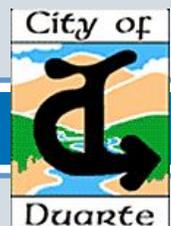
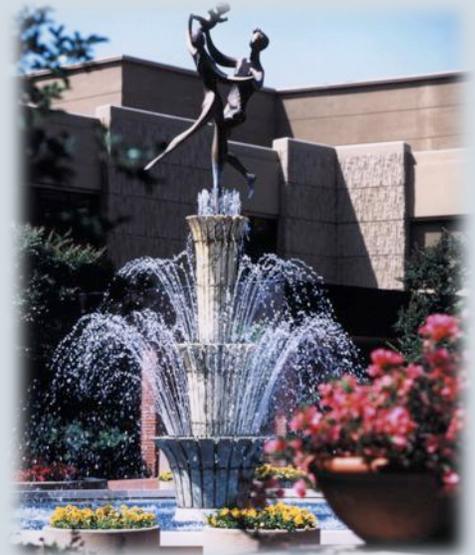


# THE CITY OF DUARTE: ECONOMIC DEVELOPMENT STRATEGY 2011-2015



**FINAL REPORT**

Adopted by Duarte City Council July 12, 2011

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This report was prepared by the Economic and Policy Analysis Group of the Los Angeles County Economic Development Corporation (LAEDC).

As the Southern California region's premier economic development organization, the mission of the LAEDC is to attract, retain and grow businesses and jobs in the regions of Los Angeles County.

The LAEDC Economic and Policy Analysis Group offers objective economic and policy research for public agencies and private firms. The Analysis Group focuses on economic impact studies, regional industry analyses, economic forecasts and issue studies, particularly in water, transportation, infrastructure and environmental policy. Projects are selected based on their relevance to the *L.A. County Strategic Plan for Economic Development* and the potential for the research to shape policy that supports the LAEDC mission.

## Demographic Characteristics

Duarte is a relatively small city located within Los Angeles County. Its residents make up only 0.2 percent of the county's total population, with 24,000 people in 7,000 households. Of the total population, 57 percent are working-aged adults ages 20 through 64 years and additional 26.3 percent are juveniles under the age of 18 years. The city's poverty rate is roughly half that of LA County; Duarte has 7.4 percent of individuals living below poverty level, while the county sits at 15.1 percent of individuals.

## Economic Characteristics

Duarte's per capita income of \$24,196 is slightly lower than Los Angeles County's \$27,264, despite a median household income (\$62,237) higher than that of LA County (\$55,192). This is attributed to the larger average size of households found in Duarte (3.26 people per household versus 3.06 in LA County). Almost 60 percent of the 7,000 households in the city have an income in excess of \$50,000. Total household expenditures in the City of Duarte in 2010 totaled \$507 million, making \$73,656 the average annual expenditures per household.

## Retail Sales

Duarte had over \$365 million in taxable sale transactions in 2008, translating to per capita sales of \$16,000. This compares favorably with the countywide per capita sales figure of \$12,800, though Duarte trails Monrovia which had per capita taxable sales of \$18,600 for the same period.

## Housing Stock

Home ownership in the City of Duarte is much higher than in Los Angeles County as a whole: 72.4 percent are owner owner-occupied versus 48.9 percent throughout the county. Of the total housing stock within the city's limits, most was constructed prior to 1990; the median year of all the structures built is 1967. Only 3 percent of the housing stock in Duarte has been built in past decade.

## Employment & Industry

The City of Hope Medical Center and related medical industry establishments employ 3,551 people; this accounts for 38 percent of the total employment in Duarte. Manufacturing and retail trade are also strong employers in the area for 2010, with 1,117 jobs and 1,139 jobs respectively. The recent recession affected employment in the City of Duarte, which fell from 11,700 in January 2007 to 10,100 in January 2010. Nonetheless, we believe the

unemployment rate in Duarte is less than that of the county as a whole. Most people who reside in Duarte work outside of the city limits; more Duarte residents work in Los Angeles or Pasadena than in Duarte. Most people who do work within the city limits of Duarte reside elsewhere.

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The city of Duarte, located on the historic U.S. Route 66 in north Los Angeles County, has a land area of over 6.7 square miles. Nestled between the San Gabriel Mountains and the cities of Bradbury, Monrovia, Irwindale and Azusa, and conveniently positioned at the interchange of the 210 and 605 freeways, the City of Duarte is largely a bedroom community for the Los Angeles metropolitan area. More than 22,000 people call Duarte home.

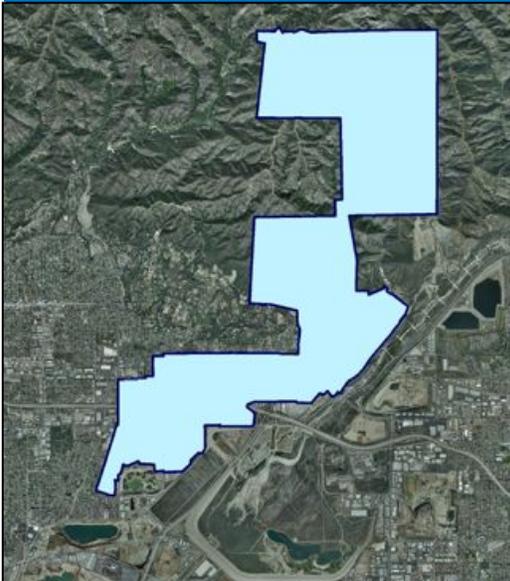
Duarte is the home of the City of Hope, a leading independent research and teaching institution, specializing in the fight against life-threatening diseases such as cancer, diabetes and HIV/AIDS. Manufacturing and wholesaling are both well-represented industry sectors within the city limits, as is retail trade.

Exhibit 1-1  
City of Duarte in Los Angeles County



Source: ESRI

Exhibit 1-2  
City of Duarte



Source: ESRI

Duarte experiences some geographic isolation. To the north is the Angeles National Forest, and along its east and southern borders are where the San Gabriel River and the rock quarry industry of Irwindale and Azusa are located. This isolation has negatively impacted local business growth by limiting outside spending from nearby populations.

An additional economic challenge to growth is that much of the local resident spending is done outside of city limits.

Recent economic development activity includes retail shopping centers in the western portion of the city.

## Population and Household Characteristics

In terms of population, Duarte ranks 63<sup>rd</sup> of the 88 cities in Los Angeles County by total population, just larger than the city of San Fernando. Its population represents 0.2 percent of the county population, the largest city of which is the city of Los Angeles.

Exhibit 1-3 City Population (2008)		
City in Los Angeles County	Population	County Rank
City of Los Angeles	3,749,058	1
Long Beach	462,556	2
Glendale	195,505	3
Azusa	46,616	41
Monrovia	37,155	47
Calabasas	24,252	62
Duarte	23,907	63
San Fernando	22,311	64
Bradbury *	940	86
Industry *	794	87
Vernon *	95	88

Source: ACS 2006-08

\* Population estimates for small cities provided by the California Department of Finance

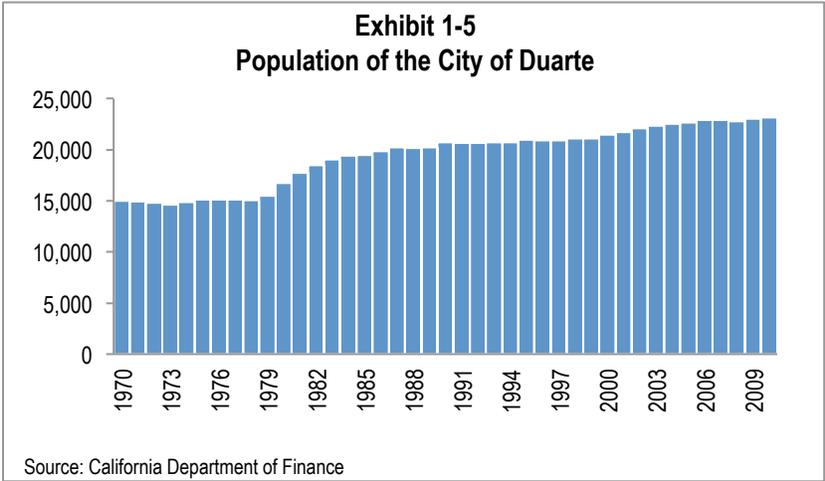
The population of Duarte was 23,907 in 2008, with almost 7,000 households. Household size is somewhat larger in Duarte than in Los Angeles County (3.26 persons compared to 3.06 persons in Los Angeles County). Population growth has averaged 0.6 percent per year over the past ten years, but is forecast to slow to an average annual rate of 0.35 percent over the next five years.

Exhibit 1-4 Household Characteristics (2008)		
	City of Duarte	Los Angeles County
Population	23,907	9,832,137
Households	6,939	3,174,611
Average household size	3.26	3.04

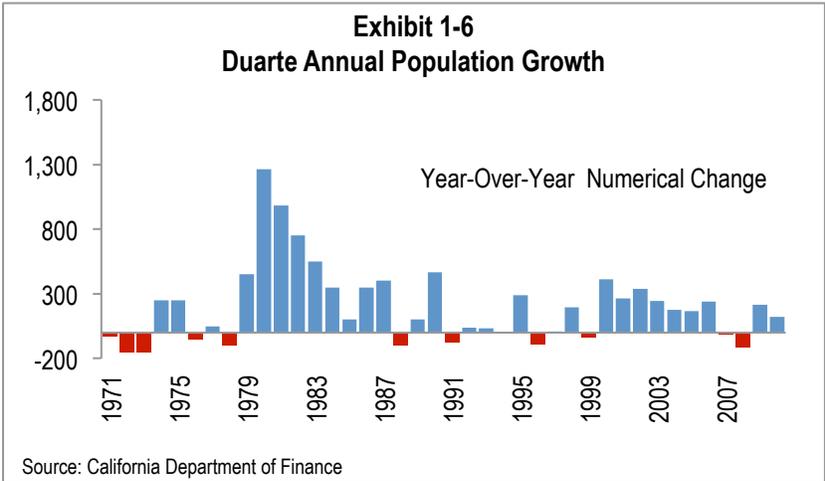
Source: ACS 2006-08

The number of households located in the City of Duarte has increased by 0.4 percent over the past decade but is expected to grow at an annual rate of 0.23 percent per year over the next five years. The average household size has increased by 0.1 persons per household since the 2000 Census, and is expected to reach 3.27 by 2015.

