

# San Gabriel Mission District Partnership

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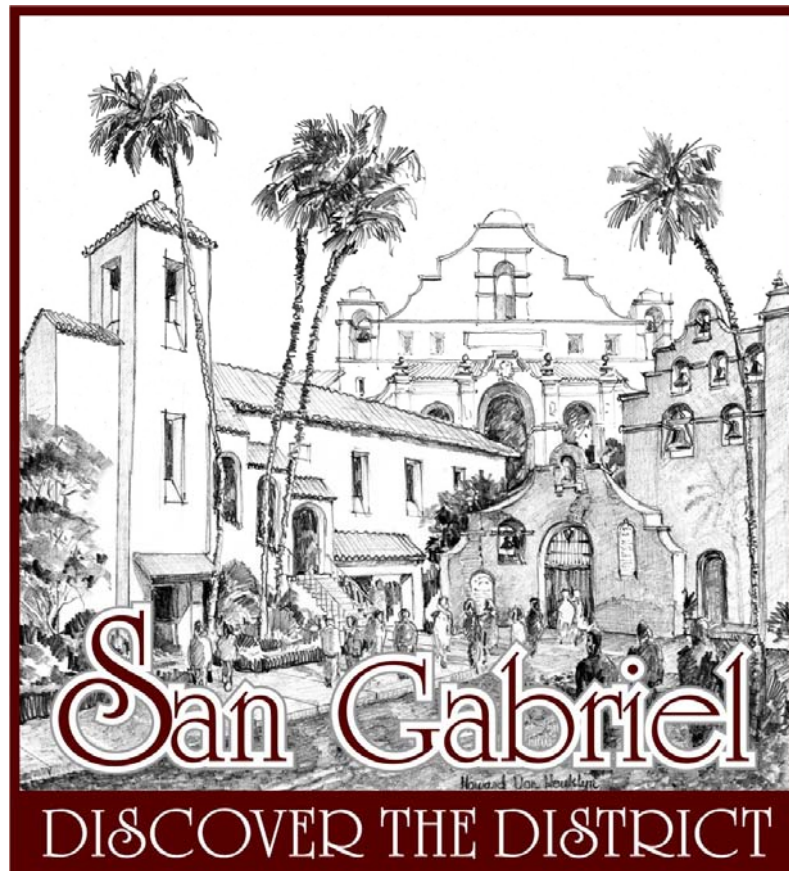
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## Business Plan

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*To cooperatively develop, promote, and market the District as a destination for tourism, culture, entertainment, dining and shopping.*



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# Mission District Partnership Business Plan

## Vision

**Who We Are:** businesses, residents, government, schools, organizations and various entities with an ongoing interest in the success of the San Gabriel Mission District

**What We Do:** meet to develop and implement strategies that enhance the Mission District.

**Our Mission:** to cooperatively develop, promote and market the District as a destination for tourism, culture, entertainment, dining and shopping.

## Background

### In the Beginning

In March 1996, the City of San Gabriel hosted an Economic Strategy Workshop involving businesses, government and community representatives to identify goals and priorities for the San Gabriel Mission District's future development. The workshop generated many outstanding strategies identified for improving the District, most important of which included the formation of a Partnership composed of the entities having an ongoing interest in the success of the Mission District; and four strategic areas identified as providing a planning framework for action.

The Partnership's mission, as defined at the workshop, would be to, "cooperatively develop, promote and market the District as a destination for tourism, culture, entertainment, dining and shopping". The four areas identified to serve as building blocks (subcommittees) which would guide the planning efforts were:

- Access and Mobility (*improve access and mobility in and around the District*)
- Business Retention & Attraction (*retain and attract businesses*)
- Cultural Activities and Events (*promote cultural activities and events*)
- Public Awareness, Information and Outreach (*increase public awareness, information and outreach*)

A "Economic Development Strategy Workshop" report summarizing the comments gathered during March 1996 workshop was created and served as a guide to assist the four subcommittees and the Partnership as a whole. Over the next eight years, the Partnership initiated and implemented a number

of strategies and actions to improve the District. (The original 1996 “Economic Development Strategy Workshop” report is available upon request.)

