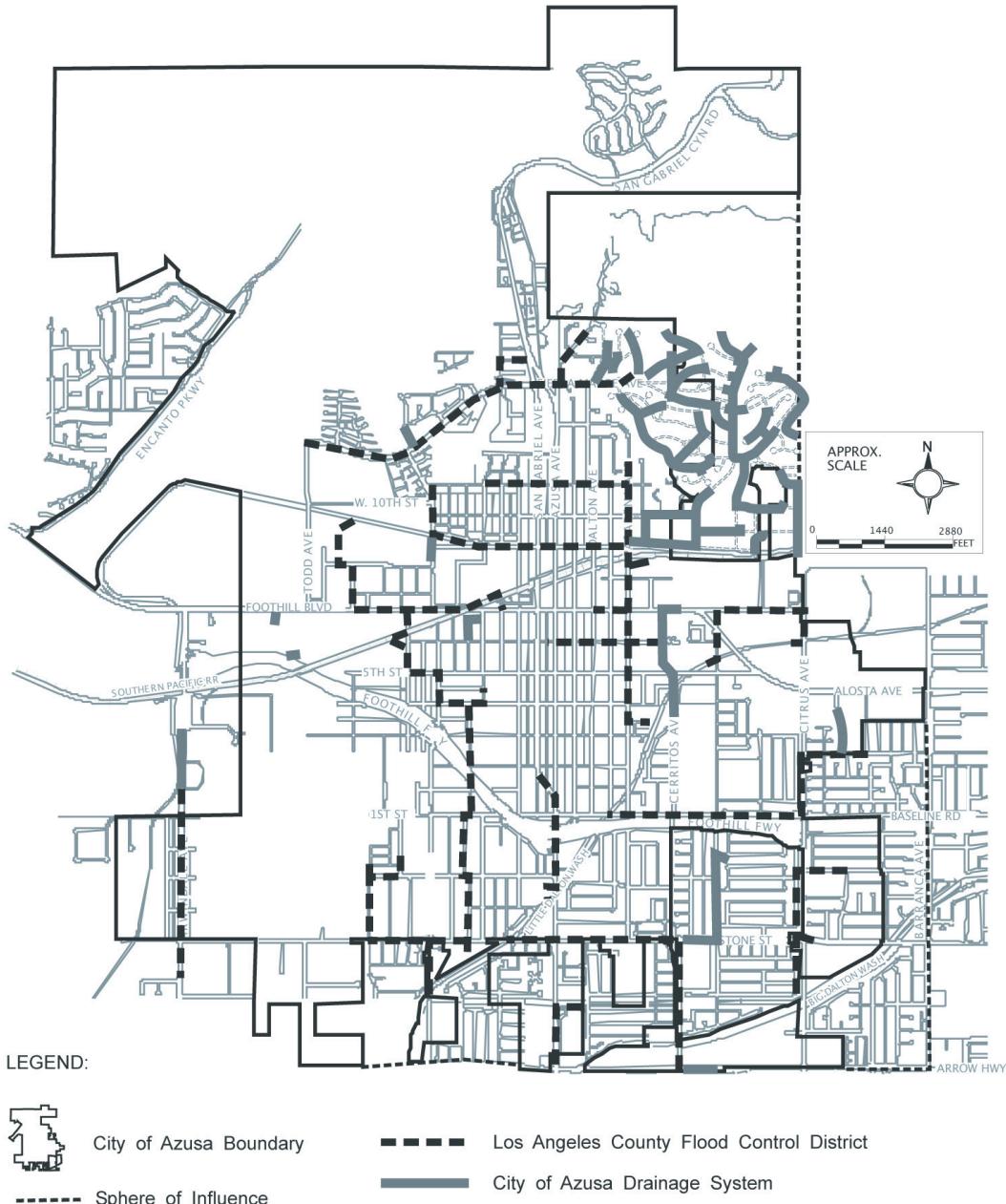


## Chapter 3: The Built Environment



Drainage System

GENERAL PLAN UPDATE

FIGURE | N-3

## Chapter 3: The Built Environment

Planning Issues are:

- The existing storm drain and flood control systems contain most of the storm runoff within the system.
- Storm flows within the street right-of-way may cause localized flooding during storms; some roads maybe impassable during a storm.
- The overflow of the San Gabriel River during a storm may threaten residential areas along or near the river.
- Increasing vegetation growth along the river diminishes the capacity of the flood control channel along the San Gabriel River. During a major storm, this can become a problem.

### Electric Power Supply and Transmission

The Azusa Light and Water Department, a municipal utility, provides electric power to business and residential users. The City of Azusa receives electrical power from Southern California Edison (Edison) at the Azusa Substation, located at 809 North Angelino Street. The City of Azusa and Edi-

son jointly own the Azusa substation. Edison provides electrical service to the unincorporated areas of Los Angeles County, within Azusa's Sphere of Influence.

Planning Issues are:

- Currently, the Azusa Light and Water Department has the facilities and equipment to provide electrical services to the City of Azusa. New commercial and industrial uses that demand enormous amount of electricity may have significant impacts on the electrical network.
- Significant increases in population would impact the electrical facilities.

### Natural Gas

The Southern California Gas Company provides natural gas service. The existing gas distribution system is adequate to serve existing and future customers within the City. The Southern California Gas Company does not foresee any major projects that will require upgrading of its system in the near future.

### Telecommunications

#### **General Telephone Company of California**

The General Telephone Company (GTE) provides local residential and business telephone service. According to representatives from GTE, the existing telephone system is adequate to serve existing and future customers within the City of Azusa. GTE does not foresee any major projects that will require upgrading of its system in the near future. GTE also provides telephone services to the City's Sphere of Influence.

#### **Cable Television**

Charter Communications provide cable television service to the City of Azusa and its Sphere of Influence. This franchise service provides services on a contract basis, and the contract with the City is reviewed on a regular basis.





## Chapter 3: The Built Environment

The changing nature of telecommunications may lead to new service/competitors and range of services available to City residents and businesses. Possible merging of telephone, cable, internet, and other telecommunications services may require the installation of new infrastructure.

### Solid Waste Disposal

Solid waste disposal services in Azusa are contracted with private waste haulers, Athens Disposal Company.

The residents and businesses of Azusa dispose of approximately 110,000 tons of trash each year. Since 1995, the residents and businesses have reduced the amount of trash going to landfills by 39% (in 1998). In order to comply with AB939, the local residents and business must reduce the trash flow by a total of 50% in the year 2000. The City has adopted a green waste recycling program and is reviewing various curbside recycling and incineration programs in an effort to meet the 50% requirement.

Municipal solid waste can only be disposed of in Class III landfills. The closest Class III landfills are Puente Hills and Spadra Landfills. Puente Hills landfill is estimated to be full in 2003. The Spadra landfill has an estimated life of approximately 2.5 years.

Planning Issues are:

- Solid waste disposal is a regional problem affecting all of the communities in Southern California, including Azusa. As nearby landfills are filled or closed, transportation of waste to landfills farther away creates additional costs and environmental impacts.
- Local residents and businesses must continue to reduce, reuse, and recycle in order to meet the State mandated trash reduction requirements.

### **Vision**

Both public and private utilities service providers will fully and efficiently serve Azusa's homes and businesses.

### **Infrastructure Goals and Policies**

#### **ELECTRICITY**

##### **GOAL**

- 1 PROVIDE AN ELECTRICAL SUPPLY SYSTEM THAT IS ABLE TO MEET THE PROJECTED ELECTRICAL DEMANDS; UPGRADE AND EXPAND SUPPLY, TRANSMISSION, AND DISTRIBUTION FACILITIES; AND PURSUE FUNDING SOURCES TO REDUCE THE COST OF ELECTRIC PROVISION FOR THE CITY.

##### **POLICIES**

- 1.1 Monitor the demands on the electrical system, manage development to mitigate impacts and/or facilitate improvements to the energy supply and distribution system, and maintain and expand energy supply and distribution facilities. (I1, I2, I3, I4, and I5)
- 1.2 Update the electric master plan to reflect anticipated growth and current capacity. (I4 and I5)
- 1.3 Designate, preserve, and acquire land for electrical distribution facilities, as necessary. (I2)



## Chapter 3: The Built Environment

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- 1.4 Minimize electrical consumption through site design, use of efficient systems, and other techniques. (I2)
  - 1.5 Continue the City's electrical conservation efforts; review programs periodically and modify and/or expand them as appropriate and feasible. (I1 and I2)
  - 1.6 Continue to require the incorporation of electrical conservation features in the design of all new construction and site development. Encourage the retrofit to existing buildings and development to include electrical conservation features including, but not limited to, wireless technology and solar energy. (I2 and I7)
  - 1.7 Continue to underground all overhead electrical lines. (I6)
  - 1.8 Ensure the costs of improvements to the existing electrical supply and distribution facilities necessitated by new development to be borne by the new development benefiting from the improvements, either through the payment of fees, or the actual cost of construction, or both in accordance with State Nexus legislation. (I2, I6, and I9)
- the water supply and distribution system, and maintain and expand water supply and distribution facilities. (I1, I3, and I5)
  - 2.2 Continue to update the water master plan and an associated capital improvements program, and evaluate the adequacy of the water supply and distribution supply. (I4 and I5)
  - 2.3 Designate, preserve, and acquire land for water storage and transmission facilities, as necessary. (I2)
  - 2.4 Require that new development and retrofit existing developments to contain safeguards and measures preventing water supply degradation. (I2)
  - 2.5 Require all new development to connect to the sewer system. (I2)
  - 2.6 Minimize water consumption through site design, use of efficient systems, and other techniques. (I1, I2, and I7)
  - 2.7 Continue the City's water conservation efforts; review programs periodically and modify and/or expand them as appropriate and feasible. (I1)

### Water

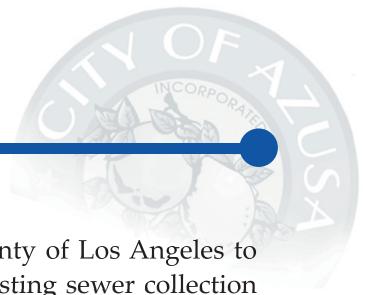
#### GOAL

**2 PROVIDE A WATER SUPPLY SYSTEM THAT IS ABLE TO MEET THE PROJECTED WATER DEMANDS; UPGRADE AND EXPAND WATER TREATMENT, SUPPLY, AND DISTRIBUTION FACILITIES; AND PURSUE FUNDING SOURCES TO REDUCE THE COST OF WATER PROVISION FOR THE CITY.**

#### POLICIES

- 2.1 Monitor the demands on the water system, manage development to mitigate impacts and/or facilitate improvements to

- the water supply and distribution system, and maintain and expand water supply and distribution facilities. (I1, I3, and I5)
- 2.2 Continue to update the water master plan and an associated capital improvements program, and evaluate the adequacy of the water supply and distribution supply. (I4 and I5)
- 2.3 Designate, preserve, and acquire land for water storage and transmission facilities, as necessary. (I2)
- 2.4 Require that new development and retrofit existing developments to contain safeguards and measures preventing water supply degradation. (I2)
- 2.5 Require all new development to connect to the sewer system. (I2)
- 2.6 Minimize water consumption through site design, use of efficient systems, and other techniques. (I1, I2, and I7)
- 2.7 Continue the City's water conservation efforts; review programs periodically and modify and/or expand them as appropriate and feasible. (I1)
- 2.8 Continue to require the incorporation of water conservation features in the design of all new construction and site development. (I2 and I3)
- 2.9 Consider creating rebate or other incentive programs for the replacement of leaking, aging, and/or inefficient plumbing with water saving plumbing and fixtures. (I1 and I8)
- 2.10 Require the use of reclaimed water for landscaped irrigation, grading, and



## Chapter 3: The Built Environment

- other non-contact uses in new developments, where available or expected to be available. (I2 and I8)
- 2.11 Ensure the costs of improvements to the existing water supply and distribution facilities necessitated by new development to be borne by the new development benefiting from the improvements, either through the payment of fees, or the actual cost of construction, or both in accordance with State Nexus legislation. (I2 and I8)
- 2.12 Evaluate the water rate payer fees, development charges, and service acquisition charges to see if the fees and charges adequately meet the operation maintenance, renovation/upgrade, and new construction needs. (I1, I3, I6, and I9)
- Wastewater Treatment and Facilities***
- GOAL**
- 3 PROVIDE A WASTEWATER (SEWER) COLLECTION AND TREATMENT SYSTEM THAT IS ABLE TO SUPPORT PERMITTED LAND USES, UPGRADING EXISTING DEFICIENT SYSTEMS, AND PURSUE FUNDING SOURCES TO REDUCE COSTS OF WASTEWATER PROVISION IN THE CITY.**
- POLICIES**
- 3.1 Ensure the City provides and maintains a sewer collection and treatment facilities system that adequately conveys and treats wastewater generated by existing and planned development at a maximized cost efficiency. (I1)
- 3.2 Update the sewer master plan to reflect anticipated growth and current capacities. (I4 and I5)
- 3.3 Work with the County of Los Angeles to determine if the existing sewer collection systems are adequate to meet existing and anticipated future demand. (I5)
- 3.4 Develop a record maintenance system that records the capacity and use of sewer facilities, monitors impacts and demands, and manages development, thereby mitigating impacts and/or facilitating improvements. (I3)
- 3.5 Ensure the costs of improvements to the existing sewer collection and treatment facilities necessitated by new development to be borne by the new development benefiting from the improvements, either through the payment of fees, or the actual cost of construction, or both in accordance with State Nexus legislation. (I2 and I6)
- 3.6 Evaluate the sewer connection fees and other charges to see if the fees and charges adequately meet the operation maintenance, renovation/ upgrade, and new construction needs. (I1, I6, and I9)
- 3.7 Ensure that all sewer collection facilities are operated in a manner that maximizes public safety. (I3)
- 3.8 Continue to monitor businesses that may generate hazardous waste to prevent contamination of water. (I3)
- 3.9 Continue to work with the County Sanitation District to ensure that use of Best Management Practices is used in the City. (I1)
- Storm Drainage***
- GOAL**
- 4 PROVIDE A FLOOD CONTROL SYSTEM THAT IS ABLE TO SUPPORT THE PERMITTED LAND USES WHILE**

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PRESERVING THE PUBLIC SAFETY; UPGRADE EXISTING DEFICIENT SYSTEMS; AND PURSUE FUNDING SOURCES TO REDUCE THE COSTS OF FLOOD CONTROL PROVISION IN THE CITY.

### **POLICIES**

- 4.1 Maintain existing public storm drains and flood control facilities, upgrade and expand storm drain and flood control facilities. (I1)
- 4.2 Annex the northern area of the City into District 22. (I1)
- 4.3 Coordinate with County agencies to improve the County's facilities. (I4 and I5)
- 4.4 Monitor the demands and manage development to mitigate impacts and/or facilitate improvements to the storm drainage system. (I4)
- 4.5 Designate, preserve, and acquire land, as necessary, for storm drainage and flood control facilities. (I2)
- 4.6 During development review, determine if any structures meant for human habitation are constructed within the 100-year flood plain. If necessary, evaluate the structure's flood safety, and require remedial actions. (I1)
- 4.7 Require improvements to the existing storm drain and flood control facilities necessitated by new development to be borne by the new development benefiting from the improvements, either through the payment of fees, or the actual cost of construction, or both in accordance with State Nexus legislation. (I2)
- 4.8 Require new developments to employ the most efficient drainage technology to in-

crease ground percolation, control drainage, and minimize damage to environmentally sensitive areas. (I2, I7, and I8)

- 4.9 Conduct public education programs to discourage dumping of materials into the streets or into the stormwater collection facilities. (I1)
- 4.10 Encourage using construction methods and technologies that will reduce the size or decrease the number of impervious surfaces in both new development and the retro-fit of existing development. (I2, I7, and I8)

### **Solid Waste**

#### **GOAL**

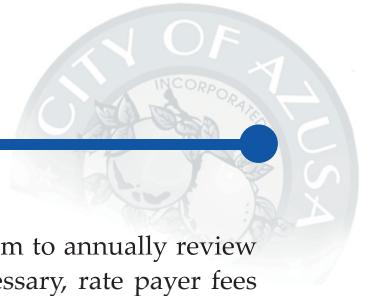
5 MAINTAIN SOLID WASTE COLLECTION AND DISPOSAL SERVICES IN ACCORDANCE WITH THE CALIFORNIA INTEGRATED WASTE MANAGEMENT ACT OF 1989, PURSUE FUNDING SOURCES TO REDUCE THE COST OF THE COLLECTION AND DISPOSAL SERVICES IN THE CITY.

#### **COLLECTION POLICIES**

- 5.1 Maintain adequate solid waste collection for commercial, industrial, and residential developments in accordance with State law. (I3, I5, and I9)
- 5.2 Provide trash and recycling receptacles along City streets, in parks and along trails, and other pedestrian oriented areas. (I2)

#### **RECYCLING POLICY**

- 5.3 Monitor reduction and recycling programs to ensure proper implementation and achievement of mandated solid waste reduction and diversion goals. Revise and replace programs that do not achieve their intended purpose. (I3, I5, and I9)



## Chapter 3: The Built Environment

### Gas Supply and Telecommunication

#### GOAL

#### 6 MAINTAIN AND EXPAND SERVICE PROVISION TO CITY OF AZUSA RESIDENCES AND BUSINESSES.

#### POLICIES

- 6.1 Continue to work with service providers to maintain current levels of service and improved levels of service. Revise and replace programs that do not achieve their intended purpose. (I2 and I5)
- 6.2 Review requests for new utility facilities, relocations, or expansions to existing facilities. (I2 and I5)

### Infrastructure Implementation Programs

#### I1 INFRASTRUCTURE PROGRAMS

Develop and implement the following, as funding permits:

- Pollutant runoff control programs that include structural controls, non-structural controls, and best management practices. Require all residential, commercial, and industrial sites and construction sites to implement pollution runoff controls;
- Those areas that are not within a sewer district, annex them into a sewer district. In particular, annex the northern area of the City into District 22;
- A repair, upsizing, and replacement program for electrical lines, water, sewer, and storm drain and pipelines;
- Explore the feasibility of developing an incentive program for property owners who upgrade defective or inefficient plumbing and appliances;

- A fee review program to annually review and amend, as necessary, rate payer fees and charges; and
- During development review, examine structures intended for human habitation and constructed within the 100-year flood plain for conformance with all jurisdictional requirements. Code enforcement measure shall be applied to remedy any deficiencies.
- Continue to implement and expand the following programs:
  - The NPDES;
  - Public education promoting resource conservation; and
  - Water and electrical use audits for all City owned buildings. The audit program shall identify levels of existing resource use and potential conservation measures; and
- Local, State, and Federal requirements mandated by SCAQMD. Consider assessing fees, where appropriate, to offset implementation costs.

