

Glendora



City of Glendora

ECONOMIC ACTION PLAN

2024 - 2025

2024-2025 Glendora Economic Action Plan

INTRODUCTION

Once a small citrus producing community, today Glendora is a robust community, home to more than 50,000 residents and more than 1,000 business storefronts in a geographic area of 19.59 square miles. Glendora offers big city amenities without compromising its small-town charm, providing the best of both worlds. With a picturesque downtown, numerous parks and hiking trails, community events, an active library, teen and senior centers, excellent schools, low crime rates, and a convenient location, Glendora offers a high quality of life.



The City of Glendora is located at the base of the San Gabriel Mountains, approximately 27 miles from downtown Los Angeles. Conveniently located where the Foothill (210) and Orange (57) freeways meet, Glendora provides access with less than an hour's commute to Downtown Los Angeles, San Bernardino, Orange and Riverside Counties as well as three international airports and two seaports. Extension of the Metro Gold Line (recently renamed the "A Line") is also underway, which will provide an additional transportation option, further connecting Glendora to the Southern California region.

Glendora's success is attributed to several key factors: strong and stable leadership, smart financial management and a robust business presence. The City Council and City Manager's Office have guided the City through various challenges and opportunities in recent years. Through strategic planning sessions and regular meetings, they have set the direction to ensure the City's Vision is met. The City Manager and staff exemplify an ongoing commitment to fiscal responsibility, implementing savvy financial planning and management to allocate the City's resources efficiently to ensure high quality municipal services are delivered to our community while maintaining a healthy financial condition. A strong business community is crucial to the local economy. Businesses in Glendora provide

services and goods to the residents, they provide local jobs and contribute to the overall vibrancy of the City.

The development of this 2024-2025 Economic Action Plan is an essential step in supporting the continuance of a strong business presence in Glendora. The information in this document will be divided into six main sections:

Glendora Today will summarize data and analytics related to the people and the business community of Glendora, who they are, information related to race, ethnicity, educational attainment, and income, and analyze taxable retail sales and the impact of sales tax revenue on the City's overall fiscal health. It will also provide insight into land use and development trends in the City.



Economic Development will elaborate on the purpose and need for an Economic Development Action Plan, examine the historical efforts made thus far and share some of the successes experienced. This section will also take a deeper look at the analysis of key industries in the City as well as employment, vacancy rates, and gap opportunities.

Goals for economic development include addressing business retention and attraction, emphasizing focus areas, and reference the City's 2023-2025 Citywide Strategic Plan which includes "Implement Strategic Economic Development" as one of its seven priority goals.

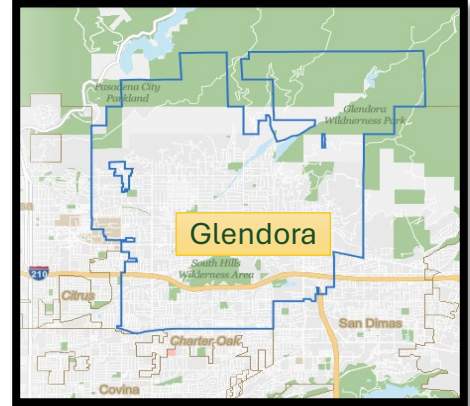
Strategy will outline the tasks and activities necessary to achieve the established goals.

Implementation will identify the human and financial resources required to implement the strategic plan as outlined.

Key Performance Indicators provide a way of measuring progress. Establishing key performance indicators provides an opportunity to understand what works well and what activities need adjustment to obtain the desired results.

GLENDORA TODAY

Since its incorporation in 1911, the City of Glendora has grown from a small citrus growing community to a robust City with more than 50,000 residents. Most of the development occurred between the late 1950’s through the 1980’s when Los Angeles County was experiencing dramatic population growth and building activity.



Glendora is home to a demographically diverse population and residential opportunities, from cozy apartments and charming bungalows to luxurious mansions. Growth in population and development has slowed in recent decades with less than 0.3 percent of developable land remaining vacant; with recent zoning changes associated with the 6th Cycle Housing Element and new opportunities with the closure of school sites, the City is in an exciting position for new growth.

Demographics

A snapshot of the City’s core demographic profile is noted below (U.S. Census Bureau).



TOTAL POPULATION ¹
51,209



SEX ²
48% MALE / 52% FEMALE



MEDIAN AGE ²
40.4



TOTAL HOUSING UNITS ¹
18,767



MEDIAN HOUSEHOLD INCOME ²
\$106,718



TOTAL HOUSEHOLDS ²
16,751



EMPLOYMENT RATE ²
58.1%



AVERAGE HOME VALUE ³
\$890,961



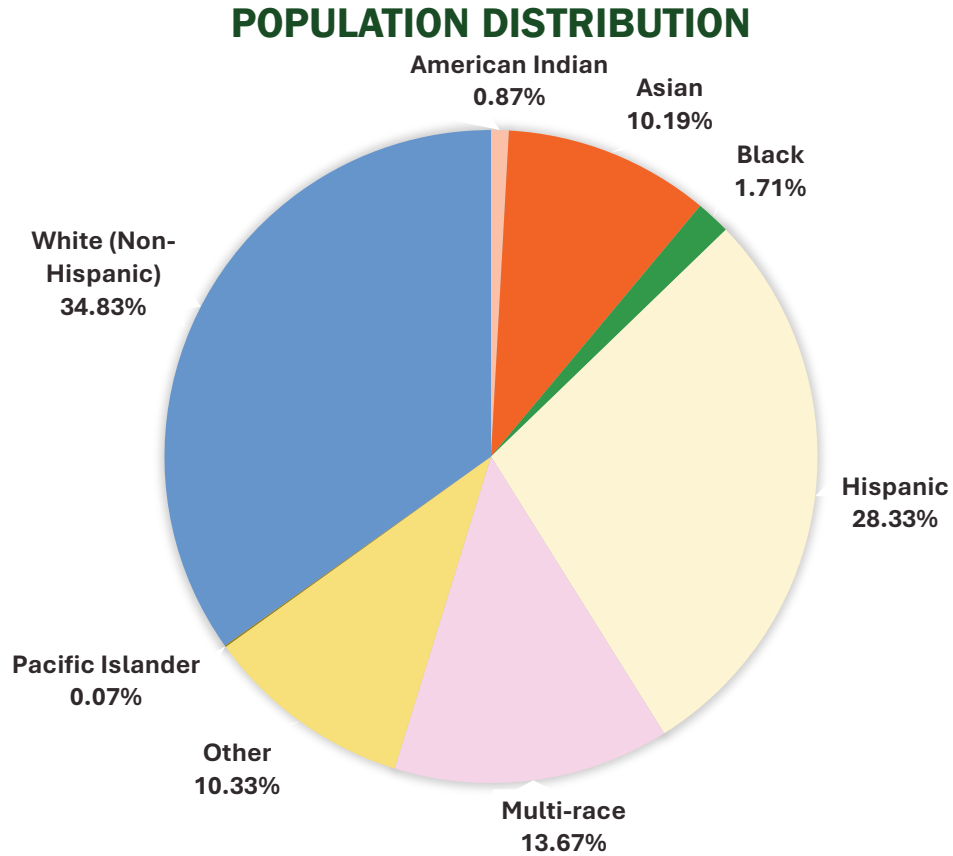
BACHELOR’S DEGREE OF HIGHER ²
37.3%



HOMEOWNERSHIP RATE ²
67.9%

¹ State of California, Dept. of Finance, Jan. 2024 ² 2022 American Community Survey 5-Year Estimates ³ Zillow, June 30, 2024

The following table provides insight into the diversity found within the City of Glendora:



2020 Decennial Census

Community Partnerships

The City's leadership has fostered strong partnerships with local organizations, educational institutions, and community groups. The City is home to Citrus Valley Association of Realtors, two hospitals, three school districts, Citrus College, and a strong Chamber of Commerce.

Notwithstanding these strong partnerships, the City must continue to leverage collaboration to drive economic development and create a more dynamic and prosperous community, attract investment and growth, that benefits all residents and businesses in Glendora.

The City is an active member of the San Gabriel Valley Economic Partnership (SGVEP) who, in collaboration with the City, helps to foster a business-friendly climate, highlight market strengths, facilitate workforce development, and connect cities, companies, and organizations throughout the San Gabriel Valley. Participating in SGVEP events, training sessions, and committees allows the City to engage with neighboring City leaders and economic development professionals on innovative programs and practices. Similarly, the City utilizes technical assistance, training and education offered through the California

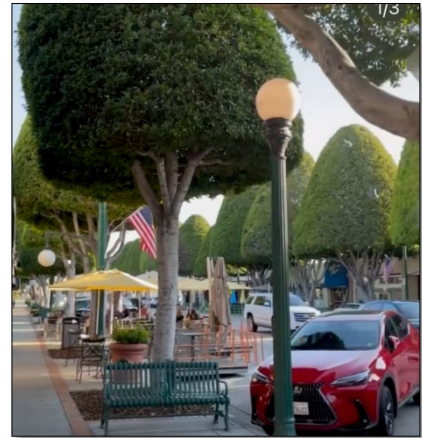
Association of Local Economic Development (CALED) to enhance its economic development efforts. With affordable housing, a matter of national concern affecting economic growth, the City partners with the San Gabriel Valley Regional Housing Trust (SGVRHT) to develop housing for all income levels in Glendora.

