b>\$303,749,141</b>	<b>\$9,399,676</b>	<b>3.2%</b>
Non-store Retailers	\$24,938,601	\$220,300	(\$24,718,301)	(99.1%)
<b>Total Retail</b>	<b>\$941,880,800</b>	<b>\$1,200,074,214</b>	<b>\$258,193,414</b>	<b>27.4%</b>

Source: ESRI, Infogroup (2017)

# Surplus/Leakage Summary by Category

## Surplus Retail Categories

- Sporting Goods, Hobby, Book & Music Stores
- General Merchandise Stores
- Gasoline Stations
- Food & Beverage Stores (Grocery)
- Food Services & Drinking Places (Restaurants)

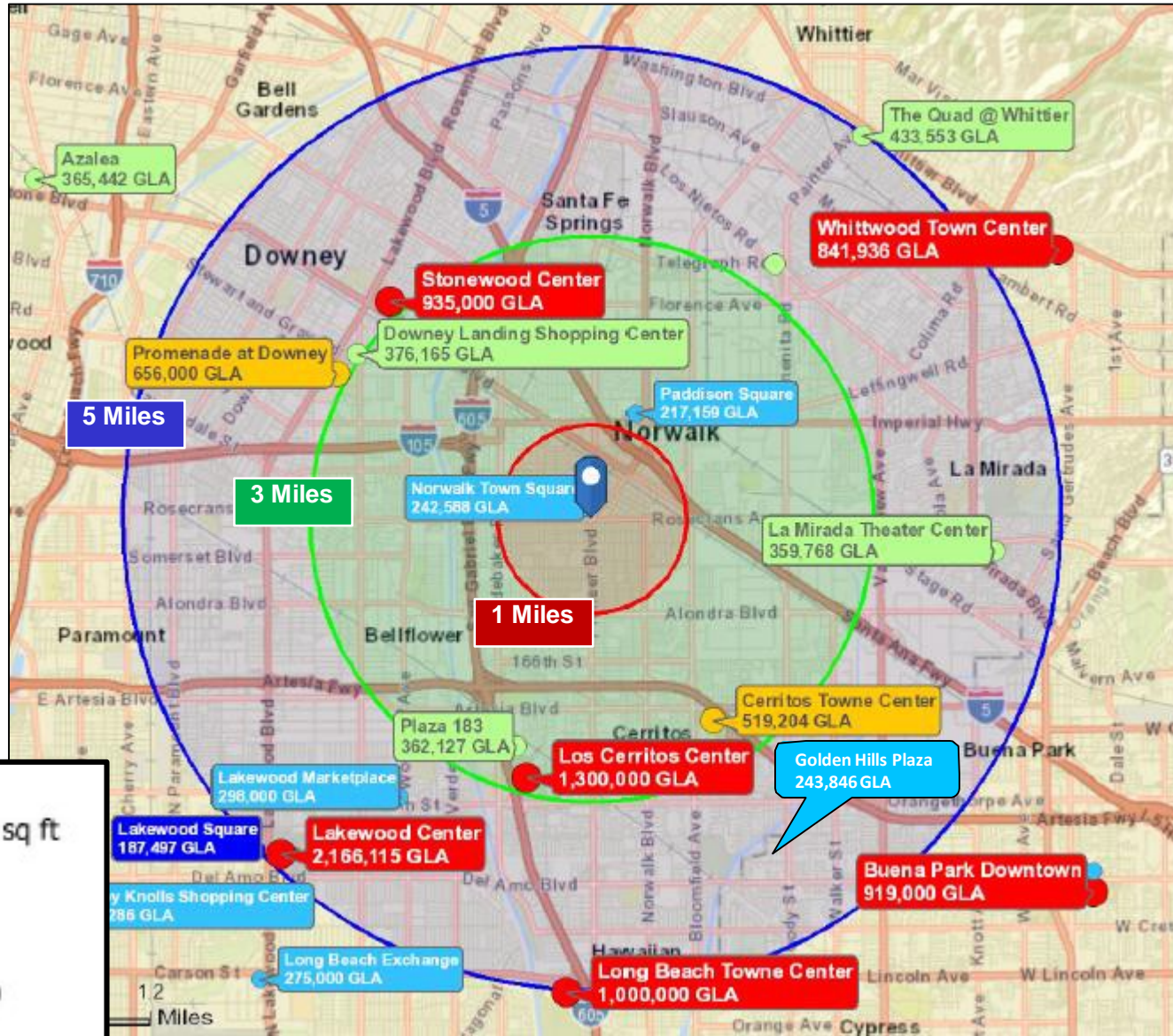
## Leakage Retail Categories

- Non-store Retailers
- Furniture & Home Furnishings Stores
- Clothing & Clothing Accessories Stores
- Electronics & Appliance Stores
- Miscellaneous Store Retailers
- Health & Personal Care Stores
- Building Materials, Garden Equipment & Supply Stores
- Motor Vehicle & Parts Dealers



# Major Shopping Center Map

1, 3, 5 miles from Pioneer Blvd. and Rosecrans Ave.



**Gross Leasable Area**

- Less than 200,000 sq ft
- 200,001 - 300,000
- 300,001 - 500,000
- 500,001 - 800,000
- More than 800,000

1 2 Miles



# Who's Making Deals?



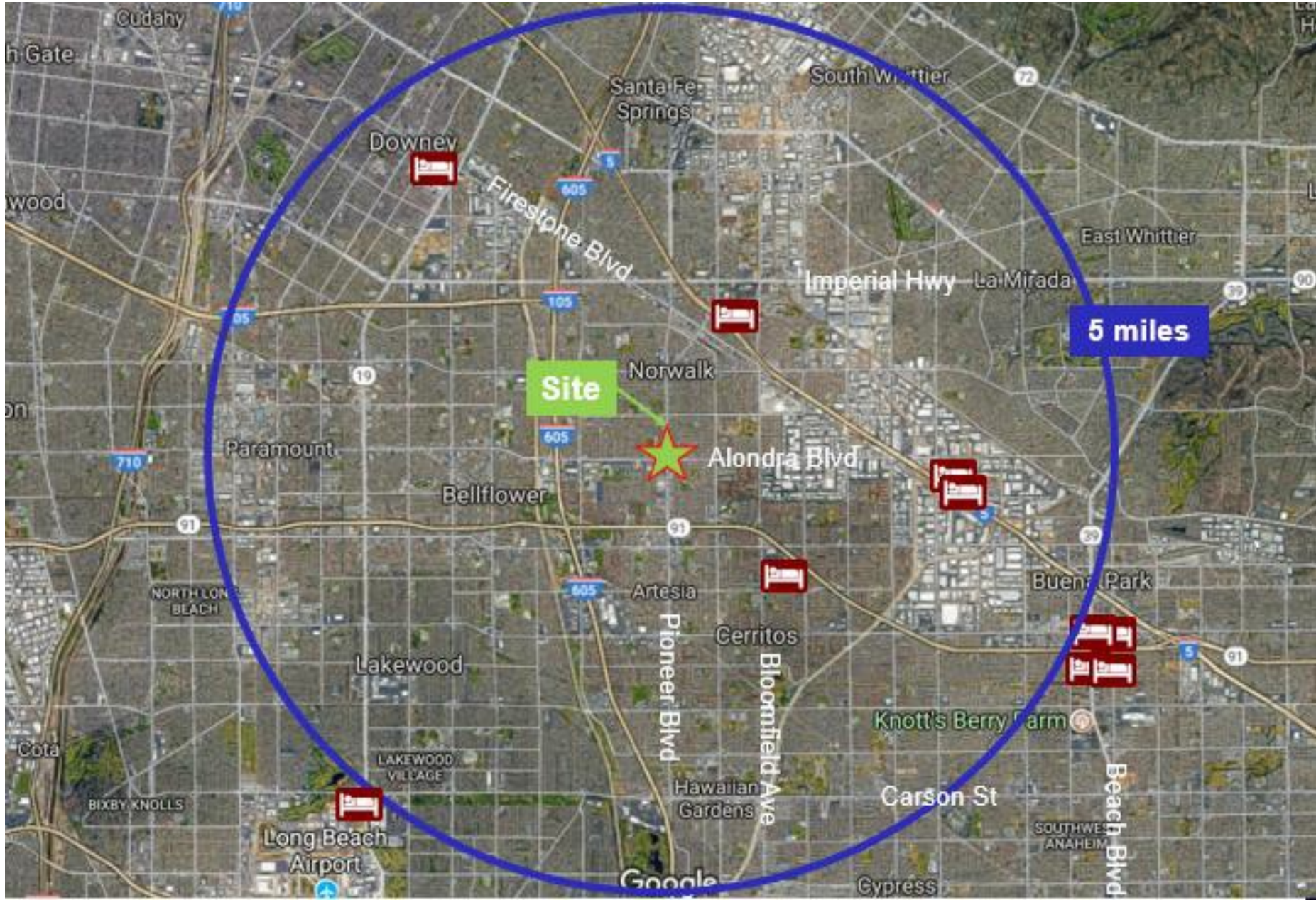
# Summary: Retail Sales Surplus / Leakage

