

West Covina  
**General Plan**

Adopted by City Council, December 2016





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Resolutions 2016-88 Adoption of General Plan Amd 14-03  
2016-87 (EIR)

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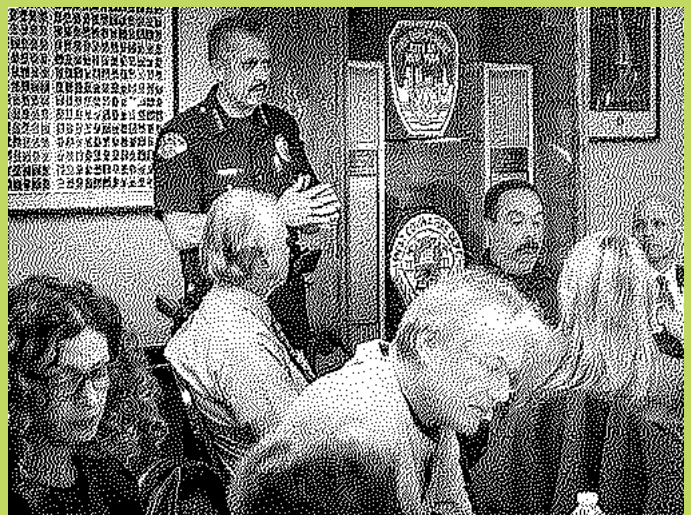
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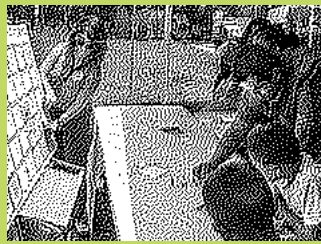
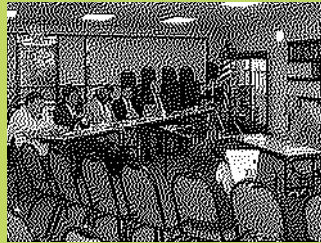
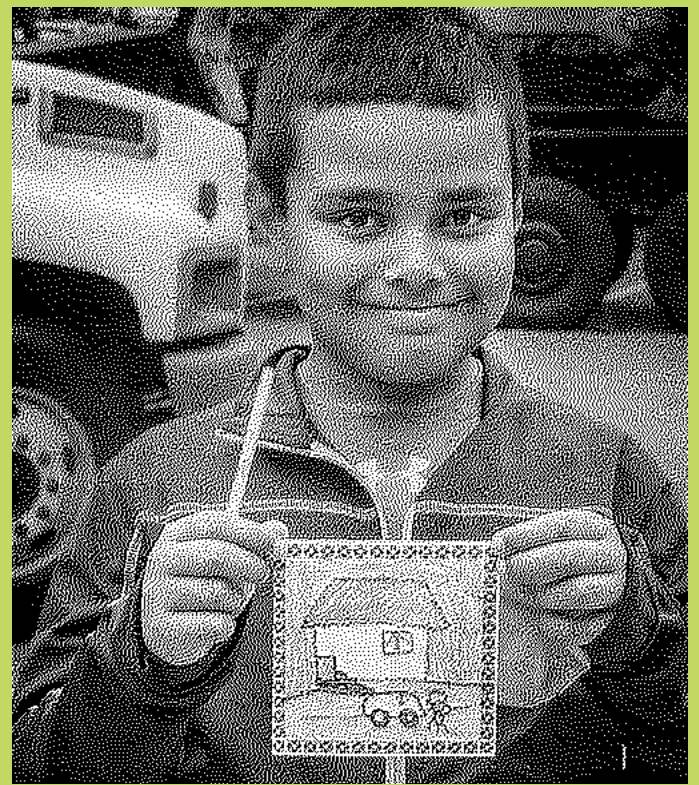
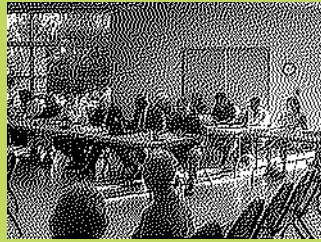
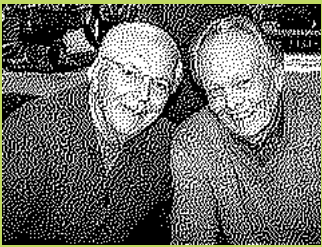
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HR&A  
**Nelson Nygaard**  
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...and thousands of West Covina residents







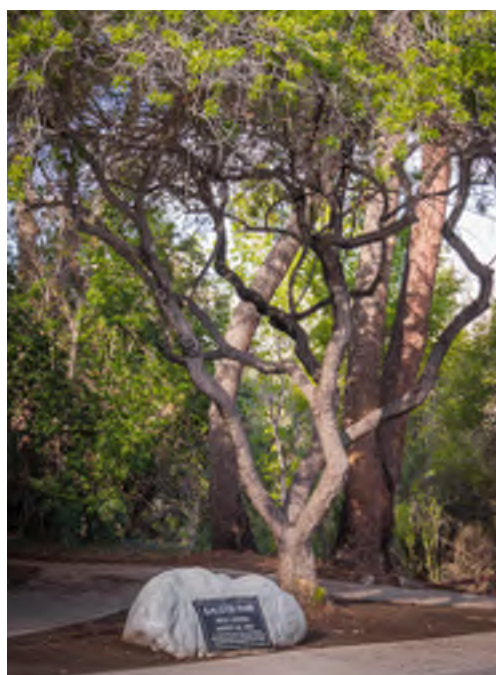
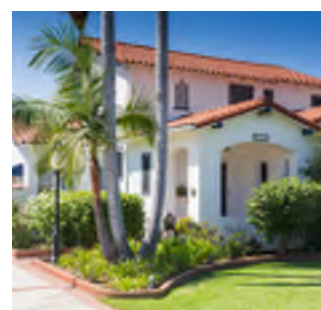
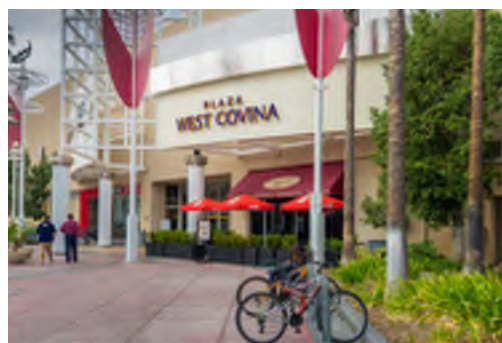
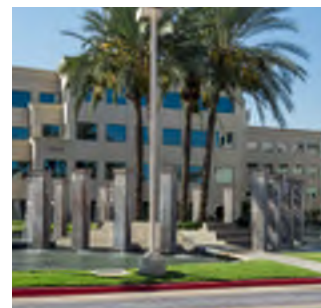
EDWARDS

# Part 1 Introduction



## Setting and Context

West Covina is a great place for business, shopping, recreation, culture, and raising a family. Strategically located in the eastern portion of the San Gabriel Valley between the major metropolitan areas of Los Angeles and the Inland Empire, the City is highly accessible from Interstate 10, which carries over half million vehicles daily.



# The History of West Covina



## Fossil

Centuries ago ocean water covered West Covina. This fossil was found in West Covina.

## Early West Covina



For centuries, Native Americans named Gabrielino after the San Gabriel mountains lived here. Gabrielino men were hunters and warriors, responsible for feeding and defending their families. Gabrielino women did most of the child care and cooking, and gathered herbs and food from the wilderness. The temperate climate,

fertile soil, and numerous streams made it possible to live off the land. The current day site of Eastland Shopping Center was a major Indian site.

## Colonial Period



The Franciscan monks of Spain established the San Gabriel Mission in 1771 and claimed the entire San Gabriel Valley including West Covina as their estate. In 1810, Mexico claimed independence from Spain and took over the land. The mission recruited the local Native Americans to Christianity, and taught them agricultural and building skills.



## Mission San Gabriel Arcángel

Ferdinand Deppes's 1832 painting depicts the central role of the mission the community, surrounded by Native American dwellings.



## Missionary in Native Village

## TIMELINE

**200,000 BC** After the water receded, dinosaurs and other prehistoric animals inhabited this area.



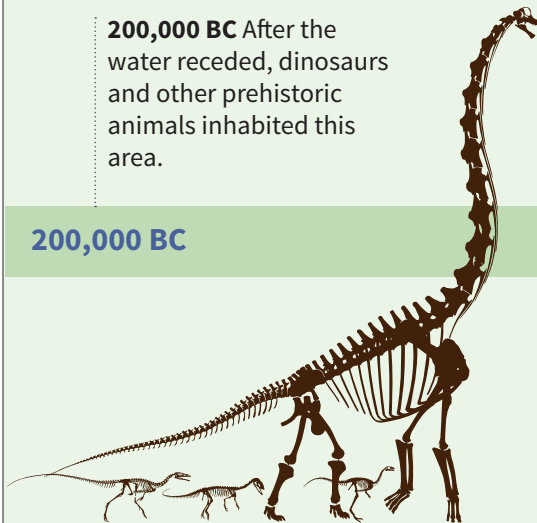
**1771** San Gabriel Mission established.

200,000 BC

8000 BC

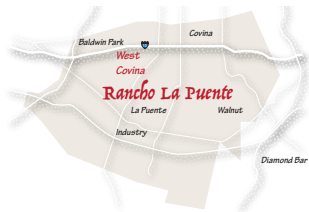
1700

**8,000 BC** Spear head found in West Covina





## Mexican Land Grant



In 1842, John Rowland and William Workman, came from Taos, New Mexico and applied for a land grant from Mexican Governor Juan Bautista Alvarado. They received preliminary title to 48,790 acres which encompassed almost all of West Covina. Governor Don Pico gave the final title in 1845 for the cost of \$1,000 in gold. With the annexation of California by the United States in 1848, the validity of the grant was reviewed by the U. S. Land Commission and it was not until 1867 that title was confirmed by President Andrew Johnson.

Early visitors to the Rancho La Puente described finding the vegetation to be comprised of sagebrush, cactus, giant sunflowers, and native walnut trees.

## Raising Cattle



### Vaquero

Painting of a Vaquero in action roping cattle during 1830s Spanish California.

Between 1842 and 1900, West Covina was primarily used for raising cattle, because it flooded about every Winter and Spring. Cattle provided for the sale of beef, hide, horns, and candle tallow. Mexican cowboys, known as Vaqueros, wore colorful attire while tending cattle. They entertained in the evenings with feasts, contests, and dancing.



### Wheat Farm

Corner of Azusa and Francisco Avenue -- 1883.

West Covina has the lowest elevation the La Puente Rancho and was primarily

used for range land until 1903. A major creek later known as "Walnut Creek", ran through the center of West Covina and it flooded almost every Winter and Spring, when snow melted in the San Gabriel Mountains. This made farming and cultivation very difficult.

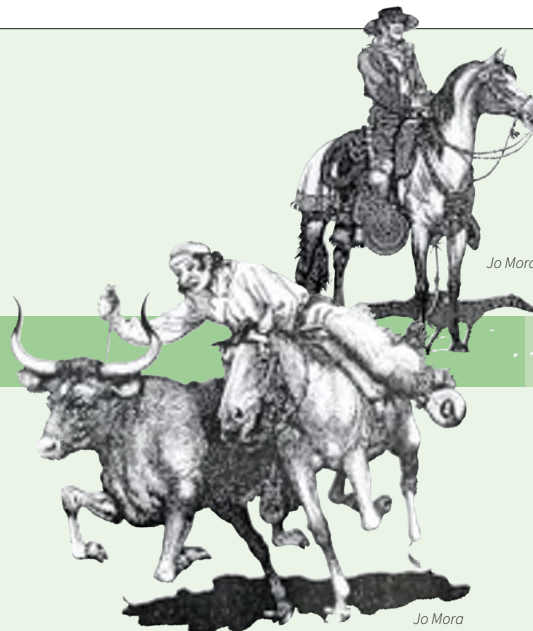


In 1865, the first known businessman and settler in West Covina, Adolf Goldsmith opened a stagecoach stop. The stop doubled as a grange hall and was located at present day intersection of Vincent and San Bernardino Road.

Prior to 1900, a few wheat farms were attempted in West Covina, but they were only marginally successful due to lack of steady water source. A severe drought between 1862 and 1864 demolished the cattle herds in the area.

**1842** John Rowland received preliminary title to 48,790 acres, which includes most of West Covina

1800



1900

**1900** Wheat farms struggle due to lack of steady water source.





Lucky Baldwin, daughter Anita, granddaughter Zelda, and mistresses ca. 1895.

In 1876, through a series of mortgage foreclosures valued at about \$220,000, E.J. "Lucky" Baldwin, a banker and financier, acquired almost all of West Covina from William Workman. He reportedly made his fortune in the legendary Comstock Silver mine. The City of Baldwin Park is named after him, and he built his renowned Queen Anne Cottage on his estate in Arcadia. Baldwin leased almost all of West Covina to cattle ranchers and a few wheat farmers. he began selling West Covina land in 1903 for about \$173 an acre.

In 1903, two brothers Max and Robert Dancer purchased land at today's corner of Merced and Orange Avenues, where Edgewood School is now located. On this site they succeeded in digging the first water well in West Covina. A steam engine was attached, and it could irrigate over 200 acres through a series of hand-dug ditches. With this development and Lucky Baldwin's willingness to sell his land, West Covina immediately attracted settlers to take advantage of a great entrepreneurial opportunity.