Business Community

Glendora takes great pride in a strong business community. Glendora is home to more than 1,000 business storefronts and another 500 home-based businesses. The delightful downtown Glendora Village with its boutique style of locally owned businesses, is located in the northwestern section of the City, and the regional shopping center, the Glendora Marketplace including an auto center, movie theatre and several “big box” stores and national chain restaurants are found in the southeast section of the city. In addition, major automobile corridors along Route 66, Arrow Highway, and Grand Avenue offer a variety of retail, restaurants, services, and industry.

The business community is a crucial component to the City, providing local jobs, services, and goods to residents. The health of the business community is directly related to the health of the City, as it provides close to \$21 Million¹ in General Fund revenue, with approximately \$12 Million from sales tax and another \$9 Million from Measure E, a 0.75 cents sales transaction and use tax passed by the residents of Glendora in 2019. Sales tax revenue generated through the business community provides the City with the means to provide important investments in public safety, infrastructure, recreational activities, and services provided by the teen and senior centers, parks, and library.

Further analysis of the business community will be provided in the following section, Economic Development (ED).



1. FY25 Adopted Budget General Fund & Measure E Multi Year Financial Forecasts

Land Use

Glendora is an urbanized community with most of the available land developed. The planning area, which includes unincorporated County areas within Glendora's sphere of influence, totals approximately 20 square miles (12,800.26 acres) of which, approximately 19.59 square miles (12,540 acres) are within the City limits. The City is almost completely developed with only 0.3 percent of developable land remaining vacant². The fully developed state of the City means that most services and infrastructure are in place to support new growth occurring or expected to occur on underutilized and neglected parcels within the City.

The two predominant land uses in the City include residential and open space. Currently developed residential lands account for approximately 42 percent of the total City land, while open space uses account for approximately 37 percent of the City. The open space land includes the San Gabriel Mountains, located in the northern portion of the planning area and the South Hills located south of Freeway I-210. Collectively, these two areas account for over 4,000 acres of recreation and open space uses within the City limits.

Notwithstanding, there are opportunities for redevelopment that the Economic Development Team will focus on as we move forward. In particular, the major east-west corridors of Route 66 and Arrow Highway are developed with aging strip commercial on smaller parcels, and several deteriorating shopping centers initially built in the 1950s and 1960s. Additionally, declining enrollment and long-term demographic trends have led local schools to designate several school sites as surplus and place them for sale to residential developers. These school sites, total approximately 15 acres, have recently been sold or are in the process of being sold. These sites present one of the most notable opportunities for new investment and development in a decade. While these sites are in established single-family neighborhoods, they are likely to be developed into higher density modern housing. These sites could add more than 300 housing units to Glendora. This will significantly contribute to new housing stock and will help the City achieve its Regional Housing Needs Assessment goal.

Another major opportunity is the arrival of the Metro A Line station, which is under construction and set to open for service in late 2025. The Metro station is located at the southern end of the Glendora Village and Civic Center area. The development of light rail to Glendora creates additional opportunities for transit-oriented housing and commercial growth. In addition to a prime location near the Village, the Metro Station is adjacent to Emanate Hospital.

². Community Plan 2025, Land Use Element

In 2023, the City received a Transit-oriented Communities Technical Assistance Program (TOC TAP) grant to develop a vision for various housing sites around the Village and A Line Station. The City has also adopted and obtained funding for the People Movement Project, which will improve Glendora Avenue and Foothill Boulevard with bike and pedestrian improvements to support local transportation and promote business activity in the immediate area. Together with previous land planning efforts such as the Route 66 Specific Plan, Civic Center Area Plan, this important area has the potential to produce more than 1,000 housing units and additional commercial opportunities.

PEOPLE MOVEMENT PROJECT



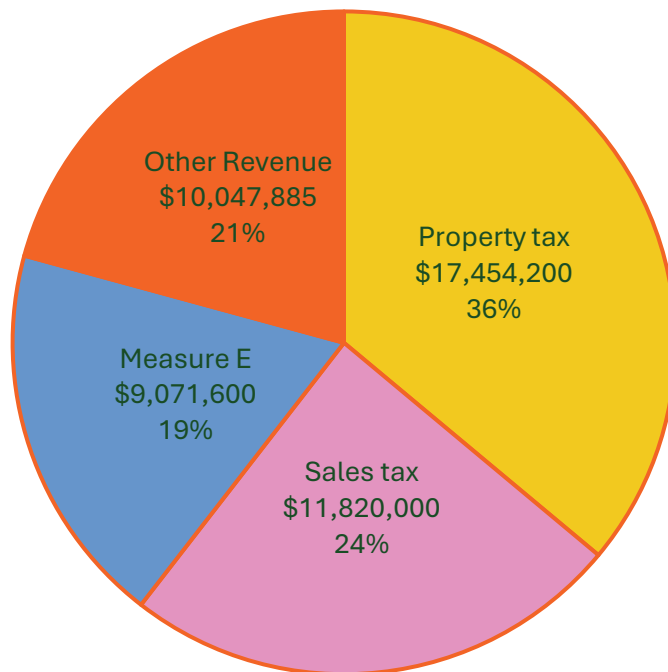
ECONOMIC DEVELOPMENT

Purpose

Economic development is a complex and multifaceted concept. It encompasses a wide range of elements that collectively contribute to the growth, prosperity, and sustainability of a community. These elements include reliable infrastructure, public safety, diverse and new housing options, quality education, which collectively result in strong property and sales tax revenues. At its core, economic development is about the generation of wealth which allows cities to provide a wide array of community benefits that result in an improved quality of life. The general fund is Glendora’s primary source for discretionary spending. The adopted FY 2025 Budget forecasts nearly 80% of the City’s general fund revenue is generated from property and sale tax revenues combined; 36% from property tax revenue and 43% from sales tax revenues and Measure E combined.

To sustain strong tax revenues, Glendora must continue to engage in various efforts including new development, attracting and retaining diverse businesses, fostering innovation, and supporting small business. This also involves investing in reliable infrastructure, ensuring public safety, offering quality education and healthcare, and maintaining affordable and varied housing options. Facilitating public-private partnerships further contributes to a thriving economic environment. Strong tax revenues are crucial as they fund the essential services and improvements that drive continuous growth and ensure the well-being of the community.

Budgeted General Fund Revenue FY 2024 - 2025



FY 2025 Adopted Budget

For a community to successfully foster economic development, it must attract investment. This requires creating an environment that is not only safe and inviting but also equipped with essential amenities. Key factors contributing to a community's attractiveness to investors include:

- **Safety:** A community must ensure the safety and security of its residents and businesses. This involves effective law enforcement, low crime rates, and emergency services that are responsive and well-resourced.
- **Quality of Life:** An inviting community offers a high quality of life, which includes clean public spaces, recreational facilities, and cultural attractions that make it a desirable place to live and work.
- **Educational Opportunities:** Access to good schools and educational institutions is crucial. Quality education systems attract families and businesses looking for a skilled workforce, which in turn promotes innovation and economic growth.
- **Infrastructure:** Robust infrastructure, such as efficient transportation networks, reliable utilities, and advanced communication systems, is essential for supporting both existing businesses and new investments.
- **Healthcare:** Access to quality healthcare services is important for maintaining a healthy workforce and ensuring the well-being of residents.

Economic development serves as an important priority to help ensure the City's financial stability. By generating wealth and improving living standards, it supports a sustainable economy that can withstand economic fluctuations and adapt to changing circumstances. This, in turn, leads to job creation, increased tax revenues, and a higher standard of living for the community as a whole.

In summary, economic development is not a single, easily defined concept but a comprehensive process involving various interconnected elements. By focusing on attracting investment, ensuring safety, providing quality education, developing infrastructure, and offering healthcare, a community can achieve sustained economic growth and prosperity.

Historical Efforts

On June 12, 2012, the City of Glendora adopted its first Economic Action Plan. With the dissolution of California Redevelopment Agencies in 2011, the Plan outlined a multi-pronged approach to economic development, identifying policies and actions that support economic development. Maintaining and implementing an economic action plan is essential to foster a strong business presence in the City. Since 2012, the Economic Action Plan has been updated several times and is due for another update. An updated plan helps attract new businesses and supports the expansion of existing ones, leading to job creation, and increased economic activity. Like many strategic documents, an Economic Development Plan needs to be adjusted periodically to reassess and address the need for change. Regular updates ensure the plan remains relevant and effective in responding to evolving economic conditions, community needs, and emerging opportunities.

Success

The City has achieved numerous successes, demonstrating its commitment to fostering economic growth and enhancing the quality of life for its residents. Notable accomplishments within the City over the past ten-year period include:

- **Recognition as the Most Business-Friendly Small City:** In 2014, the Los Angeles Economic Development Corporation honored the City as the Most Business-Friendly Small City in Los Angeles County. This prestigious award highlights the City's dedication to creating a supportive environment for businesses through streamlined processes, incentives, and proactive engagement.
- **Redevelopment of Shopping Centers:** The City has seen private investment in the redevelopment of several shopping centers, including two centers near the intersection of Grand Avenue and Route 66. Revitalization of these spaces attracts new businesses. These redevelopment projects have not only improved the aesthetic appeal and functionality of the centers but have also stimulated economic activity and job creation.
- **Opening of the First Food Hall in the San Gabriel Valley:** A significant milestone for the City was the opening of the first food hall in the San Gabriel Valley. This innovative dining destination has become a popular attraction, offering a diverse array of culinary options and providing a vibrant social hub for residents and visitors alike.