## Growing Pains and Pleasures

From 1996 through 2001, the Partnership met as a whole and also through group “breakout” subcommittee meetings, to implement goals and strategies, and developed new goals and actions that continued the Partnership’s mission to: *cooperatively develop, promote and market the District as a destination for tourism, culture, entertainment, dining and shopping.*

Between 2001 and 2003, the Partnership rarely met as a whole, however, the District continued to directly benefit from individual and/or small group efforts established through the Partnership. In addition to actions and activities which continued to further the Partnership’s mission, the City initiated important economic development activities which greatly enhanced the Mission District. A detailed list of Partnership “Accomplishments” (including 2003-04) is provided in Chapter 4, however, a few *Pleasures* are listed below, in addition to a significant *Pains* identified that directly or indirectly affected the historic San Gabriel Mission District:

### Pleasures

- Civic Auditorium Improvements
- Ongoing production and development of marketing and public relations information/brochures
- Established public relations and media outreach opportunities marketing San Gabriel as the “Birthplace of the Los Angeles Region”
- Increased awareness of San Gabriel and the historic Mission District by promoting and using the distinctive visual backdrop the Mission District provides overall, in addition to the unique venues available within the District (i.e., Civic Auditorium, museums, parks, etc.) for events, photography and film
- Increased awareness of existing events and developed new events
- Mission Art Center “Mural” project
- Economic Development successes in and near the Mission District
- Mission District Specific Plan
- Improved access and mobility and reduced street-name confusion in and around the Mission District with street name and address changes
- Improved parking with 20 minute parking; 1,299 Mission District parking spaces identified, in addition to more parking available at SGVMC, and improved signage in and around District
- Some awards received include
  - 2001 State of California Department of Parks and Recreation “*Award of Excellence*” – Smith Park
  - 1998 ICMA “*Award for Local Government Education*” (International Cities/County Management Association)
  - 1997 “*Special Achievement Awards*” California Healthy Cities, California Department of Health Services
- Roster / networking opportunities developed

### Pains

- September 11, 2001 attack on the United States
- Lack of synergy between major attractions, i.e., the Mission, City Hall, Civic Auditorium and District museums
- Music Theatre of Southern California closes

- Limited activity at the pedestrian level due to frequently changing businesses, vacant and/or unattractive storefronts, dilapidated buildings, and unidentified parking locations
- First, second and third school bond measures fail for San Gabriel Unified School District
- 1994 Northridge earthquake. City Hall closes for remodeling
- 1987 Whittier/Narrows earthquake – Mission and Civic Auditorium close

#### In the Year 2003-04

In June 2003, the Partnership reconvened to take stock of the Mission District Partnership as a whole; reestablish relationships, attract and welcome new Partnership members, and to review and discuss the relevancy of the Partnership's original vision and mission. **The result:** Partnership members renewed their commitment to the Mission District Partnership's original vision and mission and began planning for success!

The City of San Gabriel agreed to “set the stage” over the next three months (plus) by providing the necessary staffing to initiate and encourage momentum and focus; develop and coordinate a method of communication, meeting direction, facilitation, meeting/dining locations, and to develop and distribute meeting materials, a contact list, follow-up notes, etc.

From July through October, the Partnership met as a whole and:

- Developed a preliminary core organizational structure which ultimately included an additional subcommittee, the “Steering Committee” (*providing guidance/support and organizational development to Partnership overall*).
- Identified areas of personal/professional expertise and/or interest, and Partnership members aligned themselves with a specific subcommittee (*Access and Mobility, Business Retention and Attraction, Cultural Events, Public Information Awareness and Outreach, and Steering Committee*).
- Developed a method to meet over the next year through “full” Partnership and “breakout” subcommittee meetings, identified champions, facilitator/note taker and/or timekeepers, and
- identified “priority” issues, resources (real people and financial), established short-, mid- and long-term timeframes, and “got to work” making the possible – possible!

At the October 2003 full Partnership meeting, subcommittees agreed to meet separately either monthly, or as needed, with full Partnership meetings taking place in alternate months. Subcommittees were available to meet separately in November 2003, and February, April, May and June 2004. Full Partnership meetings took place in January and March 2004, with the next full Partnership meeting scheduled for Tuesday, July 13, 2004 at Mission 261 Restaurant.

Throughout the past year, Partnership members were assisted and kept informed of all activities, action items and cross-over actions through full Partnership meetings, subcommittee meetings; through Steering Committee members aligned with individual subcommittees, and variety of communications, including but not limited to, meeting notes and accompanying “Action Sheets”.

In keeping with the Steering Committee's responsibility to: Evaluate each subcommittee's recommendations of the actions most important and practical to implement; consider available resources (human and financial) needed to implement these actions, and research and report on the future evolution of the Mission District Partnership, Chapter 2 identified recommendations for implementation by January 2005. (Not all previously identified “Action Sheet” items are identified in the

“draft” Business Plan. Complete, updated “Action Sheets” are available to all subcommittee members to assist them in furthering their goals).