### Farming

Pumpkins were planted by the first settlers after irrigation was established. West Covina became known as "pumpkin center". Thanks to thousands of years of flooding which deposited rich alluvial soil over West Covina. All kinds of crops flourished including beans, alfalfa, barley, wheat, and potatoes.



In 1904-05, to provide water for irrigation and help control flooding, Anthony Fickewirth and his brother extended the wash, later called Walnut Creek, which then stopped at Azusa Avenue. They did this with a mule tram and plow extending the creek about seven miles to the San Gabriel River in Bassett. This toilsome work spared

hundreds of acres from floods and allowed early residents to sleep more easily during downpours.

### Planned Community

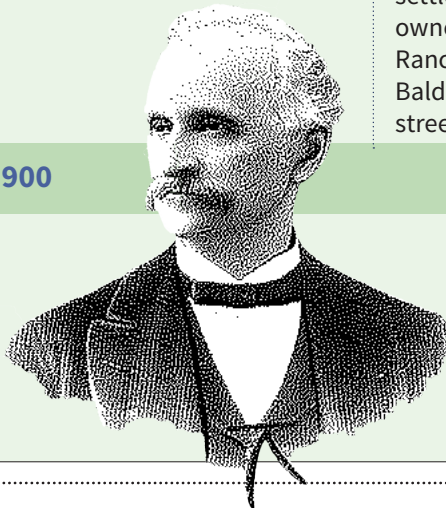
West Covina was originated by E. J. Baldwin's 4th Subdivision which was part of the Rancho La Puente. Baldwin laid out and named the major streets of today: Irwindale, later Orange, Sunset, California, Glendora, Service, Merced, and Francisquitto. There were originally 164 plots of about 600 feet on a side or about 8¼ acres a plot. Baldwin's initial selling price was \$175 an acre.



### Baldwin Subdivision

Copy of the original plot plan dated 1905.

1900



**1905** As more and more settlers came, the major owner of the La Puente Rancho, E. J. "Lucky" Baldwin plotted major streets in West Covina.



**1909** West Covina was often called Pumpkin Center or Walnut Center as these were the major crops.

## Growth Begins



Due to irrigation, flood control, and land for sale in the Baldwin 4th subdivision, about 200 people moved into West Covina between 1900 and 1910. Town center was on Irwindale (later Orange) just south of today's Garvey Avenue and Freeway 10. There was a blacksmith shop and general store which



was used for town meetings. Future growth was primarily to the east and south.

West Covina's first settlers were primarily young couples with children who sought the entrepreneurial opportunities of a new planned community that had water and fertile soil.

Some homes were constructed from the ground up. A windmill, with well for watering animals and land, was standard. Many homes known as "craftsman" were pre-made and ordered from a Sears Catalogue for a cost of about \$2,000. Houses were painted bright colors of red, yellow, green, and gold. The first families were most congenial, worked together, and held town meetings and dances at the general store.



Goode Ranch, present site of Plaza West Covina, circa 1911.



E. G. Gloege Residence, circa 1915.



In 1904, West Covina settlers planted a Hybrid Walnut Tree which was derived when root stock of the Native Walnut was grafted to the English Walnut. Four years later, after the trees matured, a bumper crop and an industry was created. The enterprising farmers planted pumpkins, potatoes, and other crops between the rows. Due to the flourishing Walnut trade the town became known as "Walnut Center".

In 1909, the community leader and later first mayor, Benjamin Maxson donated 5 acres of land for a one room schoolhouse. The site was on today's Sunset Avenue where the Daisy Apartment complex now sits just south of Cameron. It was called Irwindale



Graduating class, circa 1915.

School. The school opened with 11 students. In 1910, two classrooms were added at a cost of \$5,000, and the original school room was remodeled and became the community's club house where meeting and dances were held. If the wooden floor became too rough for dancing the men would drag hay across it to smooth down the splinters.

**1912** Almo R. Taylor and his wife Laura built this craftsmen style home in Baldwin's "4th subdivision".



Ladies from the first PTA

1910

## The Covina Argus

Editorial by Editor J.L. Mathews  
August 7, 1909

“From down in Walnut Center, where the corn hides from the sight the tops of five year old walnut trees, where the barley leaps like magic under irrigation and the land is covered like a green plush carpet with alfalfa, comes an agitation for a name more fitting for the community, a name that will definitely place it in the minds of the people of Southern California.

The people would like their community to be known as “West Covina”. Why not? Telephones cover that district from this section; market wagons supply them each day with provisions from the Covina stores; implement houses of Covina make it their business to cater to these prosperous farmers; an electric line will eventually embrace this district on its way to Pomona through Spadra Valley, and that splendid country know as Walnut Center sill be gripped in a triangle hat is logically Covina territory, and in the spirit of progress. Without hesitation, we can say that the name would be welcome to us, we who dwell in Covina proper. Covina is progressive. The towns lying around Walnut Center are not so much so. Covina is an American-made town. Get together and talk this matter up some more and we will get together on the rope and pull with you. It’s a good, world to live in and one of the best spots in it is the place which deserves to be know as West Covina.”



Lark Ellen Avenue, circa 1912

A famous opera singer by the name of Ellen Beach Yaw settled in West Covina near the corner of Puente and today’s Lark Ellen Avenue. Her voice was melodic like a lark, so she became know as “Lark Ellen”. The street she lived on became a major thoroughfare and in 1909 the street was named after her. James Hedges planted beautiful palm trees along Lark Ellen in 1911. Many of the original palms remain and tower over the City today.

### West Covina Organizes

Besides walnuts, wheat farming became West Covina’s major cash crop after 1908. Despite prior flood control efforts with the major wash named “Walnut Creek”, it unexpectedly



Devastating floods, circa 1912

flooded and essentially wiped out the wheat crop and almost ruined the town in 1912-13. The town survived with a new attitude that they had to organize for flood control.

In 1916, West Covina citizens organized to “improve and protect” the community by forming the “West Covina Improvement Association”. Its early focus was flood control and street development. Dues were \$10 annually and monthly meetings were held at the “Club House”. This organization later became the farm bureau and chamber of commerce. It was this committee that incorporated the City. The first chairman was A.R. Taylor and the secretary was R.T. Lang.



Regional meeting of Chamber of Commerce, 1916

Opera singer  
Lark Ellen



Wheat harvest, circa 1913

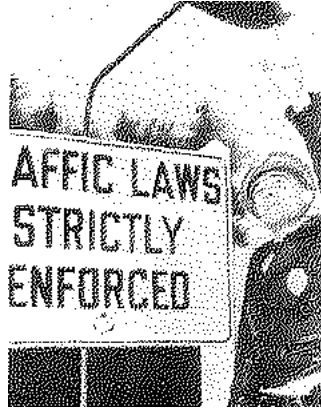


Constitution of West Covina  
Improvement Association



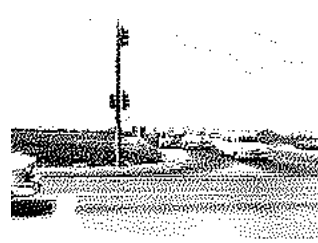
West Covina City Hall

On February 5, 1923, West Covina was incorporated after collecting the necessary 500 signatures. Population was only 507, and the first Board of Trustees were B.F. Maxson, George King, and Clemence Wolfing. Maxson served as the first mayor. The impetus to incorporate was a sewer farm to be established by the City of Covina. The location was at about today's corner of Vincent and Cameron. Boundaries of the new city were set just above Puente Street on the north, halfway between Hollenbeck and Azusa on the east, between Willow and Puente on the west, and Francisquito on the south. Shortly after incorporation, a "City Hall" was established in a vacant house owned by Leonard Reag on the south side of Garvey, just west of California.



Joe Fritch, 1st Police Chief, 1940.

The city's economic and geographical future was fundamentally determined by the placement of highway "99" through the heart of the community in 1935. Arroyo Street was named Garvey Street on the west and Holt Avenue on the east. The highway was widened to become Highway 10 in the late 1950s. The highway provided fast travel into and out of West Covina and became the economic hub. Commercial interests progressively grew along the highway into the late part of the 1900s. Due to increase in crime and accidents following highway construction, a police department



Corner of Sunset and Highway 99, circa 1955.

was formed in 1937-38. The first police chief was Joe Fritch. Arrests for speeding along the highway caused West Covina to have a reputation as a "speedtrap". Enough money from fines was earned to pave all city streets making the town a convenient place to live. Motorists, however complained and comedian Bob Hope, on National Radio, quipped that West Covina was "a speed-trap in a walnut grove".

### Walnuts out -- flowers in

Long standing walnut groves began to die in the 1940s due to larvae of the coddling moth. The region's walnut packing plant closed in 1948. In

its place residents grew more citrus, vegetables, and flowers, mainly Zinnias and Asters. West Covina produced about half of the world's supply of Zinnia seeds. Other key crops were oranges, lemons, cauliflower, and tomatoes. Farming of all types began to die in the 1940s and 1950s as land owners found it more profitable to sell and develop their land for residential and commercial purposes.

### Urbanization Begins

Rural West Covina to change in 1941, when the first housing tract known as "Sunkist Village" was developed by George Meeker. This development which removed farming was bounded approximately by today's Orange Avenue, Cameron, and Freeway 10. City Hall was moved into this development near Willow on the north side of Garvey and remained at this location until 1951. A chamber of commerce was organized with Floyd Gel Vin, the first chairman. A Planning Commission was formed in 1947. Gas stations and other



1923 City incorporated

1935 Highway 99 built



Asters



1950s Highway 99 widens to become I-10

1920

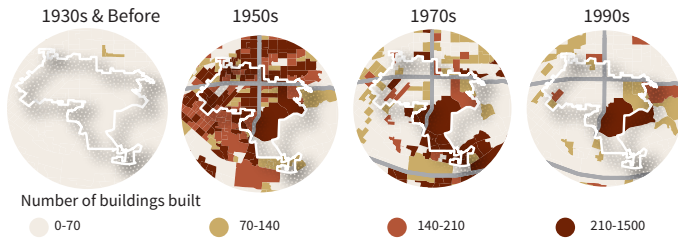


Benjamin Franklin Maxson, 1st Mayor

1940



1947 West Covina Tribune newspaper launched



**City's growth pattern**

commercial developments emerged along Highway 99 and major streets. The decade saw about 400% growth from 1,072 to 4,000. Urbanization brought higher taxes so citizens voted to keep the city intact. During World War II, persons of Japanese American descent were forced to relocate into ten different internment camps -- this was very upsetting to West Covina residents as they considered the Japanese to be dear friends and neighbors.



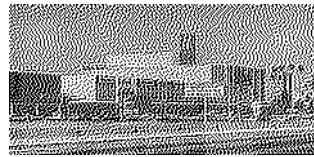
the dwellings on the early "Rancho" days of the 1800s adorned West Covina. Lily of the Nile (Agapanthus) and Diamond Leaf Pittosporum were adopted as city flower and city tree. These flowers and trees were common in the front yards of ranch style homes in the era.

**City of Beautiful Homes**

West Covina's first service organization called "West Covina Beautiful" was founded in 1948. The city proudly adopted a logo and motto "City of Beautiful Homes". Throughout the city, single-story ranch-style homes patterned after

**The Boom**

In 1962, the City dropped the slogan "city of Beautiful Homes" and adopted the slogan "Headquarters City". The impetus was a real estate development report that claimed West Covina was a city where people would go for shopping,



**Eastland Shopping Center, circa 1975**

business, medical, and government services. In 1967, the "Los Angeles-West Covina Civic Center Authority was formed to build the Citrus Municipal Court, County Library, Health Department, and City Hall complex bounded by West Covina Parkway on the south, Sunset Avenue on the east, and Garvey Avenue on the north. Other attraction points built in this period included shopping centers, restaurants, auto dealers, and multi-story office buildings which housed professional and financial offices.

**Headquarters City**

Between 1950 and 1962, West Covina grew about 1500% from a population of 4,499 to 54,688. It was acclaimed the fastest growing city in the country in the early 1950s. Residents were mainly young couples with children. Average age



**In 1958, Highway 99 becomes Freeway 10**



**Sunset School, circa 1954**



**South Hills Country Club, circa 1958**

was about 28 and most of the men were World War II veterans who were able to take advantage of veteran's loans, and accessibility to jobs which could be reached by Highway 99 (later Freeway 10). West Covina rapidly became a "bedroom"



**1950 City Logo**



**1962 City Logo**

**1940**

**1948** "West Covina Beautiful" founded



**City Flower: Lily of the Nile**



**1960**

**1965** Carousel Theater hosted Broadway shows and live concerts. Rising costs and declining interest led to closure and redevelopment as the present day Restaurant Row.



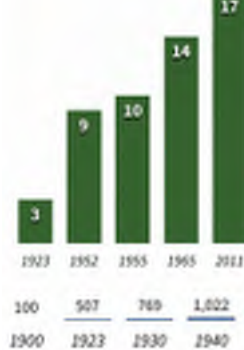
community and erected schools, hospitals, shopping centers, churches, service clubs, water and sewer systems, Country club, and landfill to support it. To accommodate the mammoth demand for housing West Covina executed 44 annexations of land around its original borders between 1947 and 1958.