- Overall retail sales in the City are **higher** than retail spending potential suggesting that the City is **likely** capturing a large portion of City of Norwalk resident retail purchases **and** additional retail spending by residents of other cities (i.e. **retail sales surplus**).
- Retail categories displaying sales leakage within the City include:
  - Furniture & Home Furnishings Stores
  - Clothing & Clothing Accessories Stores
  - Electronics & Appliance Stores
  - Miscellaneous Store Retailers
  - Health & Personal Care Stores
  - Building Materials, Garden & Supply
  - Motor Vehicle & Parts Dealers
  - Non-store Retailers



# Hotel Market : Freeway Adjacency

## 5-Mile Radius Alondra & Pioneer Blvds



# Kosmont Hotel Market Analysis

## Previously Analyzed Hotel Market

- A survey of midscale / upscale hotels within 5-mile radius (Trade Area) identified 10 hotels, totaling 1,920 rooms
- The Trade Area has had significant growth in room & occupancy rates; total revenue per available room night (“RevPar”) has grown 50% since 2011
- Norwalk’s gross TOT revenues have increased by 35% from 2013-2017

## Data indicates Sufficient Demand for another 100-150 room hotel

## Potential for Quality New Hotel Project

- Most hotels in TradeArea adjacent to freeway ramps (some exceptions along Firestone Blvd. near downtown Downey)
- Hotel market key demand drivers:
  - Freeway access / visibility
  - Adjacency to Major Attraction(s): Theme Park, Airport, Waterfront
  - Office / Employment concentration

# Summary of Findings

## Demographics & Employment

- Relatively young, ethnically diverse population; larger than average HH size
- Slightly lower incomes and educational attainment compared to County and State
- Most employees who live in the City work in other areas such as Los Angeles, Santa Fe Springs, Long Beach and Anaheim, leading to a significant net **outflow** of jobs

## Market Demand Analysis

- Retail rental rates in Norwalk are **lower** than the Los Angeles County average rental rates for those uses
- Retail vacancy in Norwalk is **lower** than County retail vacancy
- Retail sales in the City are **higher** than retail spending potential, indicating the City is capturing Norwalk and neighboring cities resident retail purchases leading to a **retail sales surplus**
- Based on retail category leakage and voids, there is potential for retail recruitment of **furniture & home furnishings retailers; clothing & accessories, electronic & appliance, health & personal care, motor vehicle & parts, and miscellaneous retailers** (and potential restaurants as they are a growing industry segment)
- Norwalk TOT revenues have steadily increased by 35% from 2013-2017 and data indicates that there is sufficient demand for at least an additional 100-150 room hotel



## 2. Strategy

- a) Strategic Area Assessment & Prioritization

## 2. Strategy

# Strategic Area Assessment & Prioritization

# Potential Citywide Economic Nodes for Discussion Purposes

#	Name
1	Civic Center/Entertainment District
2	Professional Office Development Center
3	California Youth Authority
4	Tank Farm
5	Front Street Node
6	San Antonio / Firestone Node
7	Alondra / Pioneer Node
8	105 Fwy / Studebaker Node
9	Five Points Node
10	605 Fwy / Firestone Node



# E.D. Strategic Area Summary

#	Strategic Area	Project Area and Vision
1)	<b>Civic Center / Entertainment District</b>	Urban infill, civic center bordered by major arterials Imperial Hwy and Norwalk Blvd with connectivity to transit hub. Strong location for enhanced entertainment district with blend of retail, restaurant, entertainment, hotel, and cultural uses. Capitalize on traffic counts and daytime population. Potential to create a Specific Plan or Special District to support redevelopment of priority opportunity site. Would need City and County property owner cooperation to relocate civic buildings.
2)	<b>Professional Office Development / Center</b>	Existing County Office building with potential for additional significant professional office space. Opportunity to accommodate job creation and support adjacent amenitized entertainment district. Work with property owner to execute entitlement and construction. Emphasize connectivity to adjacent Strategic Area #1 and strong transit hubs.
3)	<b>California Youth Authority</b>	Underutilized 35-acre former correctional facility located near current civic center. Could accommodate relocation of civic center and/or be utilized for residential. Limited access and traffic counts. City may pursue acquisition of site from the State of CA. Could be part of Specific Plan or Special District in connection with Strategic Area #1. Possibly work with County to relocate services (i.e. Court, library, etc.) to promote a mix of civic services.
4)	<b>Tank Farm</b>	Approximately 50-acre neighborhood location adjacent to open space. Development of open space and commercial uses as residential is disallowed due to previous environmental conditions.

# E.D. Focus Area Summary

#	Strategic Area	Project Area and Vision
5)	<b>Front Street Node</b>	Potential specific commercial corridor. Potential opportunity for blended use commercial / retail / residential use projects. Benefit from current local business community and adjacent established neighborhoods. Create activity nodes at key intersections. Candidate for Development Opportunity Reserve (DOR™) as a strategic zoning exercise (i.e., Specific Plan).
6)	<b>San Antonio / Firestone Node</b>	Create a walkable corridor with opportunity for blended-use developments with retail, restaurants, hotels, and office uses on the ground floor and residential above. Potential to aggregate several adjacent parcels. Benefit from current local business community and adjacent established neighborhoods (i.e. senior center). Create activity nodes at key intersections. Candidate for Development Opportunity Reserve (DOR™) as a strategic zoning tool.
7)	<b>Alondra / Pioneer Node</b>	Create a corridor that capitalizes on existing educational and community buildings and daytime populations including students and employees with potential to develop amenities to serve the community. Potential to create a unifying look for properties along Pioneer, which aggregate properties are zoned residential, commercial, and industrial. Pioneer is a main entry point into the City and can set the tone for welcoming visitors into the City.
8)	<b>105 Fwy / Studebaker</b>	Strong transit hub potential due to its location of 105 Freeway, 605 Freeway, and Greenline Station. Benefits from high profile nearby businesses including Costco. Major transportation projects are in early stages of improvement progress. Work to advance TOD with residential and possible other uses to take advantage of proximity to freeways and Greenline rail system that links travelers directly to LAX.



# E.D. Focus Area Summary

#	Strategic Area	Project Area and Vision
9)	<b>Five Points</b>	Geographically centered in the city, the area yields potential to attract greater retail, restaurant, and service uses. Focus is to take advantage of the area's convergence of three major city arterials – Rosecrans, Pioneer, and San Antonio – to capitalize on traffic counts, daytime population, and nearby neighborhoods. Candidate for Development Opportunity Reserve (DOR™) as a strategic zoning exercise (i.e., Specific Plan).
10)	<b>605 Fwy / Firestone</b>	Benefit from high profile nearby businesses such as Costco, McKenna, and Target. Capitalize on significant development trend, existing nearby businesses and adjacent established neighborhoods. Prominent entrance to the City.

# Strategic Area 1

## *Civic Center / Entertainment District*



Size	Zoning	Access	Vision	Project / Opportunity Sites
~26 acres of land bordered by Norwalk Blvd & Imperial Hwy	I - Institutional	Convenient access from major arterials Norwalk Blvd & Imperial Hwy; nearby access to/from I-5 Fwy and transit hub	<p>Attract entertainment, hotel and restaurant uses</p> <p>Entertainment uses to accommodate supporting retail, theater, service, hospitality and office uses</p>	<p>1) Entertainment District (Specific Plan) – deliver an urban entertainment experience and relocate civic uses to accommodate commercial uses in order to generate sales tax revenue</p> <p>2) P3 and hotel interest</p>