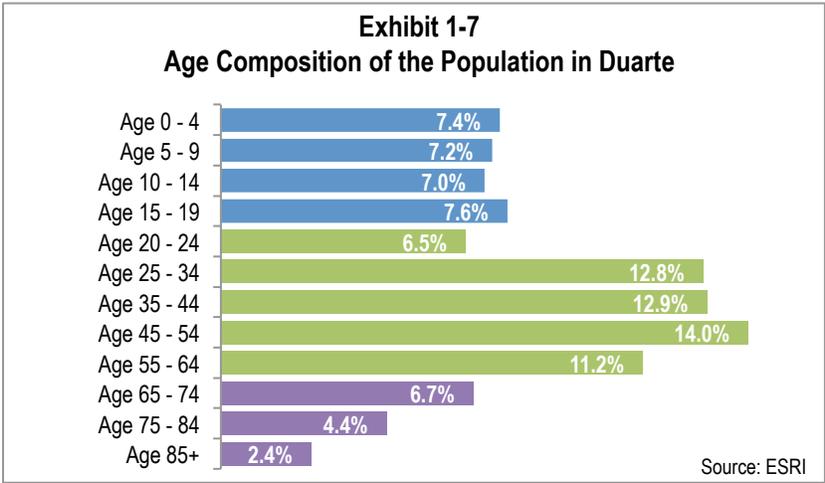
Total population in Duarte has grown from just less than 15,000 residents in 1970 to over 23,000 residents today, a 54 percent increase over the period, or an average annual growth rate of 1.4 percent per year.



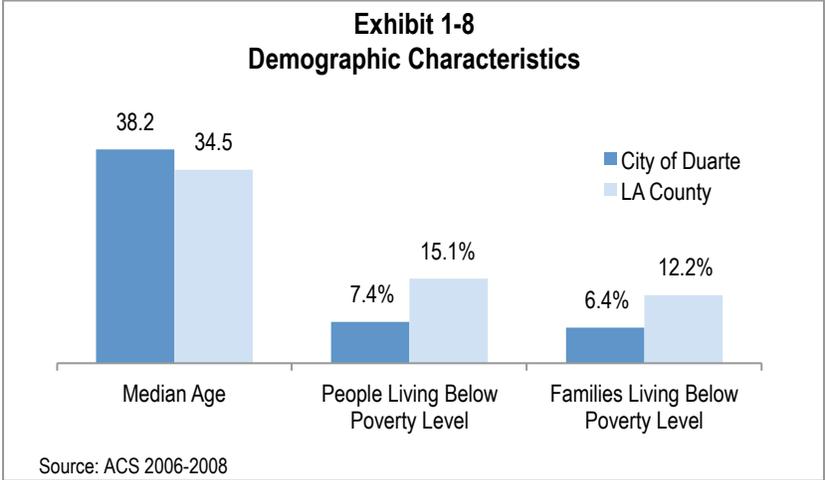
The year-over-year numerical change in population is shown in Exhibit 1-6. In only twelve of the last 40 years has the population declined, showing only small changes, while most years showed population increases.



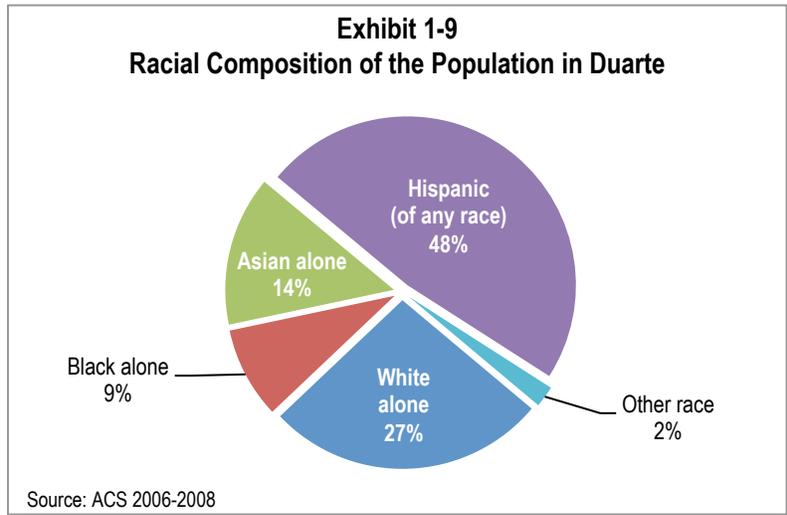
The age composition of Duarte’s population is shown in Exhibit 1-7. The bulk of Duarte’s population is comprised of working-aged adults: more than 57 percent of the population falls within the ages of 20 through 64 years. Duarte’s juvenile residents (those under the age of 18 years) account for an additional 26.3 percent of the population.



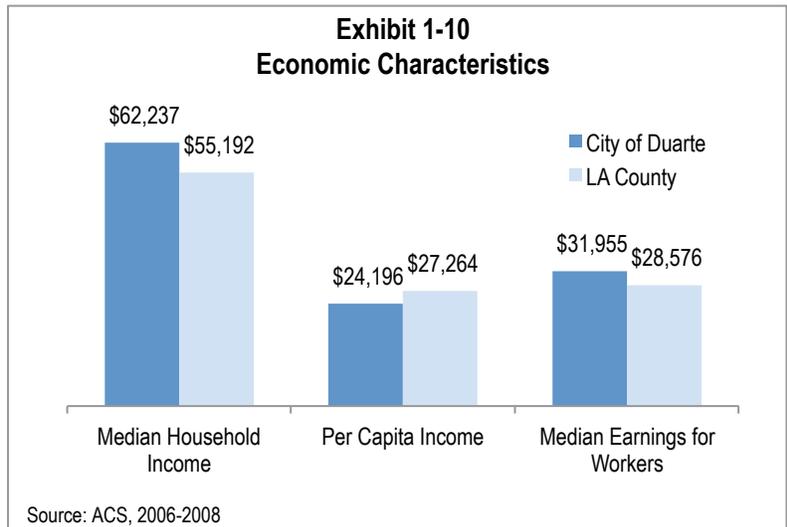
The median age of the population in Duarte is 38 years old, almost four years older than the median age in Los Angeles County. An estimated 7.4 percent of the population lives below the federal poverty line, less than half of the 15.1 percent of the population in the county. Similarly, the percent of families living below the poverty line in Duarte, at 6.4 percent of the total, is approximately half of the rate in the county. These data are shown in Exhibit 1-8.



The racial composition of the population of Duarte is shown in Exhibit 1-9. Approximately 48 percent of the total population is of Hispanic origin, 27 percent is white, 14 percent is Asian and 9 percent is African-American. This compares to 29 percent, 47.3 percent, 8.6 percent and 29 percent, respectively, at the county level.

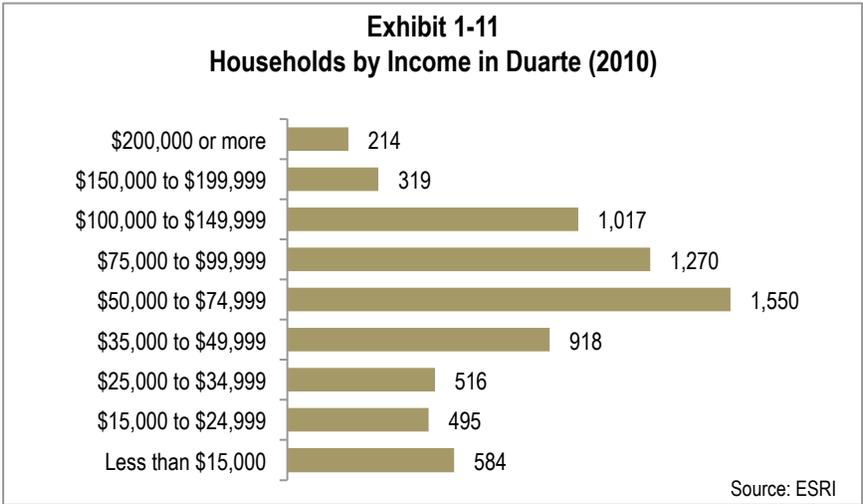


Median household income in Duarte, estimated to be \$62,237 in 2008, is higher than the county median of \$55,192, but per capita income is lower (\$24,196 in Duarte compared to \$27,264 county-wide), largely a result of the larger household size in the city.