### City Builds Out

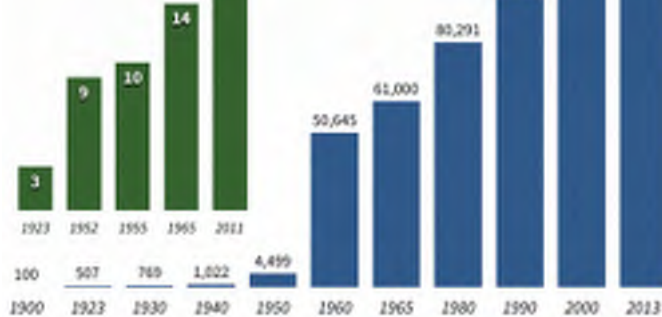
Following over 50 annexations since the original boundaries of the city were drawn in 1923, West Covina is now a built out city of 107,740 residents.

Fueled by low cost loans, location to a freeway, and great weather, the demand for housing in West Covina caused closure and replacement of non-residential land including schools, landfills, agriculture, horse farms, and commercial property. The limited commercial space is primarily retail and service-based business to serve local and regional residents. The largest employers are health services and education.

Area (in square miles)



Population Growth



In the past few decades, West Covina has become increasingly diverse. In 2012, the City had 55.5% Hispanics, 13.6% Non-Hispanic Whites, and 25.5% Non-Hispanic Asians.

Several struggling shopping centers throughout the City have been revived as ethnic shopping areas.

The construction of the Freeway in 1954 served as a catalyst for growth. For the next several years, West Covina became the fastest growing City in the Nation. Nearly 13,000 residential units were constructed during this decade.



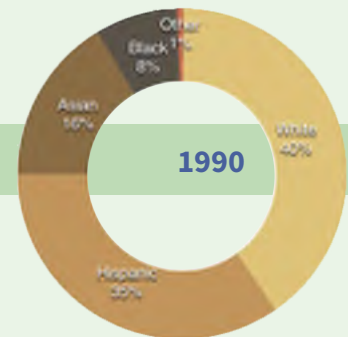
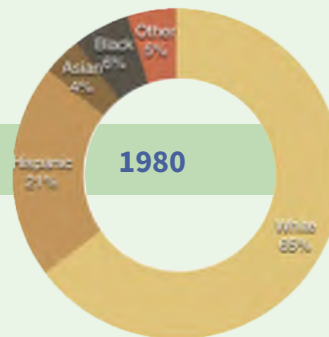
### East San Gabriel Valley Japanese Cultural Center

In 1936, Mr. Eijiro Machida donated one acre of his land so that the Japanese farming community could have a place where they could teach their children Japanese language and culture. Beginning with the Japanese language school and a judo dojo, the community center was also a place for group meetings and social activities. In 1964, the city asked the ESGVJCC to move in order to expand the central core. A year later, the property located on Puente Avenue.



1970

1976 "West Covina adopts City Flag"





## Purpose and Authority

**Purpose:** PlanWC is a coordinated plan which provides vision, direction, and policy guidance on the physical structure of the City: the places we preserve, the things we build, and how and where we build them. PlanWC lays out how the City should harness the tools at its disposal to achieve this vision.

PlanWC guides decisions to achieve a future that is:

- Responsive to what the public wants, while balancing the needs and desires of different groups;
- Reasonable and possible to achieve, with specific action steps;
- Pragmatic and far-sighted in grappling with trends;
- Resilient to respond to unpredictable future; and
- Comprehensive, drawing the insight of different fields, departments, or organizations.

The PlanWC establishes the city's long-range vision and serves the following purposes:

- Recasts the 1985 General Plan to incrementally generate a place that fulfills the city's vision by 2035;
- Sets forth the principles, goals, policies, and actions to help achieve the community vision, establishing the basis for evaluating choices and making near- and long-term decisions;
- Defines integrated strategies for environmental stewardship, economic development, land use and community design, housing, transportation, health, safety, recreation, and culture to help achieve the community's vision; and
- Prioritizes actions to advance on-going implementation.

**Implementation:** The plan guides the City Council and Planning Commission's decisions to shape West Covina's built environment through zoning, subdivision rules, and other land development decisions; coordinated review of changes in public rights-of-way, facilities, or utilities; and capital improvements. Other plans, including other Departments' operating and capital improvements budget, provide more detailed guidance on these decisions.

**Maintenance and Update of the General Plan:** It is impossible to forecast every possible situation that may arise over the 2035 planning horizon. Therefore, the City Council should periodically review the implementation of this Plan. The Planning Department is responsible for maintaining the information in this Plan and its Implementation Program in between periodic updates.

**Legal Authority:** PlanWC incorporates and addresses the applicable requirements of State Law California Government Code (CGC §65300), including the required elements as summarized in Table 1, on page 20.

*To remain successful, West Covina must reexamine its goals and create a shared vision to guide the community into the future.*

## Relationship to Other Plans

**Downtown Master Plan and Code:** The Downtown Plan and accompanying form-based code seeks to form consensus around and establish a common image for Downtown West Covina as a livable, healthy and economically vibrant center for the community. The Downtown Master Plan and Code will guide public funding and seek to attract private investments. The central theme of PlanWC is Downtown First. As the Downtown Master Plan and Code and PlanWC were prepared and adopted simultaneously, the two documents are entirely consistent with each other.

**Sustainable Communities Strategy (SCS):** Senate Bill 375, requires each metropolitan planning organization to prepare a SCS that includes the most recent planning assumptions from local general plans. The Southern California Association of Government has developed a SCS that seeks to integrate land use and transportation strategies to meet emissions reduction targets. West Covina acknowledges the need to address issues within its control that contribute to greenhouse gas emissions. As such PlanWC includes policies to guide the City's actions and to comply with the requirements of AB 32, SB 375 and SCS.

## Process

The process to create the plan engaged the community to develop and establish community aspirations for the future, and goals for public policy and community development.

This General Plan was developed in conjunction with the Downtown Plan and Code. This allowed a wider dialogue about linkages and the downtown's role within the larger city framework and to reinforce the General Plan's central theme of Downtown First. The planning process for PlanWC, which began in Fall-2014, was designed around extensive, thoughtful input from the local community.

## Civic Engagement

The community engagement approach was designed around five goals:

1. Inform — to provide the public with balanced and objective information to assist them in understanding the challenges, alternatives, opportunities, and/or solutions.
2. Consult — to obtain public feedback on analysis, alternatives and/or decisions.
3. Involve — to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
4. Collaborate — to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.





The General Plan update was carried out in six steps over a 24 months time-frame with extensive involvement from various stakeholders throughout the planning process.

5. Empower — to place final decision-making in the hands of the public.

The extensive public engagement process combined new and trusted techniques to encourage a diverse group of citizens to contribute to the General Plan, including a visioning charrette, over 20 Focus Group meetings, and a robust online presence to help guide the process.

The Speaker Series brought five national experts to provide perspective, present alternatives, and stimulate community dialogue on key trends, issues, and opportunities.

Opportunities to participate included large public meetings to small stakeholder roundtables, surveys, project web page updates, MindMixer social media engagement, email notifications, Facebook, Google Plus and Twitter posts. Each method encouraged the public to learn and convey their opinions on what was important for the city to consider over the next 20 years.

An estimated thousand-plus individuals attended these meetings, contributing ideas and insight.

Online participation was equally extensive and captured an audience that doesn't typically attend public meetings. Over 35 individuals registered with the MindMixer site, contributing 55 ideas on various topics.



The attendance at meetings was monitored and adjustments were made to outreach strategies to ensure broad participation from all areas of the City.



Participants at a meeting note the existing assets, challenges, and opportunities.

Plan **WC** **Speaker Series**  
[www.planwc.org](http://www.planwc.org)

1 Dr. Richard Jackson  
 2 Dr. Jeffrey C. Nelson  
 3 Michael Stone  
 4  
 5



*Five experts provided fresh ideas and stimulated community dialogue.*



*Over thousand plus people participated in numerous broad-based and focused public meetings.*





*The West Covina Youth Council identified issues and opportunities for change.*



*The five-day charrette harnessed the talents and energies of individuals to create and support a community vision.*



The document is organized into three parts.

- Part 1: Introduction
- Part 2: Eight Plan Elements
- Part 3: Implementation

Part 2 includes eight chapters. Each chapter is introduced with an overarching goal that describes the issues needing resolution and methods for remedying them. The goals summarize how conservation and future growth should occur by identifying the physical, economic, and social ends that the City wants to achieve. For each issue, measurable policies and actions are recommended. Policies establish basic courses of action for the Planning Commission and City Council to follow in working to achieve the goals, by directly guiding the response of elected and appointed officials to development proposals and related community actions. Actions are specific steps the City must undertake to implement the policies.



PlanWC is designed to be implemented over the next 20 years by residents, business and property owners, non-profit organizations, community groups, city and county agencies, and elected and appointed officials. Part 3 of PlanWC identifies necessary actions, and includes detail on their timing, responsibility, approximate cost, potential funding source(s) and status.

## Plan Format

PlanWC chapters are conceived with a more readily understood vision based title for each General Plan element. This organization also allows an integration of related aspects from each element. The State requires every General Plan to include seven elements: land use, circulation, conservation, housing, noise, open space, and safety. The PlanWC format satisfies the State requirement and addresses many of the optional elements as well. The PlanWC elements (and corresponding State Law required chapters) are:

Table 1: Plan Elements

	General Plan Chapter	Required/Optional Element	Topics Covered
1	 Our Natural Community	Conservation, Open Space	Air and water, greenhouse gasses, open space, hillsides, watersheds, riparian areas, plants and animals
2	 Our Prosperous Community	Economic Development	Fiscal health, economic diversification, job growth, tourism
3	 Our Well Planned Community	Land Use/Design, Housing, Parks and Recreation	Transect, place types, visual character, nature of intended change, and housing
4	 Our Accessible Community	Circulation	Street networks, street types, transit services, bicycle and pedestrian systems, parking, transportation demand management, and performance metrics
5	 Our Resilient Community	Land Use	Development patterns and support systems
6	 Our Healthy and Safe Community	Public Health, Safety, Noise, and Land Use	Public health, police, fire, natural hazards, and noise
7	 Our Active Community	Land Use, Open Space, Parks and Recreation	Open Spaces, parks and recreation facilities, youth and senior programs
8	 Our Creative Community	Culture	Arts, culture, schools, libraries, historic resources

# Part 1 Vision



## The central vision of this Plan is to:

- **Preserve and enhance the stable residential areas; and**
- **Renew and direct contextual growth to Downtown, Corridors, and Centers**

## Guiding Principles

Community preferences and directions shaped corresponding policies and actions. These statements guide the built environment - from a broad, citywide scale, to a detailed scale of individual neighborhoods, blocks, buildings and physical character, consistent with the history and desired future of the place.

### **Our Natural Community**

Live in Balance with our natural environment. Preserve the natural areas and integrate open spaces into new neighborhoods.

### **Our Prosperous Community**

Maintain and monitor West Covina's fiscal health, reinforce West Covina's brand as a great place to live, work, and play in the San Gabriel Valley, and nurture local businesses and attract non-retail jobs.

### **Our Well Planned Community**

Direct new growth to downtown, while protecting the stable residential areas. Target housing and job growth in strategic areas along the corridor. Encourage pedestrian-oriented mixed-use development, while providing vibrant public spaces and gathering places.

### **Our Accessible Community**

Design streets that consider both the existing and future context of transportation and land use and seek to be in harmony with the adjacent area's history, environmental resources, and overall aesthetic. Provides safe access for all road users—pedestrians, cyclists, public transit users, and motorists—of all ages and abilities.

### **Our Resilient Community**

Strengthen the linkage between transportation and land use while providing and maintaining facilities that enables the community to stay in balance with natural systems.

### **Our Healthy & Safe Community**

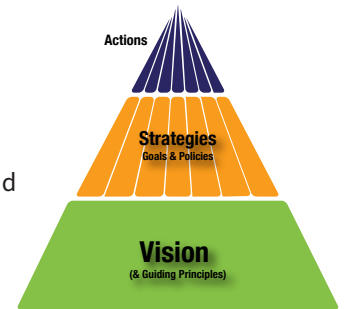
Create environments that encourage safe and healthy lifestyles and maximize the opportunities for physical activity. Well-designed public and semi-public realm foster social interaction, and good programming can draw people out of their homes and into their community.

### **Our Creative Community**

Become a vibrant cultural center by weaving the arts and local heritage into everyday life.

### **Our Active Community**

Enhance the value of fitness and celebrate healthy living; improve existing condition of public open spaces and facilities to encourage use; and acquire, develop, and maintain quality of public open spaces and trails.