- **Support for Local Businesses:** The City has implemented various programs and initiatives to support local businesses, including grant programs, business development workshops, and networking events. These efforts have helped local enterprises thrive and contributed to a robust and diverse local economy.
- **Investment in Infrastructure:** The City has made and will continue to make substantial investments in infrastructure, recognizing its critical role in supporting economic development. The City plans to invest nearly \$350 Million over the next 30 years on street and water improvements. Continuous upgrades to transportation networks, utilities, and public facilities enhance the efficiency and resilience of the City's infrastructure, ensuring it meets the needs of a growing population and business community.
- **Enhancement of Public Areas:** In addition to infrastructure improvements, the City has invested in the enhancement of public areas, including parks, recreational facilities, and public spaces. Improvements to Meda Avenue in the Glendora Village include two pedestrian plazas with games, lighting, shade seating and a fire pit offering a unique, outdoor gathering space for all ages. The Plaza at the center of the Village was redesigned to include performance space and improved seating and lighting. In addition, the installation of parklets along Glendora Avenue added vibrancy to the downtown area while encouraging residents and visitors alike to dine outdoors. These investments have created inviting environments that promote community engagement, healthy lifestyles, and a sense of place among residents in the community. To further enhance public areas throughout the City, in February 2024, the City Council approved the establishment of a Community Art Program, that would support enhancing aesthetic and cultural representations throughout the community, as well as provide exposure to local artists and visual arts. The Community Art Program will require a contribution toward community art from new development applications.



- Private Investment:** The continued interest in the City by private developers is a testament to the City’s desirability. New development in the City adds renewed vibrancy and generates property and sales tax revenues. A list of recent and in-the-works developments are on the following table.

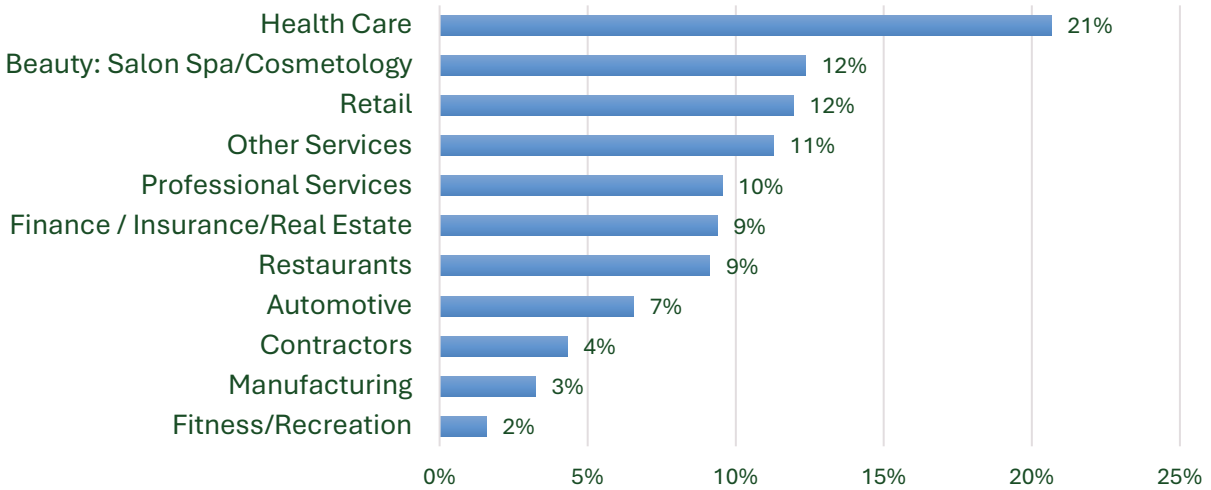
Recently Completed Developments			
Project Name	Type of Development	Project Description	Completed
La Colina	Residential	124 Estate homes on 95 acres	2010 - ongoing
Clearwater	Residential	150 Bed Elderly Care Facility	2022
905 E. Arrow Hwy.	Residential	16 Detached Condos	2022
1620 S. Glendora Ave.	Residential	8 Residential Multi Family units	2024
Wendy’s Restaurant	Commercial	Fast Food Restaurant	2022
Walmart Expansion	Commercial	Expansion for online pickup	2023
Fast 5 Car Wash	Commercial	Drive-Thru carwash	2023
Development in Process			
Project Address	Type of Development	Project Description	Status
Northwest Glendora	Residential	121 lot single family subdivision	Under Construction
950 Silent Ranch	Residential	12 lot single family subdivision	Approved
1121 E Arrow Hwy.	Residential	19 Attached 3- Story Condo units	Approved
531 E Arrow Hwy.	Residential	33 Attached 3- Story Condo units	Approved
1237 Bonnie Cove Ave.	Residential	30 Detached 2-Story Condo units	Approved
630 W Foothill Blvd.	Commercial	9,500 Sq. Ft. Medical Office	Approved
210 S Grand Ave.	Commercial	20,974 Sq. Ft. Medical Office	Approved
400 N Glendora Ave.	Institutional	New 9,287 SF Sanctuary	Approved
1201 E Arrow Hwy	Residential	46 Attached 3-Story Condo Units	Approved
1861 E Route 66	Commercial	6,232 Sq. Ft. Medical Office	Approved
1717 S Grand Ave.	Commercial	Car Wash	Proposed
723 E. Route 66	Residential	39 Attached 3-Story Condo Units	Proposed



Glendora Economy

Glendora is financially sound, benefiting from strong revenues generated through property and sales taxes, as well as administrative and other fees. This financial stability is further enhanced by a diversified inventory of businesses. The table below is inclusive of businesses that have a physical presence in the City of Glendora.

Business Composition



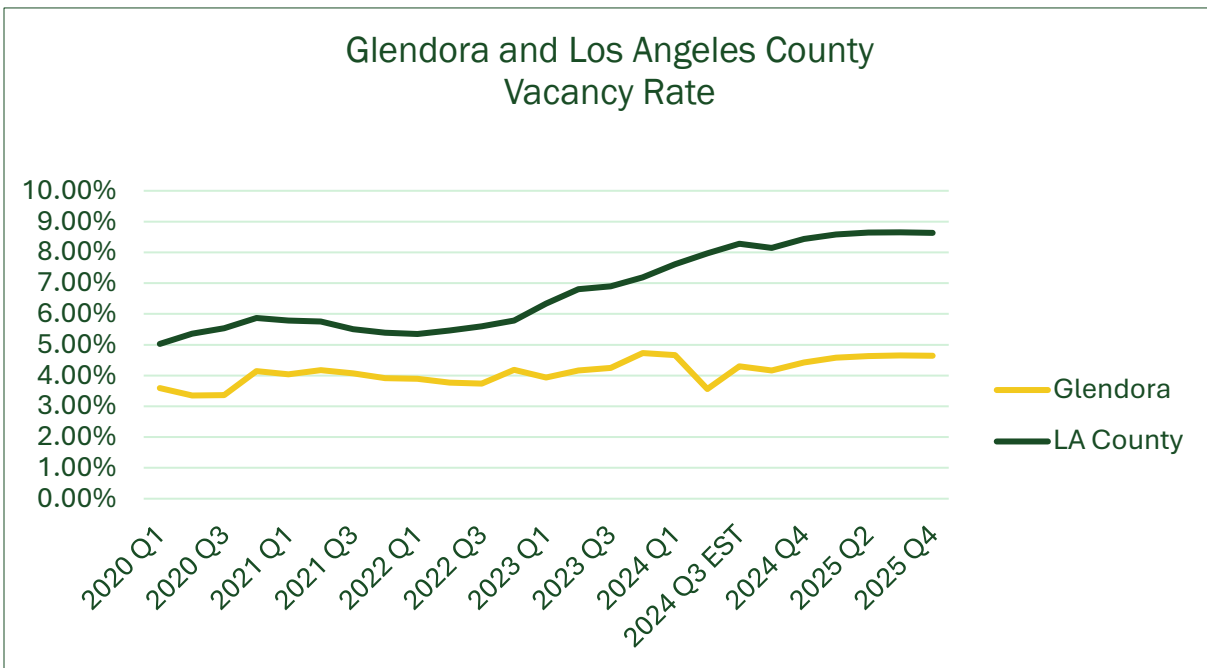
HdL – Glendora Business License

The health care sector has the largest presence within Glendora. With City and statewide demographic trends pointing to an aging population, it is reasonable to expect that the medical and health care sector will continue to experience strong growth. Retail and beauty related are also expected to do well, with a move toward smaller concept stores as the shift away from big box stores continues.