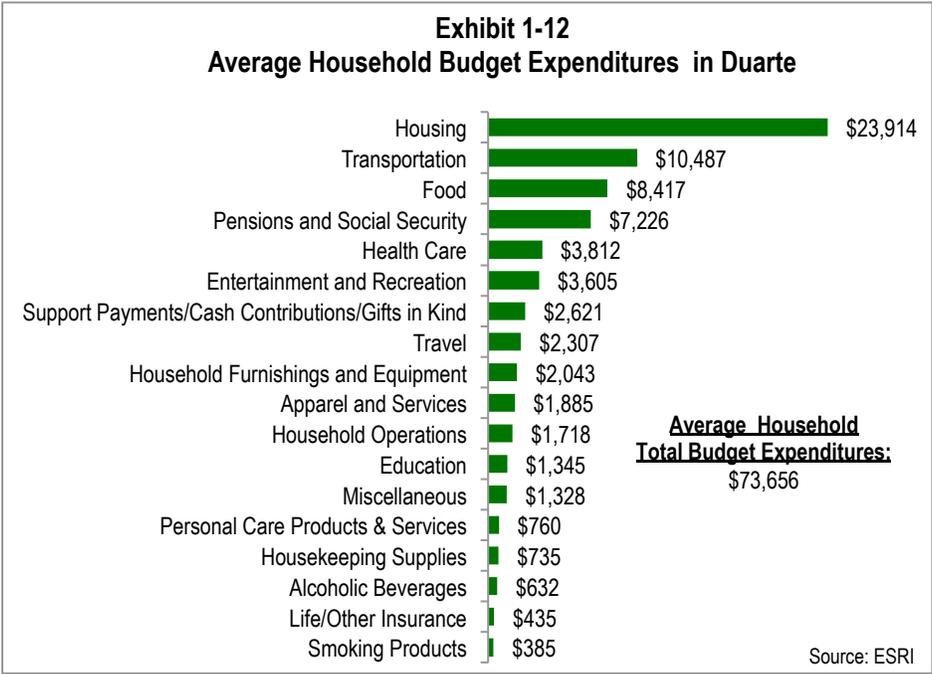


Median earnings for employed residents of Duarte are \$31,955, compared with \$28,576 for employed residents of the county as a whole.

Distribution of income by household in Duarte is shown in Exhibit 1-11. Of the nearly 7,000 households in the city, close to 59 percent have annual incomes of more than \$50,000.

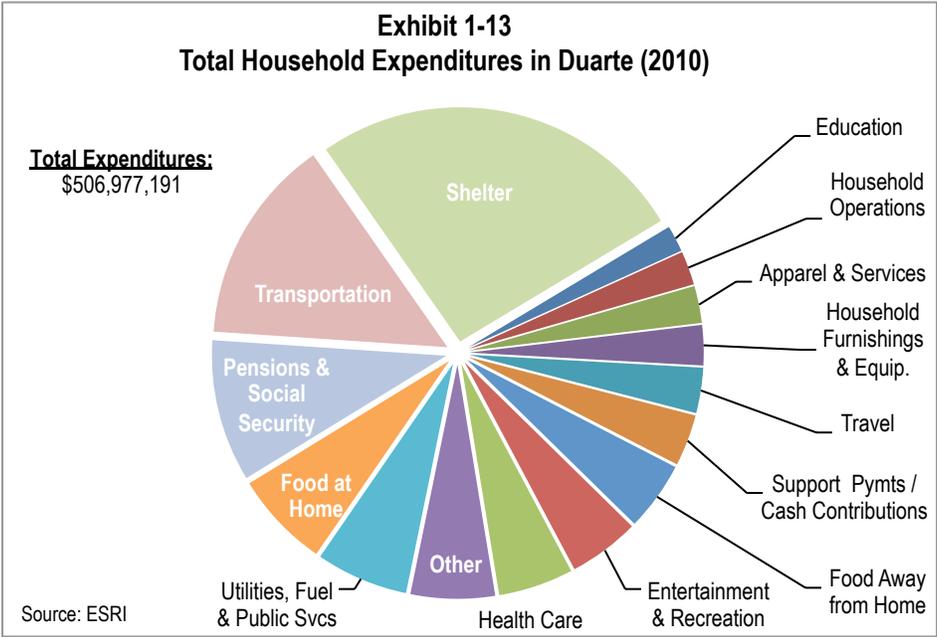


The average household expenditure in Duarte in 2010 is \$73,656. Average household expenditures by spending category are shown in Exhibit 1-12. These estimates are using data from the Bureau of Labor Statistics’ 2006 and 2007 Consumer Expenditure Survey.



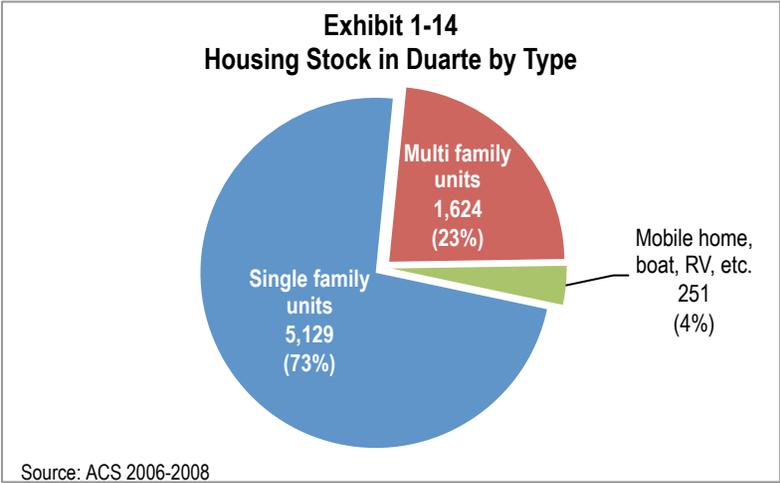
Total household expenditures are estimated to have reached \$506,977,191 in Duarte in 2010.

The share of each spending category is shown in Exhibit 1-13. Spending on shelter consumed the largest share (26 percent), followed by transportation (14 percent), pension and Social Security contributions (10 percent) and food at home (7 percent). These four spending categories accounted for 57 percent of all household expenditures in Duarte.

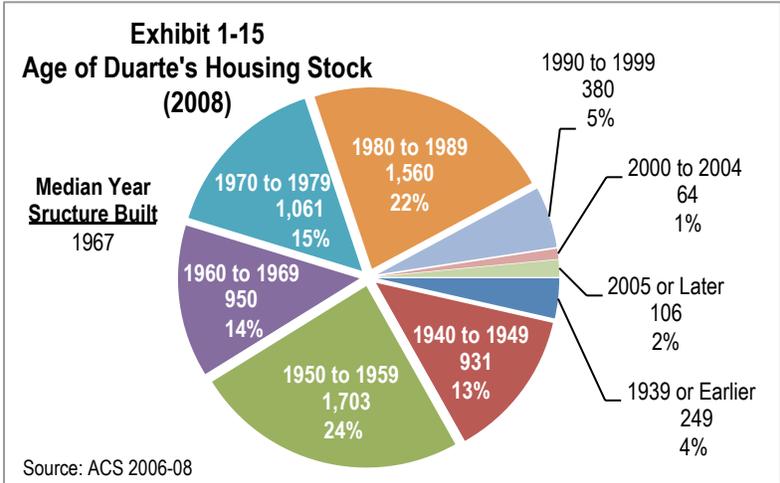


# Housing Stock

The housing stock in the Duarte is predominantly single family residences, as shown in Exhibit 1-14. There are 5,129 single family residences and 1,624 multi-family units located in the Duarte.

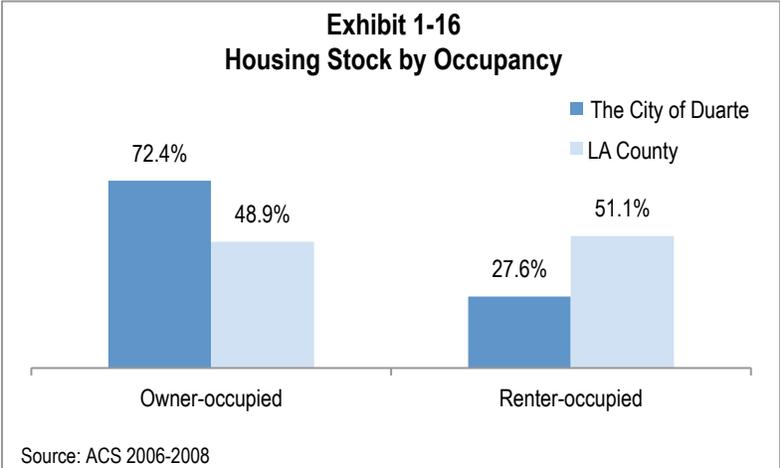


The age of the housing stock in Duarte is shown in Exhibit 1-15. Most of the housing stock was constructed prior to 1990. The largest share, almost 25 percent, was built during the 1950s. It was during this decade that the city was incorporated, that the City of Hope expanded, and that an influx of new residents came to occupy the post-WWII GI tract homes built upon former orange groves.

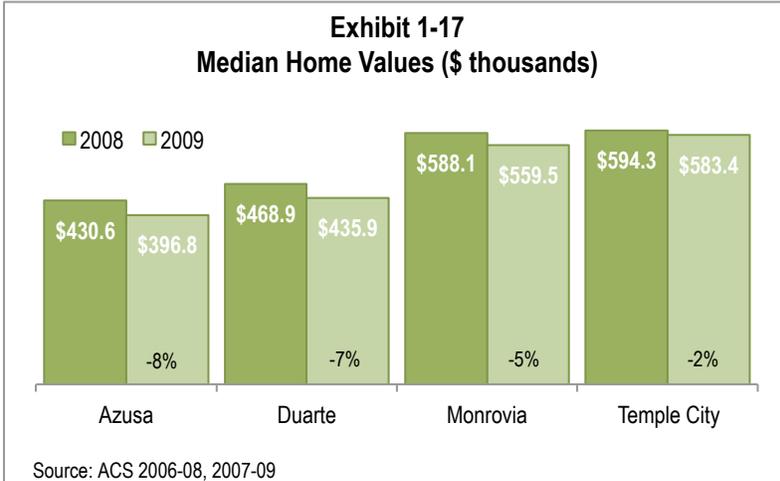


Another large growth period was the 1980s, in response to the population increase shown in Exhibit 1-6 above. Only 12 percent of the current housing stock has been built since 1990.