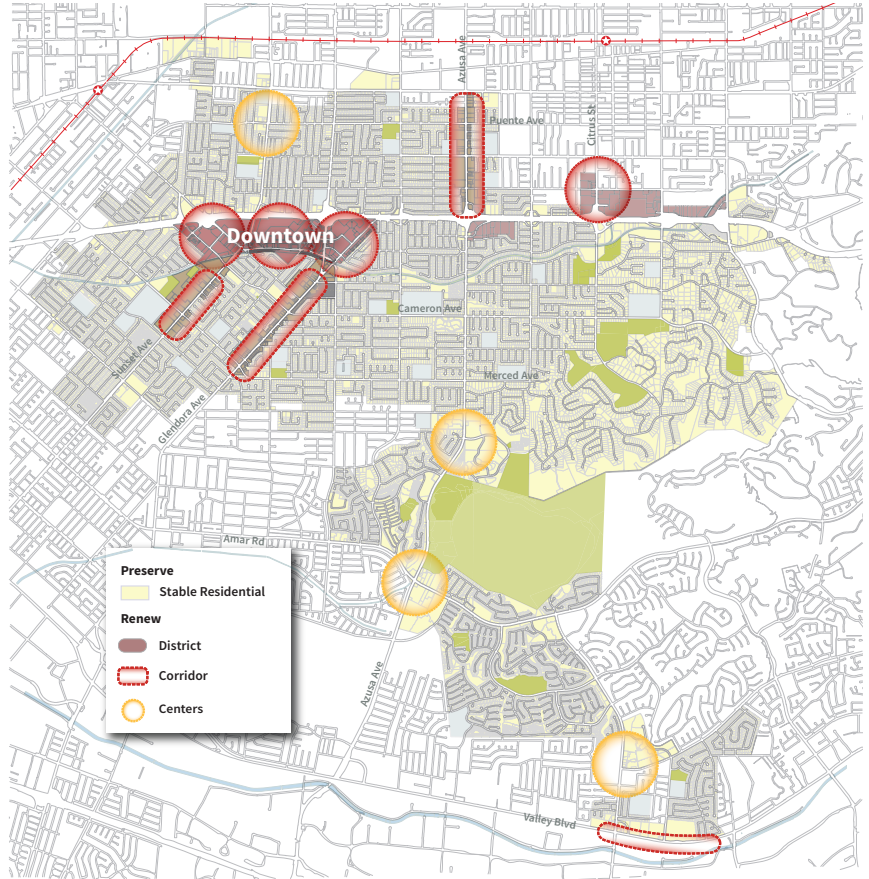


## 1. Preserve

West Covina has many stable residential neighborhoods where no significant changes in land use are expected over the next twenty years. The goal is to maintain the character of these areas. In some neighborhoods, the existing commercial centers provide redevelopment opportunities for mixed-uses and walkable areas that maintain the character and intensity while enhancing the vitality of the neighborhood centers.



*New residential development in the downtown area shall be contextual, walkable, and support diverse housing options.*



*West Covina provides a range of living, working, and recreational options to suit diverse needs. The Urban Form Map provides an understanding of the intent and character of the different place types within the community, including the Downtown District, the corridors and various neighborhood centers. This understanding provides scale and context for preservation and renewal.*



*Besides recreational opportunities, Walnut Creek trail will connect the downtown and adjacent neighborhoods.*



## 2. Renew

New growth will be directed to areas of change; areas that will benefit from, and thrive on, an infusion of population, economic activity and investment. Majority of new growth will be directed to the downtown area and along adjacent major corridors like Sunset Ave, Glendora Ave, and North Azusa Ave.

The plan for downtown identifies a number of underperforming land parcels, as well as other opportunities for new urban infill. This new development will bring a range of new uses into the Downtown, while physically completing street faces and marking important street intersections.



Las Ramblas along South Glendora Avenue.



The transit plaza will be a significant new open space for Downtown.



Proposed public improvements and enhancements to pedestrian crossings.



New mixed-use campus on the underperforming K-Mart site.



**GALSTEA PARK**  
WEST COAST  
MARCH 21, 1951  
PLANTED BY THE  
MILWAUKEE BOTANICAL GARDEN  
AND THE  
MILWAUKEE ZOOLOGICAL GARDEN



# Part 2

## 1. Our Natural Community



*Our goal is to live in balance with our natural environment by preserving the existing open spaces; improving the quality of natural resources; and greater access to open space.*

We live in the realm of nature, constantly surrounded by it and constantly aware of the influence of nature in the form of the air we breath, the water we drink, the food we eat, and the flow of energy and natural resources.

West Covina is situated in the middle of San Gabriel Watershed, nestled between the San Gabriel Mountains and the San Jose Hills. West Covina benefits from and relies on natural resources, which includes the San Jose Hills that provides an important visual backdrop that frames the City. The

**“** *Those who contemplate the beauty of the earth find reserves of strength that will endure as long as life lasts. There is something infinitely healing in the repeated refrains of nature -- the assurance that dawn comes after night, and spring after winter.*

hills provide residents and visitors with scenic vistas and are part of a larger integrated ecosystem that provides a habitat for plant and animal life.

The challenge in West Covina is to strike a balance, restoring some natural

— Rachel Carson, Silent Spring

amenity to the city, and bringing about productive harmony between people and their environment. An important purpose, therefore, of the Natural Community element is to give natural environment amenities and values

appropriate consideration in urban development along with economic and social considerations.

As West Covina continues to grow, conserving resources like clean water and air, parks and open space, and an efficient circulation network become more important. The policies and actions will guide protection of natural habitat through restoration of natural qualities of land, air and water by elimination of polluting greenhouse gases.

This chapter addresses air, water, access to nature, and street tree planting.



## A. Air

### 1. Context

West Covina is located in the South Coast air basin. This air basin contains the second largest urban area in the nation. The basin has California's largest cities, the most industries, over 17 million people, and millions of cars and trucks. The basin forms a low plain, bounded on the west by the Pacific Ocean, and surrounded on the other sides by mountains, which channel and confine the air flow. The warm weather and stagnant wind means the South Coast Air Basin is perfect for making and trapping smog.

Air pollution causes or contributes to everything from burning, watery eyes and fatigue, to asthma and other respiratory diseases, lung damage, cancer, birth defects, and premature death (see Our Healthy and Safe Community). The poor air quality is caused by natural geographic and climatic conditions, as well as local and regional development, transportation, and land use practices.



The South Coast Air Quality Management District (SCAQMD) is the air pollution control agency for the South Coast Air Basin which includes West Covina. The SCAQMD only has authority to regulate stationary sources for air pollution. Their incentive programs to help reduce mobile source emissions are purely voluntary. Given the SCAQMD's limited authority, any local efforts to directly and indirectly reduce mobile source emissions and thereby improve air quality fall to the City

and its transportation and land use policies.

According to the American Lung Association in California, transportation sources comprise roughly 90% of smog forming NOx pollution in the region.

In West Covina, reducing air pollution is contingent on reducing the number of vehicles miles traveled (VMT) in the city. The City can reduce the VMT by:

- planning for and providing feasible and convenient alternative travel facilities and modes that emit fewer pollutants per person;
- striving to ensure that trip generators (such as homes) and destinations (parks, shops and businesses) are located near one another to allow for shorter trips;
- promoting walkable and mixed-use development in the downtown area, along key corridors, and neighborhood center sites that are served by high quality transit systems; and
- promoting complete street policies that encourage walking and use of public transit, thereby reducing traffic congestion and improving air quality.

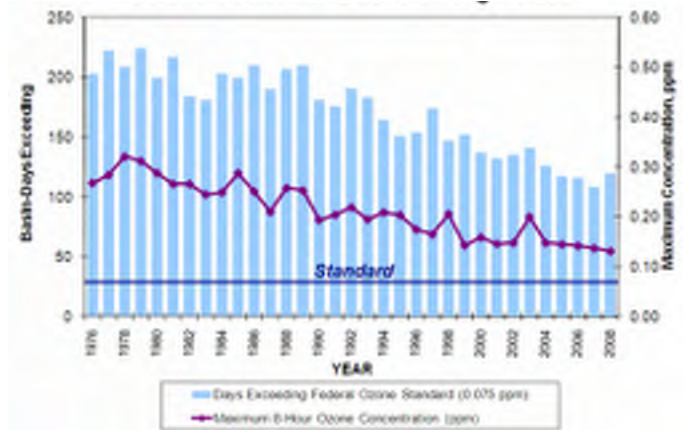
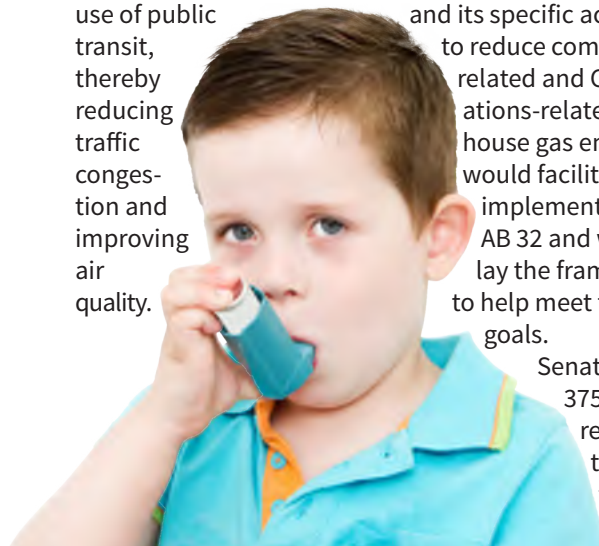


Figure 2.1.1: While air quality in the South Coast Air Basin is better than it has been in decades, it is still among the worst in the nation, and routinely exceeds federal and State air quality health standards for ozone and particulates. Source: South Coast Air Quality Management District.

The land use and transportation policies of this Plan (see Our Well Planned Community, and Our Accessible Community) are designed to decrease the generation of air pollution and greenhouse gases through the reduction of vehicle miles traveled by supporting the “downtown first” infill development, and tying mixed-land uses and higher-density development to high-capacity corridor transit routes. This pattern of development will allow for more resilient downtown and corridor development, while preserving the stable residential areas and natural environment.

### 2. Greenhouse Gas Emissions

Assembly Bill (AB) 32—the Global Warming Solutions Act of 2006 requires California to reduce statewide greenhouse gas (GHG) emissions to 1990 levels by the year 2020. The General Plan and its specific actions to reduce community related and City operations-related greenhouse gas emissions would facilitate implementation of AB 32 and would lay the framework to help meet future goals.

Senate Bill 375 requires regional transportation

planning organizations (like SCAG) to develop a Sustainable Community Strategy (SCS) designed to coordinate regional transportation plans with land use intensities to reduce future GHG emissions. Local adherence to SB 375 and the regional SCS is not mandatory; however, the goal is to motivate local governments to align their land use planning with the adopted SCS to capitalize on the new CEQA streamlining opportunities (SB 97 updates). SB 375 provides financial and regulatory incentives to achieve the target GHG reductions, including streamlined environmental review for projects that conform to an

## B. Water

adopted SCS. The CEQA streamlining provisions require local governments to define the extent of GHG production and identify ways to substantially reduce GHGs in the future to minimize a potentially significant environmental impact. If the General Plan reduces city-wide emissions to a level that is less than significant, then a later project that complies with the requirements may be found to have a less than significant impact. This will allow the applicant to complete a consistency analysis for their project instead of a project specific analysis for greenhouse gases. Potential improvements in air quality is additional benefit to pursuing GHG reductions for West Covina.

### 3. Energy Farm

With abundant sunshine, the opportunity exists to improve air quality, reduce dependence on fossil fuels, and provide attractive new jobs by harnessing solar power at large sites like the BKK landfill.

### 4. Policies and Actions

<b>P1.1</b>	<b>Promote alternative transportation modes like walking, biking, and transit that reduce emissions related to vehicular travel.</b>
A 1.1	Continue to channel Federal, State and Local transportation funds to programs, and infrastructure improvements that reduce air pollution through the promotion of walking, biking, ride-sharing, public transit use, the use of alternative fuel vehicles or other clean engine technologies.
<b>P1.2</b>	<b>Promote the use of energy-efficient vehicles.</b>
A1.2	Continue to control and reduce air pollution emissions from vehicles owned by the City and municipal operations and facilities by expanding the use of alternative fuel, electric, and hybrid vehicles in City fleets.
<b>P1.3</b>	<b>Minimize the adverse impacts of growth and development on air quality and climate.</b>
A1.3	Prepare and adopt a plan to reduce greenhouse gases as part of the Environmental Impact Report (to be concurrently approved with the West Covina General Plan) to achieve compliance with State mandates, and consistency with the Regional Transportation Plan/ Sustainable Community Strategy to facilitate development by streamlining the approval process, and to improve air quality.

Also see policies and actions in Our Well Planned Community, Our Accessible Community, and Our Resilient Community.



Figure 2.1.2(left) The 640 square miles of the San Gabriel River Watershed. Figure 2.1.3 (right) San Gabriel Groundwater Basin. Source: Los Angeles County, Public Works.

#### 1. Context

West Covina is located within the San Gabriel River Watershed (figure 2.1.2). A major, natural source of water for the San Gabriel Valley is the San Gabriel River and creeks, ponds, lakes, dams and reservoirs connected to it that are located either in the San Gabriel Mountains or the Valley, itself. Beneath the Valley is the Main San Gabriel Basin (see figure 2.1.3). Water is collected in this basin when rainfall or water runoff seeps into the aquifer.

About 80% of West Covina's water supply comes from groundwater pumped out of the basin. Of the eight water companies supplying water to West Covina, Suburban is the largest provider supplying water from its wells in the San Gabriel groundwater basin (see figure 2.1.3).

West Covina uses more water than nature provides. Supplemental sources of water, besides pumping of local aquifers or underground wells, include recycled water, storm water capture and supplies imported through wheeling arrangements or transported via aqueduct from the State Water Project and the

Colorado River Aqueduct. Imported water is used to fill spreading grounds which allow water to percolate or seep down to replenish the basin.

Although groundwater and surface water are both excellent sources of supply, groundwater usually requires less treatment than surface water, often only limited to disinfection. Before surface water is distributed to customers, it must be filtered and disinfected at treatment plants to control bacteria. Some West Covina customers may receive either groundwater or surface water exclusively, while others may receive a blend of both depending upon where they live or according to availability.

#### 2. Water Conservation

From 2010 to 2015, California has experienced one of the most severe droughts in recorded history. The scientific community anticipates that there will be more frequent droughts in the future. The State Water Resources Control Board imposed a mandatory 25% state wide reduction in potential water consumption.