#### I2 DEVELOPMENT OR DESIGN REVIEW

Through the development or design review process, require or continue to require the following:

- All new development be evaluated for streetscape improvements including water fountains, trash receptacles, and other amenities;
- All new development to be linked to the existing sewer system;
- That sufficient utility capacity is available. If sufficient capacity is not available, the

## Chapter 3: The Built Environment

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City shall not approve the project until additional capacity or adequate mitigation is provided;

- The construction of the facilities necessary for the connection to the public electrical distribution, water distribution, sewer and drainage system, or payment of fees. All facilities within the City shall be designed and constructed in conformance with the adopted water, sewer and drainage master plans and the standards established by the Light and Water Department, and the Public Works Department; and
- The use of water efficient fixtures, electricity efficient fixtures, and resource saving design elements in new construction.

### 13 STUDIES

Perform the following studies and implement programs addressing the study's findings:

- Collect and maintain data on the location, capacity, utilization levels and conditions of:
  - Water supply, transmission, distribution, storage, and treatment facilities;
  - Storm drain and flood control facilities;
  - Electrical supply, transmission, distribution facilities; and
  - Waste water and solid waste facilities;
- Prepare and approve a plant list of drought-tolerant and low-water using species for distribution to designers of project landscape plans for use in all publicly owned landscaped areas;
- Review and amend, as necessary, utility fees and impact fees collected from new and existing development;

- Evaluate and determine the presence of existing environmental degradation, assess the potential for future facilities degradation and propose mitigation measures, and their schedule for action.

### 14 MASTER PLANS

Update and adopt the electrical, water, sewer, and storm drainage master plans to reflect current facility conditions, maintenance and upgrade plans, and the planned land use within the City. Capital improvement programs including prioritization schedules shall also be prepared as funding permits. Review the updated master plans every five years to ensure viability.

### 15 AGENCY COORDINATION

- During the process of updating master plans administered by the Public Works Department and the Light and Water Department, the agencies shall identify the lands needed for future utility facilities. The City shall seek to have the property designated for utility use and commence acquisition of any necessary fee titles or easements, as approved by the City Council.
- The respective agencies shall advise the Community Development Department regarding the capacity availability and service availability for proposed developments.
- Participate in regional efforts to undertake an analysis of landfill capacity needs, and initiate long range planning for the provision of adequate landfill capacity to serve the population.

### 16 INFRASTRUCTURE IMPROVEMENTS

- Solicit funds for an improvement study, and the resulting design, construction,



## Chapter 3: The Built Environment

- and maintenance of the City's public infrastructure system.
- Continue to expand the electrical distribution line-undergrounding program.

### I7 DEVELOPMENT CODE

- Revise the City's Development Code to require that new uses that consume very high levels of water or energy or discharge high levels of water be evaluated to determine the means by which these levels can be reduced.
- Adopt a minimum standard for parking lot shade tree planting.

### I8 ORDINANCES

Adopt and enforce the following:

- A water pollution control ordinance protecting City's surface waters and groundwater resources; and
- An efficient water use ordinance requiring the use of reclaimed water, where available, in landscaped areas of homeowners associations, public buildings, and non-residential buildings with landscaped areas greater than 5,000 square feet.

### I9 SOURCE REDUCTION AND RECYCLING AND HAZARDOUS WASTE MANAGEMENT

- Implement the Source Reduction and Recycling programs and the Household Hazardous Waste Management programs.
- Solicit federal funds to offset the City's fiscal impacts for implementing and enforcing these State mandated programs.

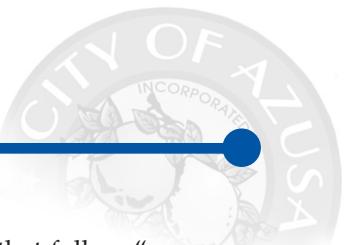
#### ***Projects that could realistically be completed in the next five years***

1. Update master plans.
2. Establish retrofitting programs to encourage private business owner and homeowners to upgrade their electrical, water, and storm drainage facilities.
3. Establish public education programs:
  - discouraging dumping materials into streets and/or sewers; and
  - encouraging water, electricity, and trash usage reductions, and encouraging the use of landscaping practices that increases reclaimed water usage and maximizes groundwater percolation.

## Chapter 3: The Built Environment

### Infrastructure Implementation Matrix

No.	Name	City of Azusa										City of Azusa				<b>Schedule * as funding permits</b>									
		Administration (Admin., Info. Tech., Transportation, and/or City Clerk)	Community Development (Planning, Business Licenses, Code Enforcement, Building)	Economic Development/Redevelopment	Finance	Library	Light & Water (Electricity, Solid Waste, & Water)	Parks Planning and Development	Public Safety (Police & Emer. Services)	Public Works (Engineering & Maint.)	Recreation & Family Services	Planning Commission	City Council	Los Angeles County	Other	General Funds	Assessment or other Districts	Grants	Redevelopment	Development Fees	Other Fees	State Funds	Federal Funds	Other	
<b>Program</b>		<b>Responsible Agency</b>										<b>Funding Source</b>													
I1	Infrastructure Programs	●			●		●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing	
I2	Development or Design Review Studies	●			●		●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing	
I3	Master Plans	●			●		●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing	
I5	Agency Coordination				●		●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing	
I6	Infrastructure Improvements				●		●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing	
I7	Development Code	●																							Ongoing
I8	Ordinances																								Ongoing
I9	Sources Reduction and Recycling and Hazardous Waste				●				●		●					●			●					2004	



## Chapter 4: Economy and Community

### Introduction

The General Plan's second "Element of Place", Economy and Community, focuses on those subject areas that involve the economic vitality of the city, its businesses, and residents, and it focuses on the community services that improve Azusans' quality of life. This chapter specifically discusses:

- Economic Development; and
- Public Services – Police Protection, Fire Protection, Emergency Medical Services, Governmental Administration, Library, and Schools.

### Economic Development

The General Plan sets out to create a walkable, sustainable environment composed of neighborhoods, districts, and corridors that enable a higher quality of life by offering new choices for living and working. Designing great places that people love to live in or visit is one of the most important aspects of this Plan. Being able to walk to a mix of shops, restaurants, coffeehouses, and parks within compact mixed-use districts and neighborhoods provides the highest quality of life, and adds great variety and economic vitality to an area. Studies are beginning to show what people have long suspected; that enhancing the quality of life in a community can have positive economic development benefits.



Homes built in communities that follow "new urbanist" principles command a premium above nearby units of comparable size. Due to the scarcity of pedestrian downtown shopping opportunities, cities that provide a quality downtown environment have similarly experienced higher property values that translates into higher local tax revenues. The nation's best commercial real estate markets are in cities with vibrant, traditional downtowns.

Many businesses recognize the benefits in locating in areas that are able to attract people because of different uses. Also, there is added value for businesses because they are better able to attract skilled workers in areas that offer a multi-dimensional environment convenient to work, shopping, and recreation.

### Statutory Requirements

In addition to the mandatory elements, other optional elements may be included in a City's general plan. The California Government Code Section 65303 states:

*The General Plan may include any other elements or address any other subject which, in the judgment of the legislative body, relate to the physical development of the county or city.*

Azusa's Economic Development Element is such an optional element. Once adopted, this element will have the same legal status as any of the mandatory elements. Additionally, other state requirements pertaining to the mandatory elements, such as internal consistency, also apply to the optional element.

### Economic Development Big Ideas

The Big Ideas for the Economic Development Element are:

- Ensure that land is available to support a variety of business types and a range of jobs through appropriate land use policies.

## Chapter 4: Economy and Community

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- Instead of “strip zoning” along commercial boulevards, commercial activity is focused in Districts, each with a special identity and mix of uses.
- Distinct “employment districts” should be established for the various areas of the city that will primarily support commercial or employment based activities.
- Monitor the opportunity to reuse major heavy industrial sites in the city for other uses, including the quarries and the landfill.
- Identify appropriate building types for each “employment district” in the city.
- To attract new industries, Azusa must have a diverse and competitive labor force. The city can “grow its own” labor force by improving its K-12 schools and by working with Azusa Pacific University (APU) and Citrus College to bring businesses to the city that would benefit from having college graduates as workers.
- The City, School District, Azusa Pacific University, Citrus College, LA Works and San Gabriel Economic Partnership, and businesses will partner to promote growth of high tech, professional and small businesses by improving local schools, launching a proactive business development program, and marketing Azusa’s advantages.
- Offer a broad mix of housing choices to diversify Azusa’s labor force.
- Maintain a “business climate” in Azusa that communicates the city’s support for business, including highly flexible and technologically oriented manufacturing processes.
- Strengthen and maintain the identity of key retail/commercial districts throughout the city.

Each area should have a clearly identified niche within the city.

### Economic Development Existing Conditions

#### The Regional Economy

The economy of the San Gabriel Valley, the region that includes Azusa, has demonstrated sustained dynamism over the last decade, weathering the recession of the early 1990s better than Los Angeles County as a whole and creating jobs at a rapid rate since the end of the recession. This is due primarily to the Valley’s lower dependence on the aerospace industries that suffered severe job losses during the 1990s. The Region’s already diversified economy is showing great promise in the area of high technology, with the Valley’s considerable academic and research infrastructure beginning to generate significant commercial spin-offs. Some traditional industries, such as food processing and light manufacturing, are also growing rapidly and adding significant numbers of jobs. Even some industries that lost many jobs in the 1990s appear to have stabilized, and are restructuring to compete by producing high-quality, specialized, high-value goods. The Valley also enjoys growing service and retail sectors and a healthy real estate market.

There are, however, a few clouds in this otherwise rosy picture:

- Overall, the Valley’s jobs pay lower wages than those of the County as a whole.
- Although this seems to be changing, there remain significant questions about how well matched the skills of the Valley’s population are to the jobs being created, that are more technical, white-collar, and high-skill positions.
- Finally, there is a shortage of developable land, making strategic and far-sighted land-use planning imperative.

#### The Local Economy

Azusa’s job creation between 1991 and 1998 was lackluster in comparison to that of the Valley. Azu-



## Chapter 4: Economy and Community

sa added very few net jobs during this period, and as a result its share of regional employment fell. The City mirrored the Valley's pattern of job loss in manufacturing, and there is a clear pattern of firms in older industries, such as metalworking, being replaced by companies in younger, more dynamic industries such as printing and publishing. Nevertheless, Azusa retains a higher proportion of jobs in the manufacturing sector than the Valley, most notably in declining industries such as metalworking, but also in basic/heavy industry. Azusa also has a disproportionate number of jobs in agriculture (due to the Monrovia Nursery), construction, and transportation, utilities, and communications. However, the City is well below the Valley in its percentage of jobs in wholesale trade, retail trade, finance, insurance, real estate, business, legal, and professional services. Equally importantly, Azusa has not captured much of the growth in high-tech jobs.

However, Azusa does have significant assets to help both the City and its residents make the transition to a high-skill employment base, including both an important core of advanced manufacturing establishments and institutions of higher education. Citrus College and Azusa Pacific University are major employers and their students and staff spend money in the City's retail stores, but perhaps their most important economic contribution can come in the form of education and training for local residents. Azusa Pacific University is active in continuing education, with campuses throughout Los Angeles County and elsewhere in southern California. Azusa's efforts to participate more fully in the knowledge-based regional economy, and to help its residents do so, can benefit from the University's programs in business, nursing, education, computer science, and other disciplines.

### *Manufacturing is still an Important Part of Azusa's Economy.*

Industry, particularly light industry such as food



processing, furniture manufacturing, printing and publishing, still accounts for a significant portion of the jobs in Azusa. Even some of the industries that have lost employment in recent years, such as metalworking, are far from "dead" and can find a way to compete, if on a smaller scale. The City should focus on helping these industries become more competitive by focusing on the requirements (in terms of building type, etc.) of the new style of production that they are adopting.

### *Care must be taken to deal with Potential Mismatch between the Skills of Azusa's Residents and the Requirements of the New Jobs in Azusa.*

Increasingly, even jobs in the manufacturing sectors will require a high level of skills. The advantage is that industrial jobs will pay better than previously, but the disadvantage is that they will be harder to get and keep. The City must strike a balance between 1) encouraging the replacement of lower-wage, more traditional industries with newer activities; 2) upgrading the skills of Azusa's current residents; 3) attracting new, high-skill workers to Azusa; and 4) assisting existing industries to become more competitive.

### *Neighborhood Trends and Conditions*

For analytical purposes Azusa was divided into 15 subareas to evaluate land use patterns and other similarities and differences among various

## Chapter 4: Economy and Community

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parts of the City. Based on the number of jobs and residents in each subarea, the two factors that determine basic land use patterns, these 15 subareas can be grouped into three larger areas. One area, located south of Interstate 210 and east of Lark Ellen Avenue/Vernon Avenue, is primarily residential in character. The second area includes a mix of residential and retail/service land uses extending north of Interstate 210 and east of Azusa Avenue, but straddling both sides of the Foothill Boulevard/Alosta Avenue corridor. The third area—composed of areas primarily west of Vernon Avenue south of Foothill Boulevard and the industrial areas north of Foothill Boulevard between San Gabriel and Vernon Avenues—also includes a significant proportion of the City's employment, as well as several residential neighborhoods. However, in this area the jobs tend to be industrial in character.

***The primarily residential area has very few retail opportunities to serve local neighborhoods***

With the exception of one neighborhood serving retail center located on Gladstone Street and a few convenience oriented stores on Azusa Avenue just south of Interstate 210, there are no places for people in this area to shop for groceries, drugs, or other goods and services without crossing Arrow Highway into Covina.

***The Foothill Boulevard/Alosta Avenue corridor has good potential to support more intensive development, especially if combined with development opportunities at Monrovia Nursery***

This area already supports the City's highest income households and most expensive single family homes. Additional development, including a mix of residential, office, and limited retail, could help to further enhance these values as well as provide new opportunities for office-based employment in Azusa. Future development at Monrovia Nursery could also be incorporated into this scheme by creating a mixed-use master plan for this site that could support office, retail and resi-

dential land uses. Further consideration should also be given to creating regional-serving retail on this site as well, since it may be the only place in Azusa big enough to support a large critical mass of new retail and entertainment uses.

***Industrial areas on the City's western edge offer the opportunity to further strengthen Azusa's traditional employment base; however, special efforts may also be required to enhance the adjacent residential neighborhoods***

Approximately 50 percent of the City's jobs are located in this area, representing primarily the manufacturing and distribution sectors. Over 60 percent of the jobs in start-up firms are also located in this area, showing that it has already been attracting newer companies to Azusa. The City should continue to build on this success by working with property owners to fix up and maintain their buildings as well as to assist marketing efforts aimed at attracting businesses in industries already growing rapidly elsewhere in the San Gabriel Valley but under-represented in Azusa. The residential neighborhoods in these subareas may also need further support from the City, as they command the lowest median single-family home prices.

### Vision

Our industrial companies continue to set the pace for "tech-driven" manufacturing across a wide range of products. These businesses, along with warehousing and construction, employ more than 5,000 workers, providing a powerful engine of wealth creation and a crucial source of payroll prosperity to the San Gabriel Valley.

Despite Azusa's strong industrial base, our business image is hurt by the realities of declining retail strips, unkempt and vacant commercial buildings, overcrowded apartments, a lack of housing for middle and upper income families as well as perceptions of poor schools and crime. Azusa



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must market our advantages (freeway access, river and foothills, affordable power and water, competitive schools and safer neighborhoods) as well as upgrade housing, public services and the community's appearance to draw retail and commercial investment.



For Azusa residents, the overwhelming desire is to attract first-rate stores and shopping areas. Aside from COSTCO, Azusa's retail sector is behind the times. Azusa residents want to clean up the city's unsightly corridors and concentrate revived retail and civic uses in four thriving districts.

Azusa will offer a thriving and well-balanced business sector, linked to excellent schools, safe neighborhoods and quality housing opportunities. Drawing on our distinctive demographic, geographic, historic, diverse cultural and economic assets (including outdoor attractions; reliable and affordable water and power; vibrant Hispanic heritage; historic Downtown; and Azusa Pacific University), Azusa will actively seek distinctive retailers, restaurants and other uses needed to revive Downtown and create a complementary University District. Azusa will continue to enhance the West End Industrial District as a job-rich center of industrial and tech-driven industry and commercial business that are globally competitive.

### Economic Development Goals and Policies

#### GOAL

#### **1 BUILD AND MAINTAIN A STRONG, DIVERS-VERSE ECONOMY IN AZUSA.**

#### POLICIES

- 1.1 Continuously monitor strategic opportunities and measure Azusa's competitiveness within the regional economy. (EC1)
- 1.2 Maintain a "business climate" in Azusa that communicates the city's support for business. (EC4)
- 1.3 Ensure that land is available to support a variety of business types and a range of jobs. (EC1, EC3, EC6, and EC8)
- 1.4 Develop strategies to use land resources efficiently. (EC2, EC4, EC6, and EC8)
- 1.5 Provide high-quality, flexible commercial spaces at a competitive price. (EC1 and EC6)
- 1.6 Maintain appropriate infrastructure for moving goods, people, and information. This includes roads, transit, and data infrastructure such as fiber optic connections. (EC1 and EC7)
- 1.7 Build on the city's amenities and assets, including Downtown, the housing stock, and the future Gold Line station. (EC3, EC7, and EC8)
- 1.8 Strengthen the city's diverse and competitive labor force to attract a range of businesses. (EC1, EC5, and EC8)

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### GOAL

**2 MAINTAIN AND INCREASE THE SECTORAL DIVERSITY OF AZUSA'S ECONOMY AND AZUSA'S ABILITY TO SUPPORT A DIVERSE SET OF USES THAT EVOLVES OVER TIME.**

### POLICIES

- 2.1 Establish distinct "employment districts," each with a clear identity and function reinforced through zoning, design guidelines and typological coding, streetscape improvements, and appropriate infrastructure. (EC2)
- 2.2 Actively recruit businesses that help Azusa maintain its sectoral diversity as well as meeting other social and economic objectives. (EC1 and EC4)

### GOAL

**3 ENSURE THE OCCUPATIONAL DIVERSITY OF AZUSA'S JOB BASE.**

### POLICIES

- 3.1 Explicitly take into account the occupational structure of industries, firms, or facilities targeted for attraction to the city to ensure they support this goal. (EC1 and EC4)
- 3.2 Offer a broad mix of housing choices to support a diverse resident workforce. (EC8)

### GOAL

**4 CREATE A HIGH QUALITY EMPLOYMENT ENVIRONMENT FOR AZUSA RESIDENTS.**

### POLICIES

- 4.1 Support the creation of high-quality jobs for relatively low skill levels. (EC1 and EC4)

4.2 Ensure that economic development activities (business attraction and retention, incentives, etc.) are based on up-to-date information about the types of jobs created and their match with the skill levels of Azusa residents. (EC1 and EC4)

### GOAL

**5 HELP AZUSA'S RESIDENTS MORE FULLY PARTICIPATE IN THE ECONOMY.**

### POLICY

- 5.1 Support comprehensive, targeted job training in conjunction with local employers and schools. (EC5)

### GOAL

**6 SUPPORT LOCAL ENTREPRENEURSHIP.**

### POLICIES

- 6.1 Create city programs to help connect potential entrepreneurs with the services and support they need to find real estate, obtain capital, and make their business succeed. (EC4)
- 6.2 Give Azusa residents priority access to city-sponsored business development programs. (EC4)

### GOAL

**7 HELP AZUSA'S BUSINESSES.**

### POLICIES

- 7.1 Serve as an intermediary between local firms and organizations that provide technical and other assistance. (EC4)
- 7.2 Ensure appropriate infrastructure and access to that infrastructure for firms that can pursue competitive strategies.