In considering all Partnership activities this past year, the great work and creative input from Partnership members as a whole and through the five subcommittees, the recommendations outlined in Chapter 2 are made with our mission statement as a guide:

To cooperatively develop, promote and market the District as a destination for tourism, culture, entertainment, dining and shopping.

## Chapter 2

### Recommended Action Items for Implementation by January 2005

- 1) Research unidentified (potentially) available parking and report on outreach and results – *Access and Mobility*
- 2) September 19, 2004 “*Turn of the Century Experience*” – *Cultural Events*
- 3) Tourism: Tour package (tour and materials) for local, region, national and international tourism – *Business Retention and Attraction*
- 4) Seasonal and/or themed Mission District events: *Business Retention/Attraction* and *Cultural Events subcommittees*
- 5) New City of San Gabriel/Mission District Partnership brochure to include: the historical walk, visitor’s guide and information, annual event calendar, and directional/parking map – *City of San Gabriel* and *Public Information Awareness and Outreach subcommittee*. (Funding for on-going mass brochure production and distribution to hotels, visitor/convention centers, etc., needs to be addressed.)
- 6) Mission District Business Plan: Including future organizational plans for the Partnership making use of available and potential resources (i.e., residents, businesses, partnerships, etc.) and available and potential funding/financing options – *Steering Committee*

### Funding and Organizational Development Options

#### Overall Funding and Organizational Development Options

Over the past year, recommendations from subcommittees and Steering Committee efforts to identify financing/funding options and opportunities for the Partnership’s future organizational development include:

- Grants and/or non-profit sources for funding partnerships, history and culture
- Percent of tourism dollars returned to Partnership
- Percent of event dollars returned to Partnership
- Tenant / Property tax for Business Improvement District (BID) or Downtown Association
- Hire half-time staff person; and research options for partnerships, i.e., Partnership becomes “Chamber” or San Gabriel Community Foundation arm
- Use *California Main Street Program* as resource and tools for development

### Targeted Funding Options

- Charter (service only) franchise agreement for “cable” ad highlighting the Mission District
- Commercial rehabilitation programs
- Major corporate and minor sponsors, (i.e., Hilton Hotel, Auto Club and Mission District businesses/organizations) identified for Mission District actions, i.e., events, brochure production and distribution, etc.

A major tool to building economic vitality in the Mission District has been underway for the few years and is nearing completion. A number of activities identified through the Mission District Partnership, i.e., economic development, land use, urban design (including wayfinding), circulation and many other issues important to the success of the Mission District are addressed through the Mission District Specific Plan.

A summary of the Mission District Specific Plan is provided Chapter 3. (For information about the Mission District Specific Plan, contact City of San Gabriel Economic Development Specialist Erlinda Romo at 626.308.2800 ext. 4630.)

## Chapter 3

### Mission District Specific Plan Summary

The San Gabriel Mission District represents one of the most historic locations in Southern California. Revitalization efforts in the District have included streetscape improvements and the creation of a Mission District overlay zone. The overlay zone was developed to encourage tourism by providing design standards for the area and restricting uses.

Realizing that the Mission District Zoning Code is too restrictive, The Mission District Specific Plan was started last year to expand the scope of uses in the Mission District and to introduce mixed-use (commercial with residential). The proposed plan is based on enhancing the economic vitality of the area and



encompasses land use, historic preservation & cultural issues, design guidelines, urban design, and circulation.

The Specific Plan will be a revitalization tool that will involve working with the various District stakeholders, taking pro-active steps in analyzing the District, and working towards short and long-term goals. These steps are incremental, and embrace the market-based vision of the District. We will create a mixed-use vision for the District to function as a successful village. Under the Plan, the District will be geared, first, toward the needs of local residents and, secondly, to tourists.