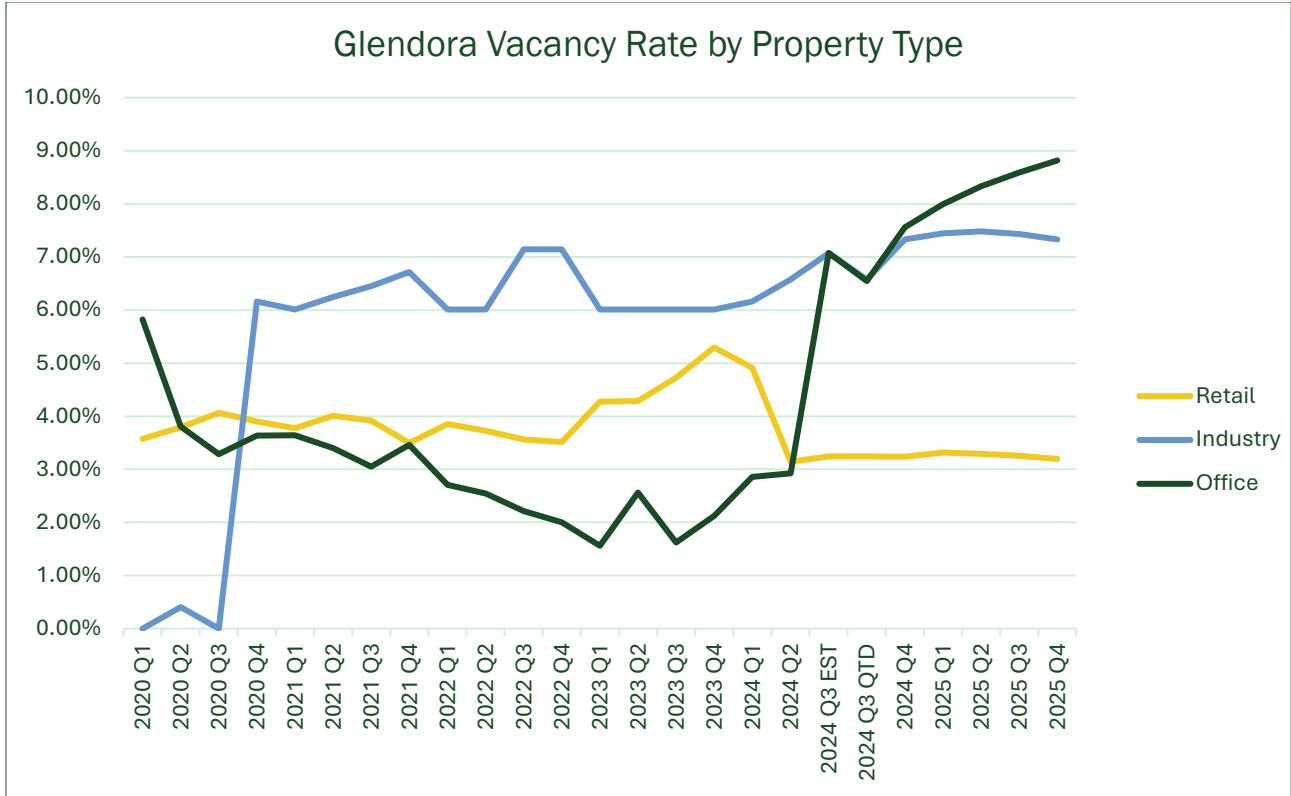


Vacancy Rates

The commercial vacancy rate for all categories in Glendora for Q3 2024 is close to 4.4%, well below the vacancy rate for the County of Los Angeles, which is at about 8.2%. The retail vacancy rate is currently just above 3%; while there are some large anchor spaces that are underutilized, they are occupied which keeps the retail vacancy rate on the low side. The Industrial vacancy rate, which is typically very low due to the small amount of industrial space located in Glendora, experienced a spike in 2020 when a large business left the City leaving a large industrial space vacant. The space is currently available with an opportunity for redevelopment. Like the rest of the nation, office vacancy rates continue to rise with the shift in work practices and the need for many businesses to down-size and cut costs. The office vacancy rate in Glendora is notably high, in part due to a large office building that has remained vacant since the departure of the corporate headquarters. While the overall vacancy rate for Glendora remains lower than the County, the Economic Development Division (ED Division) aims to reduce the vacancies and facilitate new business into the City to occupy the space.



CoStar Research – Estimated Figures



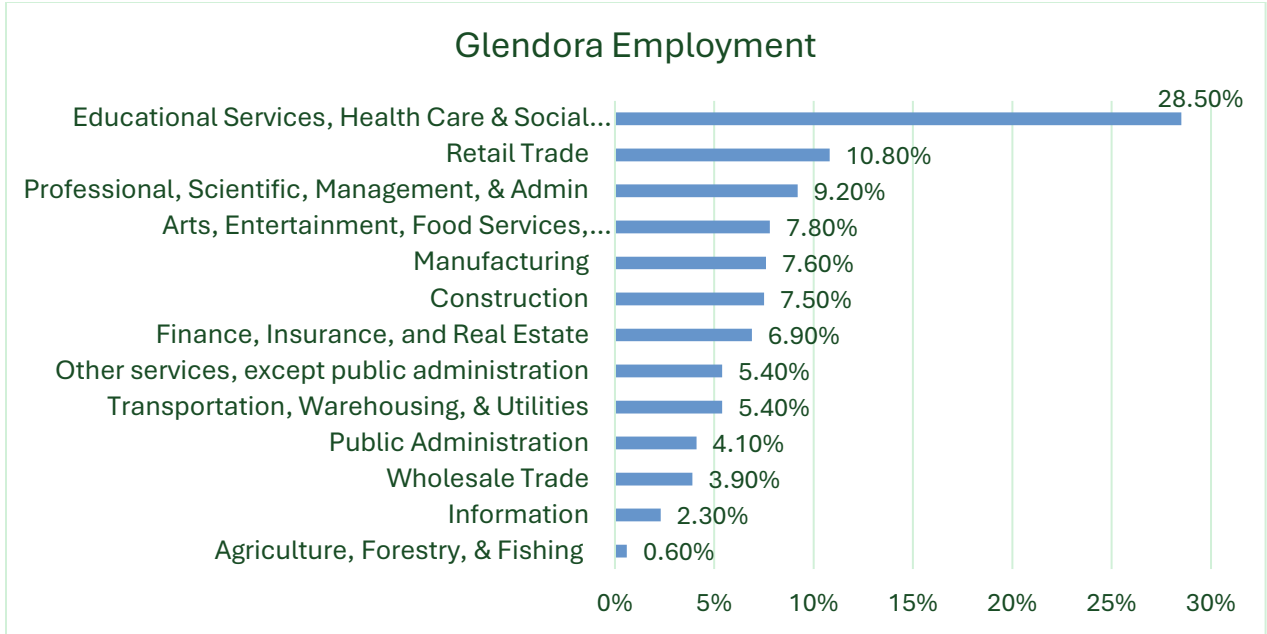
CoStar Research – Estimated Figures

Glendora Commercial Inventory				
Type	Total Area (sq. ft.)	Vacant Area (sq. ft.)	Avg. \$/sq. ft.	Vacancy Rate 2024 Q3
Industrial	682,000	44,900	\$1.51	6.6%
Office	1,100,000	73,300	\$2.45	6.5%
Retail	3,400,000	110,000	\$2.45	3.2%
Combined	5,182,000	228,200	\$2.13	4.4%

CoStar Research – Estimated Figures

Glendora Workforce

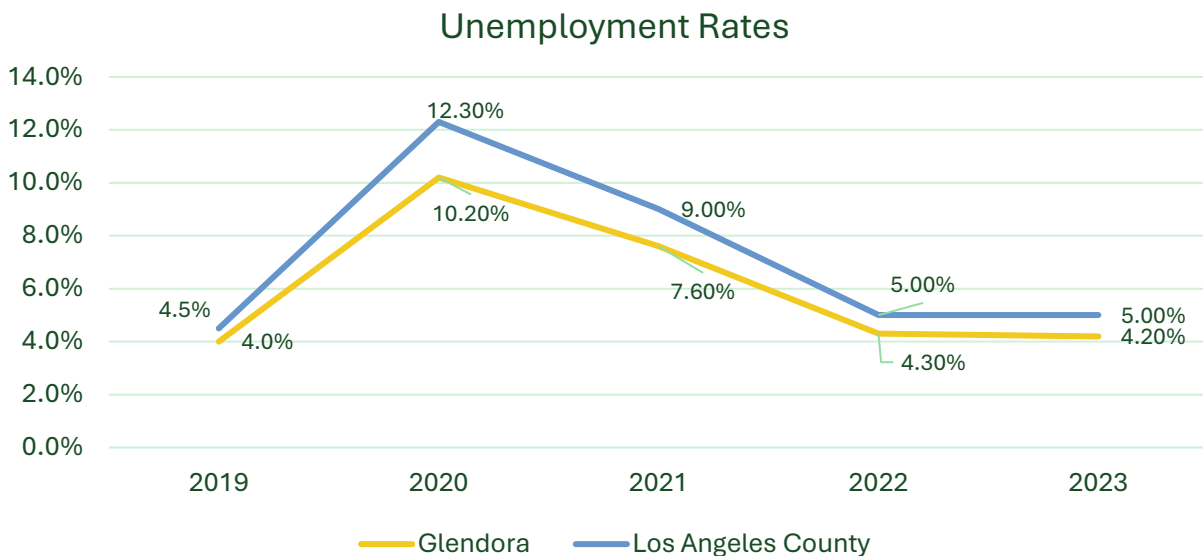
Glendora has a diverse labor market characterized by a substantial workforce and a mix of local employment opportunities. According to the U.S. Census Bureau, the City's labor force consists of approximately 26,000 individuals. The City's employment landscape is marked by a significant number of jobs within the educational, healthcare, and retail sectors, reflecting the community's needs and economic drivers. Despite the local job availability, many residents commute outside the City for work, highlighting the interconnectedness of Glendora's labor market with the broader Los Angeles metropolitan area. This commuting pattern suggests both opportunities for local job creation and the importance of regional economic trends on Glendora's workforce.