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### GOAL

#### **8 HOUSING OPPORTUNITIES**

### POLICY

- 8.1 Work to ensure a range of housing opportunities for Azusa residents of all ages, incomes, and family structures. (EC8)

### GOAL

#### **9 CREATE A DIVERSE AND BALANCED REVENUE BASE WITH LONG-TERM VALUE, AVOIDING EXCESS RELIANCE ON A SINGLE REVENUE SOURCE.**

### POLICIES

- 9.1 Build a high-quality retail base that can hold value over time and adapt to changing circumstances. (EC1 and EC3)
- 9.2 Promote in a housing stock that will appreciate in value over time. (EC8)
- 9.3 Promote business development that can support the city's property tax base, generate business-to-business sales taxes, and enhance Azusa's economic health and quality of life. (EC1 and EC4)
- 9.4 Avoid the "fiscalization" of land use (that is, the evaluation of land use based strictly on the financial benefit it can bring to a community). (EC1)

### GOAL

#### **10 STRENGTHEN THE RETAIL AND COMMERCIAL BASE.**

### POLICIES

- 10.1 Address key gaps in retail and commercial services. (EC3)
- 10.2 Promote Azusa's competitiveness at the regional or sub-regional level in key strategic retail niches. (EC1, EC3, and EC7)
- 10.3 Target and tap into the main customer bases more directly. Make Azusa into a

destination retail site for the sub-region's population. (EC3)

- 10.4 Enhance the identity of the city's principal retail and commercial nodes. (EC3 and EC7)
- 10.5 Attract retail investment by making a commitment to ensuring high-quality public amenities in the retail districts, including high-quality streetscapes. (EC3 and EC7)

### GOAL

#### **11 CREATE A UNIQUE PLACE WITH HIGH QUALITY OF LIFE FOR ALL ITS RESIDENTS.**

### POLICIES

- 11.1 Promote quality of life for its own sake as well as making it part of an economic development strategy. Coordinate carefully with the other elements of the General Plan that address such key features of Azusa's physical setting such as the natural environment. (EC2, EC3, EC7, and EC8)
- 11.2 Build long-term value in the community. (EC2, EC3, EC6, EC7, and EC8)
- 11.3 Connect housing development and residential quality to all aspects of the economic development strategy. (EC1 and EC8)
- 11.4 Invest in community amenities such as parks, community centers, cultural centers, etc. (EC7)
- 11.5 Create unique, high-quality residential and retail environments, ensuring they are inclusive of the whole range of Azusa's population. (EC3 and EC8)

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## **Economic Development Implementation Programs**

### **EC1 ECONOMIC MONITORING AND ANALYSIS PROGRAM**

The Economic Monitoring and Analysis Program will promote a sophisticated and up-to-date understanding of the economic context in which Azusa operates and the city's performance within that context. This information will help decision-makers and the public make informed choices about how best to use the city's resources. The program should involve the business community and members of the public as well as city staff and officials, and the information developed under its auspices should be used to inform the programs below, especially the Employment District Program, the Commercial Real Estate Program, the Community Investments Program, the Business Support Program, and the Job Training Program.

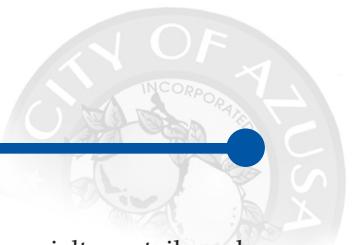
#### Local Monitoring

- Develop indicators for Azusa to track the city's progress and evolution in key areas such as income and equity; housing quality, affordability, and development; employment composition and quality; retail sales; quality of life as defined by residents, and so on. Indicators should measure standard economic considerations as well as broader measures of quality of life and environmental health. When possible, compare these indicators to other cities and to the region and subregion.
- Monitor the city's land supply to identify areas that could be suited for redevelopment or a different use, with or without significant public intervention. This includes the potential reuse of major heavy industrial sites in the city, including the quarries and the landfill.

- Study the impact on property values of existing and potential industries and real estate.
- Develop a comprehensive set of criteria for making land use decisions, of which fiscal impact is only one.
- Use information on skill levels, wages, housing types, and housing prices to inform the activities of the Housing Improvement Program in order to ensure an adequate match between Azusa's jobs and its housing stock.
- Monitor retail performance overall and the extent to which the city's retail supply is serving the needs of all segments of its population. Identify key gaps in retail supply.
- Research the retail preferences of key potential customer bases: Azusa residents, APU students, local employees, the regional Hispanic population, and visitors to the San Gabriel mountains.

#### Regional Monitoring

- Implement continuous monitoring of economic trends in the Los Angeles metropolitan area as a whole and the San Gabriel Valley, including sectoral trends, key industry clusters, demographics, housing, retail trends, and infrastructure development.
- Study and track the skills requirements and wages of jobs in the region's industries and the skill levels of Azusa's resident workforce. This information can be used to help determine which industries to target for recruitment and to help develop Azusa's job training programs.



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- Stay abreast of the changing needs of the region's industries, particularly those considered desirable target industries for Azusa. Keep informed about their real estate needs, infrastructure requirements, and site selection criteria.
- Monitor regional infrastructure investments, both those confined to other cities and those which affect various cities or the region as a whole, such as the light rail project.
- Identify key strategic retail niches in which Azusa can compete at the regional or sub-regional level, as has already been done for Downtown.
- Keep track of opportunities to participate in regional initiatives and to coordinate with other cities in the region and subregion.

### EC 2 EMPLOYMENT DISTRICT PROGRAM

The Employment District Program will support the goal of maintaining a diverse economy by ensuring that there is sufficient land and adequate supporting infrastructure available for a diverse and shifting array of desirable industries. Employment districts can be established in existing employment areas, e.g. West End Industrial District or in Downtown, and the concept can be used to help plan and regulate land use and development in other areas, such as the Monrovia Nursery site. The exact number, size, and configuration of the employment districts will depend on city decisions about the details of its economic development goals. However, in general there will be at least two different types of districts:

1. Employment types that are almost always incompatible with residential development, high-end office development, and

pedestrian-oriented specialty retail and that should be separated from those uses using relatively exclusive land use/zoning controls (plus coding where applicable). These include:

- Manufacturing and other industry, including warehousing and distribution.
- Quarries, to the extent that these are economically viable.
- Research and development/flex users such as biotech that are incompatible with residential and/or office uses.

In most cases these uses are compatible with big-box retail such as the Costco in the western part of Azusa. There may be reasons to subdivide this group, for example, to separate uses like biotech from warehousing and manufacturing space.

2. Employment types that can mix with other uses in districts regulated by typological coding alone:
  - Most R&D/flex users other than biotech.
  - Office-based users of all sizes.
  - Institutional and educational users.
  - Retail districts, both local serving (e.g. downtown) and regional.

While these users are generally compatible with one another, it is probably desirable to separate some of them. For example, large-scale office development is probably not desirable in the Downtown retail core.

#### Employment District Planning

- Establish employment districts with appropriate land use/building controls. New Urbanist typological building coding principles can be used in place of traditional zoning in some parts of the city where a

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mix of compatible uses is desired. However, typological coding alone may not suffice to create zones intended to accommodate activities not compatible with other types of development. In some cases, zoning should be used in conjunction with coding to prevent the encroachment of incompatible uses into employment districts.

- Develop short-, medium-, and long-term visions for employment districts. These visions should be based on analysis of regional trends and local needs and assets. Some types of industries may not view Azusa as a desirable location in the short term, but with proper incremental investments, development and/or redevelopment this may change in the future. At the same time, industries viable now may become less so in the future, and a vision for future development should be in place.
- Plan appropriate infrastructure and commercial real estate for each employment district. These efforts should be conducted under the auspices of the Community Investments Program and the Commercial Real Estate Program, respectively. Use the information gathered under the Economic Monitoring and Analysis Program to inform these other programs.
- Encourage efficient use of land through compact development, high densities, reduced parking ratios (with effective alternatives), and proper incentives for redeveloping underutilized land. Users that are amenity sensitive, operate at relatively high densities, and are most likely to make use of transit infrastructure should be accommodated in the vicinity of the future Gold Line station and Downtown.

- Develop and implement design standards for each employment district to encourage the development of high quality buildings and create an attractive environment for firms.

### Employment District Implementation

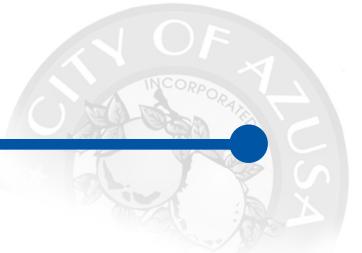
- Study the creation of assessment districts to fund lighting, streetscaping, and other key infrastructure and amenities in the employment districts as described under the Community Investments Program.

## EC 3 RETAIL DEVELOPMENT PROGRAM

The retail development program should aim to enhance key retail nodes and attract additional retail establishments with three main ends: to ensure that there is sufficient and adequate retail development in Azusa to serve the population; to promote retail development as a way of improving the city's tax base; and to support the goal of creating a unique place with a high quality of life.

### Retail District Planning

- Create a plan for each of the city's retail districts. On the basis of the current and potential future market and the niches identified in Program EC1 specify the identity of each district and the type of retail it will attempt to attract. Determine the physical improvements needed and coordinate with the Community Investments Program to ensure that improvements are carried out in a coordinated fashion.
- Develop strategies to fill key gaps in retail supply identified in Program EC1.
- Develop and implement design standards for each retail district to encourage the development of high-quality buildings and create an attractive environment for firms.



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- Continue using the facade improvement program to help business owners upgrade their storefronts.
- Continue to support the unique nature and primacy of Azusa's downtown. Put special emphasis on making Downtown into a unique, transit-oriented, pedestrian-friendly retail area that serves Azusa residents, employees of local businesses, and the University population while also drawing customers from outside the city.

### Retail District Implementation

- Study the creation of assessment districts and business improvement districts to fund lighting, landscaping, streetscaping, and other amenities in the retail districts.
- Work with business owners to collectively market Azusa's retail districts, especially Downtown, to city residents and the rest of the sub-region. Tailor marketing efforts to the key potential customer bases named above, and any others that are identified. Focus on projecting a unique identity for each of the city's retail areas.

### **EC 4 BUSINESS DEVELOPMENT PROGRAM**

This program is intended to build Azusa's employment base over the long term with a diverse group of industries, including highly flexible and technologically oriented manufacturing, that provide jobs for a wide range of skill levels. The program should support three different facets of business development: recruitment, entrepreneurship, and business support. That is, it should attract businesses to Azusa, help Azusans start businesses, and help all local businesses—whether new or existing—succeed.

### Business Recruitment

- Target industries on the basis of their contribution to the city's broad economic development agenda. For example, the city should target businesses and industries that are growing regionally and that provide high-quality jobs for lower skill levels and that provide opportunities for advancement through work experience. Factors such as employment density should also be taken into account in order to ensure that the city's land and building resources are used efficiently.

- Tie business recruitment efforts to the short-, medium-, and long-term visions developed for Azusa's employment districts.
- Coordinate recruitment efforts with the understanding of trends in the regional economy and successful regional industry clusters developed in Program EC1.
- Emphasize Azusa Light and Water's competitive utility rates as a benefit for firms that locate in the city.
- Forge competitive strategies that build on fixed institutions such as educational institutions and existing major employers/business clusters.

### Business Permitting

- Ensure that the permitting process is transparent, streamlined, and efficient. Delays and uncertainty regarding how to obtain the necessary permits for establishing a business or developing property can deter potential investors.

### Business Support and Entrepreneurship

- Help connect local suppliers with local and regional customers. Some of Azusa's major employers, such as Azusa Pacific

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University, might be able to purchase more goods and services locally. The city could encourage them to do so, or if appropriate suppliers do not exist, it could make the opportunities clear and support efforts to establish local businesses that can meet those needs.

- Assist businesses in making connections with various regional and statewide resources that provide financial and technical assistance.
- Continue to organize frequent formal and informal contact between businesses and city officials, including regular “business round tables.” The city already does this through its small business network lunches and CEO lunches. These meetings should aim to help the city understand what is right about the city’s business environment and what needs improvement. They can also provide an opportunity for business leaders to learn about strategies for pursuing flexible specialization and other “high-road” production techniques and provide opportunities for networking.
- Tap into Azusa’s resident entrepreneurial base and give Azusa residents the support they need to start a business and make that business succeed. Among other things, the city could study the possibility of teaming up with the private sector to create small business incubators for Azusa residents. Such incubators could be available for industrial, office-based, and retail businesses and could be located in the appropriate employment districts and retail areas.

### EC5 WORKFORCE DEVELOPMENT PROGRAM

The goal of the Workforce Development Program is to strengthen Azusa’s workforce

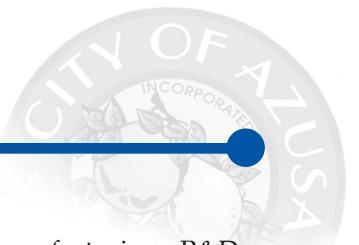
through education and training efforts, as well as by helping to ensure that business development efforts, housing development, and so on all work in tandem with job training and other workforce development activities to increase economic opportunities for Azusa residents. The program should actively involve schools, businesses, unions, Citrus College, Azusa Pacific University, and the public, as well as the city government.

#### Education and Job Training

- Education is not directly covered by a city’s General Plan and it is, of course, primarily under the control of the school district rather than city departments. However, city agencies could play a role in bringing together schools, city government, businesses, and the public at large to discuss ways of ensuring high-quality education for all children and ways to use the public schools more effectively as resources in preparing a skilled and educated labor force.
- Work with the Azusa Unified School District to create job-training programs based on existing businesses and target industries.
- Work closely with businesses and unions to ensure efficacy of training programs.
- Work with childcare agencies and providers to ensure that adequate opportunities exist to obtain high quality, affordable childcare to allow all interested residents to participate in training and employment opportunities.

#### Workforce Attraction

In addition to assisting the current workforce to upgrade its skills, the city should make efforts to attract more residents with high skill



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levels. Although this goal will be achieved primarily through appropriate residential development, it should be coordinated with the overall workforce development program.

### EC 6 COMMERCIAL REAL ESTATE PROGRAM

The Commercial Real Estate Program will help ensure that Azusa's stock of commercial real estate is adequate for the city to meet its employment development goals. This involves ensuring adequate quantity, quality, and building types for target industries, as well as matching the evolution of the commercial real estate stock to visions for economic development in the short and long terms. The city should encourage efficient use of land through relatively compact and high-density commercial development. This program should involve a range of city departments, including Community Development, Economic Development/Redevelopment, and Azusa Light and Water.

#### Commercial Real Estate Planning

- Tie the Commercial Real Estate Program to the short-, medium-, and long-term visions for Azusa's employment districts and, through them, to its broader economic development goals. The city should determine the real estate types that will be necessary to bring those visions to fruition and identify appropriate building types for each employment district.
- Plan for building types and densities that will support the preferred long-term vision for each employment district (e.g. redevelopment, adaptive reuse, or ongoing reinvestment in existing buildings) as well as accommodating the desired industries.
- Plan future development to ensure that the city's real estate stock can support the attraction, retention, and growth of increasingly sophisticated industries, in-

cluding advanced manufacturing, R&D, high tech, and life sciences/biotech.

- Encourage flexible real estate that can accommodate a changing array of businesses. Certain building types are more adaptable than others and can more readily accommodate a range of different users.
- Capitalize on the future light rail by ensuring that the commercial real estate products most likely to house amenity-sensitive users attracted to transit are concentrated in the vicinity of the station.
- Establish and strengthen relationships with respected commercial developers that cannot only help the city formulate its economic development strategy but also can provide the appropriate real estate.
- Create programs to encourage developers to incorporate energy-saving features and other aspects of green building design into their products.

#### Commercial Real Estate Permitting

- Ensure that the permitting process is transparent, streamlined, and efficient. Delays and uncertainty regarding how to obtain the necessary permits for establishing a business or developing property can deter potential investors.
- Provide clear information—in print and on the city's website—explaining the process and detailing the average time to complete different steps. Businesses and developers should know exactly what to expect in Azusa, the process should be clear and transparent, and relevant information should be easily accessible. The city can also provide a link to the Cal-GOLD database of information on busi-

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ness permit, license and registration requirements from all levels of government at [www.calgold.ca.gov](http://www.calgold.ca.gov).

- Consider implementing fast track permitting for qualifying projects. While a streamlined permitting process benefits all projects, many cities and counties use fast-track permitting to expedite those projects that meet certain criteria such as average wages of new jobs created, minimum total investment in new real estate, creation of a certain level of additional taxable sales, and export oriented status. Usually a city staff person is assigned to personally help usher the project through the necessary approvals. In some cases a team consisting of representatives of all relevant city departments and agencies is charged with overseeing the project. All representatives have the authority to grant approval so they do not need to seek authorization from their department.
- Ensure that inspectors and staff are well trained to deal with specific building types, such as buildings involving hazardous materials handling, and innovative building types such as green buildings.

### Commercial Real Estate Implementation

- Encourage the upgrading of commercial areas through appropriate zoning and planning as well as public investments. Upgrading includes redevelopment of underutilized land and buildings to accommodate higher densities (and therefore more efficient use of the city's limited land resources) as well as the gradual provision of higher-quality real estate products.
- Use redevelopment powers selectively to encourage commercial investment and upgrading. This can include infrastruc-

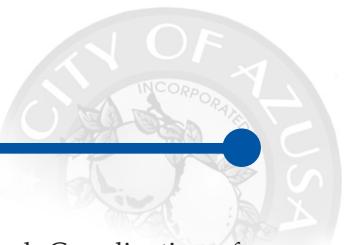
ture investments, land assembly, and other standard tools.

### **EC7 COMMUNITY INVESTMENTS PROGRAM**

The Community Investments Program should focus on providing both basic infrastructure and community amenities such as parks. The program should involve city departments such as Community Development and Economic Development, the City Council/Redevelopment Agency, Azusa Light and Water, and businesses and community members. The program should embody a recognition that infrastructure is more than just a dull but necessary part of a city's activities. Modern, adaptable, high-quality infrastructure and community amenities constitute a critical investment in quality of life and long-term economic stability and a key opportunity to shape the city's identity and future.