## C. Access to Nature

West Covina and its water providers are providing leadership in water conservation. Some of the measures include:

- Installing “smart” water regulators to prevent sprinkler systems from watering parks when weather conditions do not require irrigation;
- Replacing grass with drought-tolerant plants;
- On-site recycling of water for Splash Pads in public parks;
- Recycling municipal waste water for irrigation;
- Limited irrigation schedule (3-days a week);
- Low water use landscape education;
- Water efficiency audits; and
- Rebates for efficient fixtures like high efficiency toilets.

### 3. Recycled Water

In partnership with Suburban Water Systems and the Upper San Gabriel Valley Municipal Water District, the City retrofitted park facilities, landscaped medians and several City maintained paseos to use recycled water. Recycled water is municipal wastewater that has been treated to meet all water quality requirements (Tittle 22 Code of Regulations related to recycled water) so that it's safe for irrigating public parks, golf courses, and other municipal landscapes. Recycled water is distributed and stored in dedicated facilities that are separate from the drinking (potable) water system.

In West Covina, this system includes 14 miles of pipeline, a 2-million gallon reservoir, a pump station, and a pressure-reducing station producing more than 440 million gallons of recycled water per year and saving enough drinking water per year to supply approximately 2,700 homes. Currently, Cameron Park, Cortez Park, Friendship Park, Shadow Oak Park, and Woodgrove Park are being irrigated with recycled water. Additionally, the landfill site, several school districts, and the Big League Dreams facility within the City have retrofitted sport fields and landscape areas to use recycled water.

### 4. Policies and Actions

<b>P1.4</b>	<b>Continue to protect areas of beneficial natural groundwater recharge by preventing uses that can contaminate soil or groundwater.</b>
A 1.4	The City and the appropriate water providers shall protect groundwater recharge and groundwater quality when reviewing new development projects.
<b>P1.5</b>	<b>Where appropriate, new development shall minimize impervious area, minimize runoff and pollution, and incorporate best management practices.</b>
A1.5	Develop standards to increase pervious surfaces to recharge groundwater basin, where appropriate.

For additional policies and actions on Water, see Our Resilient Community.



*A network of paseos in Woodside Village connect residents to nearby parks, shopping, office, and transit facilities.*

#### 1. Context

People of all ages and abilities enjoy higher levels of health and well-being when they have nature nearby in parks, gardens, greenways, naturalized schoolyards and playgrounds, and natural landscaping around homes and workplaces. Access to nature has been related to lower levels of mortality and illness, higher levels of outdoor physical activity, restoration from stress, a greater sense of well-being, and greater social capital. Natural elements that promote well-being include trees, diverse vegetation, local biodiversity, water features, parks, natural playscapes, and community and school gardens. A variety of open spaces are ideal to serve recreational, cultural, social, educational, and environmental functions and are oriented to the needs of residents and patrons both now and in the future.

Access to nature is enhanced by removing barriers to existing parks and open space and by adding new safe and accessible open space.

#### 4. Policies and Actions

<b>P1.6</b>	<b>Preserve, conserve, and add to public open space.</b>
A 1.6	Maintain the existing conservation areas and prohibit any development in spaces designated as parks and open space on the land use plan.
A 1.6b	Continue to add public open spaces through developer dedication, in-lieu fees, or conservation easements.
<b>P1.7</b>	<b>Develop a multi-use integrated trail system that supports recreational and mobility needs.</b>
A1.7a	Prioritize a phased program for the planning and design, funding and implementation of a citywide trail program.

- A1.7b Convert the east-west Walnut Creek Wash into a walking and biking trail.
- A1.7c Identify and provide additional access points adjacent to the Walnut Creek Wash and existing and planned trails.
- A1.7d Update the downtown development regulations to develop standards for trails and development of frontages along the Walnut Creek Wash.

**P1.8 Provide environmental education programs to increase public understanding and appreciation of our natural surroundings.**

- A1.8 Provide information to residents and businesses about how to reduce water consumption, waste and pollution and conserve resources.

**P1.9 During the review of public and private development projects, analyze potential impacts to views of natural areas from public streets, parks, trails, and community facilities.**

- A1.9 Adopt standards to protect public views and assess the impact to public views during the development review process.

**P1.10 To preserve nighttime views within and immediately adjacent to single family residential zones, require property owners within and directly adjacent to these zones to utilize shielding and directional lighting methods to direct lighting away from adjoining properties.**

- P1.11 Adopt development standards that prevent glare and light trespass and assess the impact of outdoor lighting during the development review process.

**D. Street Trees**



*Allee of Sweet Gum Trees in front of City Hall.*

**1. Context**

Trees capture carbon dioxide and mitigate global warming. They buffer noise, offer shade, reduce the effect of heat islands, and trap particulates and other airborne pollutants. Parks and other natural areas filter groundwater, reduce stormwater runoff, and prevent combine sewer overflows,



*Figure 2.1.4: Ten percent of downtown area has a tree canopy.*

improving the functioning of both public and private water systems. Trees offer social, environmental, and economic benefits to the City.

**2. Issues**

- Lack of cohesive vision;
- Insufficient and shrinking tree canopy (tree canopy is estimated to be 1.3% citywide; and 10% in downtown);
- Uneven distribution;
- Lack of funding and maintenance; and
- Drought

**3. Policies and Actions**

**P1.11 Plant to maximize the social, economic, and environmental benefits of trees.**

- A 1.11a Develop a street tree master plan for the downtown area as part of the Downtown Plan and Code. Develop urban design strategies with unique palettes of trees that add character to the street space. Consistency and variation in tree form, color, and seasonal display can be used to create dynamic and harmonious streetscapes.
- A1.11b Increase the number of street trees by adding new trees in the downtown area and the three corridors (Azusa, Sunset, and Glendora Avenue).
- A 1.11c Pursue an expanded and equitable distribution of trees and greening throughout the City. Fill in the gaps in canopy cover, address aging tree population, and identify vacant and new planting spots. Target planting where pedestrian and public realm improvements are prioritized such as safe streets to schools and parks. Set a citywide tree canopy coverage goal.
- A1.11d Develop a street tree management plan — outline a maintenance strategy, creating planting plans and identify capital funding needs.
- A1.11e Pursue a tree adoption program.



## Part 2

# 2. Our Prosperous Community



*Our goal is to maintain and monitor West Covina’s fiscal health, reinforce the West Covina’s image as a great place to Live, Work and Play in the San Gabriel Valley, and nurture local businesses and attract non-retail jobs.*

A multi-faceted program of economic initiatives will strengthen the City’s fiscal health, enhance economic competitiveness and growth local businesses. A prosperous and economically vibrant West Covina will be able to attract private investment and expand its tax base, which in turn will enable the City make the much needed improvements to its infrastructure and public realm, invest in its downtown and other neighborhoods, and be able to provide the highest level of public services.

Given the economic context often changes with market cycles, and the effectiveness of certain strategies may be less than originally anticipated, it is important that an economic strategy be constantly revisited, policies and

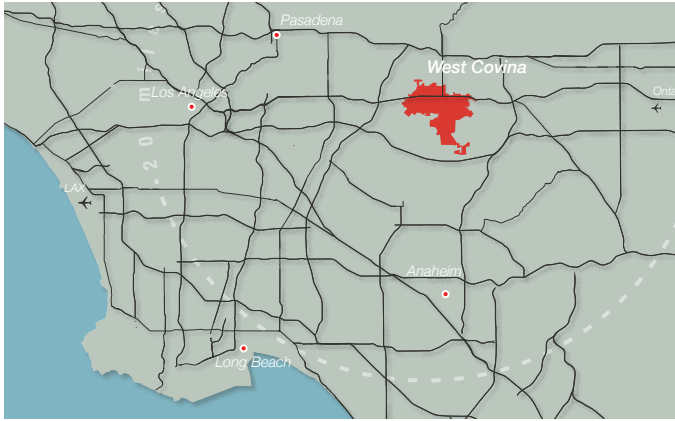
actions monitored, and refined based on market conditions and their effectiveness in meeting the City’s long term goals.

This chapter is organized in two sections. The first section provides a summary of West Covina’s market context, based on the market context analysis carried out between December 2014 and February 2015. The findings of this analysis were presented during the General Plan Charrette held in February 2015. The second part of this chapter includes a set of policies and actions that address key aspirations and challenges identified by the community. Policies and actions identified should be seen as a set of collective activities that need to be implemented to achieve multiple goals.

### West Covina Demographics

Current Population	107,600 people
Housing tenure	65% owners, 35% renters
Household type	More families (80%) than Los Angeles
Age	Well-distributed, but the fastest growing demographic is the elderly. Median age is 36.4 years.
Median Income	\$67,100, well higher than Los Angeles County median income (\$53,300)
Race/Ethnicity	Highly diverse, with the majority of residents of Hispanic origin and over a quarter of the population of Asian origin.
Jobs	29,700, mostly in retail trade, health and other services

## A. West Covina Market Context



West Covina is well-located in the San Gabriel Valley, with good connections to Downtown Los Angeles and the rest of the metropolitan area. Its downtown benefits from these connections and is both highly accessible and highly visible by way of Interstate 10, which bisects the city. Although known as a bedroom community, the city has a large job base, dominated by retail trade.

Like many Southern California cities, West Covina felt serious effects from the recession which started in 2008, but its location, relatively strong residential base, and its significant retail inventory has it well positioned to take advantage of the recent economic recovery and growth.



Figure 2.2.1: West Covina lost 5,000 jobs from a pre-recession peak in 2006 through 2011. Resident employment was impacted slightly less than LA County. Source: LEHD, California EDD.



Figure 2.2.2: Share of Household Income: West Covina is wealthier than LA County as a whole, with 45% of households earning more than \$75,000 a year. Source: ESRI.

Figure 2.2.3: Median household incomes in West Covina are roughly 25 percent higher than Los Angeles County, while average household sizes are approximately 10 percent higher. Source: ESRI.



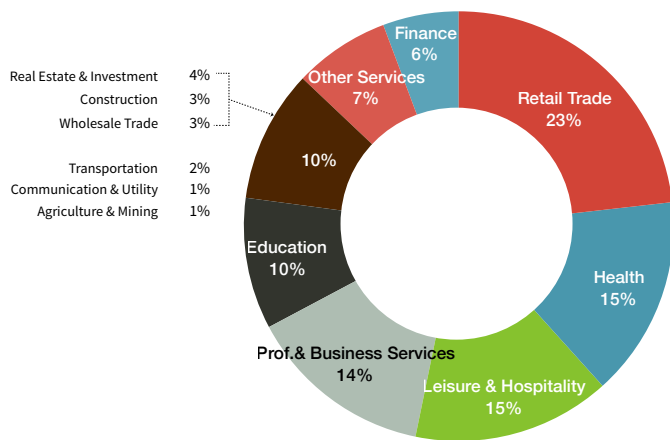


Figure 2.2.4 West Covina Employment Profile, 2014. Retail Trade, Health Services, Leisure & Hospitality and Professional Services sectors support roughly two-thirds of jobs in West Covina. Source: CA EDD.

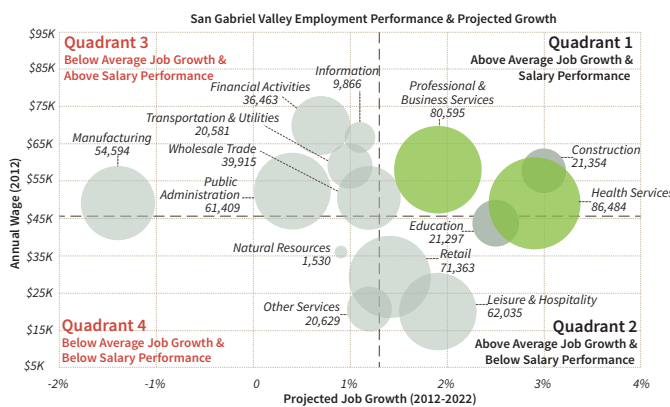


Figure 2.2.5 Health and Professional Services are among the largest sectors in West Covina, both with higher wages and higher than average job growth. Sources: LAEDC/San Gabriel Valley Economic Partnership, CA EDD, Census on the Map.



Figure 2.2.6 West Covina's schools perform better than both LA County and California on average and West Covina is generally better-educated than the County. Source: US Census.



### Commercial Land Uses

West Covina is a regional retail destination, drawing shoppers from across the Los Angeles metro area to the Plaza West Covina mall and other major retail centers, including a sizeable cluster of automobile dealerships. However, much of the retail space in the City is aging, sales tax revenues per square foot are lower than comparable cities with super-regional shopping centers, and residents are spending as much as \$45 million on food and beverage in other communities. To remain competitive, underutilized retail space may need to be renovated or repositioned into more productive retail or other uses; West Covina has seen recent successes in this, with some of the community serving shopping centers



West Covina has more retail per resident than Los Angeles County and San Gabriel Valley.

thriving by catering to niche, ethnic markets and incorporating dining establishments. Regional-serving retail and auto sales play a key role in generating sales taxes for the City and it is critical for West Covina to remain competitive in the regional market in these sectors.