Of all housing units in the city, 72.4 percent are owner-occupied and the remaining 27.6 percent are renter-occupied. This compares to 48.9 percent and 51.1 percent, respectively, for the county, as shown in Exhibit 1-16.

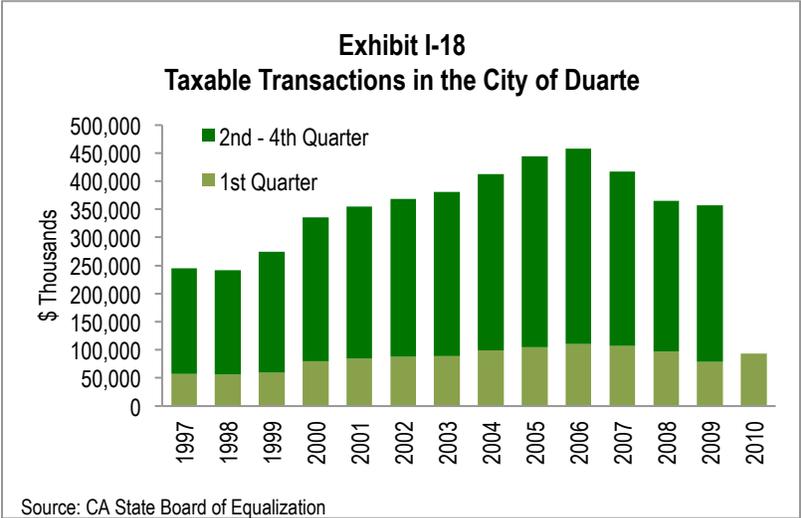


The Census Bureau reports on median home values at the city level. Duarte’s 2008 and 2009 median home values for owner-occupied units are shown in Exhibit 1-17, along with those of its neighboring cities.

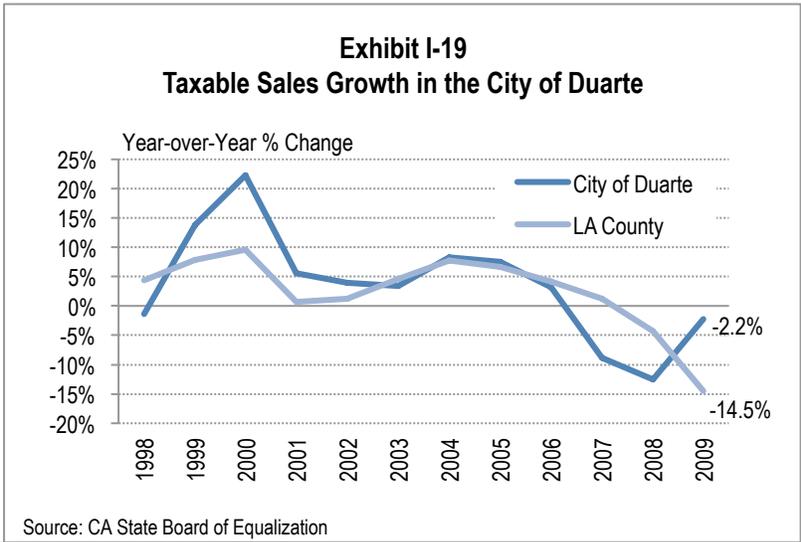


# Retail Sales

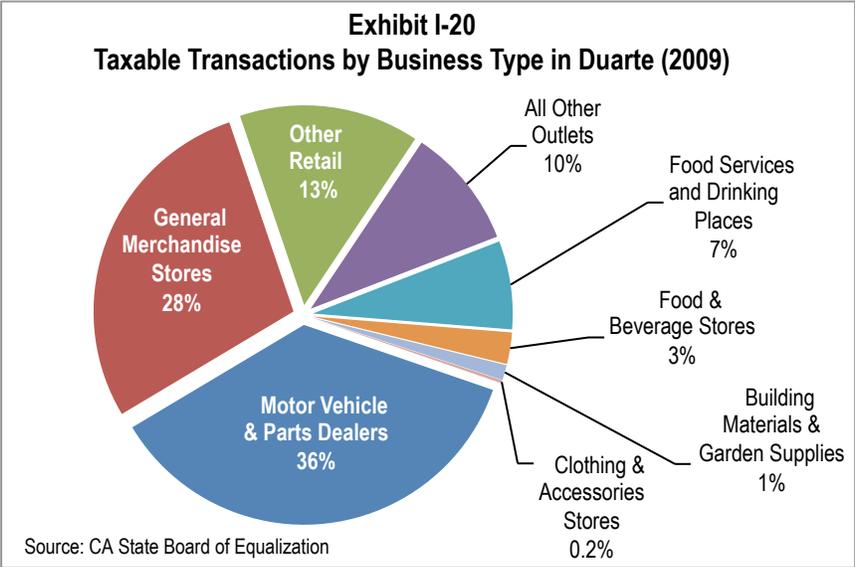
Taxable sales transactions in Duarte since 1997 are presented in Exhibit 1-18. In 2009, taxable transactions exceeded \$357 million.



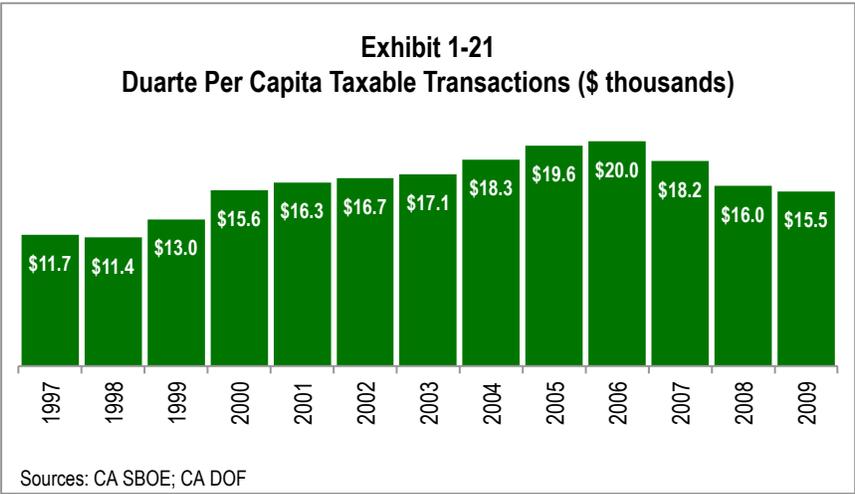
The year-over-year growth rates of taxable sales in Duarte and in Los Angeles County are shown in Exhibit 1-19. Since 2007, total taxable sales in Duarte have shrunk compared to the previous year’s performance, with the deepest decline of 12.7 percent in 2008 over 2007. LA County continued to experience a sharp decline in taxable sales in 2009 (14.5 percent), while Duarte experienced a more tempered drop of 2.2 percent for the same period. Overall, the growth trend in Duarte has been somewhat more volatile than in the county as a whole.



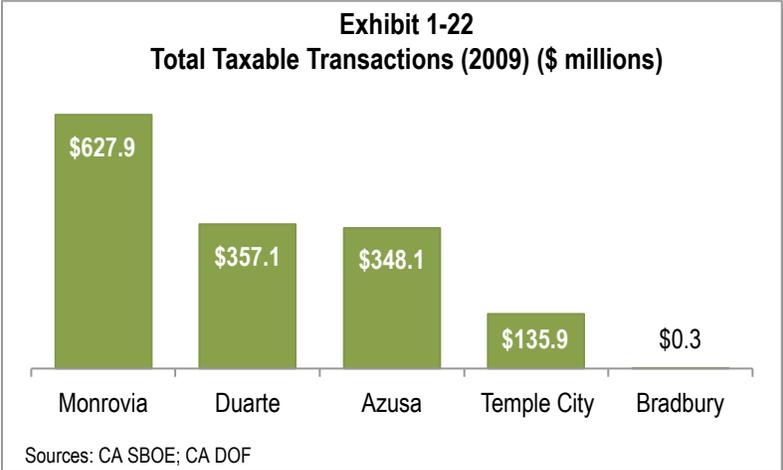
The source of taxable transactions by type of business for 2009 is shown in Exhibit 1-20. The majority of taxable transactions, 90 percent, occurred in retail stores such as food service operations, automotive products dealers and general merchandise stores. Other types of businesses include wholesalers (who may also engage in retail sales), professional services, manufacturing businesses, and rental and leasing services. Although many of these businesses typically do not conduct taxable retail transactions, their purchases of equipment from outside the state are subject to use tax.



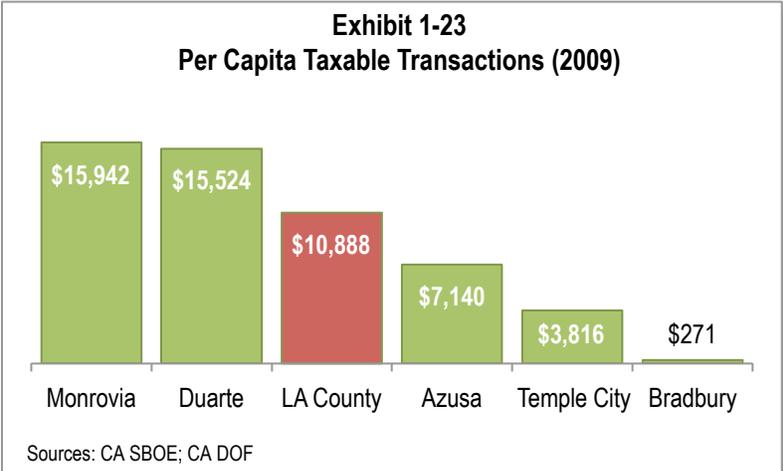
Per capita taxable transactions for Duarte are shown in Exhibit 1-21, following a similar pattern to that found in Exhibit 1-18 above.