#### Community Investments Planning

- Collect up-to-date information on the infrastructure needs of the city's primary economic sectors and the industries the city wants to target.
- Develop a system for rating Azusa's infrastructure assets in comparison to those of other cities in the area and use this information to formulate targeted investment decisions.
- Continually monitor and, when necessary, repair or upgrade infrastructure systems to ensure their adequacy for meeting the requirements of a full range of existing and potential users.
- Plan for ways to capitalize on planned future infrastructure such as the Gold Line and the fiber optic cables that may use the same right of way. Evaluate how the benefits of transit infrastructure can be



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leveraged through transit-oriented development. What types of businesses will be attracted to rail infrastructure and fiber-optic systems.

### Community Investments Implementation

- Prioritize infrastructure investments based on the match between infrastructure and target sectors and Azusa's competitive position vis-à-vis its neighbors.
- Study the possibility of creating assessment districts to facilitate investment in lighting, streetscaping, and other amenities.
- Study the possibility of creating business improvement districts (BIDs) and property-based business improvement districts (PBIDs) to facilitate community investments.
- Build on the city's recent success in planting new street trees to continue to make incremental improvements to the city's appearance and amenity level.
- Ensure that all new residential development includes the creation or improvement of neighborhood amenities such as parks.
- As funding becomes available, continue to make investments in major community amenities such as theaters, community centers, and public art.

### **EC8 RESIDENTIAL IMPROVEMENT PROGRAM**

The Residential Improvement Program encompasses many of the actions necessary to create a high-quality residential environment that can increase quality of life for Azusa's current residents, help the city create lasting property values, attract new residents, and further the city's larger economic development agenda by helping with business attraction and pro-

moting efficient use of land. Coordination of all city actions related directly and indirectly to housing is particularly important given that Azusa has no separate housing department but rather manages various housing-related activities through Economic Development/Re-development and other city agencies.

### Residential Improvement Planning

- Tie residential development goals and amenity goals to the economic development strategy in order to ensure that they support one another.
- Plan a variety of housing types to serve different income levels, family structures, and market preferences. Students, families, retirees, and young professionals are all part of the demographic mix in Azusa, as are both "blue collar" and "white collar" workers. Apartments, condominiums, townhouses, and detached single-family homes should all be part of the mix of housing types. In some areas, such as Downtown, in the University District, and near the light rail station, housing can be closely integrated with other uses—primarily office and retail—in mixed-use development. Elsewhere, the residential character of neighborhoods can be preserved while still maintaining and creating a range of housing types.
- Plan for housing that is of high quality and unique character and that can hold its value over time. Encourage developers to emphasize quality and character over size, to pursue innovative designs, and to incorporate variety into their projects. A number of projects around the state have demonstrated that buyers are willing to exchange size for quality and a good location, e.g. near transit and services. As Azusa's housing market devel-

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ops, the city should continue to raise its standards.

- Promote the development of higher-end housing to attract a larger base of highly skilled employees that can serve as a draw for firms. Tie housing development planning to economic development efforts to ensure an adequate match of job types and housing types.
- Take care to ensure that higher-end housing is not isolated from the rest of the community in enclaves. It should be integrated into the fabric of the city and housing of different types and price levels should be mixed together. There are examples of new housing developments in other cities that have done this successfully.
- Whenever possible, encourage compact development of housing in order to use land more efficiently.
- Ensure that new housing development is connected to provision of increased amenities to serve the new population. The value of housing is enhanced when it is well served by retail, public services, and amenities such as parks.
- Over time, encourage builders to incorporate energy-efficient features and other green building practices into new and renovated housing.

### Affordable Housing

- Continue to support housing for all income levels by maintaining and expanding the city's supply of affordable housing.
- Support home ownership programs that allow low- and moderate-income renters to purchase their homes.

- Consider the creation of a community land trust to purchase properties before land and housing values increase too much.

### Residential Improvement Implementation

- Encourage continuous investment in the housing stock in order to maintain its quality and avoid deterioration. Use tools such as code enforcement, assistance with code compliance, city loan programs, and assistance applying for funds from programs such as HUD's 203(k) program.

### ***Projects that could realistically be completed in the next five years***

1. Establish the “employment districts”.
2. Develop the indicators that will help to track the city’s progress in key areas such as income and equity; housing quality, affordability, and development; employment composition and quality; retail sales; and quality of life as defined by residents.
3. Create a plan for each of the city’s retail districts determining the character and any physical improvements.
4. Print and post on the City’s website detailed instructions and descriptions of the permitting process. The city can also provide a link to the CalGOLD database of information on business permit, license and registration requirements from all levels of government at [www.calgold.ca.gov](http://www.calgold.ca.gov).



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### Economic Development Implementation Matrix

No.	Name	City of Azusa										City of Azusa				Schedule * as funding permits									
		Administration (Admin., Info. Tech., Transportation, and/or City Clerk)	Community Development (Planning, Business Licenses, Code Enforcement, Building)	Economic Development/Redevelopment	Finance	Library	Light & Water (Electricity, Solid Waste, & Water)	Parks Planning and Development	Public Safety (Police & Emer. Services)	Public Works (Engineering & Maint.)	Recreation & Family Services	Planning Commission	City Council	Los Angeles County	Other	General Funds	Assessment or other Districts	Grants	Radevelopment	Development Fees	Other Fees	State Funds	Federal Funds	Other	
Program		Responsible Agency										Funding Source													
EC1	Economic Monitoring and Analysis Program		●	●								●													2009
EC2	Employment District Program		●	●								●													2006
EC3	Retail Development Program			●								●					●	●							2006
EC4	Business Development Program		●	●								●					●		●						2006
EC5	Workforce Development Program	●										●							●						Ongoing
EC6	Commercial Real Estate Program		●	●								●					●								Ongoing
EC7	Community Investments Program		●	●				●				●					●								Ongoing
EC8	Residential Improvement Program		●	●								●					●								Ongoing

# Chapter 4: Economy and Community

## Public Services

### Introduction

#### A Family Community

Strong families are the foundation of a healthy community. Azusa has a rich tradition of families loyal to the community over several generations and continues to welcome new families seeking a better life. Our fabric of schools, churches, civic groups, and neighborhoods provides a caring and wholesome community setting.



Yet, while serious crime has been cut in half during the 1990s, areas of poverty and gang activity keep many struggling families from the security and opportunity that would allow them to help themselves. Improving these neglected neighborhoods and reaching out to the often isolated families that live there can improve public safety and provide individuals and families improved to health care, jobs, recreation, and self-sufficiency.

#### Lifelong Learning

As the 21st century promises to be the “age of information,” Azusa’s future prosperity and quality of life are directly linked to raising educational standards and creating a pervasive climate for learning. An active emphasis on “learning” is the gateway to promoting “earning” -- and the pursuit of the American Dream by all Azusa’s diverse residents.

The public schools are the linchpin of such a strategy, with the goal of consistent improvement. This progress is already apparent in our elementary schools, but lags in upper grades. Embracing an active and ambitious partnership with Azusa Pacific University, Citrus College and other nearby institutions of higher learning can set the tone for a community-wide commitment to the value of life-long learning.

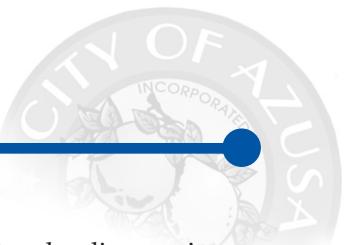
#### **Statutory Requirements**

The Government Code requires the discussion of law enforcement and fire protection as part of a “Safety Element”. This General Plan extracts the components of a Safety Element and discusses, police, and fire services in its own element, the Public Services Element. In addition to these subjects, this Public Services Element also discusses emergency medical services, libraries, and schools.

#### **Public Services Big Ideas**

The Big Ideas for the Public Services Element are:

- Strengthen partnerships among the City, School District, business, neighborhood and civic groups.
- Practice “Community-Oriented Policing”.
- Enhance community empowerment and self-help through active organizing efforts among homeowners and tenants in each of the city’s neighborhoods.
- Establish a “family resource” center and network to tie families in need to active assistance from public social services and local faith and benevolent organizations, as well as promoting ready access to resources like parenting classes, job training and youth programs.
- Promote “diversity, inclusion and civic peace,” in every neighborhood, with particular emphasis on youth, spearheaded by the work of the Human Relations Commission.
- Broaden traditional health, recreation, and nutrition services offered through the Senior Cen-



## Chapter 4: Economy and Community

ter to meet the changing needs of the next generation of older residents.

- Maintain vital health and wellness services through public/private partnerships operating the Azusa Health Center.
- Build a new library for the 21st century that will be an active center for lifelong family learning.



### **Public Services Existing Conditions**

#### Police

The Azusa Police Department operates centrally from the main facility at 725 North Alameda Avenue (Figure EC-1). This facility was upgraded in March 1999 and expanded to house a total personnel of 146 sworn and nonsworn officers, equipment, and related needs. The space is considered adequate to accommodate a projected citywide build-out population of approximately 63,500 persons.

The sworn officer to population ratio is approximately 1.27 sworn officers for each 1,000 residents. This ratio is nearly at the City's target ratio of 1.30 officers/1,000 residents. Current staffing levels, facilities, and level of service are considered adequate for the current population.

#### **PLANNING ISSUES:**

- An increase in population can decrease the sworn officer to population ratio below what the Police Department is targeting. New devel-

opment will require additional police services.

- Expanding the "Community Policing" concept and approach to community safety requires leveraging resources and City departments working closely with each other.

#### Fire Protection

The City contracts with the Los Angeles County Fire Department (LACFD) for fire protection services, including fire, rescue, and hazardous materials. The City is serviced by Fire Station Number 97, located at 18546 E. Sierra Madre Avenue, and Fire Station Number 32, located on 605 North Angeleno Avenue (See Figure EC-1). Station 97 has one engine company and one patrol unit and is staffed with four fire personnel. Current equipment and staffing are adequate to serve existing development within Station No. 97's service area. Station 32 has two engine companies (one on reserve), one emergency medical service, one water tender, one utility truck, one unmanned Urban Search and Rescue trailer, and two patrol units. Current equipment and staffing are adequate to serve existing development within Station No. 32's service area.

Both the Forest Division of the LACFD and the United States Forest Service (USFS), in a mutual aid agreement, can respond to a forest fire depending on the severity and complexity of an emergency. Both agencies have indicated they have personnel and equipment that are adequate to respond to emergencies.

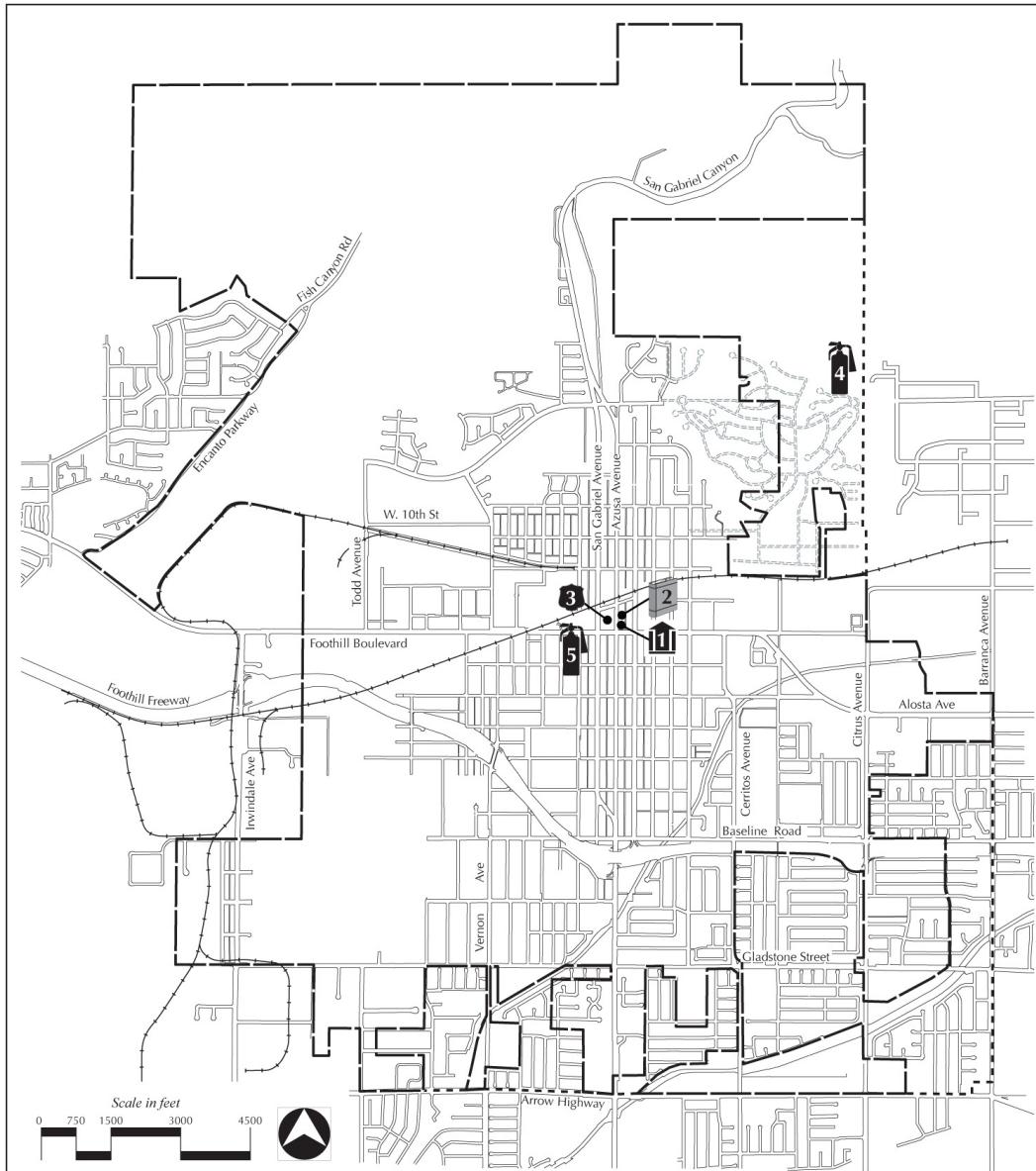
Areas in the San Gabriel Mountains are within Fire Zone 4, or Very High Fire Hazard Severity Zone.

New development and an increase in population will require additional fire services and facilities.

#### Emergency Medical Service

The Los Angeles County Fire Department provides paramedic services to the City of Azusa.

## Chapter 4: Economy and Community



LEGEND:

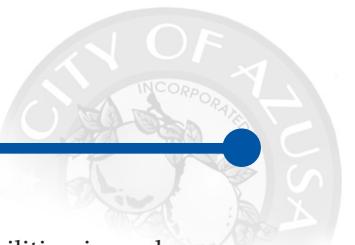
— City of Azusa Boundary  
- - - Sphere of Influence Boundary

1. City Hall
2. Library
3. Police Department
4. Fire Department Station No. 97
5. Fire Department and EMS Station No. 32



Public Services  
GENERAL PLAN UPDATE

FIGURE EC-1



## Chapter 4: Economy and Community

Paramedic units are located at Station No. 32 in Azusa at 605 North Angelino Avenue and Station No. 151 in Glendora at 231 West Mountain View Avenue.

Three area hospitals, Foothill Presbyterian, Huntington East Valley Hospital, and Citrus Valley Medical Center Inter-Community Campus, serve the Azusa area from locations in Glendora and Covina. The closest trauma centers are Huntington Memorial Hospital in Pasadena and Los Angeles County/USC Medical Center in Los Angeles.

Development within the City and its Sphere of Influence, if substantial, would increase the demand for paramedic services.

### Library

The City operates its own public library program from a single facility located at 729 North Dalton Avenue (See Figure EC-1). The City Library was built in 1959 and has not been expanded since. The building is 18,000 square feet and has over 104,000 books, with 2.2 volumes per capita. The number of books is 0.8 to 2.8 volumes per capita below recommended guidelines. In addition, many of the books are outdated and in need of replacement. The library also provides passport, literacy, and youth services.

Due to budget constraints, the library is currently understaffed, lacks modern equipment, and new hardware technology to adequately serve City residents.



Planning for new library facilities is underway, however, State funding will be necessary and an application for such funding is currently pending.

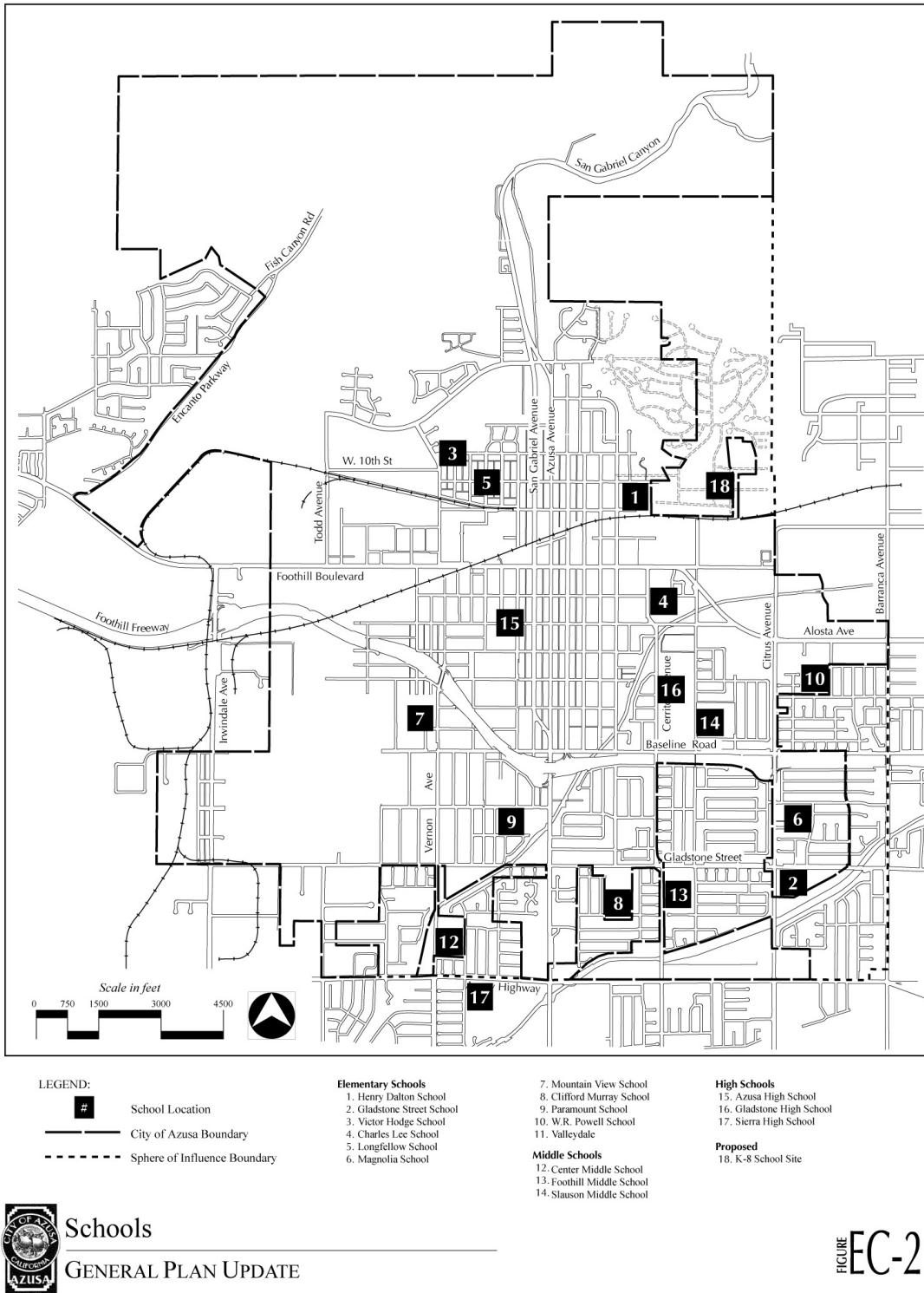
### Planning Issues are:

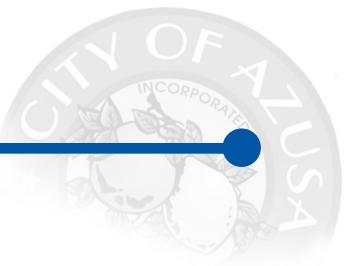
- Population growth and increasing demand for library space and resources have strained the capacity of the Azusa City Library to the point where no space is available for any expansion to accommodate demand.
- The library is currently understaffed and lacking financial funds to adequately serve the Azusa residents.
- The library lacks modern equipment and new hardware technology needed to provide the services the City demands.
- Planning for modernizing and expanding of library facilities is underway; however, funding sources for those activities has not been secured.