West Covina's general office market is struggling to recover from the recession, and has a large number of older, smaller Class B and C buildings. However, West Covina could capture as many as 2,000 new jobs by 2035 from San Gabriel Valley employment growth, roughly half of which is expected to be healthcare

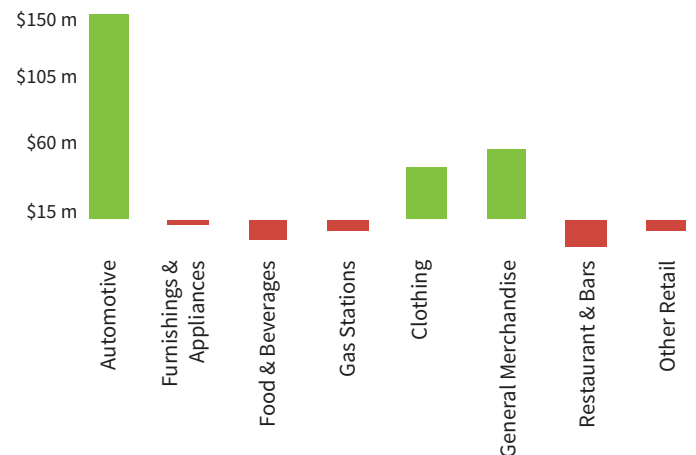


Figure 2-2.7. Retail Sales Gap (year-end 2012). Compared to Los Angeles County as a whole, West Covina has an overall surplus in traditional retail sales, but leakage in food and beverage sales. Source: California Board of Equalization, Costar.



Lakes at West Covina and Nogales Medical Plaza.

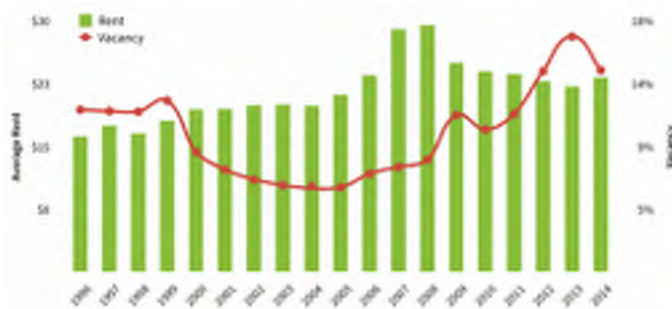


Figure 2.2.8 Office Rent and Vacancy. After peaking in 2008, rents have stagnated in West Covina and vacancy increased, even post-recession.

related. While medical office space is performing well and for-sale medical space is likely to be in demand in the next few years, general office vacancies are still high and rents have not grown substantially across the last decade. This will make (non-medical) speculative office development challenging in the near term; though there are opportunities for new development in the mid and long term.

Although the city's industrial space is almost fully occupied, the city is outside of traditional industrial corridors and land values are relatively high, making it unlikely that owners will develop new industrial space over higher-performing uses like retail or residential.



The Lakes: 450 apartments and 20,000 s.f. of retail.

### Residential Land Uses

West Covina's housing market is dominated by resident-owned single-family homes. That said, the City's multifamily apartment market is performing well, with extremely low vacancies. However, no new product has been added in over a decade and rents have not increased significantly post-recession. New, urban-style developments are well-poised to capture pent-up demand from both younger and older renters.



Figure 2.2.8 Class A Apartment. The rental apartment market has seen a strong recovery post-recession. Source: REIS.

East San Gabriel Valley is expected to grow by almost 18,000 households by 2035, and including turnover of residents in the area, West Covina could capture between 1,600 to 2,600 units, if new developments are encouraged.

### Fiscal Health

Aside from property taxes, sales tax is the City's primary revenue source. Sales tax revenues account for almost 30 percent of City General Fund revenues while property taxes account for approximately 36 percent. Overall, the City's revenues have been projected to increase roughly 3 percent annually in past years, as part of continued recovery from the recent recession. However, dissolution of the City's former Redevelopment Agency continues to strain the City's finances and increasing pension costs as well as investments in public safety have contributed to an overall increase in city expenditures without an equal increase in revenues. It should be noted that a major portion of the Plaza West Covina's sales tax, a key West Covina sales tax generator, are committed to repay a Community Facility District (CFD) bond that is set to expire before 2022.

Sales tax has been an important part of fiscal sustainability. While the City can support new retail in a few key categories, there are physical limitations to the amount of new retail space that can be built to generate additional revenues. In addition to improving the performance of existing retail uses, the City should also focus on diversifying its revenue sources in the long term.

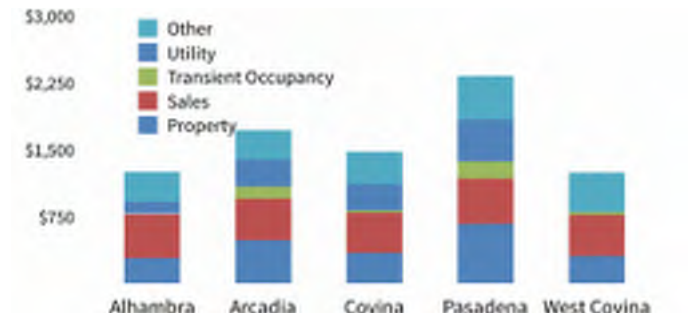


Figure 2-2.9 General Fund Tax Revenue. West Covina's sales tax revenues are comparable to nearby cities, but other revenues are significantly lower per equivalent dwelling units.

## Opportunities

Creating a “sense of place” in West Covina’s downtown, and encouraging higher-intensity land uses that allow for a walkable, vibrant neighborhood will enhance the City’s ‘Brand’ and help the City capture market demand across all land uses and draw and retain shoppers, employers and new residents. Growth in all three of these categories, as well as new, accessible amenities in the City’s downtown could support new hospitality, help the City improve its performance of existing retail, and generate resources to provide a better quality of life for West Covina residents.

## B. Policies and Actions

### 1. Maintain and Monitor West Covina’s Fiscal Health

Great public amenities, safe and secure neighborhoods, transformative public investments and the ability to support high quality development are key objectives to enhance West Covina’s position as a highly desirable community to live, work and play in. A critical part of being able to achieve many of these community objectives is the City of West Covina’s fiscal health, whereby it is able to generate sufficient revenues to enhance its quality of municipal services in existing neighborhoods, make adequate investments in disinvested and transforming neighborhoods, and emerge as an entrepreneurial community that can successfully attract private investment.

As of 2015, approximately 70 percent of current fiscal revenues to the City’s General Fund are generated by local taxes. Of total tax revenues, approximately 90 percent can be attributed to property related taxes and sales taxes combined, with approximately 50 percent attributed to property taxes and the remaining 40 percent attributed to sales taxes. Both these revenue streams are dependent on economic conditions and were significantly impacted during the recent recession, and are slowly recovering along with the recovering regional and national economies. Furthermore, the City’s current obligations to pay out debt related to existing Community Facilities District (CFD), Redevelopment Projects and General Fund backed bonds limit both property and sales tax inflows to the City’s General Fund until all debt obligations are paid off. While we anticipate that the City’s Redevelopment Successor Agency will be able to provide an acceptable disposition plan to the State Department of Finance to clear out any erstwhile Redevelopment Agency obligations, and most other bond obligations will sunset by 2025, as the economy strengthens, the City should work to keep its budget balanced, while enhancing services to support growth in a responsible way. Furthermore, the City should ensure that the appropriate internal and external oversight is in place to ensure fiscal discipline.

P2.1

### Maintain and enhance the City’s current tax base

Understanding that West Covina is a largely built out City, opportunities to enhance property taxes will rely largely on catalytic neighborhood improvements, improved municipal services and amenities and enhancement of the West Covina brand, as opposed to new development. As a result it is important that the City proactively takes steps to enhance its other sources of tax revenues.

A 2.1a

Continue to strengthen the City’s retail base. While the City of West Covina has a significant inventory and variety of retail space, there should be continuing efforts to improve the performance of retail establishments in terms their generation of taxable sales for the City. The City is fortunate enough to capitalize on its location along the I-10 corridor with a regional mall, several big box stores, and a cluster of auto-dealers, and numerous neighborhood and community serving retail centers. Strategies and actions to enhance retail performance may include:

- Attract unique eating and drinking, and ethnic dining establishments to the Downtown area that can capture a greater share of local food and beverage dollars. Local and regional eating and drinking establishments (as well as some national fast-casual chains) drive visitation and can add to the ‘authenticity’ of a vibrant downtown district around Plaza West Covina. Carefully curate the retail and dining offer of downtown West Covina with targeted retail recruitment in a manner that complements new developments, public realm investments, and existing and on-coming retail in established retail centers.
- Improve connections to the Mall from Surrounding Areas. In order for the mall visitors to support other complementary retail and dining in the Downtown area and vice versa, creating strong connections to both the Glendora Avenue Corridor and the Civic Center from the Mall location can help create a more integrated downtown district.

- Explore Opportunities to Reposition Underperforming Strip Centers along Corridors. While as of 2015, some of the neighborhood and community serving retail centers are doing well, the City has a significant inventory of undifferentiated retail centers and stand-alone retail, many of which compete with each other, driving down sales performance. The City should explore opportunities to encourage the repositioning of some of these underperforming retail real estate, which either achieve rents below that in comparable retail markets, or have not been renovated within the past 15 to 20 years. In addition to renovation and reinvestment in the capital facilities some of the existing under-performing retail real estate can be repositioned with a mix of other employment of residential uses and possibly smaller but higher performing retail footprints.

A2.1b

Attract new hospitality uses.

As of 2015, transient occupancy taxes (TOT) account for a little over three percent of the City's tax revenues and the City should take proactive steps to enhance its TOT generation capacity. This can be a two pronged strategy:

- Attract an 'upscale' hotel to downtown West Covina. While there is a distinct market opportunity for West Covina to attract a new upscale hotel, the likelihood of realizing this opportunity is significantly increased with a concrete public realm improvements, 'place-making' initiatives and enhancements to the West Covina Brand (identified in subsequent sections). The City should proactively engage with downtown property owners and hotel developers to identify and enable prospective development opportunities. Early implementation of such a project may require public support, which the City should carefully consider with a detailed cost benefit analysis.

A2.1c

- Encourage the redevelopment of existing hotel properties from 'economy' to 'upper midscale' or 'upscale' categories. The City should actively engage with property owners to discuss potential redevelopment of any hotel properties with higher price point products. These initiatives should be carefully considered with anticipated public investments in the Downtown area and/or cost-benefit of any specific project specific incentives.

Ensure that new development is not a fiscal burden to the City.

The City should adopt a clear set of policies to ensure that new development does not impose any fiscal burdens to the City and does not take away resources from providing the current level of services. This is typically achieved by requiring proponents of new developments to provide a fiscal impact analysis of proposed projects, and have it peer reviewed by an independent consultant (compensated by the project proponents), prior to approving final entitlements. While it is not suggested that all projects be fiscally positive as a requirement for approval, as there may be projects considered by the City for their strategic importance or catalytic potential, it is important that the fiscal impacts of new projects are publicly circulated and reviewed as part of the City's decision making process.

A2.1d

Enhance existing tax policies.

While increasing taxable revenues via new development is a critical element of enhancing fiscal health, it is important to note that there are market and physical limitations to these increases. This is especially true for a built out City like West Covina. As such, the City should in parallel consider other fiscal revenue enhancement mechanisms. The City has the opportunity to consider increases to some of its existing taxes that could further strengthen its fiscal position without significantly compromising its competitiveness. In particular, two of the taxes that can be considered for increases are:

- Additional Half-Cent Sales Tax. The City has previously discussed the potential for levying an additional half cent sales tax as permissible by State Law. This could potentially increase sales tax revenues to the City's General fund.

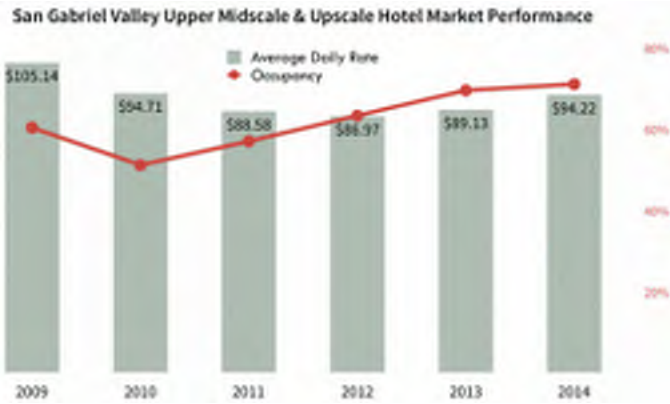


Figure 2.2.10. The upper midscale and upscale hotel occupancy has been improving since the recession, but ADR remains low. Based on the City’s current resident and employee base and taking into account the City’s existing hotel supply, there is existing demand for 136 hotel rooms.

- Additional Transient Occupancy Tax (TOT). The City can consider increasing its TOT. Although the immediate impact from increased TOT is unlikely to be as significant as the sales tax increase given the City’s relatively low current hotel revenue base. Any changes to existing taxes will require voter approval and the City should conduct further cost benefit analysis if it were to consider increasing any of the above taxes.

**P2.2 Diversify local tax base.**

The City may consider additional tax instruments that are commonly used by municipalities in California, but not currently applicable in West Covina.

**A2.2 Consider Utility Users Tax.**

Many cities in the San Gabriel Valley already levy a Utility Users Tax on consumption of certain utility services by residents and businesses. Utilities that can be taxed include electricity, gas, water, sewer, telephone (including cell phones and long distance services), sanitation and cable television. A new Utility User Tax can significantly enhance fiscal revenues, however, post Prop. 218, to pass such a tax the City tax payers will have to vote for it through a citywide ballot. While this is a ‘new’ tax for West Covina residents, the boost in fiscal resources generated by it can help the City achieve a number of its critical community goals and aspirations over the long term. The City should conduct further cost benefit analysis if it were to consider a Utility User Tax.