# Strategic Area 1

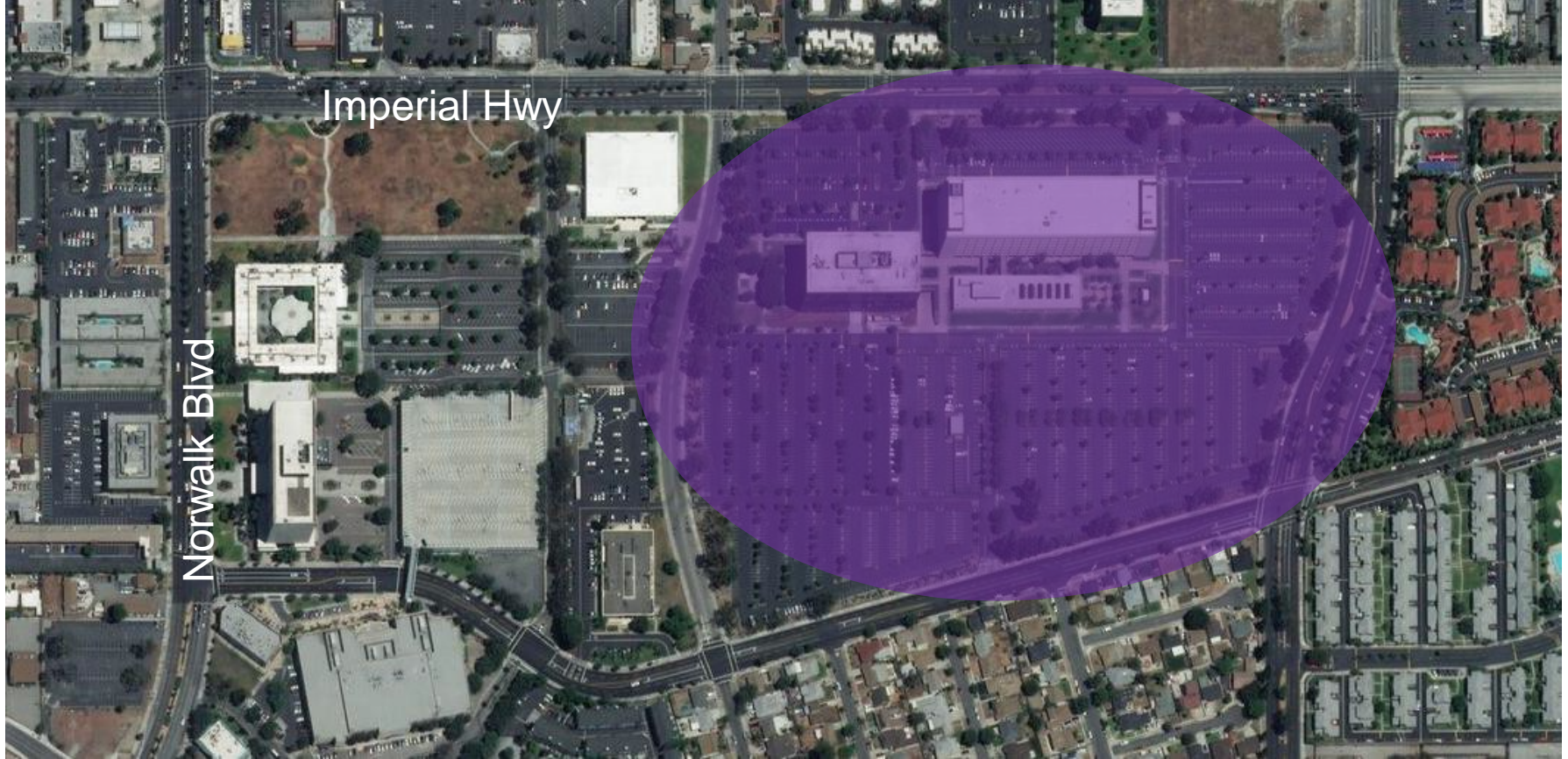
## *Civic Center / Entertainment District*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• City owns 26+ acres of property on a prime commercial / retail corridor of the City</li><li>• Strong traffic counts at major arterials Norwalk Blvd &amp; Imperial Hwy 83,056 ADT with access to/from I-5 Fwy</li><li>• Existing catalyst projects and uses (AMC, parking structures, library, hotel, office, transit)</li></ul>	<ul style="list-style-type: none"><li>• Existing Civic services need to be relocated</li><li>• Community and zone change process</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Create an Entertainment District to capitalize on strong traffic counts and commercial heart of City. Supports existing and catalyst projects</li><li>• Redevelopment bond funds available</li><li>• Support from nearby hospitality, retail and office projects</li><li>• Fiscal impact: revenue generation from commercial/retail vs. civic uses</li><li>• Formation of special district to help with infrastructure and civic facility needs, ICSC retailer / developer outreach</li></ul>	<ul style="list-style-type: none"><li>• Whether government agencies will relocate</li><li>• Fiscal impact of relocating multiple civic buildings</li><li>• Community desire to relocate and replace current civic uses</li><li>• High capital investment costs required and timeline</li><li>• Cooperation between L.A. County, State, City and private ownership on relocation and redevelopment</li></ul>



# Strategic Area 2

## *Professional Office Development Center*



Size	Zoning	Access	Vision	Projects / Opportunity Sites
31+ acres of commercial land	CO – Commercial & Office	Access from major arterial Imperial Hwy and access to/from both I-5 Fwy and transit hub	Employment base for the City with well paying jobs  Daytime population supports surrounding retail/restaurants and future entertainment district	1) Revitalization of existing office building with new planned office building developments

# Strategic Area 2

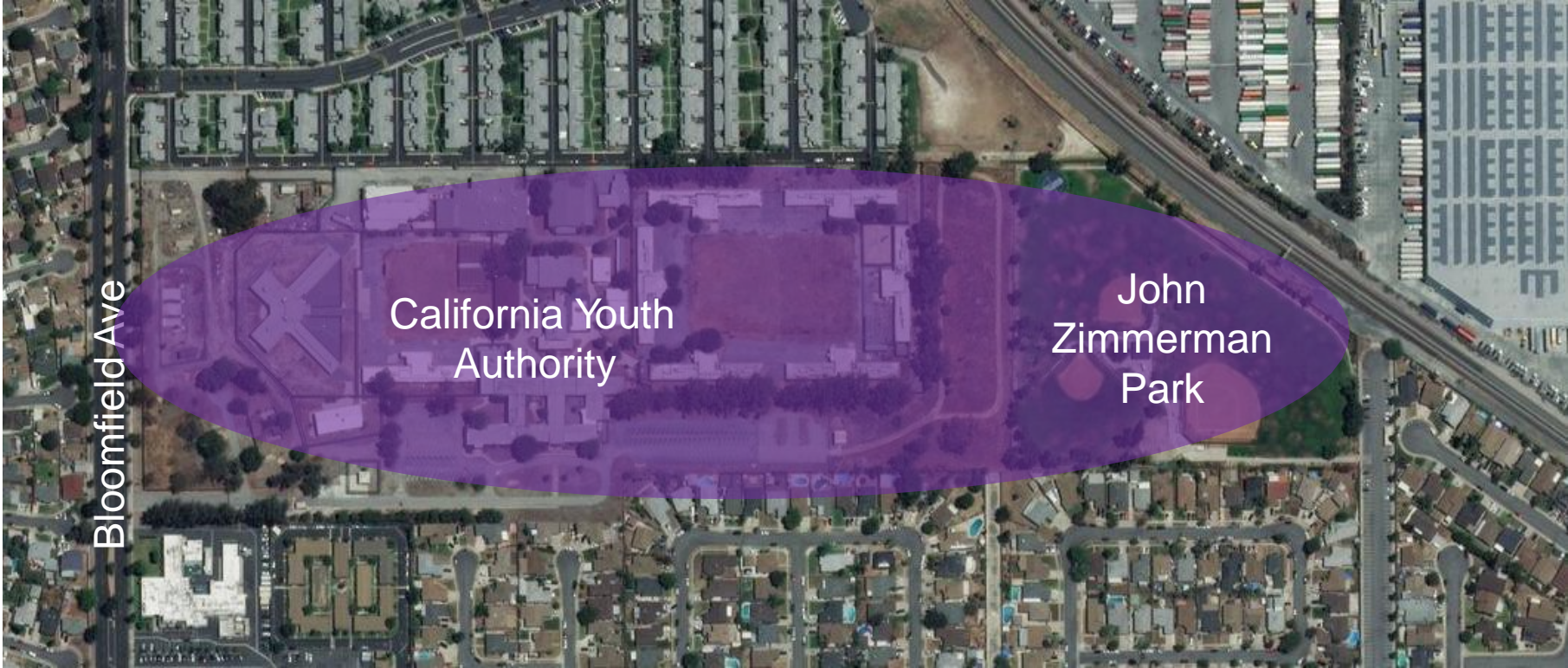
## *Professional Office Development Center*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• 31+ acres of property on a prime commercial/retail corridor of the City</li><li>• Strong traffic counts at major arterials Norwalk Blvd &amp; Imperial Hwy 83,056 ADT with access to I-5 Fwy</li><li>• Adjacent to transit hub with direct links to downtown L.A. and Orange County. Bus and Metrolink connections</li><li>• Vehicular and pedestrian connectivity to Entertainment District and surrounding commercial/retail nodes on Imperial Hwy and surrounding economic nodes (i.e. shopping centers and transit hub)</li></ul>	<ul style="list-style-type: none"><li>• Portion owned by L.A. County and private owner</li><li>• Limited City input into uses and negative impacts</li><li>• Timing of ownership entitlement and development</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Supports neighboring entertainment / retail and future catalyst projects</li><li>• Office job type (high-paying vs. moderate; private/professional vs. government)</li><li>• Planned office projects</li></ul>	<ul style="list-style-type: none"><li>• Cooperation between L.A. County, City and private ownership on relocation</li></ul>