### Schools

The Azusa Unified School District (AUSD) provides public school education to grades kindergarten through 12 for students living in Azusa. The District operates 12 elementary schools, 3 middle schools, 3 high schools, and one adult program (Figure EC-2). There are nearly 12,000 students currently enrolled in the Azusa schools. All schools within the AUSD, except for Azusa High School, are near, at, or over maximum capacity. Azusa High School is under capacity. (See Table EC-1).

## Chapter 4: Economy and Community





## Chapter 4: Economy and Community

**Table EC-1**  
**Azusa Unified School District**  
**Enrollment Projections for Year 2002/2003**

Grade	Current Capacity	Enrollment Projection Year 2002/2003	Projected Over Capacity
K-5	5,925	6,963	1,038
6-8	2,550	2,931	381
9-12	2,912	2,959	47

**Source:** Azusa Unified School District, 1999

Enrollment projections for the AUSD were prepared, as a part of a district-wide planning study to identify existing and future facilities needs. The enrollment projections for the 2002-2003 school year exceed current school capacity by approximately 1,400 students as shown.



In order to meet the physical needs of its students, AUSD plans for one new permanent K-8 school facility that will accommodate from 600-1,200 new students. AUSD plans to address middle school capacity shortfalls with portable classrooms placed at existing school sites.

### PLANNING ISSUES ARE:

- According to enrollment projections, capacity shortages will continue.
- AUSD currently does not have the funds nor does it qualify for State school funding to adequately provide the necessary space to house all students and to reduce the size of students per class.

- Any major residential developments may increase the opportunity for AUSD to qualify for State funding.
- Several new housing developments in the City of Azusa have been recently approved, which will increase enrollment levels.

### Vision

We will sustain our human connections with active support for the environments and institutions that strengthen family life and individual character and responsibility. By promoting the spirit of "don't move -- improve" in every neighborhood, homeowners and renters will share a renewed community pride. Seniors, working adults and youth will be fully engaged in the life of their community. A rich network of religious and civic organizations, working closely with city government, the Police, and the Human Relations Commission will strengthen the civic habits that nurture community feeling and public safety.

"Learning for all" will become the core mission of the community with educational opportunities promoted to all residents from pre-school to post-graduates. Parents clamor to move to Azusa,

## Chapter 4: Economy and Community

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in part, because they are confident their children will be able to receive a good education. With a well-educated and highly trained work force, the city has no difficulty supporting local companies or attracting new business.

### **Public Services Goals and Policies**

#### **Police**

##### **GOAL**

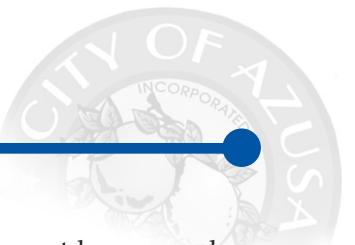
##### **1 PROTECT THE COMMUNITY FROM CRIMINAL ACTIVITY, REDUCE THE INCIDENCE OF CRIME, AND PROVIDE OTHER NECESSARY SERVICES WITHIN THE CITY.**

##### **POLICIES**

- 1.1 Maintain personnel and facilities in the City's Police Department necessary to provide the best response time feasible. (PS1)
- 1.2 Ensure that police services are maintained through a periodic condition and needs assessment of department services, facilities, and personnel. (PS1)
- 1.3 Require development projects contribute fees based on their proportional impact and demand for new resources, in accordance with State Nexus legislation. (PS3)
- 1.4 Identify streets and intersections that are prone to congestion, thereby impeding emergency response times, and pursue mitigation to the greatest extent feasible. (PS1)
- 1.5 Support community-based crime prevention efforts through:
  - Coordinating existing programs including but not limited to the Neighborhood Improvement Zones (NIZ) program;
  - Assisting the formation of neighborhood groups;

- Regularly communicating with neighborhoods and community organizations;
- Exploring the possibility of changing the Police Department's reporting districts and beat system to correspond with the City's proposed natural neighborhood zones;
- Continuing to train, educate, and implement the community policing philosophy; and
- Continuing to build upon the service area command structure (i.e. lieutenant responsible for geographic area of the City) in order to deliver the best police service possible to the community. (PS4)

- 1.6 Implement and expand public awareness and education programs regarding:
  - DARE program;
  - Traffic and pedestrian safety; and
  - Home and business security design and measures. (PS2, PS4, and PS4)
- 1.7 Continue to remain knowledgeable of gang related activities, and intervene/ interact as necessary to reduce the impact of gangs including pro-active follow-up investigations, pro-active enforcement and working with local school districts to educate staff, students, and parents of gang-related trends. (PS4 and PS7)
- 1.8 Ensure that project development site designs provide "defensible space." (PS5)
- 1.9 Continue covert and overt law enforcement efforts to reduce/eliminate hate crimes in the City in cooperation with the City's Human Relations Commission. (PS4)
- 1.10 Promote "civic peace". (PS4)



## Chapter 4: Economy and Community

### Fire/Emergency Medical

#### GOAL

##### 2 ENSURE ADEQUATE PROTECTION FROM FIRE AND MEDICAL EMERGENCIES FOR AZUSA RESIDENTS AND PROPERTY OWNERS.

#### POLICIES

- 2.1 Work with Los Angeles County Fire Department (LACoFD) to locate fire stations in a manner that will enable emergency fire response times to meet a five-minute or less standard (Figure EC-1). (PS7 and PS8)
- 2.2 Work with LACoFD to relocate Fire Station 97 from its current location to a new site within the Monrovia Nursery site. (PS7 and PS8)



- 2.3 Identify streets and intersections prone to congestion, thereby impeding five-minute emergency response times, and pursue remedies to the greatest extent feasible. (PS1)
- 2.4 Work with LACoFD to ensure adequate facilities and personnel by evaluating population growth, response times, and fire hazards. (PS5 and PS7)

2.5 Require new development be assessed a pro-rated fee to pay for fire facilities and personnel. (PS3)

2.6 Require all new development to design site plans and structures with fire and emergency access and safety in mind. (PS5)

2.7 Ensure that buildings and lots are maintained in a manner that is consistent with fire prevention and personal safety. (PS5 and PS6)

2.8 Continue to work with the LACoFD to provide fire prevention, first aid, and life-saving public education programs. (PS4)

### Governmental Administration

#### GOAL

##### 3 ENSURE ADEQUATE GOVERNMENTAL ADMINISTRATIVE SERVICES AND CAPITAL FACILITIES FOR ALL AGENCY OPERATIONS.

#### POLICIES

- 3.1 Determine appropriate governmental service levels and standards. (PS1)
- 3.2 Prepare a Civic Center Master Plan that plans for and accommodates the improvement of governmental facilities and services in order to meet appropriate levels of service. (PS1 and PS2)
- 3.3 Within the Civic Center Master Plan, ensure adequate public meeting space is available for large and small group meetings. (PS2)

## Chapter 4: Economy and Community

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### **Library**

#### **GOAL**

**4 ENSURE THAT A HIGH LEVEL OF LIBRARY SERVICES AND FACILITIES ARE PROVIDED TO THE CITY'S RESIDENTS.**

#### **POLICIES**

- 4.1 Construct new library facilities and expand the new facilities as required to meet the needs of the library uses. (PS1 and PS3)
- 4.2 Consider establishing library outreach services for seniors and others who are physically unable to visit the library facility. (PS2, PS9, and PS10)
- 4.3 Consider developing school/library program where neighborhood school libraries serve as City library satellites. (PS9 and PS10)

### **Schools**

#### **GOAL**

**5 PROMOTE A STRONG PUBLIC SCHOOL SYSTEM THAT ADVOCATES HIGH QUALITY EDUCATION. PROMOTE THE MAINTENANCE AND ENHANCEMENT OF THE EXISTING EDUCATIONAL SYSTEMS FACILITIES, AND OPPORTUNITIES FOR STUDENTS AND RESIDENTS OF THE CITY TO ENHANCE THE QUALITY OF LIFE FOR EXISTING AND FUTURE RESIDENTS.**

#### **POLICIES**

- 5.1 Continue the dialogue between the City of Azusa and local schools regarding:
  - measures to accommodate student population growth; and
  - "shared responsibility agreements" for property/facilities maintenance and operation where public recreation activities occur at local school sites

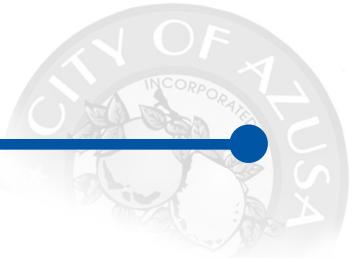
and where local schools use public facilities. (PS2, PS8, PS9, and PS10)

- 5.2 Actively work with AUSD to open schools to the community to serve as neighborhood centers. This may include opening play fields, libraries, and/or auditoriums when school is not in session for recreational or community events. (PS2 and PS8)
- 5.3 Encourage AUSD to provide or permit the City to provide and operate public services such as after school care, homework centers, etc. on school sites. (PS2, PS8, and PS10)
- 5.4 Work with Citrus College and Azusa Pacific University to provide community service opportunities to the local Head-start and other early child learning centers, and the public schools. Public service opportunities may include homework assistance and tutoring, student mentoring, health advisory, recreation and music leaders, etc. (PS8)

### ***Public Services Implementation Programs***

#### **PS 1 EVALUATIONS AND ASSESSMENTS**

- Conduct a study involving elected officials, appointed officials, and the public to determine appropriate levels of governmental service. Upon study completion, adopt service level goals and standards. Re-examine service levels periodically to ensure that the service levels adequately meet the public's expectations.
- Monitor departmental needs and conduct an annual assessment of service evaluating infrastructure and equipment conditions in all existing facilities, current personnel staffing, and facilities, equipment, and personnel needs for the coming fiscal year.



## Chapter 4: Economy and Community

- Prepare and implement a Civic Center Master Plan to maximize public facility utility, design, aesthetics, and efficiency.
- Conduct a circulation system study to identify those intersections and streets that are prone to congestion; determine if the congestion inhibits satisfying emergency response standards.

### PS2 IMPROVE AND UPGRADE SERVICES AND FACILITIES

The City will:

- improve and upgrade public facilities and service conditions, as determined in the annual assessment;
- maintain the DARE program in local schools, budget permitting;
- enhance the use of the service area command structure in problematic neighborhoods and with local schools;
- encourage officers to interact with the community while on patrol (i.e. in a car, on foot or on bicycles), especially in neighborhoods and pedestrian oriented areas of the City such as Downtown and the University District;
- incorporate public meeting space into the newly constructed or expanded library;
- consider the appropriateness of a book mobile and other mobile library sources; and
- expand communication and dialogue between the City and local schools to better understand, coordinate, and effectively use limited City and school financial and property resources, in order to maximize the improvement and upgrading of schools facilities within the City.

### PS3 FEES

New development shall be required to contribute fees to cover all costs of facilities and capital improvements in accordance with State Nexus legislation.

### PS4 OPERATIONAL PROGRAMS

- Continue to operate the following programs:
  - Drug Abuse Resistance Education (DARE)
  - Attend neighborhood meetings
  - Neighborhood Improvement Zones
- The City departments will:
  - Increase the development and use of verbal and written education tools including lectures and illustrations offered through cable television, clubs, private and public schools, youth groups, service organizations, and other interested groups;
  - Acquire and develop safety videos for public service programming and library circulation, schools circulation, and video store circulation;
  - Increase public participation in the Community Emergency Response team; and
  - Promote civic peace through:
    - Expanding conflict management programs;
    - Expanding the Human Relations Commission's scope;
    - Encouraging "peer mediation";
    - Establishing youth leader conferences and workshops; and
    - Seeking funds for gang prevention and awareness.

### PS5 DEVELOPMENT REVIEW

- Police Department will participate in the development review process including pre-development plan submittal meet-

## Chapter 4: Economy and Community

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ings, building plan check, and Planning Commission meetings as needed in order to ensure that new developments provide maximum visibility and security for entrances, pathways, corridors, open spaces and parking areas, and emergency vehicle access.

- Police Department will respond to request from the Community Development Department to provide input on the criminal activity, public safety, and welfare issues associated with proposed land uses or activities.

### PS6 CODE UPDATE

Update City codes to include the latest fire prevention and public safety measures.

### PS7 EMERGENCY RESPONSE COORDINATION

Maintain communication with State safety personnel, local schools, Fire Department, and Police Department to coordinate emergency response efforts.

### PS8 INTERAGENCY COORDINATION

- The City and AUSD shall use consistent population projections based on existing, new and proposed development within the City and its Sphere of Influence.
- The City shall meet with AUSD and local schools to develop and implement a shared maintenance and operations agreement for the use of school facilities for public recreation facilities and the use of City parks and trails for educational purposes.
- Periodically meet with Citrus College, Azusa Pacific University, and other higher education institutions to partner and/or conduct public service programs such as

homework assistance, tutoring, rolling readers, and early childcare services.

### PS9 FEASIBILITY STUDIES

The City will conduct a study evaluating the feasibility of providing satellite library facilities at local schools and a book mobile.

### PS10 FUNDING SOURCES

- The City shall identify and solicit funding from additional sources to support library facilities and activities. These may include state and federal grants or loans and donations or sponsorships by local and national corporations, philanthropic organizations, and other private individuals and groups.
- The City shall cooperate with AUSD in identifying and soliciting funding from other sources to support the expansion and development of school facilities in order to enhance the educational opportunities, activities, and programs offered by AUSD, and to address issues facing school children including health and safety.

#### ***Projects that could realistically be completed in the next five years***

1. Identify problematic intersections and roadway sections that may impede emergency response.
2. Coordinate police reporting districts with the City's natural neighborhood zones.
3. Negotiate joint use agreements with local schools and AUSD to improve public access to school recreation and meeting facilities.
4. Determine if library satellites are viable in the local schools.



## Chapter 4: Economy and Community

### Public Services Implementation Matrix

No.	Name	City of Azusa										City of Azusa				Schedule * as funding permits										
		Administration (Admin., Info. Tech., Transportation, and/or City Clerk)	Community Development (Planning, Business Licenses, Code Enforcement, Building)	Economic Development/Redevelopment	Finance	Library	Light & Water (Electricity, Solid Waste, & Water)	Parks Planning and Development	Public Safety (Police & Emer. Services)	Public Works (Engineering & Maint.)	Recreation & Family Services	Planning Commission	City Council	Los Angeles County	Other	General Funds	Assessment or other Districts	Grants	Redevelopment	Development Fees	Other Fees	State Funds	Federal Funds	Other		
Program		Responsible Agency										Funding Source														
PS1	Evaluations and Assessments	●	●						●			●			●											2006
PS2	Improve and Upgrade Services and Facilities	●			●			●					●		●											Ongoing
PS3	Fees		●												●		●									Ongoing
PS4	Operational Programs	●							●						●		●									Ongoing
PS5	Development Review								●						●		●									Ongoing
PS6	Code Update		●												●		●									Ongoing
PS7	Emergency Response Coordination								●						●		●									Ongoing
PS8	Interagency Coordination	●										●			●		●									Ongoing
PS9	Feasibility Studies					●									●		●									2006
PS10	Funding Sources	●													●		●		●							Ongoing



## Chapter 5: Natural Environment

### Introduction

The third and final “Elements of Place”, the Natural Environment, focuses on the natural environment – air, water, flora and fauna, minerals, geology, and noise. Specifically, the subject areas for the Natural Environment include:

- Recreation – Parks and Recreation;
- Open Space and Biological Resources; Geologic Hazards;
- Mineral Resources;
- Air Quality; and
- Noise.

### Vision

We will respect and restore the life-giving river and natural environment around us. Parks in the city and the nearby canyons will be easily accessible to all residents, providing recreational and educational activities throughout the year. As a major gateway to the San Gabriel Mountains, we will encourage visitors to enjoy, protect, and preserve the natural beauty of the river, foothills, and vistas that help define “the Canyon City”.

### Protecting Our Natural Heritage

Long known as “The Canyon City,” Azusa is becoming known as a regional model for living in balance with nature. Blessed with a wealth of resources, Azusa is the gateway to the Angeles National Forest for millions of people every year. By restoring the beauty and improving access, Azusa can encourage the respect and appreciation for nature as well as the development of active recreation appealing to visitors and residents alike.



# Chapter 5: Natural Environment

## Recreation

### Statutory Requirements

In addition to the mandatory elements, other optional elements may be included in a City's general plan. The California Government Code Section 65303 states:

*The General Plan may include any other elements or address any other subject which, in the judgment of the legislative body, relate to the physical development of the county or city.*

Azusa's Recreation Element is such an optional element. Once adopted, this part of the element will have the same legal status as any of the mandatory elements. Additionally, other state requirements pertaining to the mandatory elements, such as internal consistency, also apply to the optional element.