**2. Reinforce the West Covina’s Brand as a Great Place to Live, Work and Play in the San Gabriel Valley**

West Covina’s General Plan update identifies a range of infrastructure and public realm improvements, which will have immediate benefits for residents as implemented and can also aid efforts to strengthen West Covina’s economic position as a desirable place to live, work and play in. Downtown should be the initial focus of these efforts. Downtown is already the economic, civic and physical ‘heart’ of the city, it is the ‘front door’ to region, and with more infill development opportunities, the Downtown area presents an unparalleled opportunity for the transformation of West Covina’s Brand.

**P2.3 Focus new growth in the Downtown Area to create vibrancy and invest in key public improvements.**

West Covina should capitalize on developer interest in Downtown, with targeted improvements that will encourage further investment.

**A2.3a**

Invest in infrastructure and improve the public realm.

A cohesive “sense of place” and aesthetic appeal is increasingly important to a broad range of demographics and implementing public realm improvements will be essential to capturing new development. West Covina should prioritize realizing the improvements identified in the General Plan update during regular streetscape upgrades, as well as investing in targeted improvements. In addition to streetscape, signage, and lighting improvements, the City should consider aesthetic improvements to the Walnut Creek Wash in partnership with County and other regional partners. The improved Wash can become a recreational and leisure hub for residents and visitors. The City should create a targeted downtown infrastructure implementation plan as part of the City’s capital development and public works plan, and prioritize investments based available resources.

A2.3b Support catalytic development. Rehabilitation of the Walnut Creek Wash, as well as other open space improvements would encourage private development nearby and has been proven by other cities to be a catalytic investment. Catalytic open space investments such as a linear park or “Rambla” along Glendora Avenue, should include pedestrian-friendly designs and an area for gathering and events. Making improvements along Glendora Avenue and to the Lakes Entertainment District would encourage owners of adjacent properties to consolidate, redevelop, and reposition their retail holdings.

**P2.4 Build on and grow West Covina’s regional appeal.**

The Plaza West Covina mall and the Eastland Center draw shoppers from across the Los Angeles Metropolitan area and the City should make improvements to Downtown with the intent of increasing awareness of West Covina’s other assets.

A2.4 Improve connections between the three downtown neighborhoods. As of 2015, the Mall is surrounded by parking, discouraging visitors from exploring other parts of Downtown. Downtown West Covina can be seen as three connected ‘neighborhoods’, namely a) The Civic Center, b) The Mall, and c) The Glendora Avenue neighborhood. The Walnut Creek Wash is an under-leveraged unifying feature across the three neighborhoods. As private investment continues to increase, it will be important to connect the mall to its adjacent districts by investing in streetscape improvements that support a walkable downtown and prioritizes the pedestrian experience.

**P2.5 Encourage transformative development in the triangle bounded by Glendora Avenue, Vincent Avenue, and Interstate 10.**

A2.5a Support revitalization of Glendora Avenue retail. Major public investments, such as the Glendora Avenue linear park “Rambla” as described in greater detail above, will encourage re-investment by owners of adjacent properties. In addition, the City should concurrently consider opportunities to provide grants and low-cost loans for façade improvements to speed the revitalization process and support local businesses.

A2.5b Brand the area as “West Covina’s Main Street.” Shopping streets have grown in popularity in Southern California, capitalizing on demand for authentic and unique destinations. The City should brand the area as “West Covina’s Main Street” and encourage owners to bring in independent or regional casual, upscale restaurants which could coexist with and complement the national restaurants and retailers found in the Plaza West Covina area.

**P2.6 Create a diversity of housing options.**

Younger demographics are increasingly drawn toward urban-style, walkable living, as are baby boomers who value their independence, but anticipating limited mobility, are moving to multifamily homes in close proximity to transit, retail, food and dining and entertainment choices.

A2.6a Support higher-intensity and high-quality multifamily development in the downtown. Encourage multifamily projects that are urban in design and facilitate a pedestrian oriented environment by utilizing ground-floor retail, and active and vibrant streetscapes. West Covina should promote opportunities, engage developers, and support higher-intensity, mixed-use multifamily residential development. The City can work to familiarize the development community with the City’s General Plan and Vision for Downtown, and emphasize the City’s commitment with a priority list of infrastructure investments, and expectations in terms of development/design quality.

A2.6b Explore opportunities for affordable senior housing. Senior housing can be a key catalytic element to West Covina’s Downtown and would support existing residents who are aging in place and want to stay in their community but need a walkable neighborhood and nearby amenities. To encourage this type of housing, the City will need to explore available Federal and State funding opportunities, and engage partner institutions like churches and nonprofit developers in the region. Given that affordable housing dollars are available, affordable senior housing can be leveraged to support catalytic development.



Figure 2.2.11. The Downtown Plan envisions a new mixed-use campus on the underperforming K-Mart site. The campus has twin parking structures as buffers from the free-way ramps. It is organized around a central green with three blocks containing 3 and 4 story office buildings.

### 3. Nurture Local Businesses and Attract Non-Retail Jobs

Diversifying the West Covina economic base through the attraction of new non-retail business, while supporting the growth of existing businesses, both retail and non-retail, will aid the City’s long-term economic sustainability by creating a healthy employment, resident and consumer base. Strategies to attract and retain businesses should be multi-faceted, realistic and sensitive to changing market conditions to ensure long-term sustainability. The primary objectives of this strategy are closely intertwined with goals to improve West Covina’s real and perceived “brand” and sense of place, as well as diversifying and increasing the local tax base, creating a fiscally healthy community that can support transformative initiatives.

#### P2.7 Target employment based uses to downtown.

West Covina’s employment base as of 2015 is dominated by retail trade, which as an industry, is projected by the Southern California Association of Governments (SCAG) to have relatively slow growth over through 2025. Education, healthcare and professional services, however are expected to have above-average growth, and capturing one or more major employers in these sectors could not only improve the City’s economic strength and provide high-quality jobs for residents, but could also anchor one of many key currently underutilized sites in West Covina’s downtown, and support the City’s fiscal health.

#### A2.7a Explore health/medical campus opportunities.

Medical-related jobs tend to be higher-paying and the medical industry is expected to be a growing field as the US population continues to age. An additional health/medical campus could support quality employment for residents, but may also be an additional amenity for residents seeking medical care. West Covina already has a significant medical presence. This presence could be leveraged to capture a major medical institution or medical campus. The City can reach out to existing regional and local health care institutions such as Citrus Valley Hospital or Doctor’s Hospital to understand their future facility needs and continuum of care services that may be attracted to the area including, physician’s offices, specialty practices, rehabilitation centers, assisted living facilities, and nursing facilities.

A2.7b Attract educational institution.  
 The education industry supports average wages, but expects strong growth over the next decade. An educational institution often has lower direct fiscal and financial revenues, but can act as a foot traffic anchor to bring students and employees to support related real estate. In addition, educational institutions can help to support the local demand for youth and adults, and in turn the economic opportunities, of local residents. An educational institution can also be the foundation to a future related industry attraction strategy. West Covina should explore opportunities for new educational campuses with nearby institutions such as Mt. San Antonio College, Cal Poly Pomona, Citrus College and Azusa Pacific University.

A2.7c Attract corporate headquarters.  
 The City should actively pursue regional corporate headquarters to locate in West Covina. West Covina's location is highly accessible and many sites could have the freeway visibility desired by some corporations. As with medical and educational anchors, a corporate headquarters could support a wide range of jobs, including high-paying jobs for local residents. Attracting a major institution will involve identifying an appropriate location and interested property owner.

**P2.8 Build economic development capacity.**  
 West Covina has had post-recession success in attracting new development to the City's downtown. Focused economic development initiatives can lead to exciting new developments in West Covina. Encouraging businesses to relocate to the City and supporting development at a higher intensity within downtown will require expanded economic development efforts. With the dissolution of redevelopment agencies in California in 2012, many cities' capacity to carry out economic initiatives has been hindered and cities are considering innovative options to develop and implement economic development initiatives. West Covina should consider options to create a dedicated economic development team who can coordinate the multiple initiatives identified. Although there are a wide range of actions which can support economic development, having a well-funded, nimble organization that can take advantage of unique opportunities is critical.

A2.8a Strengthen and continue to support in-house Economic Development Department.  
 As of 2015, the Community and Economic Division of City Manager's Office is responsible for economic development in West Covina. The department has approximately 2.5 FTE to implement existing programs. The City may want to consider funding additional FTE and expanding the capacity of this group to market the City to new businesses and developers. This may include a portfolio based approach with clear responsibilities and targets defined for economic development staff.

A2.8b Consider establishing an Economic Development Corporation (EDC).  
 An alternative option may be to establish an EDC. City economic development departments can evolve into, or be complimented by a quasi-independent organization. A quasi-independent organization may be established as a non-profit, but under the direction of the City Council. A quasi-independent organization will have additional flexibility to respond rapidly and innovatively to opportunities. In addition to promoting economic development, an EDC can relieve the city of various land-management, maintenance and promotional responsibilities and have an increased capacity to support development by pursuing and packaging incentives for private companies or developers. A quasi-independent EDC can be contracted by the City to provide economic development services, but maintains significant level of independence to hire, manage, and enhance its own operations.

A2.8c Establish a Business Improvement District (BID).  
 In addition to increasing the capacity for economic development initiatives at large, West Covina may want to encourage and support the formation of a BID in key portions of downtown West Covina. BIDs are a public/private entity funded by assessments on businesses and property owners within a district, with the intention to support public improvements that make the city more attractive both physically and economically. BIDs can better help to focus marketing, branding, programming and public realm maintenance efforts than other organizations that must also focus on fundraising and can be useful collaborative public and private forum for property owners and the City to work together.





# SUPPORT West Covina BUSINESS

**P2.9 Support local businesses.**

As West Covina works to increase its appeal and attract new businesses and development, it will be important to similarly ensure that existing businesses are able to thrive and grow alongside the City. The economic development delivery options discussed above which are able to build economic development capacity have also been used successfully by other cities to support local businesses and bring more people to downtown.

A2.9a Provide incentives to encourage business/land owners to renovate and strengthen their businesses.

Historically cities often provided grants and low-cost loans, supported by redevelopment tax increment financing (TIF), for façade improvements, business development training and support to local businesses through periods of transition and integrate them into plans for revitalized districts. Without the availability of TIF, West Covina should explore partnering with community development financial institutions (CDFIs) to provide low cost funding to local businesses as it makes transformative investments in Downtown and other areas.

A2.9b Brand and market West Covina.

Local character, as discussed in the previous section, is increasingly important to both younger demographics and similarly older, wealthier demographics. Enhancing West Covina’s image will ultimately need to be rooted in a sense of authenticity, and promoting existing “local gems” will help attract new businesses, visitors and residents, while supporting existing businesses by increasing awareness and drawing new visitors. The City can start a “Shop Local” campaign and work to support local businesses through local programming and events.

**P2.10 Update Economic Development Strategy periodically.**

Economic cycles and demographic shifts make it important to reconsider and update the economic development strategy on a regular basis. The City of West Covina should consider creating a comprehensive economic development strategy and updating it on a regular basis.

A2.10a Develop economic development strategy.

The City’s economic development delivery entity, whether an internal in-house economic development department or a quasi-independent organization, should take ownership of the economic development strategy efforts. The strategy should consider short term (0-5 year), mid-term (5-10 year) and long-term (10+ year) economic development strategies for the City of West Covina. This document should outline both land use based, business, and civic-based economic development strategies. As appropriate goals, objectives, and actions outlined in the document should be vetted by community, business, developer, and city stakeholders and include performance metrics that can be measured on an annual basis.

A2.10b Update economic development strategy every five years.

As mentioned above, changes in the economy, and refinement of specific actions based on their effectiveness will require that the strategy be monitored and updated on a regular basis. The City should consider updating the Economic Development Strategy every 5 years.



## Part 2

### 3. Our Well Planned Community



*Our goal is to direct new growth to the downtown area where development pressures are the greatest and change is desired, while protecting the stable residential areas; target housing and job growth in strategic areas along the corridor; and encourage pedestrian-oriented mixed-use development, while providing vibrant public gathering places.*

#### **A. Downtown First**

The focus of the General Plan is to deploy the current resources strategically on planning for areas where the development pressures are the greatest, infrastructure is in place, and change is desired, while protecting the stable residential areas from runaway growth. The key opportunity for transformative change is within the downtown district.

Downtown is a place for people, a destination for business, and a hub of urban activity. It's a place for the entire community where people come to connect, communicate, and celebrate. Downtown is the social heartbeat of a community where social and economic exchanges take place, celebrations are held, friends run into each other, and cultures mix.

Decades of development in the area around the West Covina Civic Center has brought investment, jobs, and tax base but failed to create a distinctive place. A



*Figure 2.3.1 Glendora Avenue Rambla*

new vision for downtown seeks to attract and retain talent and jobs while creating a vibrant place.

Based on market assessment, the Plan projects 2,100 additional housing units, 400,000 square feet of office, 200,000 square feet of retail, 15,000 square feet of industrial and 135 hotel rooms for the Plan's 20 year planning horizon. After careful evaluation, the City increased the growth potential for hotel rooms to 600 rooms. A large majority of this growth will be directed to the Downtown area. Table 3-3 provides estimates of the amount of development in the City.