# Strategic Area 3

## California Youth Authority



Size	Zoning	Access	Vision	Project/Opportunity Sites
35 acres	I-Institutional and OS – Open Space. Specific Plan or relocate civic center and/or residential	Bloomfield Ave entry	Potential to relocate multiple City and County civic center uses Blended use with residential	Transfer of CYA property from the State to City. Potential to relocate civic center buildings. Prop 68 State Parks Bond / Redevelopment Bonds Special District

# Strategic Area 3

## California Youth Authority

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Vehicular connectivity to Imperial Hwy and I-5 Fwy</li> <li>• Adjacent open space</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access points and traffic counts</li> <li>• Timing and control of property transfer</li> <li>• Bond required for acquisition</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• State may be amenable to selling to City</li> <li>• Redevelopment to civic uses</li> <li>• Improve potential for civic services</li> <li>• Prop 68 Parks Bond, Cap-n-Trade funds, Special Districts, P3</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with State to sell property</li> <li>• Long-term civic / redevelopment project requires significant capital investment and time</li> <li>• Coordination with L.A. County and civic building relocation</li> <li>• Incorporation of park as part of masterplan</li> </ul>



# Strategic Area 4

## Tank Farm



Size	Zoning	Access	Vision	Project / Opportunity Sites
50 acres	Specific Plan Area; Potential retail / commercial / office uses. Adjacent open space	Bordering arterial Norwalk Blvd and Bloomfield Ave. and Excelsior Dr  I-5, CA-91 and I-605 Fwys nearby	Transfer of property from Fed'l Gov to the City.  Specific Plan	Redevelop site into commercial / retail or civic use with open space  Prop 68 State Parks Bond / Redevelopment bonds, STAR, P3  Specific Plan

# Strategic Area 4

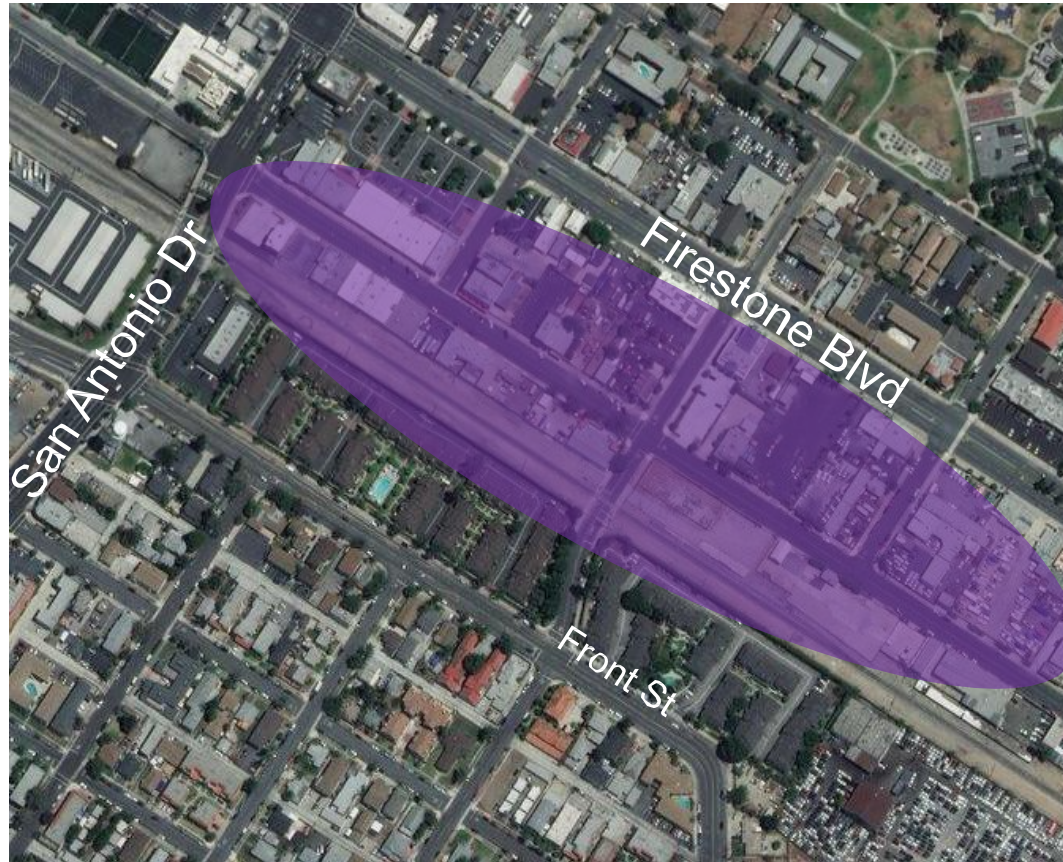
## *Tank Farm*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• 50 acres to be transferred to City for open space and redevelopment into civic uses and / or commercial / retail / office use</li> <li>• Masterplan to capitalize on adjacent open space</li> <li>• Access to I-5, CA-91 and I-605 Freeways</li> <li>• Adjacent Holifield Park</li> <li>• Remediated to industrial/commercial standard</li> </ul>	<ul style="list-style-type: none"> <li>• Development impact on adjacent residential community</li> <li>• Resident and community vision for site</li> <li>• Limits of environmental conditions</li> <li>• Pipeline easement</li> <li>• Former fuel tank storage facility</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Improvement to amenities and infrastructure including open space linkages</li> <li>• Potential to relocate civic uses and/or redevelop as commercial / retail</li> <li>• Prop 68 parks bond and redevelopment bonds, P3, specific plan, Special District</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges of timing and collaboration between federal government for transfer of property</li> <li>• Matching of City's vision with market/private sector intentions to develop</li> <li>• High capital investment costs required</li> </ul>



# Strategic Area 5

## Front Street Node



Size	Zoning	Access	Vision	Project / Opportunity Sites
¼ mile walkable area	C3 – General Commercial M1 – Light Manufacturing CM – Commercial Manufacturing	San Antonio Dr, Firestone Blvd and proximity I-5 freeway	Provide a walkable district with entertainment, brewery, dining and retail for community use  Blended use with commercial / retail / residential	A) Several available tenant and retail spaces  B) Blended Use – with DOR™ for redevelopment