2022 American Community Survey, 5-Year Estimate

Unemployment Rates

Glendora, similar to every other city, experienced peak unemployment rates during the early days of the pandemic. The City has seen almost a full recovery and has settled into an unemployment rate of approximately 4.2%, well beneath the County unemployment rate of 5.0%.



EDD – Employment Development Department

Gap Analysis

A retail gap analysis is a valuable tool for identifying the type of retail opportunities that the City should focus its efforts on attracting to Glendora. A retail gap analysis is a strategic tool used to assess the difference between the current supply of retail goods and services in a city or market area and the existing demand for those goods and services. The main objective is to identify where a lack of supply for the demand exists. The lack of supply signifies a gap opportunity for new retail businesses or to expand existing ones to better meet consumer needs.

The City's tax revenue consultant, HdL Companies, provides regular reporting on revenue and key economic insights such as per capita sales within the City. Based on this analysis, the top 3 retail gap opportunities within the City have been determined to be service stations, fine dining and family apparel.

Glendora Retail Sales Leakage			
Description	Sales Tax Deviation	Typical Sales Per Sq Ft by Retail Type	Approximate Sq Ft Needed to Close Gap
Service Stations	(\$148,414)	N/A	N/A
Fine Dining	(\$118,615)	\$800	15,000
Family Apparel	(\$111,380)	\$375	30,000

In addition to analyzing the retail gap for Glendora, it is also wise to consider the opportunities within Glendora's retail trade area. The primary retail trade area extends well beyond the City's boundaries and is defined as the determined area that consumers are likely to travel to for goods and services needed as well as identifying the origination of the consumers that shop in Glendora. This information is obtained through companies that collect anonymized location data from cell phones, tracking movements and visits to various locations as well as how much time they are spending at any one location. The primary retail trade area for the City of Glendora extends south of the 10 freeway, into Pomona and West Covina, east to La Verne and Claremont and west into Irwindale.

The retail trade area is thriving, generating nearly \$3.3 billion dollar demand for retail, food, and dining. The strong, healthy consumer demand along with site availability presents an opportunity for new businesses such as dining, sporting goods, health, and personal care to take advantage of Glendora's very active trade area.

Retail Trade Area




Although the Glendora retail trade area is flourishing, an analysis of sales leakage points to areas that remain underserved, that is consumers leaving the trade area for items not found within. An analysis completed in 2023 suggests that nearly \$50 million of potential retail sales exists within the categories of sporting goods, specialty food and beer/wine/liquor each year.

Trade Area Retail Sales Leakage			
Description	Potential Sales	Actual Sales	Leakage
Sporting Goods	\$34.3 million	\$15.6 million	\$18.6 million
Specialty Food Stores	\$13.7 million	\$6.5 million	\$7.1 million
Beer, Wine, Liquor	\$34.2 million	\$12.7 million	\$21.5 million

Strengths and Challenges

Strengths

Glendora's ability to foster economic development is rooted in its unique strengths and resources, which collectively create an environment conducive to business growth and community prosperity. These strengths serve as economic development tools, attracting investment, spurring innovation, and enhancing the quality of life for residents.

- **Strategic Location:** Glendora is conveniently located where the 210 and 57 freeways meet, providing easy access to several major airports, seaports, major commercial, cultural, educational, and recreational areas in Southern California making it a convenient hub for residential neighborhoods and business operations.
- 
- **Quality of Life:** A strong and high quality of life can be found in Glendora. The Glendora Police Department successfully maintains the City's low crime rate; the City offers residents high quality schools and healthcare facilities as well as an active library, numerous parks, and recreational facilities such as the teen and senior center. The results of the City's 2022 Community Survey showcase Glendora's great quality of life; 87% of respondents stated that Glendora offers a good to excellent overall quality of life and 84% responded that Glendora is a good to excellent place to raise a family (84%).
 - **Skilled Workforce:** Citrus College, located in Glendora, as well as Azusa Pacific University and numerous other colleges that are located within a 30-minute drive provide a pipeline of skilled workers.
 - **Infrastructure:** Glendora has invested and continues to prioritize and fund infrastructure improvements throughout the City, providing well-maintained roads and utilities to support business. In 2023, the City Council approved the FY 2023-24 and FY 2024-25 two-year budget which included a 5-year Capital Improvement Plan (CIP). The adopted CIP totals \$120.9 million dollars in infrastructure projects with \$16.9 million dollars of funded projects in FY 2023-24 and \$15.5 million in programmed projects for upcoming fiscal year FY 2024-25.

- **New A-Line Station:**

Construction of a new Metro A-Line station is expected to be completed in early 2025. This station will improve the connectivity into and out of Glendora; the station is expected to present new opportunities from capitalizing on new visitors into the City as well as new and redevelopment around the station area.

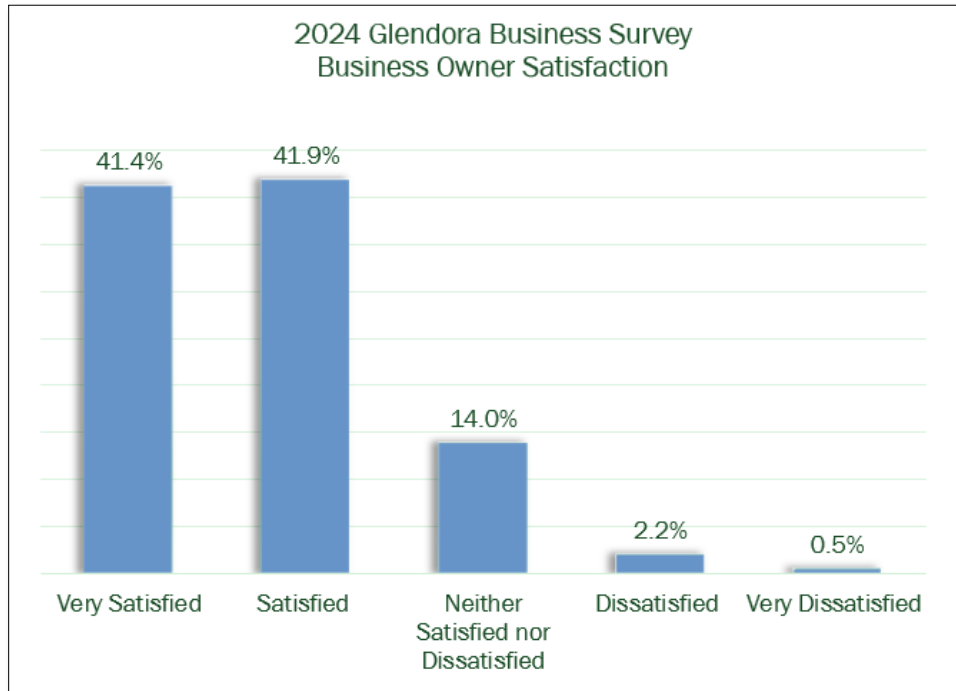


- **Updated Zoning (Housing) and Future General Plan Update:**

Pursuant to the 6th Cycle Housing Element, the City is implementing programs to facilitate housing development and eliminate regulatory barriers. The City is also working on objective design standards that will substantially revise large sections of the zoning code, Route 66 and Arrow Highway Specific Plans by removing subjective standards and discretionary processes for new construction and development. Major tasks associated with these efforts will be completed by the end of 2025. In 2026, the City will commence the next phase to transform its major land planning policies with a comprehensive update to its General Plan.”

- **Business Friendly:** Factors that contribute to the City’s business friendliness include the low cost of doing business, which keeps vacancy rates low, a continued effort to improve on the permitting process, outreach, and support to the business community, including business visits, and a grant program implemented in 2021 that provided over \$1.8 Million to assist businesses during the pandemic. Since the inception of the first Economic Action Plan, Glendora has made efforts and experienced success as a being business friendly city. In 2014 the City was acknowledged as the Most Business Friendly City in Los Angeles County by the Los Angeles Economic Development Corporation and has consistently seen high satisfaction levels from the business community as evidenced by the Glendora Business Survey, which is conducted every few years.

The most recent business survey was conducted in July 2024. The survey asks various questions on different topics, and while results are still preliminary, with a response rate of nearly 20%, it is apparent that a high majority of businesses operating in Glendora are satisfied with the City as a place to do business. More than 83% stated they were satisfied (41.9%) or very satisfied (41.4%) with Glendora as a place to do business. Over the past three surveys, the satisfaction rate has continued to increase, with 73% satisfied or very satisfied in 2012; 82% satisfied or very satisfied in 2016, and 83% satisfied or very satisfied in 2024.



Challenges

While Glendora is fortunate to possess many strengths that can be leveraged, the ED Division is also mindful of the challenges presented. Challenges encountered can hinder the City's ability to attract new businesses, retain talent and foster a vibrant economic environment.