### Recreation Big Ideas

The Big Ideas for the Recreation Element are:

- Working with AUSD, expand recreation programs to offer positive afternoon scholastic/athletic programs at every school.
- Promote use of parks and school grounds to meet the changing recreational needs and desires, with the goal of bringing

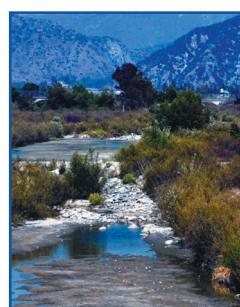
usable green space within walking distance of every family:

- Joint use of schools for community parks;
- Creating neighborhood parks on vacant land;
- Increasing park space requirements
- Expand senior programs to include activities appealing to multi-generational seniors; and
- Create a river parkway and a chain of recreational amenities along the river and trails in the foothills and canyons.



### Vision

City parks, bike paths, and trails will all be easily accessible to all residents, providing youth with recreational and educational activities throughout the year. Both active and passive parks will be within walking distance of each neighborhood. City recreation services will be expanded to include programs for people of all ages and all interests.





## Chapter 5: Natural Environment

### Recreation Existing Conditions

City of Azusa has ten public parks with over 52 acres of open space and recreation facilities (Figure Rec-1). An additional 186 acres are available at public school facilities through joint-use agreements with Azusa Unified School District.

The majority of Azusa parks are in satisfactory condition, however, some minor repairs are needed to improve of the facilities to adequate condition. Minor repairs include, for example, fence repair and the replacement of a baseball field back stop. Several facilities also have outdated equipment that needs to be replaced. For example, baseball/softball field lighting uses old, non-energy efficient light bulbs.

Azusa also lacks specialized sports facilities including roller hockey areas, running track, soccer fields, and football stadium. Presently, only North-side Park contains soccer fields. School facilities with grass areas provide ad hoc soccer playing fields. In addition, Azusa's parks also have a shortage of illuminated practice fields for the variety of organized team sports.

The National Recreation and Parks Association (NRPA) recommends a minimum of 0.6 to 1.0 acre of developed open space per 1,000 population to meet the minimum needs of a community. The same Association also suggests 5.0 acres of developed open space per 1,000 persons to provide a middle level of service. Approximately 45,600 people live in Azusa, 27.4 to 45.6 acres of parks are required for the minimum level and 228 acres are necessary for the mid level. Therefore, Azusa's 52 acres of developed open space (1.14 acre per 1,000 residents) slightly exceeds NRPA minimum standards and is 176 acres short of the mid-level standards. When the park acreage is combined with the school facilities, the City is able to meet the mid-level standards. However, school facilities are not always available and such facilities may be in need of repair as well.

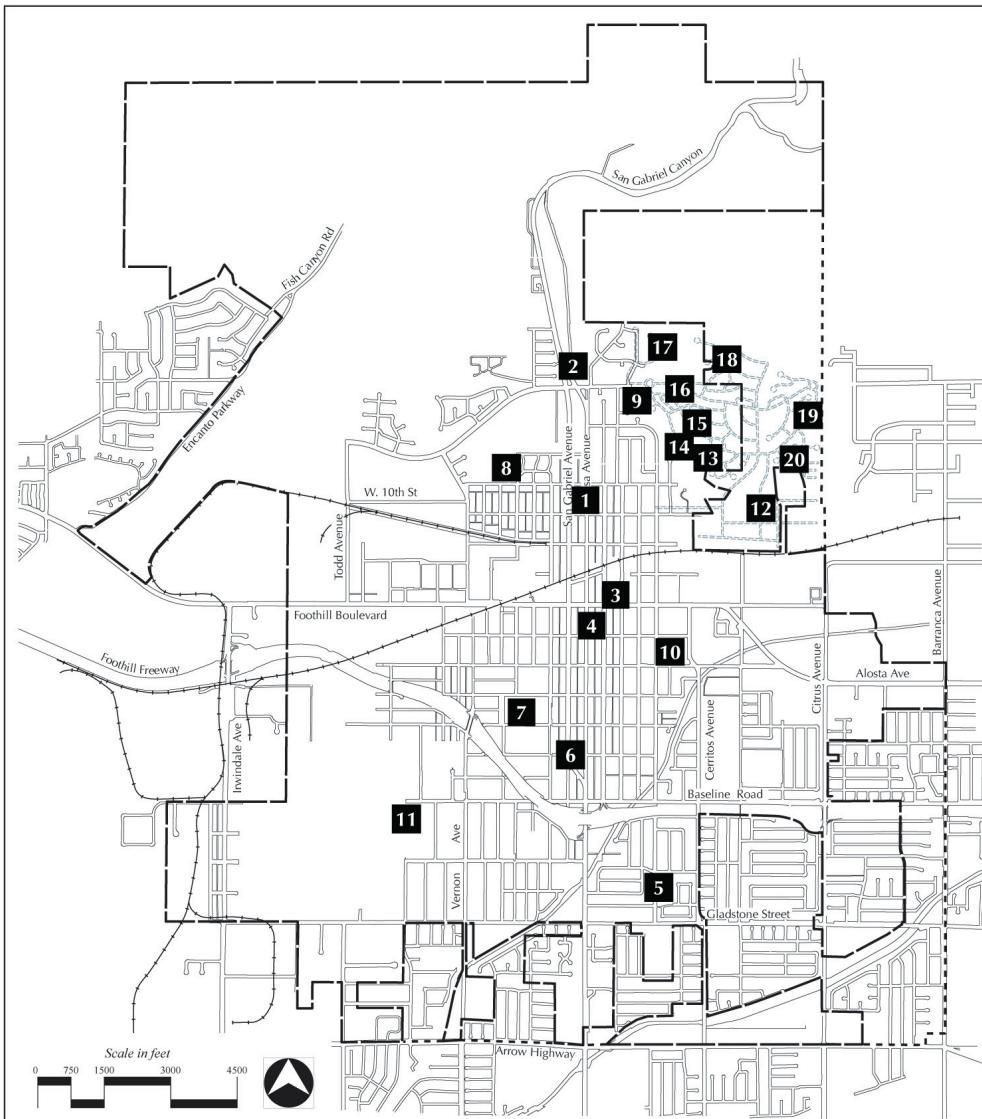
Planning Issues are:

- Various parks and facilities require minor repairs and updating and modernizing equipment.
- Azusa lacks specialized sports facilities.
- The Parks and Recreation Department, historically, has lacked adequate funds to repair, improve, and update many recreation facilities.
- Access to wilderness facilities in the Angeles National Forest is not easy for all Azusa residents.



- The current developed open space, excluding school facilities, is significantly below the recommended mid-level standard. When the school facilities are included, the current developed open space meets the mid level standard.
- As new residential developments are planned, the developer is required to pay in lieu fees or must provide park space. If the City currently provides more than 3.0 acres per 1,000 people, then the City may require a dedication or an in lieu payment of up to 5.0 acres per 1,000 persons. If it provides less than the 3.0 acres per 1,000 persons, the City is limited to a 3.0 acres dedication or in lieu payment. Until the City is able to increase its park space, it will continue to miss opportunities to require a higher in lieu payment or land dedication and to improve the park system.

## Chapter 5: Natural Environment



1. Azusa Women's Club  
2. Canyon Park  
3. City Park  
4. Edwards Mini-Park  
5. Gladstone Park  
6. Jones Mini-Park  
7. Memorial Park  
8. Northside Park  
9. Pioneer Park  
10. Slauson Park  
11. Proposed Neighborhood Park  
12. Proposed Mini Park  
13. Proposed Mini Park  
14. Proposed Mini Park  
15. Proposed Mini Park  
16. Proposed Mini Park  
17. Proposed Mini Park  
18. Proposed Mini Park  
19. Proposed Mini Park  
20. Proposed Mini Park

FIGURE REC-1



## Chapter 5: Natural Environment



### Recreation Goals and Policies

#### GOAL

- 1 PROVIDE CONSTRUCTIVE AND CREATIVE LEISURE OPPORTUNITIES FOR ALL AZUSANS.**

#### POLICIES

- 1.1 Provide leisure opportunities through programs and activities that serve the general population, multi-generational needs, and the specialized needs of the physically challenged, young children, and seniors. (Rec1, Rec2, and Rec3)
- 1.2 Combine sites that contain historic or natural features with recreational learning opportunities. (Rec1, Rec2, and Rec3)
- 1.3 Enhance the river and canyon trailheads to function as "hubs" of regional recreational and community activity. (Rec1, Rec2, and Rec3)
- 1.4 Encourage and facilitate the development of a wide variety of revenue generating recreational activities such as "corporate" picnic facilities, wedding/ banquet facilities, child or after school day care, fishing facilities, driving ranges, batting cages, etc. (Rec4 and Rec5)

1.5 Provide the highest quality of services to park and recreation facilities users through adequate staffing and technically trained staff. (Rec6)

1.6 Improve existing joint use and maintenance agreements between other public agencies, including but not limited to local school districts and colleges. (Rec2 and Rec3)

#### GOAL

- 2 PROVIDE ADEQUATELY SIZED AND LOCATED PARK-LANDS AND RECREATIONAL FACILITIES TO MEET LOCAL NEEDS, AND TO PRESERVE THE NATURAL RESOURCES WITHIN AND ADJACENT TO AZUSA.**

#### POLICIES

- 2.1 Maintain the current park per capita ratio of 1.14 acre per 1,000 persons. (Rec1, Rec3, and Rec7)
- 2.2 Strive to achieve the National Parks and Recreation Associations recommended per capita ratio of 3.0 acres per 1,000 persons. When the City has met the 3.0 ratio strive to achieve the NPRA's suggested per capita ratio of 5.0 acres per 1,000 persons. (Rec1, Rec3, and Rec7)
- 2.3 Consider the following when adopting the plan for acquiring and accepting parkland:
  - City's need for open space and recreation facilities based on current and projected population;



## Chapter 5: Natural Environment

- City's need for open space and recreation facilities based on location of existing open space and recreation facilities, including school recreation and sports facilities;
  - Preservation of natural resources, historic and cultural areas;
  - Proximity to residents and accessibility; and
  - Usability of parklands (i.e. topography and other natural landform constraints). (Rec1 and Rec3)
- 2.4 Require parkland acquisitions to be fiscally efficient and beneficial to the needs of the community. (Rec3 and Rec7)
- 2.5 Review the parks and recreation facilities relationship with the local public and private schools. The review should include:
- considering establishing the school site as a nucleus for community activities for the surrounding neighborhood;
  - providing both school recreation facilities and park facilities at the same site; and



- identifying an alternative plan to provide the recreational opportunities in the event of school closure or joint use agreement termination. (Rec2 and Rec8)

- 2.6 Future community and neighborhood park and recreation sites shall be located in accordance with the pending Parks and Recreation Master Plan. (Rec1, Rec3, and Rec7)
- 2.7 Provide for the inclusion of recreational trails, staging signage, and access in new and existing neighborhoods, commercial, and industrial developments, along the river, into the foothills, and along the rails that link with existing or planned trails. (Rec1, Rec2, and Rec3)



### GOAL

**3 DEVELOP NEW PARK SITES AND RENOVATE EXISTING PARK SITES TO PROVIDE DIVERSE RECREATIONAL AND SPORTS ACTIVITIES.**

### POLICIES

- 3.1 Design neighborhood park features and facilities that are responsive to the park users and neighborhood residents. (Rec1, Rec2, and Rec3)
- 3.2 Provide a variety of amenities within the recreation areas in order to accommodate people with different interests. (Rec1, Rec2, Rec3, and Rec4)
- 3.3 Develop park and recreation facilities that link trails and existing recreation facilities. (Rec2 and Rec3)



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3.4 Establish development guidelines to foster park development that suits the changing demographic conditions in Azusa. (Rec3 and Rec7)

3.5 Design and/or renovate recreational facilities per accessibility requirements specified in State and Federal laws. (Rec1 and Rec3)

3.6 Develop and/or retrofit park and recreation sites in ways that maximizes efficiency, minimizes maintenance costs, and balances community needs. (Rec1, Rec3, and Rec6)

### GOAL

**4 ENSURE RECREATION FACILITIES ARE RENOVATED AND UPGRADED TO MEET THE RESIDENTS' RECREATIONAL INTERESTS.**

### POLICIES

4.1 Evaluate all physical facilities for renovation needs every five years. Develop a capital improvement program and modernization program for the renovation of the facilities determined to require renovation. (Rec3 and Rec6)

4.2 Explore joint projects for maintenance, renovation, and upgrading of recreation and sports facilities with other public and private agencies. (Rec2, Rec4, Rec5, Rec6, and Rec8)

### GOAL

**5 PROVIDE A FOOTHILL AND RIVER RECREATION ENVIRONMENT THAT ENHANCES THE ENJOYMENT OF THE NATURAL RESOURCES WITHOUT RESULTING DEGRADATION.**

### POLICIES

5.1 Attract visitors, acquire property, and improve the local foothills and river areas



because of their inherent environmental, ecological, and/or aesthetic contributions to the community and the region. (Rec2, Rec3, and Rec7)

5.2 Conduct an inventory of trail and other foothill and river recreation facilities on a periodic basis to determine renovation needs and/or capital improvements, prepare a capital improvements programs and adopt a prioritization schedule for improvement. (Rec2 and Rec3)

### GOAL

**6 ENSURE THAT PARK DEVELOPMENT IS APPROPRIATELY PHASED TO COINCIDE WITH THE DEMAND FOR SERVICES AS WELL AS THE CITY'S FISCAL RESOURCES.**

### POLICIES

6.1 Design recreation facilities and programs that are functional, efficient, and affordable. (Rec1 and Rec3)

6.2 Aggressively pursue all forms of federal, state, county, corporate, private foundation, and endowment support to assist in acquisition, development, programming, operations, and maintenance of park and recreation resources. (Rec5 and Rec8)

6.3 Encourage neighborhood groups, organizations, clubs, and businesses to take a greater interest and financial responsi-

## Chapter 5: Natural Environment

bility in the improvement and operations of the parks and recreational facilities through a) the donations of goods, services, and financial support, and b) creation of programs such as the adopt-a-park program. (Rec2, Rec5, and Rec8)



6.4 Encourage commercial recreational facilities to provide recreational services and facilities that may not be otherwise provided in the City. (Rec4)

6.5 Revenue generating facilities shall be encouraged, where appropriate, in the future design and programming of parks. (Rec4)

6.6 Update, on a periodic basis, the park in-lieu fee assessed to all new developments. (Rec7)

6.7 In addition to Quimby fees, explore alternative funding sources, such as revenue generating facilities for park maintenance and development and recreational programming. (Rec7)

### **Recreation Implementation Programs**

#### **REC1 DEVELOPMENT/DESIGN REVIEW**

In the development and design review process, require:

- All Azusa recreation and park facilities to have barrier free access;
- The protection, enhancement, and sensitive development of those areas that possess scenic, environmental, historic, and cultural values;
- All park and recreation facility sites to have numerous access points to roads, trails, and sidewalks;
- The construction and dedication of recreational trails, if they will enhance and/or link the existing trails system; and
- All parks to be evaluated with respect to the need for multi-sport athletic fields.

#### **REC2 STUDIES AND SPECIALIZED PROGRAMS**

Conduct the following feasibility studies and specialized programs. If determined feasible, implement the study's findings:

##### **Special Users and Needs Study**

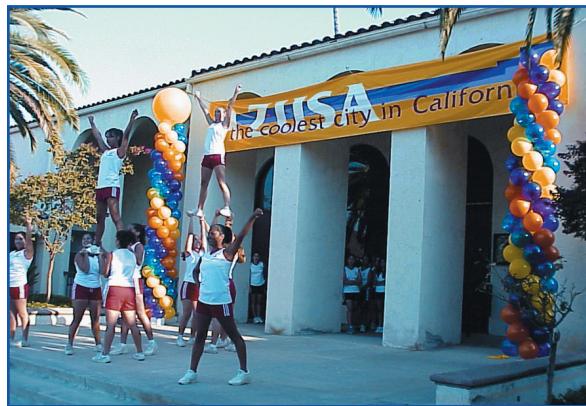
- Consider integrating the physically or developmentally disadvantaged programs into regular recreation department programming efforts and consider amending existing programs or adding new programs to meet the integration needs;
- For those physically or developmentally challenged who are unable to be integrated into



## Chapter 5: Natural Environment

mainstream programs, develop specialized programs to fit their needs;

- Consider providing senior daycare programs serving those seniors who require additional care but not full-time nursing care;
- Consider providing “parent and me” classes and other programs directed towards new parents or parents of very young children;
- Consider working with youth sports groups to determine their facility needs and how those needs can be met on parks and school sites; and
- Consider enhancing teen activities and services in the Downtown and other areas where teens congregate.



### School/Park Joint Use

- Consider using school facilities as the nucleus for community activities within a neighborhood;
- Determine each school's recreational and sports field contribution;
- Determine the benefits of providing recreational programs at local schools;
- Consider expanding after school day-care for school age children to all school sites; and
- Convene an intra-agency study session determine the advantages and disadvantages of sharing school and park facilities and of joint maintenance agreements. Based on the session's findings, develop policy guidelines to direct existing and future relations.

### Unique Natural and Historical Amenities

- Consider establishing interpretive, historical, and environmental education facilities and programs at the foothill and river trailheads and in the parks and recreation facilities; and
- Include river and foothill and park/trail amenities in a capital improvement program.

### **REC3 PARKS AND RECREATION MASTER PLAN**

Develop a system wide Parks and Recreation Master Plan (updated every five to ten years) that:

- anticipates new recreation needs;
- establishes guidelines for and establishes criteria by which new park and recreation facility acquisition and development can be evaluated;
- incorporates a renovation plan;
- establishes an implementation strategy and phasing;
- identifies funding and a capital improvement program; and
- designates maintenance responsibilities, and explores the possibility for shared use and shared maintenance for facilities.

### **REC4 PRIVATE OPERATOR PROGRAMS**

Pursue establishing new facilities that can be rented out to companies or individuals as well as serve city functions. Such facilities can include wedding/banquet sites, corporate

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barbeque sites, children birthday party facilities, etc. If determined that the facilities can be better operated by private investors/operators, with a portion of the revenue returning to the City, solicit proposals from qualified entities for the development and management.

## **REC5 GRANTS/RECREATION FUNDING OPPORTUNITIES COORDINATOR**

Consider hiring a grants and recreation funding coordinator to:

- increase the depth and effectiveness of lobbying and funding procurement efforts for parks and recreation as well as other applicable City programs and functions; and
- establish a marketing program for an urban forest program, an “adopt a park program”, commercial recreational opportunities (such as banquet facilities, corporate barbeque facilities, etc.), and to solicit donations and other creative funding options.

## **REC6 RESOURCES TRAINING AND FACILITIES MAINTENANCE**

Evaluate:

- staffing needs approximately every five years. Evaluation should a) determine the number and type of staff persons necessary for program operations, and b) develop training programs including “in house” and extension courses and seminars; and
- recreational equipment and tools to ensure that they function adequately, thereby maximizing the recreation’s staff’s efficiency. Develop a “modernization” program to rectify deficiencies.