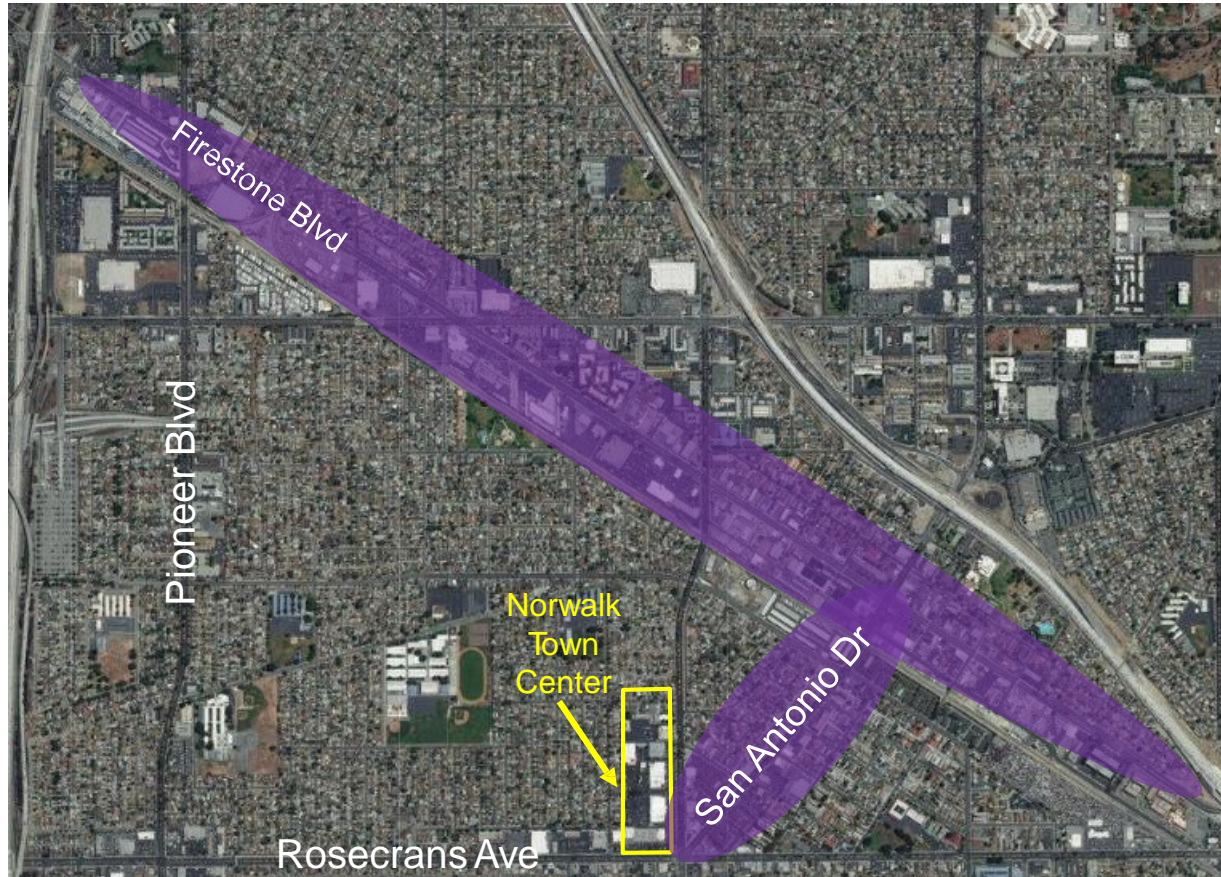
# Strategic Area 5

## Front Street Node

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Vehicular connectivity to major arterial Firestone &amp; San Antonio and I-5 Fwy</li></ul>	<ul style="list-style-type: none"><li>• Lack of current pedestrian connectivity to surrounding economic nodes (i.e. Firestone Blvd, San Antonio Dr)</li><li>• Lack of cohesive branding for the area</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Potential for blended-use development to provide additional restaurant, retail and entertainment to take advantage of significant nearby residential population</li><li>• Improvements to quality of life provided by additional retail, restaurant, and entertainment</li><li>• Potential to create walkable district and connection/link to San Antonio Dr area</li><li>• Blended-use through zoning tool DOR™</li></ul>	<ul style="list-style-type: none"><li>• Coordination with multiple property owners, operating businesses and public agencies</li><li>• High capital investment costs required</li></ul>

# Strategic Area 6

## Firestone / San Antonio Node



Size	Zoning	Access	Vision	Project / Opportunity Sites
3.5 mile corridor in center of City	C-3, R-3, M-1, R-1, C-O	Arterials Rosecrans Ave, Pioneer Blvd and Firestone Blvd	<p>Allow a wide range of Blended-Use creating a walkable district</p> <p>Promote retail, food &amp; beverage, hotels, and professional offices</p>	<p>Senior housing and dense residential nearby</p> <p>Limit traffic on San Antonio Dr to promote walkability</p> <p>Development Opportunity Reserve (DOR™)</p>

# Strategic Area 6

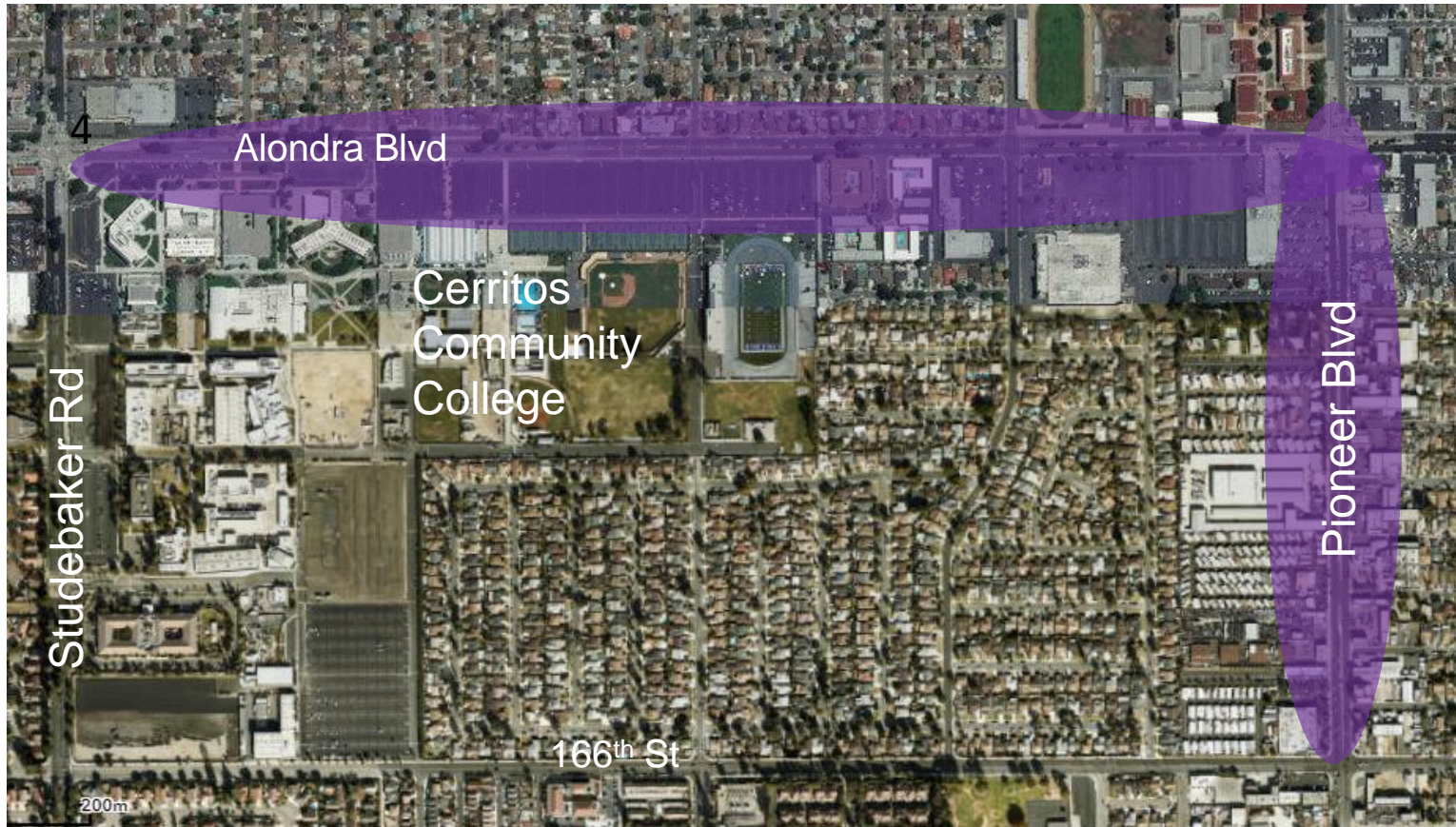
## Firestone / San Antonio Node

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Infill real estate with strong arterial boundaries Rosecrans Ave, Pioneer Blvd and San Antonio Dr culminates at “5 Points”</li><li>• Strong traffic counts (68,100 ADT) on Rosecrans Ave, Pioneer Blvd, and San Antonio Dr. and access to I-605 and I-5</li><li>• Adjacent residential communities with potential for walkable corridor</li></ul>	<ul style="list-style-type: none"><li>• Multiple owners/businesses and aging real estate</li><li>• Aggregation of real estate to gain enough scale for a large scale project given small parcel sizes</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Potential to aggregate several adjacent parcels for redevelopment</li><li>• Revitalize aging real estate into current retail and format (i.e. blended use, retail, boutique hotel, office, etc.)</li><li>• Slow or stop traffic on San Antonio to create a walkable district to serve the community and local residents</li><li>• Development Opportunity Reserve (DOR™), ICSC retailer / developer outreach</li></ul>	<ul style="list-style-type: none"><li>• Coordination with multiple businesses and property owners</li><li>• 3<sup>rd</sup> party investment in the area based on economic feasibility and zoning</li><li>• High capital investment costs required and timeline</li></ul>



# Strategic Area 7

## *Alondra / Pioneer Node*



Size	Zoning	Access	Vision	Project / Opportunity Sites
Multiple institutions and properties along a 1.5 mile long corridor	C-1, R-1, R-3, M-1	Arterial Alondra Blvd and Pioneer Blvd  Connectivity to the CA-91 and 605 Fwys	Create a corridor that capitalizes on existing educational and community buildings and daytime populations including students and employees with potential to develop amenities to serve the community.  Potential to aggregate adjacent properties, redevelop the corner of Pioneer & Alondra Blvds. and create a unifying look for this gateway entrance	A) Redevelop corner of Pioneer & Alondra Blvds.  B) Multiple aggregate properties for reuse  C) Unifying look and gateway entrance  Corridor Specific Plan, P3, Redevelopment bonds and DOR™