- An Aging Population:** Glendora is an established community with an aging population which may lead to a shrinking workforce, potential labor shortages and a decreased consumer base. This demographic shift can impact the vitality of local businesses and the overall economic activity of the City.

- **Lack of Available Land:**

Glendora is mostly a built-out community which presents constraints with the readily available land for development. This often makes it difficult to build large new housing developments or attract large-scale commercial projects, requiring the timely and costly efforts of land assemblage.



- **Aging Infrastructure:** The formative period of Glendora's development as an outlying suburb of Los Angeles was 1950-1980. Infrastructure supporting this period of rapid development is aging and will require a substantial investment to improve water, streets, sewer and other vital infrastructure to support Glendora through the next phase of its evolution as a community.
- **Aging and Obsolete Commercial Space:** Like its housing stock, most of Glendora's commercial space was developed during the formative period of the mid-20th Century. This period produced primarily small commercial buildings for single uses such as auto repair, strip retail, drive through restaurants, contractor's yards, and small service commercial. The predominant development pattern also produced strip commercial with groupings of small businesses fronting along major vehicle corridors. While the vacancy rate is low, new investment in aging buildings and strip commercial is low and fails to attract higher quality retail and restaurants that the community desires.
- **High Cost of Development:** Rising construction costs, regulatory requirements, and the expense of acquiring land can make development projects prohibitively expensive. These high costs can deter investors and developers from pursuing new projects within the City.
- **Disconnect Between Private Parties:** Effective economic development often hinges on successful negotiations and agreements between private parties, such as buyers and sellers. A disconnect in this area can result in stalled projects, missed opportunities, and a fragmented approach to development.

GOALS

Business Retention and Attraction

More than 1,500 businesses are licensed and operate in the City of Glendora. Approximately 1,000 have a commercial storefront and another 500 are home based. The businesses span a diverse range of industries, from in-home enterprises to manufacturing, contractors, and big-box retailers. As we strive to maintain a robust local economy, it is essential to build on our existing strengths and retain the businesses that have chosen Glendora as their home while simultaneously pursuing new businesses for the City.

To ensure the continued success of businesses in Glendora, our Business Retention strategy focuses on providing the necessary tools and support to help them grow and thrive. Key components of this approach include providing incentives, outreach programs, support services, investments in infrastructure, and marketing Glendora as a prime business location.

New business attraction strategies will utilize a variety of tools including highlighting the City's positive attributes and following through on our "Business Friendly" reputation, keeping our cost of doing business low, attending events, and the offering of incentives.

Strategic Areas

While all areas of the City contribute to its overall vitality and growth, it is crucial to recognize that certain locations have been identified as strategic sites. These areas hold significant potential for driving economic development, attracting investment, and enhancing the City's overall appeal. Consequently, these strategic sites require additional resources and focused efforts to realize their full potential. During this Plan's period, the identified strategic areas are as follows:

1. Glendora Village

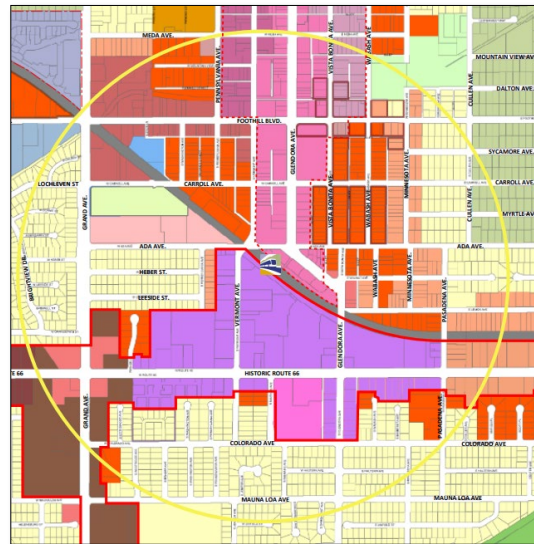
The Glendora Village is Glendora's downtown area. It is the heart of the community and the central location for community events such as the Holiday Tree Lighting, the Homecoming Parade, the annual Wine Walk, and Classic Car Flashback event. The Village is a three-block area, lined with trademark "gum drop" Ficus trees and filled with small boutique shops and services. To help set the Village apart it is served by a Business Improvement District (BID) that primarily focuses on marketing and beautification. Within the last few years, the City made a substantial investment in the Village with the installation of parklets in the right of way for outdoor dining and improvements to the center Village Plaza and the street closure on Meda Avenues. Centered in the Glendora Village, the Village Plaza offers a large open space with a variety of seating options, making it an ideal venue for community events. Meda

Avenue features, a fire pit, mini golf putting area, ping pong table, chess board, cornhole, and giant Connect-four and Jenga. Both east and west sides of Meda Avenue include shading structures, painted ground murals, planters, and seating. The focus for improvement in the Glendora Village would be to encourage additional development on vacant and underutilized parcels and find ways to draw in additional visitors to support the BID.



2. Glendora Station Area

The Glendora Station Area is geographically identified as the half mile radius from the incoming Metro A-Line Station. The new station is expected to be a catalyst for investment and a mix of new development including pedestrian friendly improvements as well as residential, commercial, and retail development. The City was awarded a Metro TOC TAP grant and engaged PlaceWorks, Inc. to prepare a preferred development scenario, make code recommendations and provide model design standards in the form of a vision plan to accommodate development around the A-Line.



3. Mayflower – 940 S. Grand Avenue

Mayflower is a 1950s era neighborhood shopping center with a prime location at the intersection of South Grand Avenue and West Baseline Road, just north of the 210 Freeway. The center is approximately 7 acres, with a 40,000 sq. ft. anchor space that has been vacant or underutilized since 2016 when Sport Chalet, a sporting goods retailer filed for bankruptcy and closed all stores.



In addition to the anchor space, there are numerous vacant in-line shops. The site is a premier location and of notable size presenting a great opportunity for redevelopment. The ED Team is coordinating with the property owner to offer assistance with the site's redevelopment.

4. 1000 E. Route 66

The shopping center at 1000 E. Route 66 is approximately 6 acres. Like the Mayflower site, 1000 E. Route 66 is an older neighborhood shopping center with vacancies that would benefit from redevelopment. The ED Division has periodic check-ins with the property's commercial broker to obtain updates and understand if there is an opportunity for the City to help facilitate redevelopment.



5. Arrow Highway

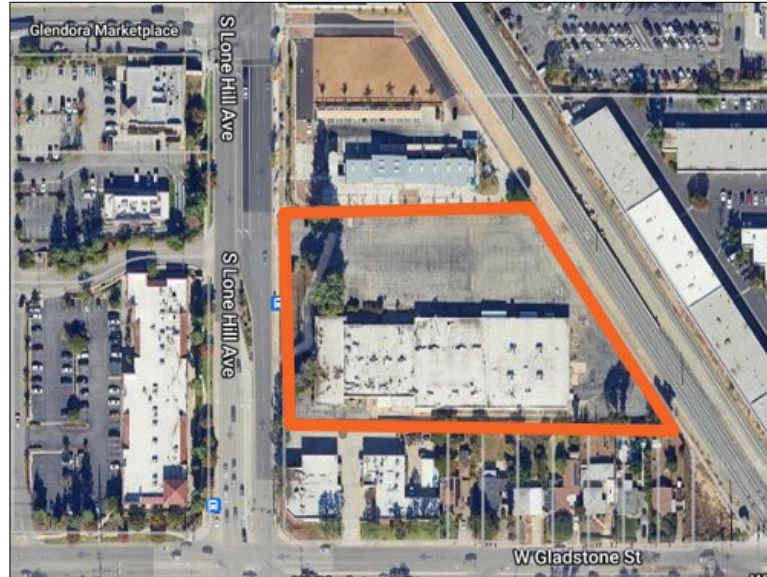
Since the adoption of the Arrow Highway Specific Plan, the City has seen a significant increase in investment and development along Arrow Highway. The City adopted the Specific Plan in 2018, which facilitated the Glendora Public Market, the first food hall in the San



Gabriel Valley completed and opened in 2020, and a new project with 16 residential condos was built, sold and are currently occupied. There are currently nearly 100 residential units in the pipeline for approval along Arrow Highway. The City's ED Team will continue to help facilitate investment and development along Arrow Highway.

6. 1332 S. Lone Hill Avenue

The 3.15-acre site at 1332 S. Lone Hill Avenue, once home to a manufacturing corporation, is now a vacant 41,000 SF industrial building with a demolition permit issued in July 2024. Situated across from the Glendora Marketplace, a regional shopping center, this soon-to-be vacant site offers a prime opportunity for redevelopment. Although currently zoned



M-1A (light manufacturing), the City is open to rezoning the site to a use that complements the surrounding area. The Economic Development Division will partner with the property owner and a commercial broker to market the site and attract desired development.

Glendora Citywide Strategic Plan

On April 11, 2023, the Glendora City Council adopted the 2023-2025 Citywide Strategic Plan. This plan identifies seven priority goals, one of which is to "Implement Strategic Economic Development." This goal alone includes nine objectives with a total of 37 specific tasks designed to achieve the goal effectively. The first objective under the "Implementing Strategic Economic Development" goal, is to "Update the Economic Development Action Plan."