The most current annual data for table transactions are for the year 2009. A comparison of taxable sales in Duarte and neighboring cities is shown in Exhibit 1-22.



Measured on a per capita basis, taxable transactions in 2009 were \$15,524 in the City of Duarte, compared to \$15,942 in Monrovia and \$10,888 in Los Angeles County overall.



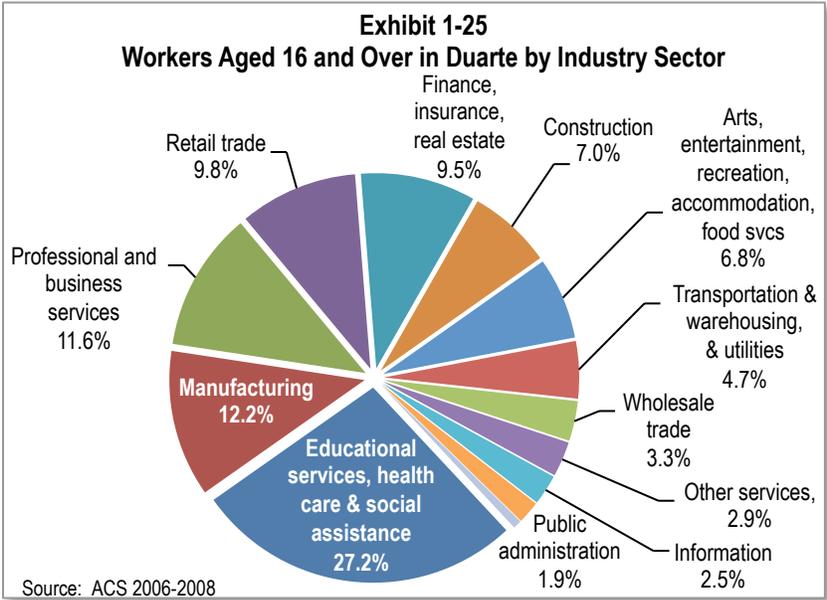
## Industries, Employment and Wages

In 2010, there were 620 businesses in Duarte across a variety of industry sectors, providing 9,387 jobs, as shown in Exhibit 1-24. The health care industry, associated with the City of Hope and its related health care activity (such as surgery centers, ambulatory care, etc.) accounted for the most jobs, with 37.8 percent of all jobs in the city. Retail trade employed 1,139, or 12.1 percent of the total, and there were 1,117 manufacturing jobs. A description of the industries is provided in the Appendix.

Exhibit 1-24 Businesses in Duarte by Industry Sector (2010)			
Industry	Number of businesses	Employment	
		Number of Jobs	% of total
Agriculture, forestry, fishing and hunting	1	2	0.0
Mining	1	2	0.0
Utilities	0	0	0.0
Construction	45	197	2.1
Manufacturing	34	1,117	11.9
Wholesale trade	59	520	5.5
Retail trade	87	1,139	12.1
Transportation and warehousing	1	38	0.4
Information	11	27	0.3
Finance and insurance	24	101	1.1
Real estate and rental and leasing	25	455	4.8
Professional, scientific, and technical services	38	117	1.2
Management of companies and enterprises	1	0	0.0
Administrative support and waste mgmt and	33	258	2.7
Educational services	20	519	5.5
Health care and social assistance	58	3,551	37.8
Arts, entertainment, and recreation	9	68	0.7
Accommodation and food services	65	544	5.8
Other services (except public administration)	85	515	5.5
Public administration	11	205	2.2
Unclassified	12	12	0.1
<b>Total *</b>	<b>620</b>	<b>9,387</b>	<b>100.0</b>

\* May not sum due to rounding  
Source: ESRI

The workforce in Duarte is employed by these businesses and others located outside of the city. The industry breakdown of workers living in Duarte is shown in Exhibit 1-25.

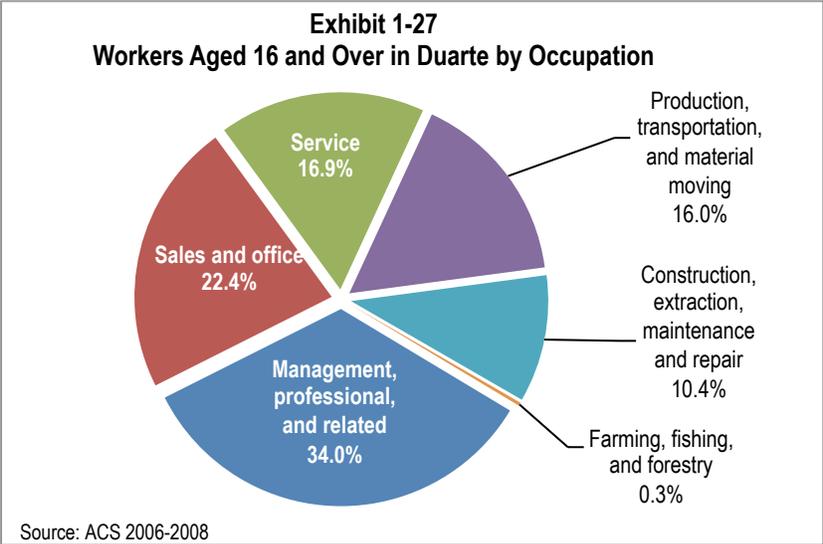


These industry sectors are aggregations of the industries shown in Exhibit 1-16. For example, a plurality of the workforce (27.2 percent) is employed in the health care and educational sector, which includes both the health care industry and the educational services industry. Others are employed in manufacturing (12.2 percent), professional and business services (11.6 percent) and retail trade (9.8 percent).

The average annual earnings in Los Angeles County (the smallest geography for which this data is available) for workers in each industry sector is shown in Exhibit 1-26.

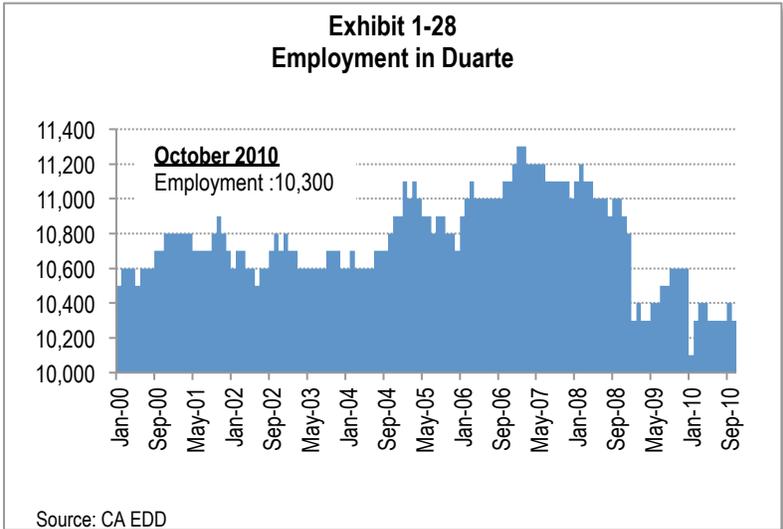


The occupational distribution of workers living in Duarte is shown in Exhibit 1-27. Over one-third of workers are employed in management, professional and related occupations, such as architects, engineers, scientists, and legal occupations. Another 22 percent are in sales and office occupations, and nearly 17 percent work in service occupations, such as personal care, protective service, and community and social services.



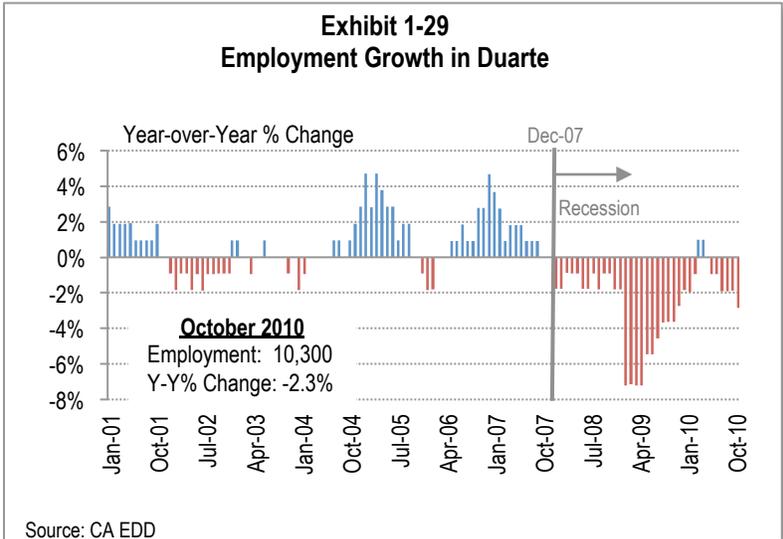
# Employment Growth and Unemployment

Total monthly employment in the City of Duarte from January 2000 through October 2010 is presented in Exhibit 1-28.



Employment reached a peak in January 2007, at 11,700 persons employed. Manufacturing industries, construction and finance, insurance and real estate are all sectors which have been particularly hard hit during the recession. Together these sectors account for almost 40 percent of the employment in Duarte. The nadir was reached in January of 2010, with 10,100 employed, an increase of 1,600 in unemployed persons from the peak.

Exhibit 1-29 depicts the cumulative effect that economic downturn has had on employment growth in Duarte.



Year-over-year employment growth reached a robust 4.7 percent in both January and March of 2005 and again in December 2006. As the nation and Duarte entered a recession in December 2007, employment growth entered negative territory. January through April of 2009 showed the deepest decline in year-over-year employment growth, measuring a 7 percent decline.