## **REC7 PARK AND RECREATION FACILITIES ACQUISITION**

Evaluate the appropriateness of the City’s parkland ratio and the City’s in-lieu fee. As necessary, modify the ratio and the in-lieu fee and update all Quimby and other sources of parkland acquisition and funding to reflect the new figures. Establish a link between the fee and land values. Adjust fee structure and the parkland ratio, every five years or more often, as appropriate.

Use park acreage and recreational facility development requirements contained within the Parks and Recreation Master Plan as a guide when assessing particular sites for future parkland acquisitions or dedication. In addition to the Parks and Recreation Master Plan guidelines, perform a cost/benefit analysis prior to acquiring any new land.

## **REC8 ESTABLISH A NOT-FOR-PROFIT RECREATION AND PARKS FOUNDATION**

Consider establishing a not-for-profit foundation to a) solicit private organizations to sponsor public recreation activities, be a patron of the “adopt a park” program, supply equipment and uniforms, donate facilities, and b) act as a vehicle to provide clear tax advantages to donors and contributors of funds and resources.



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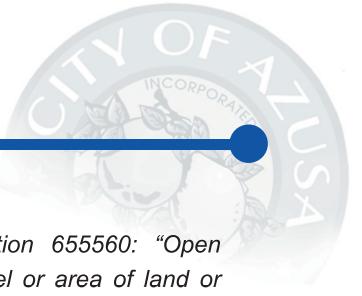
***Projects that could realistically be completed  
in the next five years:***

1. Adopt a Park Master Plan.
2. Enhance trails and trail heads along San Gabriel River.
3. Negotiate joint use agreements with schools in neighborhoods that lack park space.
4. Revise/update the park in-lieu fees.

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### Recreation Program Implementation Matrix

No.	Name	City of Azusa										City of Azusa				<b>Schedule *</b> as funding permits									
		Administration (Admin., Info. Tech., Transportation, and/or City Clerk)	Community Development (Planning, Business Licenses, Code Enforcement, Building)	Economic Development/Redevelopment	Finance	Library	Light & Water (Electricity, Solid Waste, & Water)	Parks Planning and Development	Public Safety (Police & Emer. Services)	Public Works (Engineering & Maint.)	Recreation & Family Services	Planning Commission	City Council	Los Angeles County	Other	General Funds	Assessment or other Districts	Grants	Redevelopment	Development Fees	Other Fees	State Funds	Federal Funds	Other	
Program		Responsible Agency										Funding Source													
REC1	Development/Design Review	●					●					●				●		●	●					Ongoing	
REC2	Studies and Specialized Programs						●	●	●	●	●	●	●	●	●	●	●	●	●	●				Ongoing	
REC3	Parks and Recreation Master Plan						●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	2004	
REC4	Private Operator Programs						●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	2009	
REC5	Grants/Recreation Funding Opportunities Coordinator	●											●	●	●	●	●	●	●	●	●	●	●	●	2004
REC6	Resources Training and Facilities Maintenance						●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing
REC7	Park and Recreation Facilities Acquisition						●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Ongoing
REC8	Establish a Not-For-Profit Recreation and Parks Foundation	●					●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	2006



## Chapter 5: Natural Environment

### Open Space and Biological Resources

The Citizens of Azusa recognize the economic, social, and environmental benefits of “open space systems.” Open space is an extremely valuable commodity for communities because it contributes to natural systems preservation, recreation, education, cultural heritage, and aesthetics. Just as cities need to upgrade and expand their roads, sewers, and transit systems, so too, they need to upgrade and expand their green infrastructure (i.e., parks, greenways, natural areas).

By delineating which land should be preserved, it becomes easier to direct development to areas where it is most appropriate – districts, corridors and neighborhood centers. Also, given the growing opposition to sprawl, open space preservation becomes an acceptable way to shape urban form.

#### Statutory Requirements

California state law requires the preparation of two elements that address a city’s environmental resources: the Conservation and the Open Space Elements. The Azusa General Plan combines these elements into three elements: Open Space and Biological Resources Element , Geologic Hazards Element, and Minerals Element, and thereby fulfilling all the State requirements. The pertinent statutory requirements that shape this element include:

*Government Code Section 65302(d): A conservation element for the conservation, development, and utilization of natural resources including water and its hydraulic force, forests, soils, rivers, and other waters, harbors, fisheries, wildlife, minerals, and other natural resources. That portion of the conservation element including waters shall be developed in coordination with any countywide water agency and with all district and city agencies which have developed, served, controlled, or conserved water for any purpose for the county or city for which the plan is prepared.*

*Government Code Section 655560: “Open space land” is any parcel or area of land or water which is essentially unimproved and devoted to an open space use as defined in this section, and which is designated on a local, regional or State open space plan as any of the following: (1) Open space for the preservation of natural resources. (2) Open space used for the managed production of resources. (3) Open space for outdoor recreation. (4) Open space for public health and safety, including, but not limited to, areas which require special management or regulation because of hazardous or special conditions such as earthquake fault zones, unstable soil areas, flood plains, watersheds, areas presenting high fire risks, areas required for the protection of water quality and water reservoirs and areas required for the protection and enhancement of air quality.*

#### Open Space and Biological Resources Big Ideas

The Big Ideas for the Open Space and Biological Resources are:

- Protect areas as a home for native animals and plants that also save our views, water, and groundwater while providing recreation and promoting biodiversity.



- Azusa will be a place where nature and the city mix. People will help the migrating birds by planting native trees, shrubs, and wildflowers at their homes, the City will

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create pockets of wetlands in the parks, use native trees to provide food and cover for birds, and help people learn about their natural environment.

- Encourage the mining companies to phase out mining operations and convert the land to ponds, lakes, and lush natural vegetation for recreational and restored open space purposes.
- Seek to protect areas of open space through purchase, cooperative planning, land trades or other means to ensure that the views of natural beauty are protected and where the vast array of plants and animals can live.
- Restore the river, and create areas of native trees where animals can live, where shade can cool the hiker or bike rider, where flood waters can slow down, where groundwater can be recharged, and where nature education is fun and hands on.



- Restore lost fisheries and aquatic resources in the San Gabriel River.
- Enhance groundwater recharge areas with vegetation to provide forage and cover for birds.

### **Open Space and Biological Resource Existing Conditions**

The City of Azusa is a wonderful place to enjoy the beauty of nature and observe a wide array of natural habitats, plants, and animals. Today, approximately 40 percent of the City is draped in the greens, grays, and purples of coastal sage scrub, chaparral, and woodlands growing on the rugged slopes and foothill valleys of the San Gabriel Mountains. Descending from these mountains is the San Gabriel River, originating from the 10,064-foot Mt. San Antonio (Old Baldy) and carrying flows from a 635-square mile watershed. The undeveloped floodplain and tributaries of the River create corridors of wetlands and pools for insects, frogs, and fish, including historic runs of steelhead. Places such as Van Tassel Canyon, upper Fish Canyon, and Roberts Canyon are lined with woodlands of willow, cottonwood, Sycamore, and alder. Along the River, natural vegetation termed alluvial scrub and woodland is present from the mouth of San Gabriel Canyon to the Foothill Boulevard Bridge, and beyond, to the Santa Fe Dam. On the steep, south-facing slopes of the northern part of the City is vegetation called coastal sage scrub, accented with interesting plants like Whipple's yucca, white sage, wishbone bush, and locally dense patches of prickly-pear cactus. On the north-facing slopes, especially on the north side of the Glendora Ridge, a denser, chaparral vegetation prevails, along with scattered elements of the conifer forest. In addition, rockface cliffs of the mesic slopes host two rare plant species: the San Gabriel River dudleya and the San Gabriel Mountains dudleya. Another plant in this area is the San Gabriel leather oak, previously unreported in the area.

- Create biological resource overlay areas that identifies special biological resource areas and sets standards for ecological integrity, wildlife movement, and minimizes biological degradation.
- Create City Nature Preserves and an Azusa Land Trust to prepare long-range plans and acquisitions.
- Create small areas of native habitats within urbanized areas to provide habitat to migrating and resident birds.



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Among the diverse plant communities of the mountains and the river, many animals are found including: California towhee, western scrub-jay, and side-blotched lizard. These are easily observed year-round. During wintertime, bird populations swell, and large numbers of waterfowl and migrating songbirds reside in the natural habitats, and in the “lakes” of the abandoned quarries. Other species, not so readily detected, include the ringtail, bobcat, mountain lion, and bear.



While overall wildlife diversity is high in the City, populations of several wildlife species are threatened, endangered, or sensitive to continued change. The City hosts over 30 such animals that need special care to survive. Some are rare because of restricted habitat requirements, like the San Gabriel Mountains elfin butterfly that uses the cliff-faces of the San Gabriel Mountains. However, most other species became sensitive from loss or conversion of their habitat. Fish like the arroyo chub, Santa Ana speckled dace, and the Santa Ana Sucker, once plentiful in the San Gabriel River found it difficult to survive. Once-abundant amphibians such as California redlegged frog, foothill yellow-legged frog, and western spadefoot toad, are rare because of urban development. Reptiles, such as the coastal rosy boa found in the coastal sage scrub and chaparral-covered areas along the San Gabriel River and its tributaries Fish and Van Tassel Canyons, have become hard to locate. Looking skyward, formerly common birds like the western yellow-billed cuckoo, the California gnatcatcher,

and the least Bell's vireo, are gone or so reduced they must be protected by the government.

### **Vision**

Azusa will be a community that respects and actively enhances its natural resources including:

- preserving areas of natural habitats for plants and animals;
- restoring fisheries and aquatic habitat to reverse the long-term degradation of the river;
- sustaining mining and development while conserving wildlife habitat; and
- reducing conflicts between wildlife and people.

### **Open Space and Biological Resources Goals and Policies**

#### **GOAL**

- 1 PRESERVE, RESTORE, AND ENHANCE THE DIVERSITY OF BIOLOGICAL RESOURCES IN THE CITY'S UNDEVELOPED HILLSIDES, CANYONS, FLOODPLAINS, AND URBAN AREAS.

#### **POLICIES**

- 1.1 Ensure that the City has accurate, current data and information on biological resources, including the types of habitats, individual species, and their locations. (OS1, OS2, OS3, OS4, OS5, OS6, and OS7)
- 1.2 Create a detailed Biological Resource Area (BRA) Overlay Zone Map, using Figure OS-1 as a guide.

Biological Resource Areas (“BRA”) include: 1) Van Tassel Canyon and Ridge-lines, 2) Fish Creek, Fish/ Roberts Ridge, 3) Glendora Ridge, 4) San Gabriel Canyon Floodplain, 5) RV Park, 6) Northern Recharge Ponds, and 7) San Gabriel River and Floodway. The BRA’s purpose is to ensure maintenance of ecological integrity, including connections between habi-

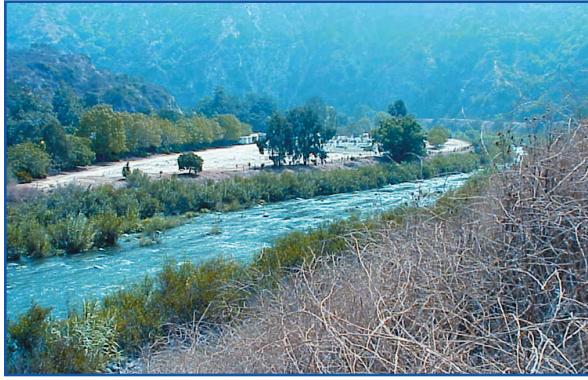
## **Chapter 5: Natural Environment**

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**ADD FIGURE OS-1**



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- tats for wildlife movement and dispersal, and to concentrate development in areas that are the least biologically sensitive, and absent of protected and other sensitive species etc. (OS8 and OS9)
- 1.3 Strive for the long-term maintenance of all native wildlife species living in the City and the Sphere of Influence including common and sensitive species. (OS10)
- 1.4 Consider the adoption of an oak tree ordinance. (OS27)
- 
- Ridge, 4) San Gabriel Canyon Floodplain, 5) RV Park, 6) Northern Recharge Ponds, and 7) San Gabriel River and Floodway. (OS4 and OS11)
- 2.2 Create an Azusa Land Trust that is charged with preparing a long-range plan for identifying and securing undeveloped land and with the management of the City Nature Preserves. (OS12 and OS13)
- 2.3 Coordinate with the California Department of Fish and Game (CDFG) and United States Fish and Wildlife Service (USFWS) to determine the feasibility of restoring habitats within nature preserves for rare, threatened, and/or endangered species and those species of wildlife that are believed to have become extinct in the Planning Area. (OS9)
- 2.4 Promote Open Space Banking and other programs for the purpose of private acquisition, dedication, or other mechanisms to hold lands of biological value in permanent trust. (OS3 and OS14)

### GOAL

- 2 PROVIDE A UNIQUE SYSTEM OF NATURAL AREAS THAT PROVIDE A MULTITUDE OF USES INCLUDING WILDLIFE HABITAT, PASSIVE RECREATION, WATER-SHED PROTECTION, FLOOD PROTECTION ZONES, AND SCENIC BEAUTY.**

### POLICIES

- 2.1 Establish, by working with conservation and educational organizations and state and federal agencies, a multitude of City Nature Preserves. These City Nature Preserves should consist of contiguous and diverse habitat areas within identified undeveloped areas, as illustrated in Figure OS-1. Areas of high priority include: 1) Van Tassel Canyon and Ridgelines, 2) Fish Creek, Fish/Roberts Ridge, 3) Glendora

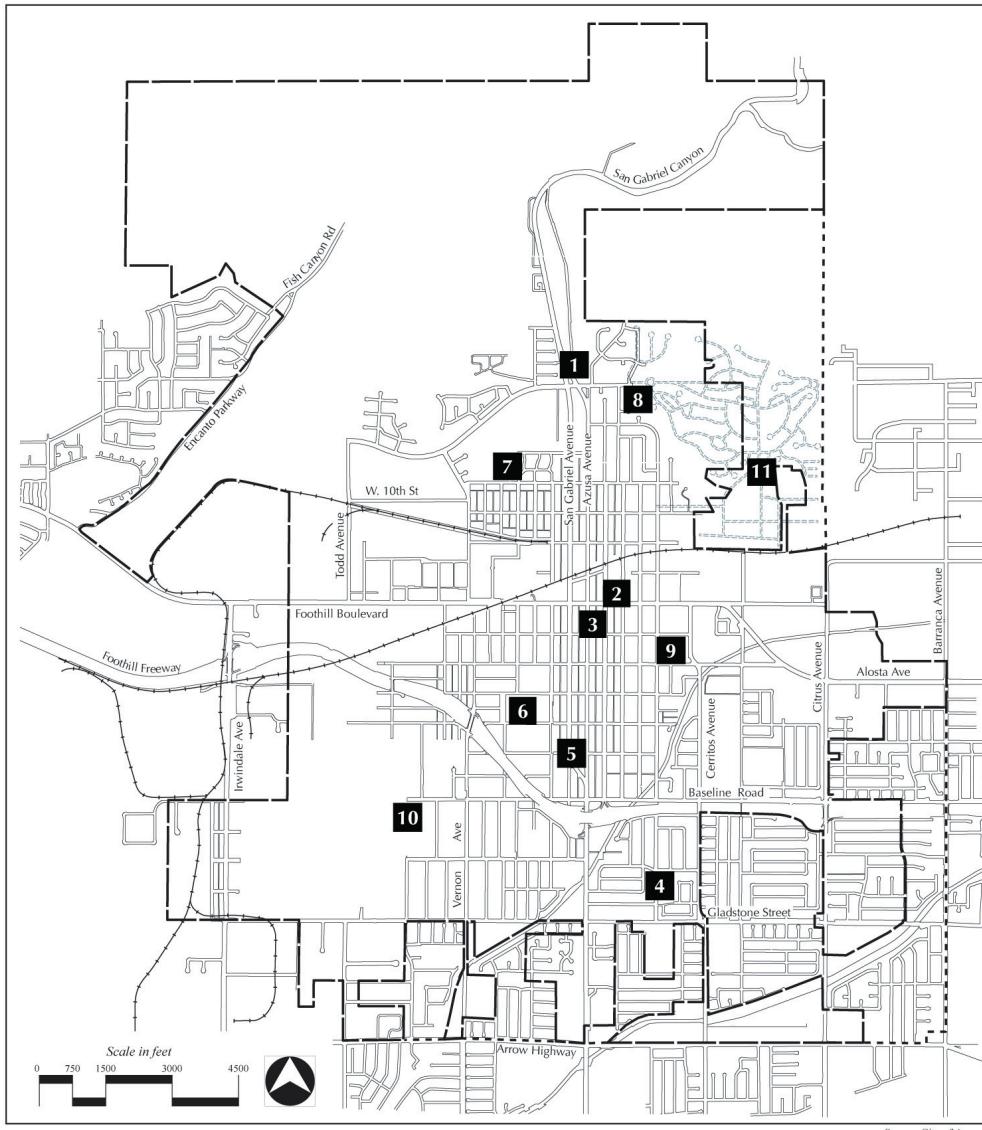
### GOAL

- 3 ENSURE THAT THE CITIZENS OF AZUSA ENJOY THE BENEFITS OF NATURE WITHIN THE URBAN BOUNDARY BY PROVIDING A VISUAL LINK TO THE SURROUNDING MOUNTAINS, RIVERS, AND CANYONS.**

### POLICY

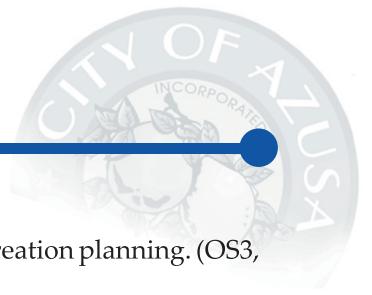
- 3.1 Create small areas of native habitats on public lands including parks and street right-of-ways and encourage the use of native vegetation on privately owned vacant lands and in private yards (Figure OS-2). This will provide habitat for migrating and resident birds and for the enjoyment and education of the City's residents. (OS15, OS16, OS17, and OS18)

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Possible Locations for Native Habitat Introduction  
GENERAL PLAN UPDATE

FIGURE OS-2



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### GOAL

#### 4 SEEK TO BALANCE PRIVATE PROPERTY INTERESTS WITH THE CONSERVATION OF BIOLOGICAL RESOURCES (NATIVE PLANTS AND ANIMALS).

### POLICIES

- 4.1 Develop Thresholds of Significance that apply specifically to the City's resources in the analysis of a proposed project's impacts and mitigation measures, including loss of common plants and animals, loss of open space, and a net loss of habitat. Use a broader interpretation of the California Environmental Quality Act (CEQA) biota criterion thresholds to include unlisted species, species and habitats not considered sensitive, and urban nature. (OS3, OS19, and OS20)
- 4.2 Consider promoting projects that are compatible with the goals and policies of the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) Strategic Plan, the San Gabriel River Master Plan, and the Northeast Trees plan. (OS9 and OS21)

### GOAL

#### 5 ENSURE THAT THE CITY INTEREST IN THE PROTECTION OF BIOLOGICAL RESOURCES IS INTEGRATED INTO ALL PLANNING AND IMPLEMENTATION PROGRAMS DEVELOPED BY THE MULTITUDE OF PUBLIC AND PRIVATE AGENCIES WITH JURISDICTION OVER THE SAN GABRIEL RIVER AND WATERSHED.