# Strategic Area 7

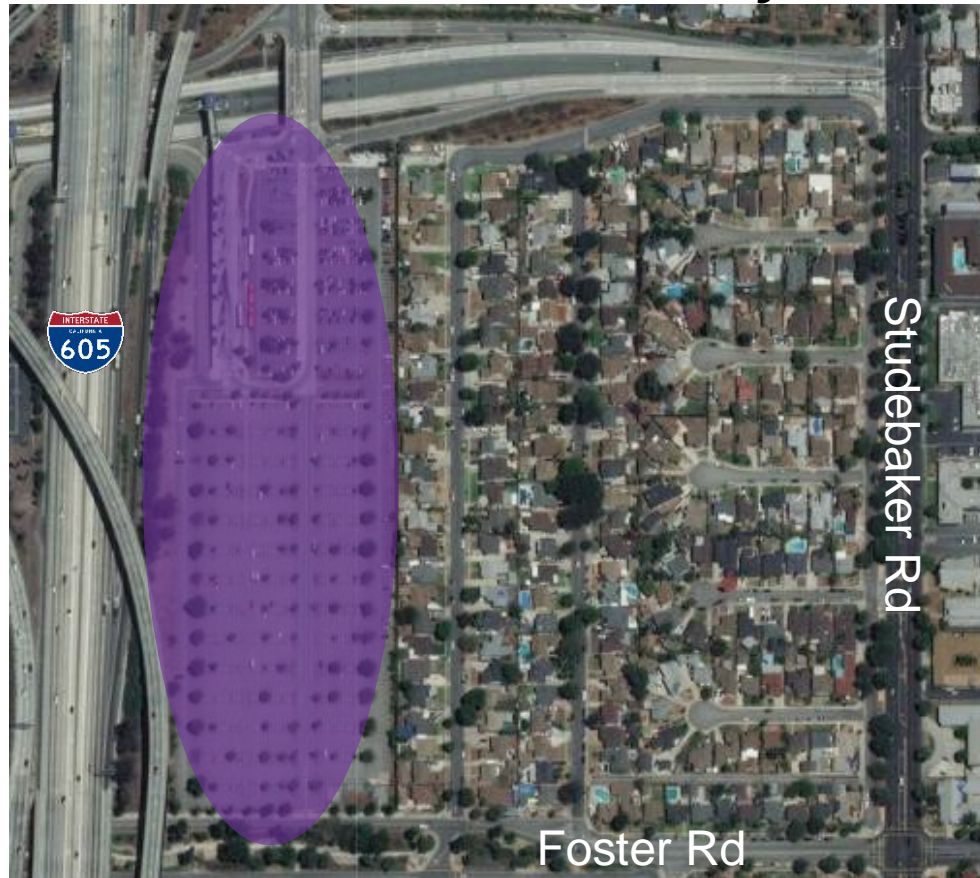
## *Alondra / Pioneer Node*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Adjacent education institutions and residential communities</li> <li>• Connectivity to I-605 Fwy, 91 Fwy</li> <li>• Aggregation of parcels to gain enough scale for projects</li> <li>• Traffic counts ~62,000 ADT (at corner)</li> </ul>	<ul style="list-style-type: none"> <li>• Available properties are not on hard-corner</li> <li>• Parking requirements and use types</li> <li>• Local retail demand</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Revitalize aging real estate into current economically feasible format</li> <li>• Capitalize on education and community buildings to provide amenities to fulfill community and daytime student/employee population needs</li> <li>• Multiple opportunity sites which may catalyze retail tenant attraction</li> <li>• Redevelop retail at hard corner at Pioneer &amp; Alondra Blvds</li> <li>• DOR™, STAR, SHD, EIFD and Redevelopment bonds, possessory &amp; use tax, ICSC retailer / developer outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with multiple property owners and public/education agencies</li> <li>• Market feasibility of uses</li> <li>• Parking</li> <li>• High capital investment costs required and timeline</li> </ul>



# Strategic Area 8

## 105 Fwy / Studebaker Node



Size	Zoning	Access	Vision	Project / Opportunity Sites
~13.5 acre transit center, parking lot owned by Metro	Park and ride Potential TOD	Studebaker Rd Connectivity to the 105Fwy	Strong transit hub with potential for transit oriented development (TOD)	A) Park and Ride and TOD development B) Cooperate with Metro Specific Plan, P3, Cap-n-Trade, GGRF

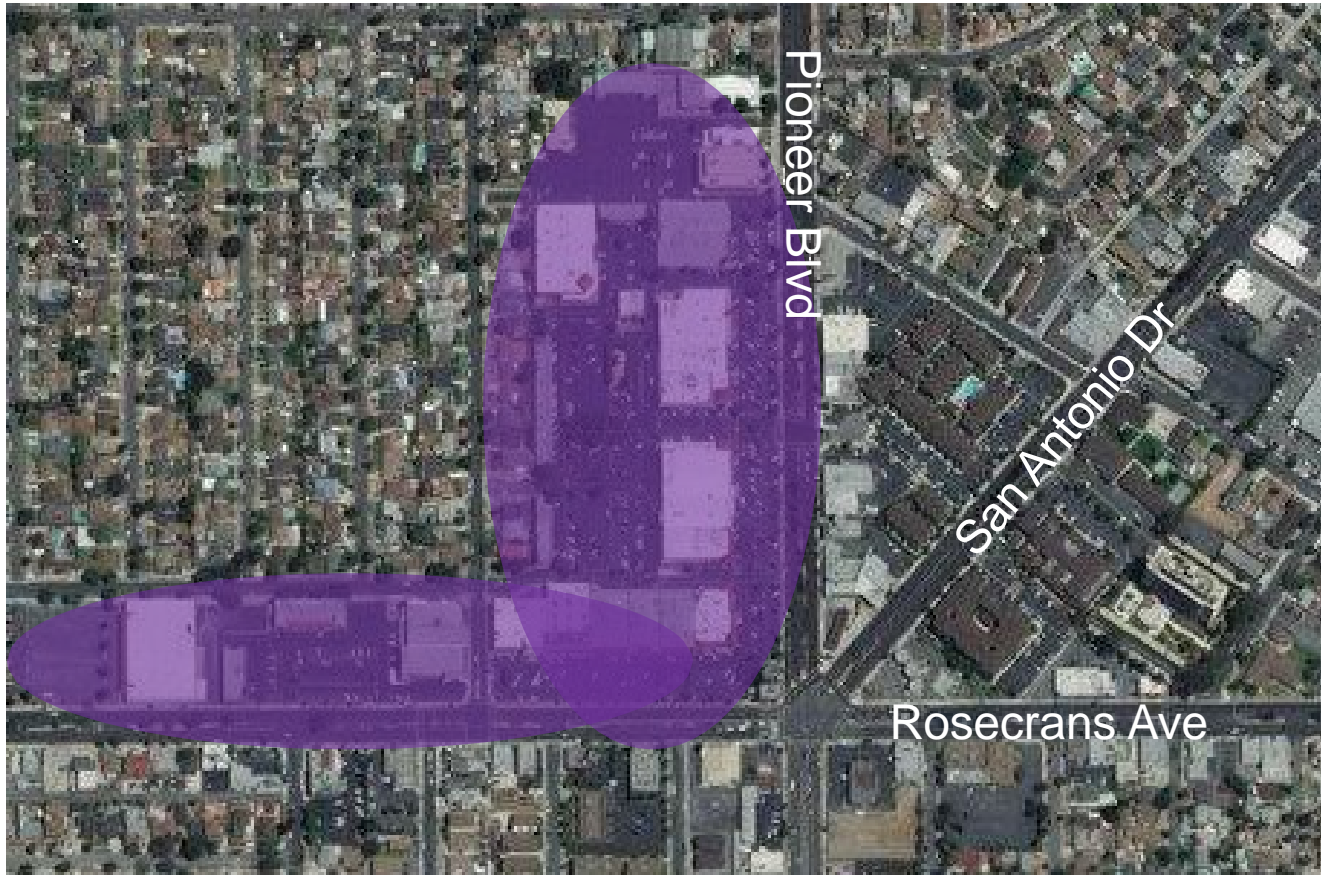
# Strategic Area 8

## 105 Fwy / Studebaker Node

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Strong traffic counts at major arterial Studebaker, on/off ramp of 105 Freeway</li><li>• Adjacent to transit hub with direct links to LAX from Greenline Station</li><li>• Transit oriented development (TOD) minimizes traffic volume</li></ul>	<ul style="list-style-type: none"><li>• Immediate residential area currently impacted by high traffic volumes related to freeway access and rail station.</li><li>• Increased demand for parking</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Potential improvement to Greenline Station by the County may increase use of the Station</li><li>• Redevelopment of opportunity sites for TOD, attracting residential and supporting demand for retail uses</li><li>• Specific Plan, DOR™, P3, Cap-n-Trade, GGRF</li></ul>	<ul style="list-style-type: none"><li>• Market feasibility of uses</li><li>• Challenges of collaboration between development and transit agencies</li><li>• Property is owned by public entity</li></ul>