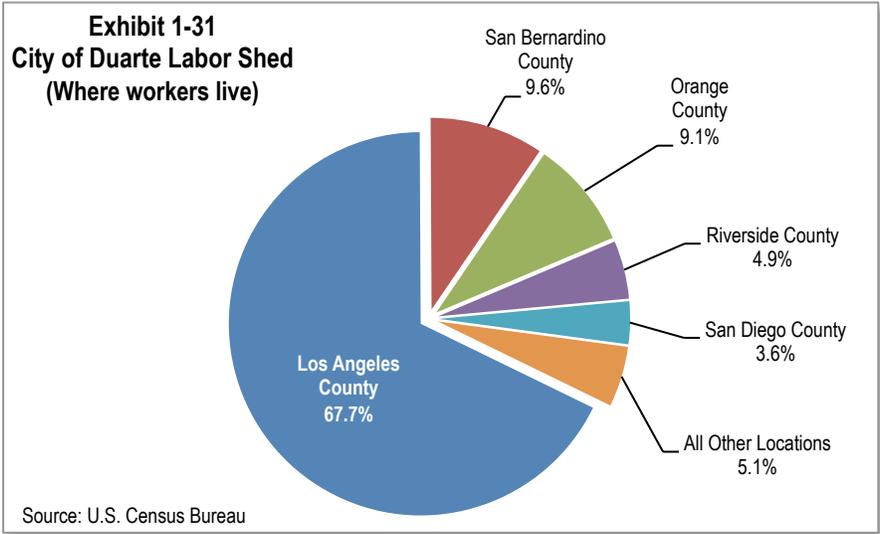
The resulting monthly civilian unemployment rate for Duarte is shown in Exhibit 1-30. The unemployment rate appears to have hovered between 3 and 4 percent until the recession. Since then it has risen, reaching a high of 9.4 percent in July 2010. The most recent data reported for this measure, for October 2010, is 8.7 percent.

The unemployment rate in Duarte runs somewhat lower than Los Angeles County as a whole – the county’s civilian unemployment rate was 12.5 percent in October 2010.

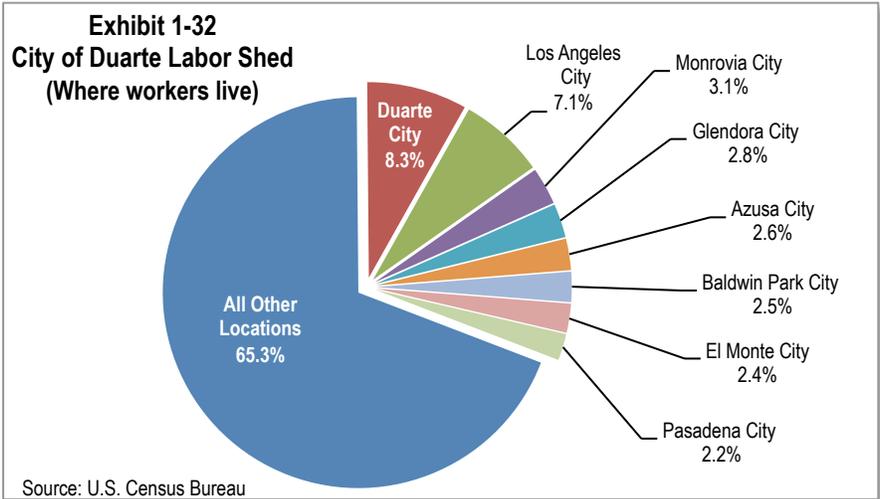


# Commuting Patterns

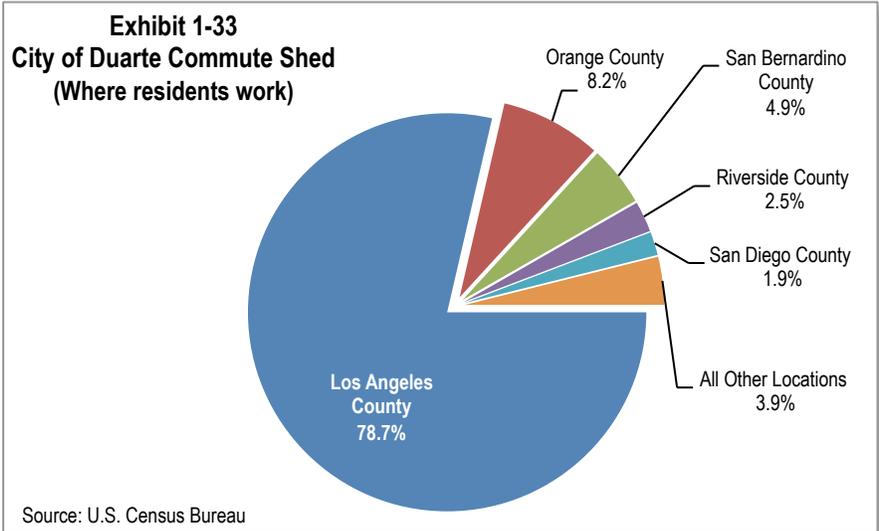
The geographic area from which businesses which are located in Duarte draw their workers is called the labor shed. Examined at the county level, Duarte’s labor shed is shown in Exhibit 1-31. More than two-thirds of those working in Duarte live in Los Angeles County, but many commute from neighboring counties, including 9.6 percent from San Bernardino County and 9.1 percent from Orange County.



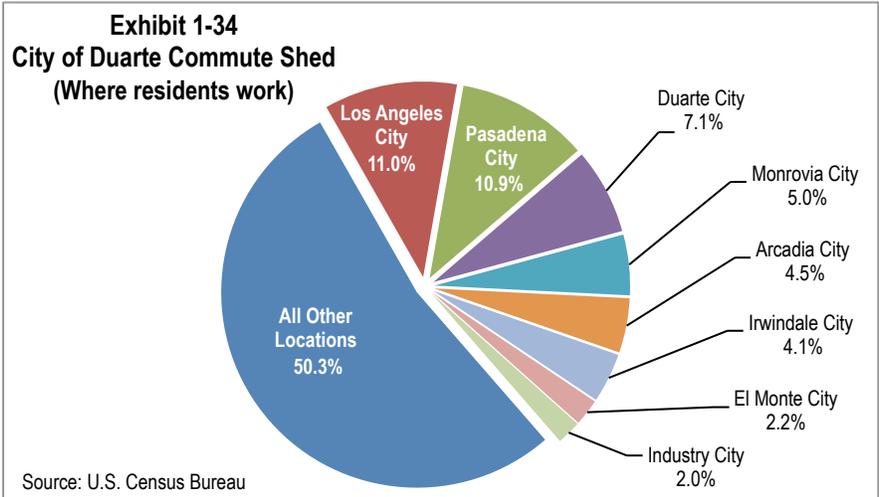
Examined at the city level, just 8 percent of the payroll jobs in Duarte were held by residents of the city, 7 percent were held by residents of the City of Los Angeles, and 3 percent by residents of Monrovia. Almost two-thirds of the jobs were held by residents of cities outside the immediate area of Duarte.



At the same time, residents of Duarte work in many areas outside of the city borders. The geographic area where residents of the city go to work is called the commute shed. Examined at the county level, Duarte’s commute shed is shown in Exhibit 1-33. Almost 80 percent of Duarte’s working residents work in Los Angeles County; another 8.2 percent commute to jobs in Orange County and 4.9 percent work in San Bernardino.



Examined at the city level, only 7.1 percent of Duarte’s working residents work in Duarte. Another 11 percent work in the City of Los Angeles, 10.9 percent work in Pasadena and 5.0 percent work in Monrovia. More than half of the working residents of Duarte commute to jobs outside the immediate area of Duarte.



## Education

The Duarte Unified School District was established in 1957 upon the city's incorporation. The district has eight schools (five elementary schools, one middle school, one high school and one alternative high school) which serve students from Duarte, Bradbury and the unincorporated portions of Duarte and Monrovia, and which employed 200 people in the 2009-10 school year.

Enrollment in the 2009-10 school year reached 4,028 students in pre-K through 12<sup>th</sup> grade. Teacher employment was 185, yielding a pupil/teacher ratio of 21.8 students per teacher, somewhat higher than the ratio for Los Angeles Unified School District (21.0 students per teacher). The four-year high school dropout rate for 2009-10 was 9.5 percent in Duarte compared to 24.3 percent county-wide. Expenditures per student were \$8,762 in 2009-2010.

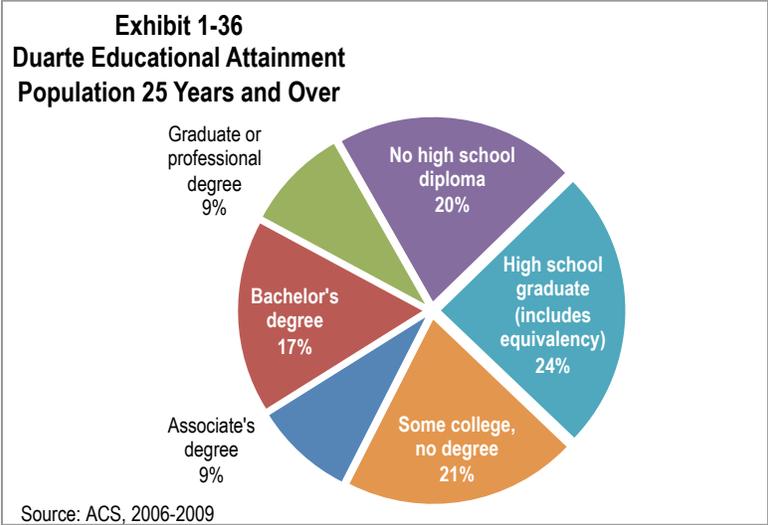
Performance at the school level is shown in Exhibit 1-35 along with their federal Adequate Yearly Progress (AYP) and Academic Performance Index (API). While AYP performance varies among the individual institutions, all of the schools within the Duarte Unified School District, excluding the ASAM School, posted positive growth in their API from the 2009 base score to meet their API goals for 2009-2010 school year.