## Chapter

# 4

## Accomplishments

### 2003-2004

- Organizational development including: coordination of meetings and method of communication, meeting facilitation/location and materials, follow-up notes and action sheets; establish fifth committee (Steering) and established short-term (90 days) mid-term (6-18 mos.) and long-term timelines
- "Draft" Mission District Partnership Business Plan approved.
- Civic Auditorium lot street sweeping/maintenance and parking lot lighting improved; new "Free Parking" signs installed; and directional / parking map developed.
- Business retention and attraction included two new District businesses: What She Buys and Orchid Boutique; a District advertising/marketing flyer developed for advertising/promotional opportunities; budget created for development of Mexican-themed restaurant and potential restaurateurs identified; and seasonal event concepts and event provider and event contract evaluated.
- First 2004 event "A Turn of the Century Experience" planned/developed and produced September 19<sup>th</sup>.
- Identifiable "concept" logo and tagline "Discover the District" (with headings: *Dine the District, Shop the District, Tour the District, and Play in the District*) developed.
- Mission District Visitor's Guide and Information Brochure revised to include new logo, headings and new District businesses
- Promotional/marketing language developed and included in existing publications, i.e., City "Grapevine" and "Recreation Guide"
- Partnership consensus of concept development for new (folded to 4" x 9") Mission District promotional brochure to include Historical Walk, Visitor's Guide and Information, calendar of events, and map / parking

### 1998-2003

- Development Strategies - Donovan Rypkema
- Civic Auditorium Improvements
- Continued production and development of marketing and public relations information/brochures
  - Historical Walk brochure

- Visitor's Guide
- Targeted advertising
- Continued new and established marketing and media outreach
- Continued identification and improvements to new and existing events
  - Family Festival, Wham-O, Pio Pico, California History Day, Mercado, Walk to LA, Community Safety Expo, Tree Lighting, City Birthday, 75<sup>th</sup> Anniversary of Civic Auditorium, Los Angeles Philharmonic performances,
- 1998 ICMA "Award for Local Government Education" (*International Cities/County Management Association*)
- 1998 Helen Putnam "Certificate of Honorable Mention" Award for Excellence Program
- 2001 State of California Department of Parks and Recreation "Award of Excellence" – Smith Park
- Mission Art Center "Mural" project
- Mission District Specific Plan
  - Mission District Walking Charette
  - Awarded \$56,000 Planning Grant to develop the Mission District Specific Plan
  - Held three community meetings
  - Completed the specific plan background documents
  - Started work on the EIR
  - In contact with 20 developers interested in developing mixed-use developments in the Mission District the zoning is in place
  - Currently in the process of drafting the specific plan
- Continued media opportunities marketing San Gabriel, "Birthplace of LA Region" through print, radio and TV
  - Pasadena Visitor Guide
  - Star News Living Here
  - LA County Almanac
  - Newspaper articles, i.e., dining, Smith Park, Awards and Events
- Continued Economic Development in Mission District:
  - House of Bloom, Metro Market, Mission 261, Mission Seasonal Gifts, and Sol y Sombras
- Construction of the building at Mission and Las Tunas reflecting Mission District architectural features, which serves as a gateway building into the historic San Gabriel Mission District.

#### 1997-1998

- Partnership subcommittees met to develop action plans, discuss potential actions, determine priorities and ID timelines
- Continued new and established marketing and media outreach
- Address and street name changes approved and implemented
- Improved signage in and around Mission District
- More parking available at San Gabriel Valley Medical Center
- Pizza Place CA and Ramona Museum added
- Increased awareness of existing events
  1. Implemented Mission District Family Festival, 1997
  2. Coordinated regional & local events w/ Family Festival '98
- LA Visitors & Convention Bureau - San Gabriel listed for Cultural Tourism. <http://Californiasedge.com>
- "Special Achievement Awards" California Healthy Cities, California Department of Health Services

#### 1996

- City Hall Renovation – move back to Mission Drive

- Mission reopens – celebrates 225<sup>th</sup>
- Mission District Partnership formed
- Mission District Partnership Subcommittees formed
  - Cultural Activities & Events
  - Business Retention & Attraction
  - Access & Mobility
  - Public Awareness, Information & Outreach
- Roster developed
- Produced and distributed Calendar of Events Brochure
- Produced and distributed Visitor’s Guide & Information Brochure
- Established marketing and media outreach
- Liaison established with tourist and marketing agencies
- Access and Mobility Subcommittee begins effort to improve access and mobility and reduce street-name confusion
- Partnered events, coordinated media and marketing
- 1,299 Mission District parking spaces identified
- Requests for 20 minute parking underway

**1994 - 1995**

- Mission District Revitalization
  - 101-space Park & Ride
  - Streetscape program consisting of new landscaping, streetlights, District signage and street furniture
  - The expansion of parks and public plazas
  - Installation of historic tile walkway, with tile artwork involving over 600 4<sup>th</sup> graders from local schools.
  - *James C. Howland “Award for Urban Enrichment” (National League of Cities)*
  - *“Helen Putnam Award” League of California Cities*