# Strategic Area 9

## *Five Points Node*



Size	Zoning	Access	Vision	Project / Opportunity Sites
Multiple businesses and properties encompassing ~25 acres	R-3, C-3	Pioneer Blvd, San Antonio Dr, Rosecrans Ave  Connectivity to the I-605 and I-5 Fwys	Cooperate with business and property owners to promote economic development and attract retail to provide amenities to residents.  Potential to aggregate adjacent properties	A) Cooperate with multiple business / property owners to revitalize this node B) Attract retail and potential blended use Specific Plan, P3, DORT™, ICSC

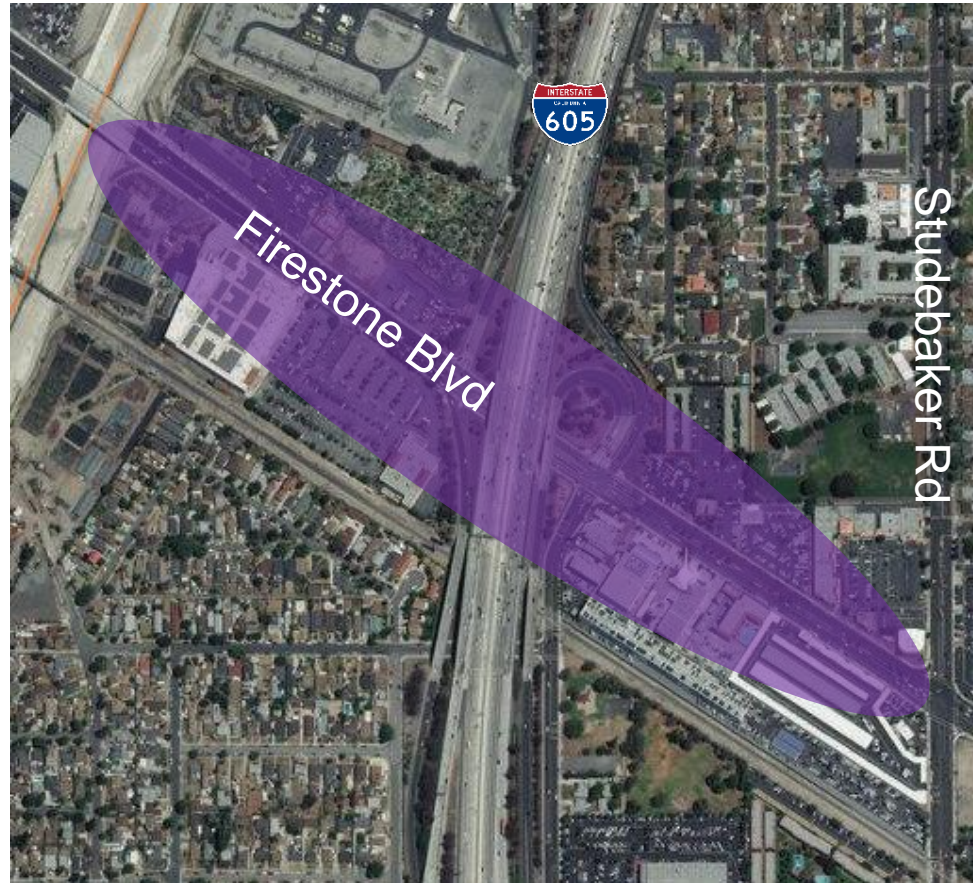
# Strategic Area 9

## *Five Points Node*

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Adjacent businesses, retail and residential communities</li><li>• Connectivity to I-605 and I-5 Fwys,</li><li>• Strong traffic counts at major arterials Rosecrans Ave, Pioneer Blvd, and San Antonio Dr</li></ul>	<ul style="list-style-type: none"><li>• Multiple owners of real estate</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Revitalize / Redevelop aging real estate into current economically feasible format</li><li>• ICSC retailer outreach, DOR™, P3, Specific plan</li></ul>	<ul style="list-style-type: none"><li>• Extensive number of property owners and businesses that may make redevelopment and improvements challenging.</li><li>• Market demand and feasibility of uses</li><li>• Parking</li></ul>

# Strategic Area 10

## 605 Fwy / Firestone Blvd Node



Size	Zoning	Access	Vision	Project / Opportunity Sites
Multiple businesses and properties along a ½ mile long corridor	C-1, R-3, R-1, C-3 and M-1	Firestone Blvd Connectivity to the 605 Fwy	Cooperate with business and property owners to promote economic development and attract retail to provide amenities to residents.  Potential to aggregate adjacent properties	A) Attract retail / commercial along Firestone Blvd. and potential blended-use B) Multiple aggregate properties for reuse C) Cooperate with business/property owners Specific Plan, P3, DOR™, ICSC



# Strategic Area 10

## 605 Fwy / Firestone Blvd Node

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Strong traffic counts at major arterial Firestone, on/off ramp of 605 Freeway</li><li>• Location is surrounded by high profile businesses</li><li>• A major entrance to the City</li></ul>	<ul style="list-style-type: none"><li>• Multiple ownership</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Major projects underway</li><li>• Redevelopment of opportunity sites into current economically feasible format</li><li>• Has large parcels</li><li>• P3, ICSC retailer / developer outreach, DOR™</li></ul>	<ul style="list-style-type: none"><li>• Coordination with multiple businesses and property owners</li></ul>

# Implementation Outline

## **3. Implementation**

### **a) Marketing (next steps)**

*i. Collateral Material*

*ii. Digital Marketplace*

### **b) Financing & Incentives (next steps)**

# 3. Implementation

## Marketing (next steps)

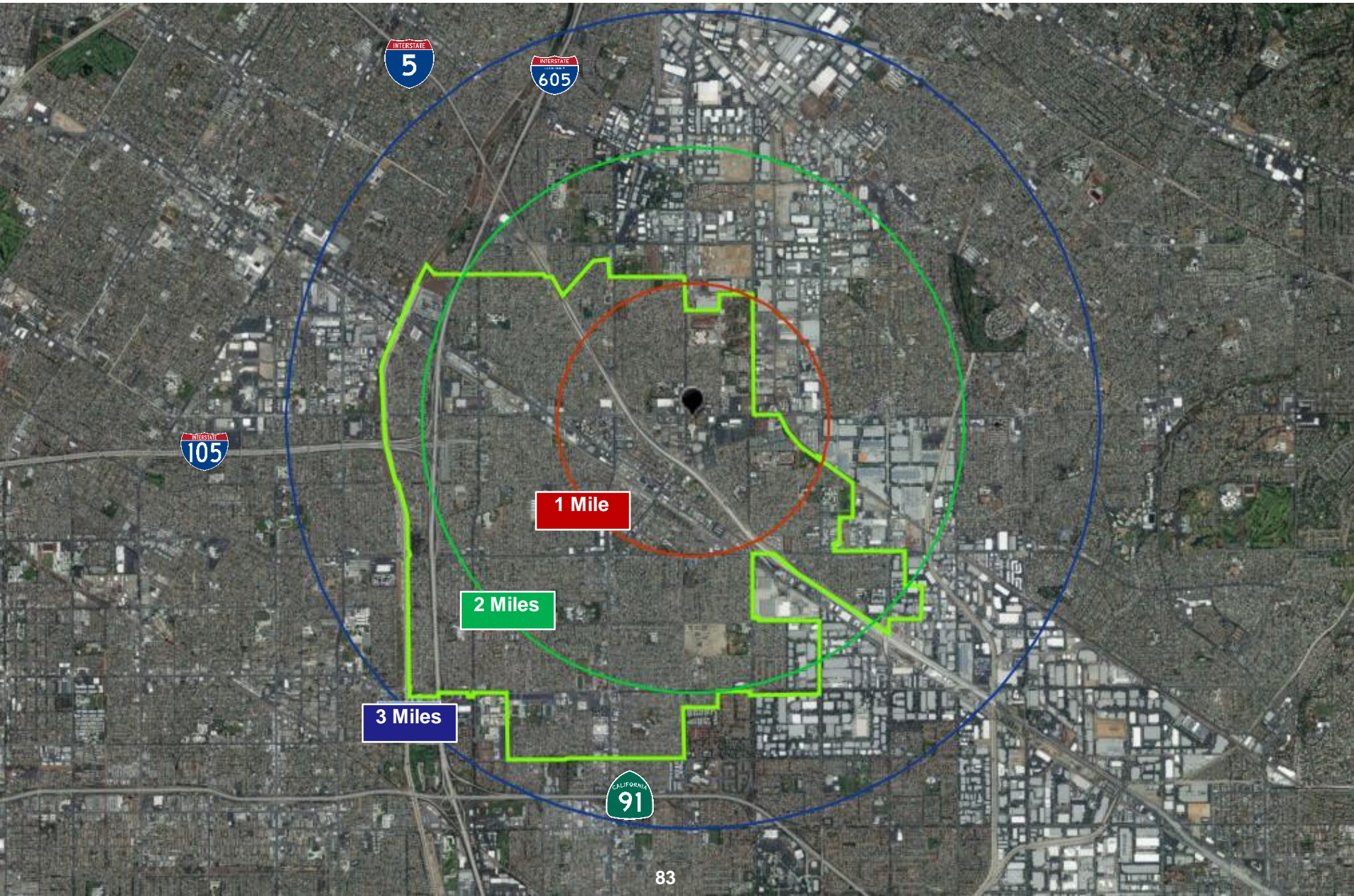
*Collateral Material – ICSC Conferences*