### POLICIES

- 5.1 Continue and expand the City's leadership role through establishment of nature centers and educational and interpretative programs, exotic weedy species control, sponsorship and participation in environmental education, and other activities such as habitat restoration, flood and fire

prevention, and recreation planning. (OS3, OS9, and OS22)

- 5.2 Endeavor to restore the City's lost fishery and aquatic resource values in the San Gabriel River and tributaries. (OS23 and OS24)

### GOAL

#### 6 CREATE OPEN SPACE SYSTEMS WITH ADJACENT CITIES AND LANDOWNERS TO ALLOW FOR THE MOVEMENT OF WILDLIFE FROM AND TO THE CITY'S UNDEVELOPED AREAS.

### POLICY

- 6.1 Coordinate and develop plans with the adjacent cities of Duarte and Glendora to conserve uninterrupted core areas and linkages in the San Gabriel Mountain foothills. (OS22)

### GOAL

#### 7 COOPERATE AND COORDINATE WITH THE MINING COMPANIES, OTHER APPROPRIATE AGENCIES, AND THE PUBLIC TO ENHANCE WILDLIFE HABITAT IN ABANDONED AND RECLAIMED MINED SITES.

### POLICIES

- 7.1 Determine the feasibility of restoring abandoned mined areas and/or quarries to natural habitat for plants and wildlife until other uses are desirable or needed. (OS25)
- 7.2 Determine the feasibility of enhancing groundwater recharge (pond) areas with shallow aquatic bed and emergent vegetation to provide forage and cover for wading birds, dabbling ducks, and nesting species. (OS25)
- 7.3 Work with the mining companies to implement full ecological restorationc of

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natural habitat in the riparian areas of Fish Canyon and the San Gabriel River or other sensitive locations. (OS26)

## **Open Space and Biological Resources Implementation Programs**

### **OS1 NATURAL DIVERSITY DATABASE REPORT**

Acquire and maintain a current copy of the California Department of Fish and Game's Natural Diversity Database (NDDB) Report for areas of the City, which is published two times a year. The Community Development Department and other City staff shall review the NDDB during the initial phase of all project proposals (private, public, and non-profit) to ascertain potential impacts to biological resources.

### **OS2 BIOLOGICAL RESOURCES REFERENCE-CENTER**

Establish a Biological Resources Reference Center for City staff to consult when reviewing development proposals. As reference materials, include the NDDB Report, related maps, Flora of California, Birds of the Western United States, and other publications recommended by the City Biologist.

### **OS3 DEVELOPMENT REQUIREMENTS**

- Review Figure OS-3 and Figure OS-4 of the City's vegetation, plant communities, and sensitive habitats to guide land use designations and the initial review of all development proposals.
- Require developments occurring on undeveloped land to preserve a representative spectrum of habitats on a project site, including "building-friendly" flat or level areas, not just the unbuildable steep slopes and ridgelines. The percent of habitats preserved, versus the percent developed shall be determined based on site-specific stud-

ies that focus on maintaining biodiversity, and functions and values for wildlife.

- Review proposed projects near undeveloped areas to evaluate their conformance with the following standards:
  - All development plans shall fully consider the nature of existing biological resources and all measures shall be taken to avoid impacts, including retention of sufficient natural open space and undeveloped buffer zones.
  - Proposed residential, commercial, industrial development that is not contiguous to existing urban areas should be discouraged, unless measures are taken to fully consider biological resources. Instead, seek uses that are passive in nature and compatible with protection of biological resources.
  - The City Council and Planning Commission could exercise its authority to deny general plan amendments or any other land use requests in undeveloped or vacant areas that support biological resources and direct applicants to study other sites or land use proposals.
  - Development should be designed and sited to preserve watercourses, riparian habitat, vernal pools, wetlands, isolated waters and wetlands, and adjacent uplands and natural habitat in a natural.
  - An adequate buffer should protect streams, riparian habitats, all wetlands, waters, and sensitive habitats with a minimum 100-foot protection zone from the edge of the tree, shrub, or herb canopy.
  - Development near the river, canyons, or foothills should incorporate continuous, undisturbed habitat linkages (wildlife corridors) to adjacent areas.



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ADD FIGURE OS-3

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**ADD FIGURE OS-4**



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- Development near the river, canyons, or foothills should incorporate fences, walls, vegetative cover, or other measures to adequately buffer habitat areas, linkages or corridors from the built environment.
- Roads and utilities should be located and designed such that conflicts with biological resources, habitat areas, linkages or corridors are avoided.
- Development should utilize appropriate open space, deed restrictions, or conservation easements in order to protect biological diversity including sensitive and common species and their habitats.
- Development shall mitigate unavoidable adverse impacts to waters of the United States, wetlands, and riparian habitats, to both the Federal Clean Water Act and the California Fish and Game Code, Section 1600 et seq. and to the City's standards. An appropriate mitigation ratio shall be determined by the Staff Biologist to reduce significant impacts, as defined by the City's thresholds, to less than significant. This may require additional mitigation than required by the California Department of Fish and Game and/or Army Corps of Engineers in order to account for the diminished of habitat values. Replacement of habitat values and functions may occur on the original development site, an offsite location, by creation or restoration of replacement habitats elsewhere within the City, habitat mitigation banking, or other approved means. All mitigation lands shall be protected in perpetuity by transfer to the City's Land Trust, conservation organization, and/or provision for an appropriate conservation easement or fee dedication.

- Review all development proposals within the existing floodplain and adjacent areas to ensure compatibility with protection of biological resources.

### OS4 BIOLOGICAL RESOURCES AND GEOGRAPHIC INFORMATION SYSTEM UPDATE

- Map the most important areas for preservation based on vegetation types, open space, and wildlife habitat. Sponsor a workshop in connection with other agencies to identify these areas. Work to fund the establishment of City Nature Preserves through programs sponsored by the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy, the Watershed Council, Department of Interior grants, mitigation banking, land exchanges, and developer fees.
- Place Figure OS-3 and OS-4 onto the City's Geographic Information System (GIS). Using the California Department of Fish and Game's (CDFG) database and other information available (e.g. California Native Plant Society's San Gabriel Chapter Rare Plant Chairperson, and Los Angeles/San Gabriel River Watershed Council), maps of sensitive elements shall be updated every six months. Sensitive elements are those defined by the California Department of Fish and Game, US Fish and Wildlife Service, Army Corps of Engineers, and/ or local experienced biologists.

### OS5 BIOLOGICAL RESOURCES BACKGROUND REPORTS

Require all applicants for development to prepare a Biological Resources Background Report prior to application submittal for all projects that are proposed within natural areas and vacant rural areas. Applicants shall demonstrate to the City that project planning and design considers, avoids, and minimizes

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impacts to biological resources including common and sensitive species and habitats.

## OS6 STAFF BIOLOGIST

Work with the San Gabriel Mountain Regional Conservancy to establish a contractual agreement with a biologist to:

- review development proposals and applications for proposed projects;
- update City Sensitive Element Maps and all other data sources;
- establish and facilitate an Azusa Land Trust;
- prioritize open space land acquisition;
- identify funding mechanisms; and
- work with the public in conservation projects.

## OS7 BIOLOGICAL REVIEW COMMITTEE

Appoint local biological and natural resource experts (volunteers) to serve on a Biological Review Committee. The Committee shall meet regularly to review Biological Resources Background Reports, and CEQA and NEPA Environmental Documents (EIR, EA, EIS, etc.) to determine impacts to common as well as sensitive species and habitats within identified undeveloped areas specified above. The Committee shall make recommendations to the City Staff regarding compliance with state, federal, and local regulations and policies. In addition, the Committee shall develop reporting guidelines for all projects within the Biological Resource Area (BRA) Overlay Zones.

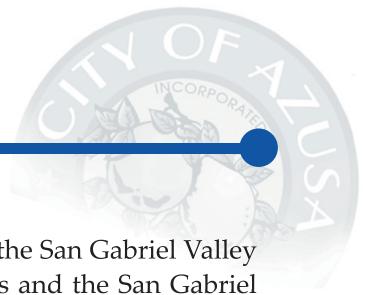
## OS8 BIOLOGICAL RESOURCE PRESERVATION ORDINANCE

Adopt an ordinance stating that the areas illustrated in Figure OS-1, and its updated versions support valuable biological resources worthy of City preservation. All development proposals in the Biological Resource Areas shall be subject to standards developed by the Biological Review Committee. Figure OS-1

and its updates shall be put on a GIS base, and made available to City Staff and the public on the City's website to facilitate use in pre-project planning.

## OS9 INTERAGENCY COORDINATION

- Work with public agencies and nonprofit groups (e.g. San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (aka RMC), Watershed Council, North East Trees, Friends of the River, and the San Gabriel Mountains Regional Conservancy (aka SGMRC) and private entities to develop a plan to protect a substantial portion of the areas illustrated in Figure OS-1 and update as open space and conservation areas change through easements and dedications as part of discretionary approvals, as mitigation land, as land trades, or other means.
- The City shall meet with state and federal resource agencies on a regular basis to determine suitable areas for restoration and the type of species most likely to benefit from such efforts. The Staff Biologist shall target state and federal funding programs to develop a management plan for a pilot project, in partnership with other organizations. These include, but are not limited to the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy, National Audubon, Friends of the River, local corporations, or private entities. Upon completion and approval of the management plan, the pilot project shall be implemented using a combination of public and volunteer staff.
- Work with the San Gabriel Valley Council of Governments (SGVCOG) to identify and fund biologically beneficial projects, such as reuse of quarries. Appoint City representative(s) to the SGVCOG Envi-



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ronmental Quality Committee to improve links with environmental organizations and sources of funding. Participate in the Livable and Sustainable Communities grant and loan programs.

- Consider soliciting the participation of the San Gabriel River Task Force members to enhance natural habitat connectivity along the San Gabriel River between Santa Fe Dam and San Gabriel Canyon.

### OS10 PRESERVATION ACQUISITION

Pursue funding, grants, etc. to preserve, through purchase or by affecting the purchase, the donation, or by other means (use of conservation easements), the habitat of “in-fact” endangered, rare, or threatened species<sup>1</sup>.

### OS11 OPEN SPACE CORRIDORS

Establish a network of open spaces along the City’s natural drainages and riparian corridors and link significant biological habitats. Passive or low-impact recreational and educational uses, habitat restoration and watershed improvements of these sensitive habitat areas shall be allowed pending review by the City to ensure compatibility with biological resource protection.

### OS12 BIOLOGICAL RESOURCES MITIGATION BANK CREDIT PROGRAM

Establish a citywide mitigation bank credit program and other funding sources for the operation of the Azusa Land Trust, including coordination with Trust for Public Land and other agencies and organizations.

### OS13 OPEN SPACE DISTRICT

Participate in the study and establishment of an Open Space District in the San Gabriel Val-

ley in cooperation with the San Gabriel Valley Council of Governments and the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy.

### OS14 TRANSFER OF DEVELOPMENT CREDITS

Consider adopting an ordinance allowing TDCs.

### OS15 STREET TREE AND PUBLIC SPACE LANDSCAPING PALETTE

Develop a list and descriptions of plants native to the southern California region that shall be used for street trees and landscaping of public spaces to provide places for native songbirds and other wildlife.

### OS16 NATURAL AREAS WITHIN PUBLIC OPEN SPACE

Study, plan, and build small natural areas within the City’s Parks including Canyon Park, City Park, Edward’s Mini-Park, Gladstone Park, Jones Mini-Park, Memorial Park, Henry A. Williams/Northside Park, Pioneer Park, Slauson Park, Zacatecas Park. Native Habit Enhancement for parks of City of Azusa (in appendix) includes a brief description of each park, a conceptual plan for the “natural” habitat area, and a list of recommended native plants.

### OS17 NATIVE PLANT PUBLIC EDUCATION

- Provide educational programs and seminars for residents, homeowners’ associations, street and landscape maintenance crews, and others as requested in the use and care of native plants.
- Prepare a guide for homeowners on the use and care of native plants.
- Encourage homeowners who wish to utilize native plants for landscaping and in the creation of native habitat within their yards.

<sup>1</sup> Rarity, threat and endangerment are considered a matter of fact, not law. Plants or animals can therefore be treated as rare, threatened, or endangered, even if they are not officially listed as such.

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## OS18 VACANT LAND NATIVE HABITAT

Work with landowners of vacant lots to establish native plant and wildlife habitats in the interim period until development occurs.

- bridges when supports are not in significant conflict with riparian resources; and
- underground utilities.

## OS19 RIPARIAN/STREAM HABITAT DEVELOPMENT STANDARDS

- Development and grading of riparian/stream habitat shall be restricted to water-dependent uses and to road and utility crossing. Development shall:
  - minimize removal of vegetation, erosion, sedimentation, and runoff by use of Best Management Practices;
  - provide for sufficient passage of native and anadromous fish;
  - minimize wastewater discharges and entrapment;
  - prevent ground water depletion or substantial interference with surface and subsurface flows;
  - provide for natural vegetation buffers;
  - prevent the channelization of streams and other watercourses; and
  - provide for the preservation, creation, and/or enhancement of riparian corridors.
- Permit only the following uses within riparian/stream habitats and their buffer zones:
  - environmental and nature education and research, minimizing buildings and other structures;
  - passive (non-motorized) recreation;
  - trails and scenic overlooks on public land(s) if located outside of undeveloped buffer zones;
  - fish and wildlife management activities;
  - resource consumptive uses as provided for in the Fish and Game Code and Title 14 of the California Administrative Code;

## OS20 IMPROVE BIOLOGICAL RESOURCE VALUE AND INTEGRITY

Support activities that improve the biological value and integrity of the City's natural resources through vegetation restoration, control of non-native plants and animals, and landscape buffering.

## OS21 SGЛАRMC STRATEGIC PLAN

- The City shall consider recognizing the compatibility and desirability of adopting the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) Strategic Plan as an "adjunct" to the General Plan. The Strategic Plan would be integrated into the City's planning framework for the study, analysis, and permitting of projects that impact biological resources.
- Consider requiring all development proposals conduct a policy consistency analysis with the City's General Plan as well as the RMC Strategic Plan. If found inconsistent, the project could be redesigned, relocated, or altered by other means to be consistent with the intentions of the General Plan and the RMC Strategic Plan.

## OS22 NATIVE HABITAT BUFFER ZONE

- Require all developments, including those that are in the planning process, but not yet approved, to establish a buffer zone of native habitat between the project grading footprint and the San Gabriel River.
- Preserve creek and stream corridors, ridgelines and canyons, as preliminarily identified in Figure OS-1 with buffer zones as a regional network of wildlife open space.

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### OS23 REINTRODUCING DECLINING OR EXTINCT SPECIES

Attempt to conduct a study to assess the feasibility of increasing, or reintroducing extinct and declining species including southern steelhead, arroyo chub, Santa Ana speckled dace, Santa Ana sucker, coast range newt, foothill yellow-legged frog, San Bernardino mountain kingsnake, Hammond's (two-striped) garter snake, southwestern pond turtle, least Bell's vireo, southern willow flycatcher, and others. Funding shall be through grant programs including the state's Urban Stream Restoration Program.

### OS24 EXOTIC PEST PLANT CONTROL

Prepare a plan for exotic pest plant control of giant reed (*Arundo donax*), castor-bean (*Ricinus communis*), and others as they become known using information provided by knowledgeable individuals and organizations such as the California Exotic Pest Plant Council (CalEPPC).

### OS25 HABITAT STUDIES ON QUARRY SITES

As abandoned mining sites emerge, conduct an inventory of the sites in the City and review applicable regulations regarding allowable uses. Contact the mining companies to request permission to perform a field survey of the existing plant, soil, and water conditions to compile a list of potential native plants and species for each site. Provide incentives to the mining companies in exchange for funding the enhancement of the abandoned mines such as expediting future applications for the final land uses of the sites. Make an agreement, as appropriate, with CDFG and USFWS that these areas are considered temporary wildlife sites, until such time when the mining companies propose alternative land uses and conduct CEQA analysis based on pre-enhancement conditions.

### OS26 RESTORATION FUNDING

Seek funding or other incentives to encourage the full ecological restoration of any site where the results would be above, and beyond that required by the State and other governing regulations and laws for reclamation.

### OS27 OAK TREE PRESERVATION ORDINANCE

Adopt an oak tree preservation ordinance that includes, among other things, limiting the removal of oak trees, and establishing a replacement criteria for removed trees.

#### *Projects that could realistically be completed in the next five years:*

1. Establish the Biological Resource Areas and City Nature Preserves.
2. Establish a Land Banking Trust.
3. Create small areas of native habitat on public lands including parks, street parkways and medians.
4. Integrate and find the common ground between the RMC plans, other agency plans, and City plans.
5. Establish the palette of native species to be used.
6. Adopt an Oak tree Preservation Ordinance

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### Open Space and Biological Resources Program Implementation Matrix (Part 1 of 2)

No.	Name	City of Azusa										City of Azusa				<b>Schedule *</b> as funding permits								
		Administration (Admin., Info. Tech., and/or Transportation)	Community Development (Planning, Business Licenses, Code Enforcement, Building)	Economic Development/Redevelopment	Finance	Library	Light & Water (Electricity, Solid Waste, & Water)	Parks Planning and Development	Public Safety (Police & Emer. Services)	Public Works (Engineering & Maint.)	Recreation & Family Services	Planning Commission	City Council	Los Angeles County	Other	General Funds	Assessment or other Districts	Grants	Redevelopment Fees	Other Fees	State Funds	Federal Funds	Other	
Program		Responsible Agency										Funding Source												
OS1	Natural Diversity Database Report		●									●											2004	
OS2	Biological Resources Reference Center		●									●											2004	
OS3	Development Requirements		●									●					●		●		●		Ongoing	
OS4	Biological Resources and Geographic Information System Update	●										●											2005	
OS5	Biological Resources Background Reports		●																		●		Ongoing	
OS6	Staff Biologist		●									●									●		Ongoing	
OS7	Biological Review Committee		●									●									●		Ongoing	
OS8	Biological Resource Preservation Ordinance		●									●											2005	
OS9	Interagency Coordination	●	●				●			●		●									●	●	Ongoing	
OS10	Preservation Acquisition	●	●				●			●		●					●	●	●	●	●	●	Ongoing	
OS11	Open Space Corridors		●									●					●			●	●		Ongoing	
OS12	Biological Resources Mitigation Bank Credit Program		●									●					●					●	2009	
OS13	Open Space District		●				●					●					●					●	2009	