Exhibit 1-35 Duarte Unified School District Federal Adequate Yearly Progress (AYP) and Academic Performance Index (API) for 2009-2010						
School	All AYP Components Criteria Met	English-Language Arts AYP Criteria Met	Mathematics AYP Criteria Met	2009 API Base Score	2010 Growth API	2009-10 API Goal Met
Duarte Unified School District	No	No	Pending	734	772	Yes
<b>Elementary Schools</b>						
Andres Duarte Elementary	No	No	Yes	754	804	Yes
Beardslee Elementary	No	No	Yes	745	774	Yes
Maxwell Elementary	No	No	Yes	713	731	Yes
Royal Oaks Elementary	Yes	Yes	Yes	850	870	Yes
Valley View Elementary	No	No	Yes	825	840	Yes
<b>Middle Schools</b>						
Northview Intermediate	Yes	Yes	Yes	697	755	Yes
<b>High Schools</b>						
Duarte High	No	No	No	711	750	Yes
<b>ASAM Schools</b>						
Mt. Olive Alternative Education	Pending	Yes	Yes	489*	425*	n/a

Source: CA Department Of Education

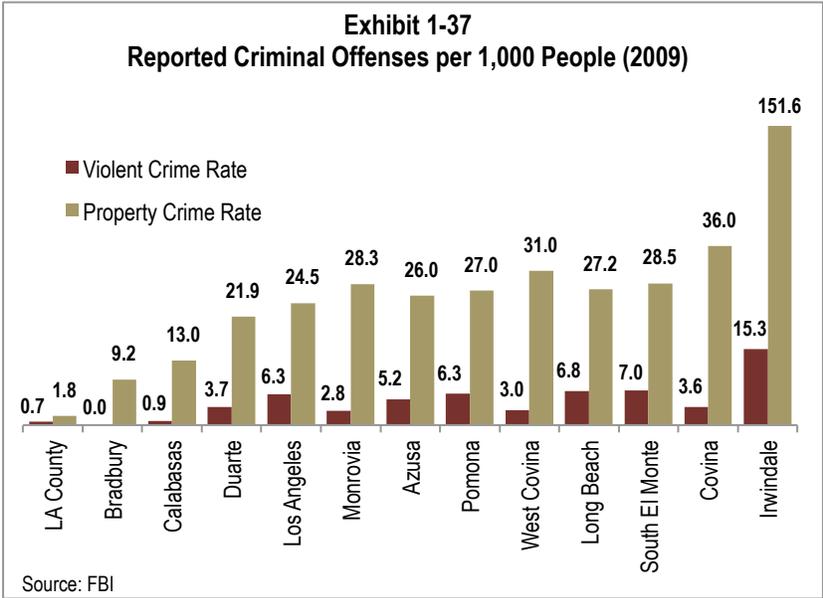
\* API is calculated for a small school. APIs based on small numbers of students are less reliable and therefore should be carefully interpreted.

Los Angeles County is home to many highly-educated workers, and businesses in the area benefit from an industrious, talented and diverse workforce. Duarte is no exception. Over 25 percent of the population aged 25 years and older have earned a bachelor degree or higher.

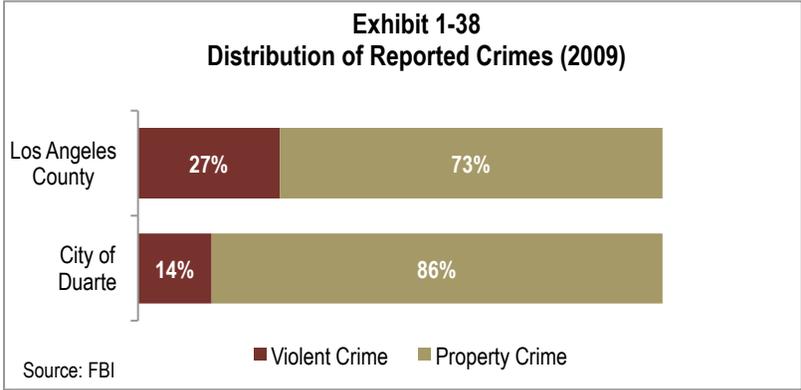


## Public Safety

The population of Duarte represents 0.2 percent of the county population. The city falls within the jurisdiction of the Los Angeles County Sheriff's Department (LASD). According to the 2009 FBI Uniform Crime Report, Duarte represents 1.2 percent of the violent crime offenses and 2.6 percent of the property crime offenses within Los Angeles County. Exhibit 1-37 presents the crime rates, reported as criminal offenses per 1,000 people, in Duarte and selected other cities within Los Angeles County, by type of offense.



In comparison to the county as a whole, Duarte has a lower percentage share of violent crime offenses: the County of Los Angeles reported 27 percent of their reported offenses in the category of violent crime and 73 percent of its offenses in property crimes, as shown in Exhibit 1-38.



## Prepare an Educated Workforce

A strong school system from pre-K through grade 12 plus community colleges and universities is a vital component of economic development and benefits both firms and workers. Firms consistently cite a highly trained, skilled workforce among the key factors that influence their location decisions. Better educated workers are likely to be more flexible and more productive, and productivity gains are crucial for workers seeking attractive wages from firms competing in an interconnected global economy.

Overtime, the City of Duarte should benefit from a better educated workforce. First, residents earning higher incomes will have more money to spend at local businesses (generating additional taxes) and their collective household spending power will make the city more attractive to retailers. Second, the city will also be more attractive to firms seeking to employ skilled workers. Third, the presence of job opportunities at such firms *and* a strong local school system will attract further educated workers to the city.

Countywide, there is substantial room for improvement in K-12 education, particularly in the areas of student performance and dropout rates. Supporting and promoting a vibrant local school system could be a powerful means of distinguishing a small city like Duarte as a positive location for firms and educated workers.

**Objective One: Ensure successful education outcomes at every level, i.e. all students should, at a minimum, achieve grade-level proficiency and graduate.**

- Help make Duarte's school system better.
  - ✓ Maintain and strengthen relationship with Duarte schools. Promote local schools through city website and other marketing materials. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 4.1.4)
- Connect schools to communities by linking local community organizations, non-profits, businesses and corporate leaders with schools through formal partnerships.
  - ✓ Encourage and support non-profit groups, such as the Duarte Education Foundation, that provide local scholarship programs.
  - ✓ Develop or support family education, early education and after-school programs.

- ✓ Encourage implementation of the Youth and Family Master Plan.

**Objective Two: Ensure that businesses have enough workers with the right skill sets to meet their needs.**

- Conduct research on workforce shortages, skill gaps and required proficiencies and share the information with local providers of job training.
  - ✓ Use business license renewal notices or ongoing surveys to ask firms about their hiring plans (short-term and long-term) and workforce training and skills needs and communicate the results to providers of training programs. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 4.1.5)
- Help workforce intermediaries address existing and projected future workforce gaps by facilitating more opportunities for public-private collaboration between individual businesses, community colleges and universities, and promoting industry-driven curricula and technical education based on employer-recognized certification.
  - ✓ Use business license renewal notices and other communications with firms in Duarte to introduce courses, programs, other training opportunities at Citrus and other colleges, California State University Los Angeles, California Polytechnic University, and similar institutions to local employers.
- Improve connections between be firms and job seekers.
  - ✓ Add an employment page to the city website and provide links to resources for job seekers, job sites, and job postings from local employers.
- Retain and attract highly-skilled workers.
  - ✓ Complement the Lunch and Learn business seminars offered by the city and chamber of commerce with city-sponsored job fairs; include resources for all workers, such as help with resume preparation and interview skills.

**Objective Three: Prepare job seekers and incumbent workers to enter sectors with high-value jobs and built-in career ladders.**

- Support programs that expand the workforce by reconnecting at-risk youth to education and training opportunities.
  - ✓ Establish a partnership with Foothill Workforce Investment Board and other employment training service providers to address at-risk youth.
- Develop, expand and upgrade the skills of the existing workforce.

- ✓ Work with Citrus and other colleges, California State University Los Angeles, California Polytechnic University, and similar institutions to promote courses, programs, other training opportunities. Consider adding a careers page to complement the employment page on the city website. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 4.1.5)
- Support career awareness programs in middle school.
- ✓ Work the schools, the City of Hope and others to create a program that helps students make the connection between education and future career options.

## Create a Business-Friendly Environment

In today's globally competitive environment economy where businesses have flexibility in their location decisions, cities must be as welcoming as possible to businesses of all sizes. All firms, and particularly smaller ones with fewer resources, need to be able to focus their energies on serving their customers rather than interacting with government. Being business-friendly means: governments are customer-driven in their interactions with businesses and residents; government processes are rational, predictable, understandable, and timely; and public and private economic development agencies help businesses thrive and create good quality jobs.

The City of Duarte faces two challenges in attracting businesses: first, it has to overcome the general perception that California is a difficult, expensive place to do business. Second, as a geographically small city with comparatively few people, it has to try harder to be noticed amidst the 87 other cities and unincorporated areas in the much larger and more populous Los Angeles County. The city also has to continue to work at retaining existing businesses.

To date the City of Duarte has excelled in the creation of a business-friendly environment, offering businesses a one-stop permit center, a hands-on city council in regular contact with businesses, an active redevelopment agency and free business seminars. The city's commitment to creating a business-friendly environment, reflected in the economic development element incorporated in its general plan and regular surveys of local businesses, lead to it being named one of the most business-friendly cities in Los Angeles County in 2010 by the Los Angeles County Economic Development Corporation.