*Digital Marketplace*

# Preliminary Outreach & Meetings

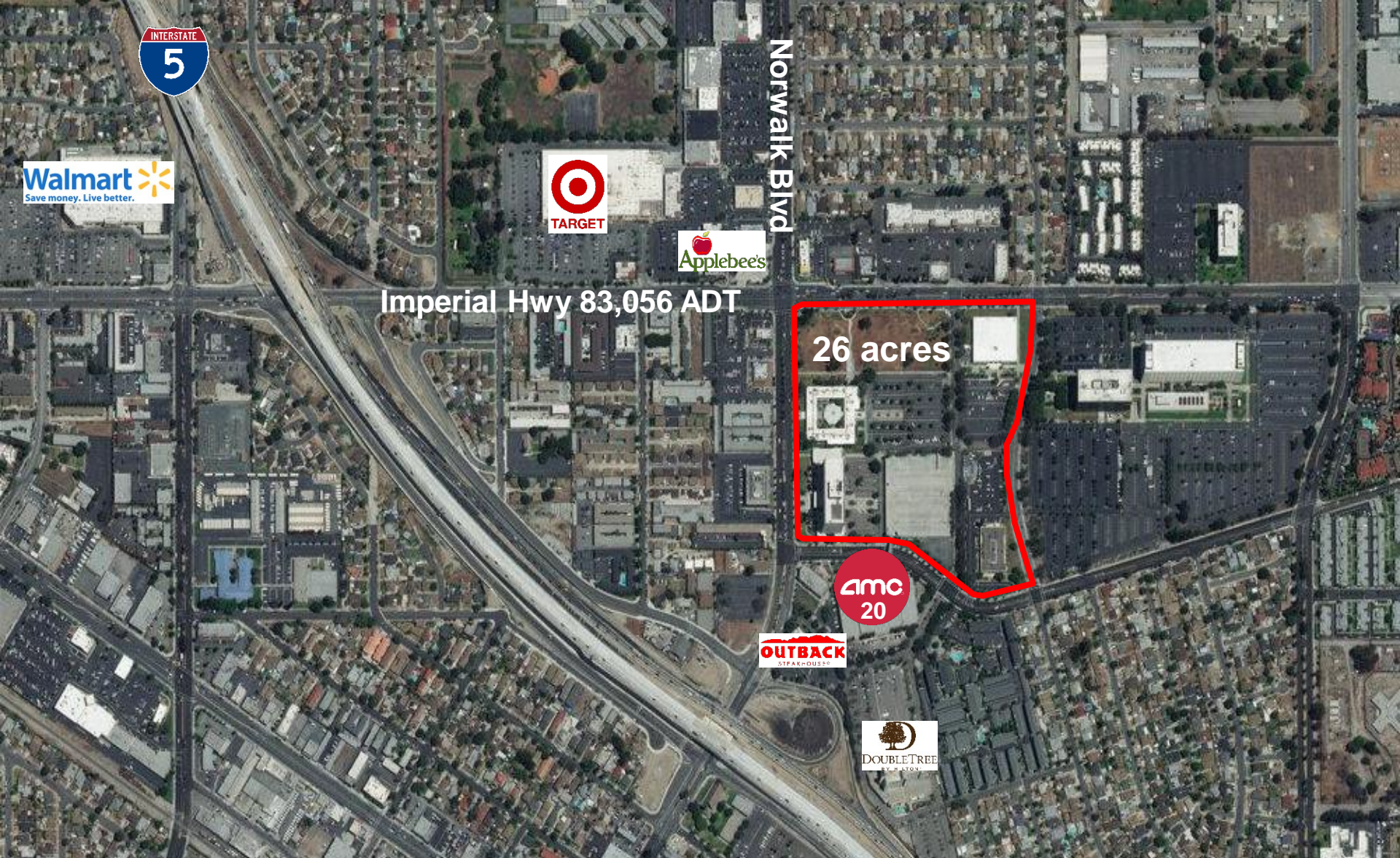
- Initial outreach to following entities (recent ICSC RECon May 21-22 and upcoming ICSC Western Conference October 8-10):
  - Marriott Hotels
  - Radisson Hotels
  - Intercontinental Hotels
  - Choice Hotels
  - Festival Developer
  - Pacifica Developer
  - Lewis Retail Developer
  - Bristol Partners / Tom Lenny Developer
  - Shapell Owner / Developer
  - Kroger (Ralphs)

# ICSC RECon Marketing Materials - Norwalk City Limits & Radii (Norwalk Blvd & Imperial Hwy)





# ICSC RECon Marketing Materials Norwalk Civic Center / Entertainment Center



Ken Hira, Executive Vice President  
Kosmont Companies, (949) 226-0288

Jesus Gomez, City Manager  
City of Norwalk, (562) 715-1621

# Digital Marketplace Tool

OppSites is a digital economic development network, where the public & private sector works together to unlock economic potential.

## THE PROCESS:

- Cities post underutilized districts & sites, and share local knowledge about what they want to see built (does not require City ownership)
- Investors & developers search postings to find underexposed real estate opportunities, and gain insight into markets for investment
- Cities & investors/developers initiate discussion about development opportunity based on mutual interest in site



<https://oppsites.com/>



# Norwalk Strengths and Niche

Overview of City's existing strengths and potential niche for City Council consideration, comments and direction:

- City Strengths and Who We Are – Norwalk is comprised of relatively young families with average household size larger than the Los Angeles County and State averages.
  - Existing housing stock and starter homes for young families
  - Reasonable home prices in Los Angeles County
  - Centrally located commercial opportunities and high accessibility (freeways, transit)
- Focus business / retail recruitment on uses that are desirable to Millennials and families (e.g. family-friendly restaurants, entertainment)
  - “Family, entertainment and destination” niche
  - Complement and leverage strong source of demand (local housing base and regional population)
  - Best opportunity to attract businesses / retail / jobs is Strategic Area #1 - Civic Center / Entertainment District

## 3. Implementation

# Financing & Incentives (next steps)

# Economic Development Tools

## Economic Development Tools

- Special Districts – (EIFD / CRIA)
- Zoning strategies / Specific Plans including Development Opportunity Reserve (DOR™)
- Development Agreements (Sales Tax Assessment Revenue STAR)
- P3 – Public Private Partnerships
- State Parks Bond – Prop 68
- Redevelopment Bonds
- Housing and Sustainability (e.g. AHAs / WHOZ)
- Cap-and-Trade Funds, GGRF (greenhouse gas reduction funds)
- Community Facilities District (CFD)
- Opportunity Zones
- TOD grants / funding
- Retailer / Developer Outreach – ICSC Conferences May and October 2018



# “Creating a Place” Using E.D. 2.0 Tools

Cities have 9 BASIC TOOLS for Public/Private Projects



**These tools often work best when used together**

# Plan Implementation Next Steps

Collaboration between City Staff, Ad Hoc Development Review Committee and private sector with respect to the following:

- Retail / Developer / Hotel Outreach (Ongoing) – contact property owners on a priority strategic basis, and engage hotels / developers in order to solicit interest, facilitate communication, track project status
- Marketing of Strategic Areas – prepare collateral marketing material for priority strategic opportunity sites and utilize digital economic development tools to access the marketplace (e.g. ICSC Western Conference at Los Angeles Convention Center October 8-10)
- Financing & Incentives – consider post-redevelopment economic development tools such as financing districts, Public Private Partnerships, Grants (Cap-n-Trade, GGRF), transit funds, and zoning strategies to fund needed infrastructure and forge public private transactions where appropriate

# Plan Implementation Next Steps

Public outreach is and will continue to be a critical part of Norwalk’s economic development success. The Economic Development Opportunities Plan was presented to the following business and community partners to share findings and solicit comments.

Organization	Date
Chamber of Commerce Executive Board	July 18, 2018
Norwalk-La Mirada Unified School District	July 30, 2018
Various Faith-based Organizations	August 3, 2018
Norwalk Community Coordinating Council	August 28, 2018
Cerritos College Executive Council	August 29, 2018
Planning Commission	September 12, 2018
Commissions and Committees (Art in Public Places Commission, Community Promotion Commission, Historical Heritage Commission, Housing Authority, International Friendship Commission, Parks & Recreation Commission, Public Safety Commission, Senior Citizens Commission, and Social Services Commission)	September 24, 2018
Chamber of Commerce	September 26, 2018
Community Forum	September 26, 2018