2023 – 2025 Citywide Strategic Plan		
Goal 1: Implement Strategic Economic Development		
Objective 1: Update the Economic Action Plan		
	Task 1: Host a public workshop on modern economic development practices.	Completed ✓
	Task 2: Create an incentive package for identified industry clusters.	Est. 09/2024
	Task 3: Identify top 10 economic leakage opportunities.	Completed ✓
	Task 4: Re-branding and marketing of the City with materials and media.	Completed ✓
	Task 5: Evaluate Staffing needs based on City Council priorities.	Completed ✓
	Task 6: Identify changes necessary to Route 66 and Arrow Highway Specific Plan to attract projects.	Est. FY 2025
	Task 7: Identify private property owners who want to work with the City.	Completed ✓
Objective 2: Continue Comprehensive General Plan Update (Long-Term)		
	Task 1: Complete Safety and Environmental Justice sections.	Est. FY 2025
	Task 2: Prepare for remaining sections and issue an RFP for consultants to begin working in 2025.	Start in 2026
Objective 3: Complete Village Projects		
	Task 1: Complete Business Improvement District changes.	Completed ✓
	Task 2: Complete Meda Avenue and Bus Plaza improvements.	Completed ✓
	Task 3: Complete Outdoor Dining Program.	Completed ✓
	Task 4: Complete outdoor sign, display rules and regulations.	Est. 12/2024
	Task 5: Complete policy for use of public space in Village.	Est. 12/2024
Objective 4: Create a Vision and Development Plan for the Village/Gold Line area		
	Task 1: Complete conceptual development plans for future housing and commercial developments.	Est. FY 2025
	Task 2: Identify key sites for targeted development.	Completed ✓
	Task 3: Identify daytime vs nighttime needs.	Est. FY 2025
	Task 4: Approve certain allowances and incentives for targeted businesses.	Est. 09/2024
	Task 5: Coordinate community-based place marking to include Civic buildings.	Est. FY 2025

Continued on next page.

Objective 5: Sixth Cycle Housing Element follow-up		
	Task 1: Complete rezoning required for density increases.	Completed ✓
	Task 2: Implement 31 action items approved by City Council and Planning Commission.	Est. 12/2024
	Task 3: Develop objective design standards (ODS).	Est. FY 2025
	Task 4: Identify and implement areas of CEQA streamlining.	Start in 2025
	Task 5: Identify and implement affordable housing programs and incentives.	Est. FY 2025
	Task 6: Update subdivision code.	Est. FY 2025
Objective 6: Complete disposition of San Jose site		
	Task 1: Follow required HCD process for disposition of City property.	Completed ✓
	Task 2: Identify best use for site.	Completed ✓
	Task 3: Identify a developer or buyer to move forward with best use.	Completed ✓
Objective 7: Develop and implement a comprehensive public art policy		
	Task 1: Survey of surrounding cities' public art programs.	Completed ✓
	Task 2: Complete summary of Glendora's public art policies.	Completed ✓
	Task 3: Finalize City Council feedback on recommendations for a comprehensive public art plan.	Completed ✓
Objective 8: Prioritize City investment to compliment City priorities and programs		
	Task 1: Finalize approach to the preparation of the City's Capital Improvement Plan (CIP).	Completed ✓
	Task 2: Facilitate investment in City parks and facilities to promote greater access and use.	Completed ✓
	Task 3: Ensure foundational plans are included in future development decisions.	Completed ✓
Objective 9: Consider possible annexation of County islands within the City's sphere of influence		
	Task 1: Provide overview of annexation process through LAFCO.	Completed ✓
	Task 2: Development of Cost of Services Study.	Est. FY 2025
	Task 3: Identify population changes with possible new residents and comparison to current population trends.	Completed ✓

STRATEGY

To accomplish the established economic development goals, the ED Division will implement a series of targeted strategies designed to maximize growth, attract investment, and enhance the quality of life for all residents. These strategies include comprehensive planning and business outreach to ensure alignment with needs, substantial infrastructure investments to improve connectivity and support development, and economic incentives to attract businesses and foster public-private partnerships. Additionally, we will focus on robust marketing and promotion of strategic sites, coupled with continuous monitoring and evaluation to adapt, and refine our approach based on real-time feedback and changing conditions. Together, these strategies will drive sustainable economic growth and sustain Glendora's position as a vibrant, thriving city.

Business Outreach & Support

The ED Division will proactively engage with business owners to understand their needs and address any challenges they may face. Business outreach and support will be accomplished through the following efforts:

- Business Visits – introducing businesses to the ED Division, providing a name and a face that they can reach out to with any questions or requests for assistance.
- Business Survey – a tool that will help the ED Division understand the issues and concerns facing the business community and how the Team can best respond to the needs, now and over time.
- Welcome Letters – an introductory letter will be mailed to new businesses, thanking them for choosing Glendora as their place of business and letting them know who they can contact for assistance or questions.
- Attendance at Glendora Chamber of Commerce Events and New Business Ribbon Cuttings.
- Business workshops – the ED Division will host workshops to provide an opportunity for businesses to network and learn how to optimize their business.



Infrastructure Improvements

Glendora is continuously upgrading and maintaining essential infrastructure. Infrastructure improvements play a crucial role in supporting economic development by enhancing connectivity, reducing operational costs, and attracting investment. Upgraded transportation networks, modernized utilities, and improved public services create a more efficient and attractive environment for businesses, fostering growth and creating new job opportunities. By laying a strong foundation, these improvements stimulate economic activity and contribute to long-term prosperity. Over the next 30 years, the City is committed to spending nearly \$350 Million on street and water improvements.

Public Private Partnerships

The ED Division actively works to build and strengthen partnerships with private property owners and developers, facilitating connections and negotiations between the two parties. Serving as an intermediary, the ED Division aims to align the interests of property owners and developers, ensuring mutually beneficial agreements that lead to successful projects. This facilitation can expedite development processes, resolve potential conflicts, and create opportunities for innovative projects that might otherwise stall. Such partnerships not only leverage private investment to enhance urban infrastructure and amenities but also stimulate local economic growth, create jobs, and improve the overall quality of life for residents. In essence, cities that actively broker these relationships contribute to a more dynamic and resilient local economy. To further expand these partnerships, the City seeks to engage a commercial real estate broker who will leverage their connections to attract investment and development in Glendora.

Marketing and Promotion

The ED Division will market and promote the City through comprehensive community profiles, broker roundtables, and by actively participating in industry conferences, such as the International Council of Shopping Centers (ICSC). Creating detailed community profiles that highlight the City's strengths, such as its strategic location, skilled workforce, quality of life, and business-friendly environment, provides potential investors with essential insights into the opportunities available. These profiles can be shared through various channels, including the City's website, social media, and promotional materials. Broker roundtables provide an opportunity for the ED Division to update commercial brokers with relative City updates, new activity in the City and receive information on the commercial space inventory in the City. Additionally, attending conferences and trade shows allows the ED Division to network with industry leaders, showcase the City's assets, and attract new businesses and investments. By presenting a compelling and data-driven narrative about the City's unique

advantages, the ED Division can effectively position the City as a prime destination for business growth and development.

Site Inventory

Keeping an inventory of available commercial spaces on the City website is a valuable economic development tool. This online resource provides potential investors and businesses with easy access to current listings, facilitating the site selection process and attracting new enterprises. By offering detailed information about vacant properties, the City can quickly connect businesses with suitable spaces, enhance transparency, and promote strategic areas for development. This proactive approach not only streamlines business attraction efforts but also supports informed decision-making and efficient resource allocation, contributing to overall economic growth.

Placemaking

Placemaking supports economic development by transforming public spaces into vibrant, attractive areas that foster community engagement and enhance the quality of life. The City has actively engaged in Placemaking with the parklets in the Glendora Village and the improvements on Meda Avenue in the Village, which provide space for people to connect and visit the City's downtown.



In addition to the public space improvements, Placemaking is also implemented through largely attended community events such as the Flashback Classic Car Show, the Holiday Stroll, and Glendora Wine Walk. Largely attended community events are vital for economic development by drawing crowds that boost local businesses and invigorate public spaces.



By creating inviting environments where people want to live, work, and visit, placemaking attracts businesses, visitors, and residents alike. Revitalized areas and community events become hubs of activity, encouraging local spending, increasing property values, and stimulating investment. Furthermore, placemaking often involves collaboration among stakeholders, including local government, businesses, and community members, which strengthens social ties and fosters a sense of ownership and pride in the community.

Incentives

Incentives are tools which can be helpful in attracting businesses into Glendora and in encouraging existing businesses to improve and expand within the City. Tools within an incentive toolbox can include both nonmonetary and monetary incentives.

Targeted Industry Clusters and Areas

The Economic Action Plan recognizes the importance of supporting all businesses; however, due to limited resources, it is not feasible to extend all incentives universally. Consequently, the Plan must adopt a targeted strategic approach, prioritizing the allocation of resources to specific desired industries and strategic areas that have the potential to drive significant economic growth and development.