**Objective One: Further improve on the city's business-friendly environment to create and retain good quality jobs.**

- Continuously implement the economic development element in the city's general plan.

- ✓ Implement the economic element of the general plan by developing and implementing an on-going economic development strategy.
- Facilitate private sector job creation by developing for the city’s business-facing activities more efficient processes, more affordable pricing and a stronger customer work ethic.
  - ✓ Shift the website from a “bulletin board” (i.e. a place for the city to post information) to a place for businesses (and residents) to transact business with the city. Investigate the possibility of issuing business license renewals via the City’s website.
- Adopt clear, reasonable and predictable processes for the development of land to facilitate job creation.
  - ✓ Consider the creation of an ‘ombudsman’ office or desk: one number to call for businesses that need customer service related to the city.
  - ✓ Add a page to the city website describing the city rules, ordinances and bylaws that new and existing firms need to comply with in order to conduct business in the City of Duarte.

**Objective Two: Retain and expand the existing job base while proactively attracting new businesses, industries, jobs and investment.**

- Develop and promote a compelling and consistent value proposition and brand for the City of Duarte, incorporating existing and aspirational strengths.
  - ✓ Actively promote the City of Duarte as a business-friendly location, including through such local resources as DCTV. El Segundo and Lancaster have been particularly effective in branding their cities as go-to places for firms seeking business-friendly locations in Los Angeles County. The City of Duarte should emulate these cities in aggressively marketing the “small-town advantages” offered by a responsive and accessible city government. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 1.1.3 and 3.1.1)
  - ✓ Use the business-friendly theme to pursue earned media, emphasizing the contrast between Duarte’s responsive local government and typical media stories on the difficult business environment in California.
  - ✓ Add a “Why Duarte?” section to the city’s website. A section targeting businesses should enumerate the business-friendly aspects of the city. Prepare similar sections for visitors along the lines of “What’s Happening in Duarte” or “Things to do in Duarte”.

- Increase proactive outreach to help retain and expand businesses of all sizes, with emphasis on those that are at risk of leaving or being wooed away.
  - ✓ Maintain and update a database of all businesses in the City of Duarte and continue to survey them to establish their needs and identify firms at risk of leaving. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 2.1.2, 4.1.2, and 4.1.3)
  - ✓ Use city communications (such as notification of business license renewal and DCTV) to share information on helpful business resources, for example by providing contact information for the Duarte Chamber of Commerce or the LAEDC business assistance program; or to describe job training programs at area colleges.
- Align local tax incentive policies with local and regional economic development priorities
  - ✓ Regularly review the city's fee structure for necessary revisions. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 1.1.4)
- Develop sector-specific value propositions and strategies to attract firms.
  - ✓ Develop a strategy to promote expansion of businesses in the biomedical and health care industry. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 1.1.2)
    - The City of Hope hospital and firms in related health care industries already account for almost 40 percent of employment in Duarte.
    - Industries in the biomedical and health services industry are expected to show some of the strongest employment gains over the next 20 years in Los Angeles County, driven by general population growth; the aging of the population; and the adoption of new treatments and therapies.
    - Industries within this industry cluster offer a broad range of occupations, from relatively low skilled, entry level positions to those requiring modest technical training or some college to highly skilled positions requiring a decade or more of university training. Many occupations in these industries are part of career ladders.
  - ✓ Work with the City of Hope to determine its long-term plans and needs and develop strategies that will allow the City of Duarte to capture as much of the growth as possible. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 4.1.1)
  - ✓ Consider pursuing assisted care facilities. These facilities offer a mix of skilled and unskilled positions; increase population density in a politically acceptable manner; and should be comparatively easy for the city to attract based on proximity to the City of Hope.

- Identify and create employment and business opportunities for local firms by supporting the development of international trade, tourism, and Foreign Direct Investment.
  - ✓ Work with the World Trade Center to promote the City of Duarte as a destination for foreign direct investment.
- Ensure access to capital by expanding outreach and marketing efforts to capital sources and attracting capital investors and lenders.
  - ✓ Add an access to capital component to the free business seminars already offered by the city.

**Objective Three: Leverage the research and development activities related to the City of Hope for the commercialization of research, technology and similar opportunities.**

- Create a more supportive infrastructure and stronger networks to facilitate the commercialization of local research and provide needed services to entrepreneurs.
  - ✓ Promote the development of medical research space for researchers at the City of Hope. Explore the possible creation of an incubator for researchers seeking to commercialize their work. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 4.1.9)

## Enhance Duarte's Quality of Life

Residents of the City of Duarte want safe neighborhoods, improved mobility, plentiful and affordable housing, clean air and water, and healthy, vibrant communities. From an economic development standpoint, quality of life is critical to a healthy and productive workforce. Many businesses and workers have options about where to locate, and a healthy environment and high quality of life can help attract and keep them.

**Objective One: Continue to enhance the quality of life in the City of Duarte.**

- Ensure public safety by supporting programs that reduce crime (such as Business Watch, Neighborhood Watch, volunteer patrols, anti-gang programs and rapid response to “broken window” problems).
- Improve mobility and reduce traffic congestion and its environmental impacts by employing technology and traffic management strategies to reduce demand and

optimize system efficiency; making transit easier and more desirable to use; improving walkability and bicycling; encouraging transit-oriented development and densification where appropriate; offering incentives for carpooling and transit; and improving the jobs/housing balance.

- Remove obstacles and create incentives to encourage the construction of a large quantity and wide range of housing of all types (i.e., condos, apartments, townhouses, single-family homes, etc.), with a particular emphasis on adding affordable and workforce housing.
- Promote healthy living by maintaining parks and expanding recreational activities, and encouraging healthy living through active lifestyles, wellness programs and locally-sourced nutritious food supplies (e.g. community gardens and farmers markets).
- Encourage and expand cultural and artistic amenities available to the public (e.g. public art, cultural events and etc.).
- Create healthy, vibrant and strong communities by balancing land use, transportation, economic development, housing and environmental improvement objectives.
- Integrate sustainable practices into the operation of City facilities.
  - ✓ Monitor city operations (efficiency of lighting, HVAC, building controls and etc.) to ensure maximum cost savings and efficiency. Consider the use of LED street lighting and evaluate the possibility of implementing water efficient measures such as re-landscaping with drought tolerant native plants.
  - ✓ Help connect local businesses with resources on greening their operations from the state, county, and local utilities.

**Objective Two: revitalize low income communities.**

- Increase community participation in the planning and job creation process
- Use smart growth principles to economically integrate communities, maximize the creation of new affordable and workforce housing units and create more open space for residents

## Implement Smart Land Use

The population density in Los Angeles County is among the highest in the nation, placing a premium on the efficient use of the limited supply of land in the urban areas. The City of Duarte is particularly constrained by the presence of the San Gabriel Mountains to the north; the San Gabriel River, Santa Fe Dam, and spreading basins (for groundwater replenishment) to the east and south east; and the quarries in Irwindale to the south.

### **Objective One: Maintain an adequate supply of jobs-creating land.**

- Implement an employment land preservation policy that restricts rezoning of industrially-zoned land to other uses without formal consideration and recognition of: the need for adequate buffering between industrial land and incompatible uses; how and where the industrial land will be replaced elsewhere in the city; whether the proposed change-of-use development will increase land values of surrounding industrial land and/or encroach on nearby viable industries; and whether the new use will produce more high-value jobs than alternative industrial uses.
  - ✓ Ensure that the prime industrial area adjacent to City of Hope between Duarte Road and the 210 Freeway is protected from encroachment by incompatible uses.
- Reserve land (existing and vacant) for research and development uses, especially land located near research institutions and universities.
  - ✓ Encourage the creation of an incubator for medical research technology and similar uses tied to the City of Hope. (See, for example, the City of Beverly Hills, which owns numerous commercial properties within its boundaries on which it collects rent.)

### **Objective Two: Develop and rehabilitate land to meet strategic economic development objectives.**

- Develop zoning documents that address the future economic development needs of the community, with particular emphasis on recycling land from one use to another.
  - ✓ Develop a specific plan for the development of a city center/town center at Huntington Drive and Buena Vista. Used mixed use retail and commercial plus medium to high density housing to create a sense of place to attract potential shoppers traveling along Huntington Drive to stop. Adding medium and high density housing along this corridor could form the basis of a walkable town center while preserving existing single family home neighborhoods. (Consistent with Economic Development Element of Duarte General Plan 2005-2020, Econ. 6.1.1)

- ✓ Survey businesses in the industrial area to establish which industries are represented, and their needs.
- ✓ Create a flexible mixed use transit oriented development specific plan for the non-residential area north of the planned Metro Gold Line station. (Economic Development Element of Duarte General Plan 2005-2020, Econ. 5.1.1)

## Build 21st Century Infrastructure

### **Objective One: Support the development and maintenance of critical infrastructure.**

- Support important infrastructure investments including modernization of LAX; green growth at the ports; the creation of a world-class ground transportation network; measures to ensure a reliable supply of clean and affordable energy and water; and improved waste-handling capabilities that will position the City of Duarte (and the region) to be competitive, prosperous and healthy.
- ✓ Engage in the dialogue: (1) Duarte should make an effort to be included in regional planning discussions; and (2) Duarte should add its voice to regional efforts to persuade the state and federal governments to support regional initiatives and return a fair share of public infrastructure dollars to the region.
- ✓ Expand community-wide programs promoting waste-reduction, recycling, composting, water conservation, and other green strategies.
- ✓ Develop a ridership program to connect the planned Metro Gold Line station to local employers. (Economic Development Element of Duarte General Plan 2005-2020, Econ. 5.1.2)







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