Identified targeted clusters and areas include:

- New restaurant development
- Businesses that address retail sales leakage:
 - Service Stations
 - Fine Dining
 - Family Apparel
 - Sporting Goods
 - Specialty Food Stores
 - Beer, Wine, Liquor
- Strategic Areas
 - Glendora Village
 - Glendora Station Area
 - 940 S. Grand Avenue (Mayflower)
 - 1000 E. Route 66
 - Arrow Highway
 - 1332 S. Lone Hill

Nonmonetary Incentives

Nonmonetary incentives will be made available to all businesses and developers, unless otherwise noted.

- Streamlined Permitting Process: The Economic Action Plan strategy includes a continuous openness to review the permit process and identify ways to further streamline the process to reduce the time and complexity involved in starting or expanding a business.
- Regulatory Support: The ED Division will help business owners navigate regulatory requirements to assist with obtaining required permits for the establishment of their business.

- Fast Track Entitlement Review: Fast-track entitlement review accelerates the approval process for development projects included within the targeted industry clusters and strategic areas and with a project valuation of over \$1 Million, reducing delays and so businesses can begin to operate sooner, thereby making the area more attractive.
- Access to Resources: Offering access to market research, economic data, and other valuable information that can aid in business planning and decision-making.
- Networking Opportunities: The ED Division will host networking events to facilitate connections between businesses and encourage the formation of industry clusters where businesses in the same sector can collaborate and share resources.
- Business Promotion: To promote Glendora’s business community and enhance their visibility, a business directory will be maintained on the City website and will be promoted through social media. Additionally, the ED Division will explore Shop Local programs to incentivize the community to shop in Glendora.



Monetary incentives

Monetary incentives will be implemented through a targeted strategic approach, prioritizing the allocation of financial resources to specific desired industries and strategic areas that have the potential to drive significant economic growth and development.

By targeting key sectors and locations, the City aims to maximize the impact of its monetary incentives, foster a thriving business environment, and ensure sustainable economic prosperity for the community.

- Beautification Grant: grant funds applied to the cost of exterior façade improvements, or community art such as murals, that beautify the City commercial sectors (available to all businesses).
- Business Loans: low interest business loans to assist with equipment purchases and costly tenant improvements, such as a grease interceptor. (targeted sectors and areas).
- Job Creation Tax Credits: this program would be designed to offer tax credits based on the number of jobs created (targeted sectors and areas).
- Conceptual Review Fee Waiver: a reduction or elimination of fees for targeted sectors and areas.

- Sales Tax Agreement: offering a performance-based sales tax-agreement would tie tax incentives to the achievement of specific business milestones, such as job creation or revenue growth. This approach ensures that tax benefits are directly linked to tangible economic outcomes, encouraging accountability and business expansion.

By implementing these strategies, the goal is to not only retain but also empower our businesses, ensuring they have the support and resources needed to succeed in Glendora. This approach will help sustain our strong local economy and enhance the overall prosperity of our community.

IMPLEMENTATION

Economic Development Team

Implementation of the Economic Development Action Plan will require collaboration with all City departments as well as through numerous outside stakeholders. Every department is vested in economic development; each has an impact upon the health of our business community either through development approval, issuing building permits, processing business licenses or contributing to the City's exceptional quality of life by providing a safe environment, assisting with informational knowledge, a sustainable environment along with a multiple of other highlights that have made our community such a desired place to live, work, and play.

- The Plan will be implemented primarily through the ED Division within the Community Development Department. The ED Division will assist incoming and existing businesses, market, and brand the City. Additionally, the ED Division will implement new programs to assist businesses and assist with new development.
- Members of City Council are also champions for economic development, encouraging development, growth, and lending their ears to the business community and sharing concerns with City staff for response.
- Planning staff will offer expertise in zoning information and land entitlements, streamline development review processes, identify necessary revisions to the Route 66 and Arrow Highway Specific Plan to attract new projects, lead the General Plan Update, and oversee the creation of development design standards.
- Public Works will oversee infrastructure improvements, offer environmental-friendly strategies, recycling programs, and help with navigating local and state water regulations.
- Finance Division staff will provide assistance with the underwriting of incentive programs and development of innovative financial options for elements within this Plan.
- Police Department will ensure a safe community to conduct business.
- Library and Community Services staff will continue to provide recreational opportunities and provide informational support rounding up a well-balanced City with an exceptional quality of life.
- Business affiliates include recognized organizations that have a desire to assist in the economic development of the community. Organizations thus far have

included the Glendora Chamber of Commerce, the Business Improvement District, commercial real estate brokers, utility companies and the SGV Economic Partnership, etc. Each of these parties assist by way of sharing information, giving feedback or providing resources that can help implement parts of the Plan.

- Property owners are the critical connection in all transactions.

The team, including all department staff, City Council and stakeholders will communicate with one another so that all parties are in tune with the workings of others, and decisions or actions are carried out with the greatest amount of knowledge possible. Finally, these members are a critical source to receive feedback so that the Plan can continually be adjusted to meet the needs and most importantly be successful for the community of Glendora.

Financial Commitment

Through the inclusion of economic development as a priority goal in the Citywide Strategic Plan, the City Council established the priority need for economic development. The Strategic Plan identifies specific tasks for the economic development team to accomplish. Implementation of these tasks will require dedicated funding.

The creation of an Economic Development Fund is a key effort under this Economic Action Plan. Sales tax revenue, inclusive of Measure E, is projected to generate nearly \$21 Million in FY 2025, nearly 43% of the General Fund. It is recommended that the Economic Development Fund be established with a \$1 Million dollar allocation. One million dollars equates to 4.8% of the sales tax revenue generated, which is a significant reinvestment into the business community reflecting the importance of economic development.

A financial commitment towards an economic action plan is critical for several reasons:

1. Ensuring Implementation and Success

- **Resource Allocation:** Adequate funding ensures that the necessary resources, including personnel, technology, and infrastructure, are available to implement the action plan.
- **Project Execution:** Financial commitment helps in the timely execution of projects and initiatives outlined in the plan, reducing the risk of delays or incomplete projects.

2. Building Credibility and Trust

- **Stakeholder Confidence:** Financial backing demonstrates the City's commitment to its economic goals, building trust among residents, businesses, investors, and other stakeholders.

- **Attracting Investment:** Clear financial support can attract additional private investments and partnerships, enhancing the overall economic development efforts.

3. Driving Economic Growth

- **Infrastructure Development:** Investing in infrastructure projects (roads, transportation, utilities) can spur economic activity and make the City more attractive for businesses and residents.
- **Business Support:** Funding programs that support local businesses, such as grants, loans, or training programs, can stimulate business growth and innovation.



4. Creating Jobs and Opportunities

- **Employment:** Economic action plans often include initiatives to create jobs and improve workforce skills. Financial investment is essential to fund job training programs, educational initiatives, and other employment-related projects.

6. Long-term Sustainability

- **Economic Resilience:** Financial commitment to economic planning helps build a resilient economy capable of withstanding downturns and external shocks.

By creating a \$1 million Economic Development Fund, the City will be able to support the various tasks and initiatives identified in the Economic Action Plan. This modest reinvestment of 4.8% of the sales tax revenue back into the business community is essential to ensure the success of the City's economic development efforts, driving growth, creating opportunities, and enhancing the quality of life for all residents.

The following allocations are provided as examples for consideration purposes only and may be subject to change.

- | | |
|---|-----------|
| • Business Loans: | \$500,000 |
| • Beautification Grants: | \$150,000 |
| • Job Creation Tax Credits: | \$100,000 |
| • Shop Local Campaign: | \$100,000 |
| • Events, Meetings, Subscriptions, Marketing, etc.: | \$100,000 |
| • Consultant Fees: | \$50,000 |

In summary, a financial commitment to an economic action plan is crucial for ensuring effective implementation, fostering economic growth, building trust and credibility, creating jobs, improving quality of life, ensuring long-term sustainability, maintaining accountability, and leveraging additional funds.

KEY PERFORMANCE INDICATORS

Key performance indicators (KPIs) are included with this economic action plan in order to monitor and reflect on the plan's success in driving economic growth and development through measurable outcomes.

Key metrics will include the following:

- Number of Businesses Assisted Annually: 100
 The number of businesses assisted annually is an indicative of the level of support provided to local businesses and startups. The ED Division will set a baseline goal of assisting 100 businesses this first year. Assistance includes helping a business start-up, navigate City processes, promote small businesses or provide support through workshops and networking events.
- Commercial Vacancy Rate: 4.4%
 Maintaining or reducing the vacancy rate is crucial for demonstrating the effective use of commercial spaces, ensuring a vibrant and active local economy. The City's commercial vacancy rate of 4.4% is below that of Los Angeles County's rate of 8.2%, therefore the target vacancy rate will be set at maintaining or reducing the comprehensive commercial rate of 4.4%.
- Number of New Developments Annually: 4
 Tracking the number of completed new developments of which the ED Division is involved with each year helps assess the city's growth. The goal for new development this year will be set at 4 and is inclusive of residential units and commercial developments.
- Monitoring Strategic Areas:
 Monitoring the development of strategic sites, as referenced in the plan, showcases progress in transforming targeted areas into productive and economically beneficial zones.

These Key Performance Indicators offer a comprehensive assessment of the economic action plan's impact and effectiveness. As a dynamic, evolving document, the plan will undergo regular updates to reflect progress and changing conditions. The next scheduled update is in 2025, aligning with the release of the new Citywide Strategic Plan.