## Guiding Principles of the Downtown Plan

### Expand Housing Opportunities

Increase and diversify housing opportunities that are attractive to all lifestyles, demographics and economic realities. More people living and playing downtown will create excitement and lead to more restaurants, shops, and entertainment options.

### Connect Activity Centers

Create an interconnected, walkable, and vibrant downtown. Plan a rich mix of uses that fills in the gaps to better

connect downtown's assets, districts, corridors, and neighborhoods.

### Promote Mobility Options

To accommodate planned growth, West Covina will make more efficient use of current street space. In short, this means carrying more people in high-occupancy vehicles, such as transit and shuttles, and encouraging travel by foot and bicycle where possible. Downtown Street Types need to set priorities for

movement of people, not just vehicles, and ensures that transit, cyclists and pedestrians all are provided safe and convenient access to and circulation through downtown.

### Establish a Network of Open Space

Target and prioritize new development opportunities and an integrated public green infrastructure that both the public and private sectors can jointly implement.

### Animate the Public Realm-

Provide, maintain, and

enhance public features such as parks, streetscapes, and civic spaces. Develop clear and predictable standards to achieve a higher quality of development and streetscape enhancements. Develop buildings that engage the street and shape the civic realm.

### Get the Parking Right

Efficiently manage supply and demand for Downtown parking to accommodate visitor, commuter and resident parking needs.

Table 3-1 Potential Development Based on Carrying Capacity of Land Area

Planning Designation	Existing Development (2015)				General Plan Capacity				
	Parcels			Total	Acres	Vacant		Additional Potential	
	Single-family	Multi-Family	Comm./Ind.			Parcels	Acres	Units	Sq.ft.
Neighborhood Low (0 to 8 units/acre)	18,518	39		18,557	5,385				
Neighborhood Medium (9 to 20 units/acre)		301		301	337			350	5,000
Neighborhood High (21 to 54 units/acre)		18		18	12				
Commerce			479	479	581			50	290,000
Industry			45	45	51	1	3.13		
Public & Institutional			72	72	883				
Parks & Open Spaces					211				
Downtown District		1	173	173	229			1,700	605,000
BKK District			9	9	542	9	542		
Total					8,522			2,100	900,000

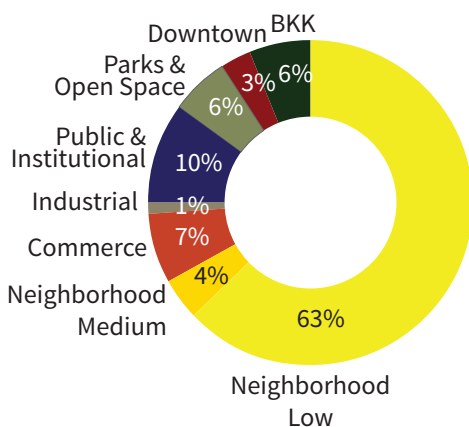


Figure 2.3.2 Existing development, 2015

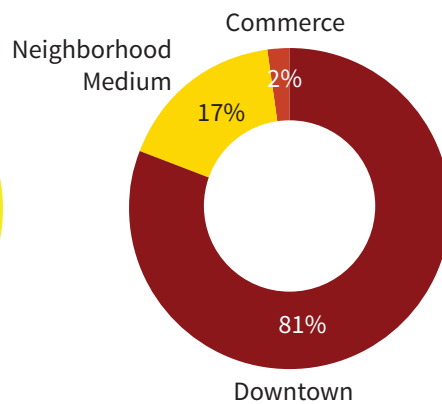


Figure 2.3.3 General Plan Capacity Additional Units

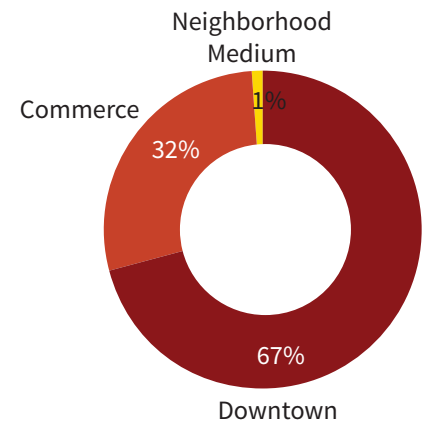


Figure 2.3.4 General Plan Capacity Additional Sq. Ft.

## B. Planning Designations and Transect Zones

West Covina includes many different kinds of places, with very different characters. Character is the overall pattern of land uses and intensities, ranging from natural, undisturbed areas, to suburban neighborhoods and shopping centers, to urban neighborhoods, to downtown. Accommodating new housing, services, and jobs, and improving health and livability requires either designed changes to match the character of the area or carefully and intentionally changing the character of key locations.

By acknowledging these different character areas, we can create land use policies, zoning, subdivisions, and other development tools to preserve the diverse character of West Covina.

The Transect is a system of natural-to-urban transect zones or 'human habitats'. The transect zone in this General Plan is noted with its equivalent land use designation. This system provides a simple but powerful framework to allow a community to describe with precision, a broad but continuous range of environments for human habitation and activity. These transect categories reflect how intensely land is used, how buildings relate to streets and open space, and how neighborhoods are laid out. All aspects of development and design—such as the placement and scale of buildings, the type of streets, presence and width of sidewalks, lighting, parks, and landscaping—should reinforce the character of the area. The form and character of the different human habitats is conceived as a geography of diverse place types such as neighborhoods, districts, and corridors. West Covina is a built out city that does not have rural areas (T-2 zone). Special Districts (SD) are areas in West Covina that usually should not be regulated by normative Transect Zoning because of their special purpose or large size. Example of special districts are hospital campus and BKK.

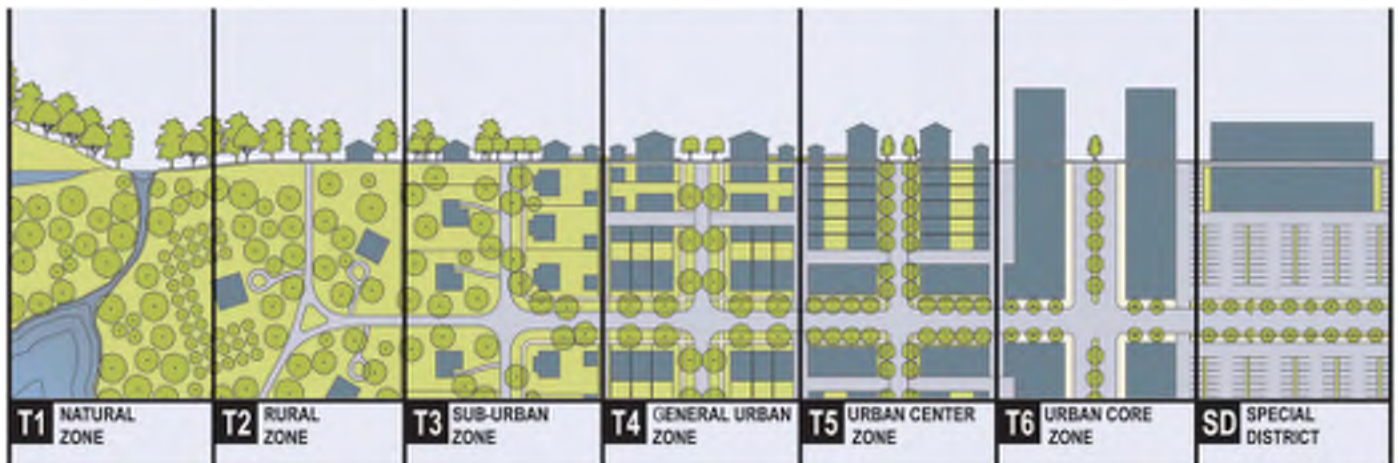


Figure 2.3.5 Transect Zones. Source: DPZ Architects

Figure 2.3.6 West Covina Transect

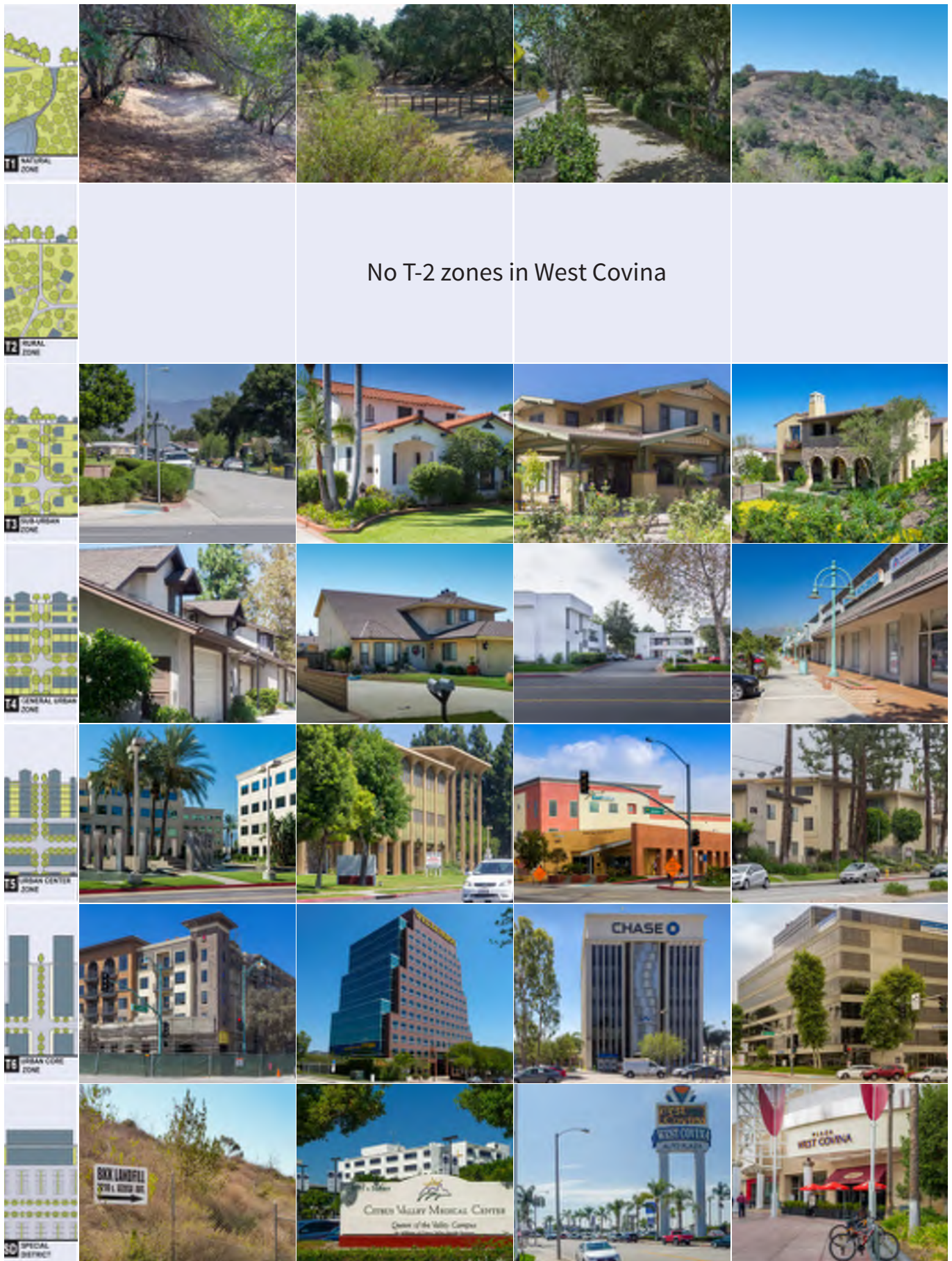


Table 3-2 Planning designation and corresponding transect zones

1	Neighborhood Low	T3 Sub-Urban and T4 General Urban	Emphasizes detached houses with some attached units in a small mix of building types from 0 up to 8 dwelling units per acre. Predominantly residential, with opportunity for limited home occupation and neighborhood services sensitively located along corridors and at intersections.
2	Neighborhood Medium	T3 Sub-Urban, T4 General Urban and T5 Urban Center	Anticipates a mixture of detached and attached dwellings and higher building types at approximately 9 to 20 dwelling units per acre. Predominantly residential with small scale commercial at key locations, primarily at intersections and adjacent to corridors.
3	Neighborhood High	T3 Sub-Urban through T6 Urban Core	Accommodates a broader mix of building types, primarily attached, from 21 to 54 dwelling units per acre. A mix of residential, commercial, office, and entertainment that includes mixed-use buildings.
4	Commerce	T4 General Urban through T6 regional center, urban core, neighborhood center)	Encourages a wide range of building types depending on neighborhood characteristics that house a mix of functions, including commercial, entertainment, office and housing at approximately 21 to 54 dwelling units per acre in the Downtown Plan area and 9 to 20 dwelling units per acre outside the Downtown Plan area.
5	Industry	T4 to T6 Urban Core	Encourages intensive manufacturing, processing, warehousing and similar uses, as well as light, clean industries and support offices; also encourages workplace-serving retail functions and work-live residences where such secondary functions would complement and be compatible with industrial uses. Primarily large-scale buildings. Also can be developed as Transit Oriented Development, employment center or working village with a mix of uses.
6	Civic	T1 Preserve through T6 Urban Core	Accommodates civic functions such as government offices, libraries, schools, community center, and places of religious worship
7	Parks and Open Space	T1 Preserve through T6 Urban Core	Designate lands to public recreation and leisure and visual resources, and can range from neighborhood tot lots and pocket parks to urban squares and plazas and playgrounds to large regional parks and natural preserves.

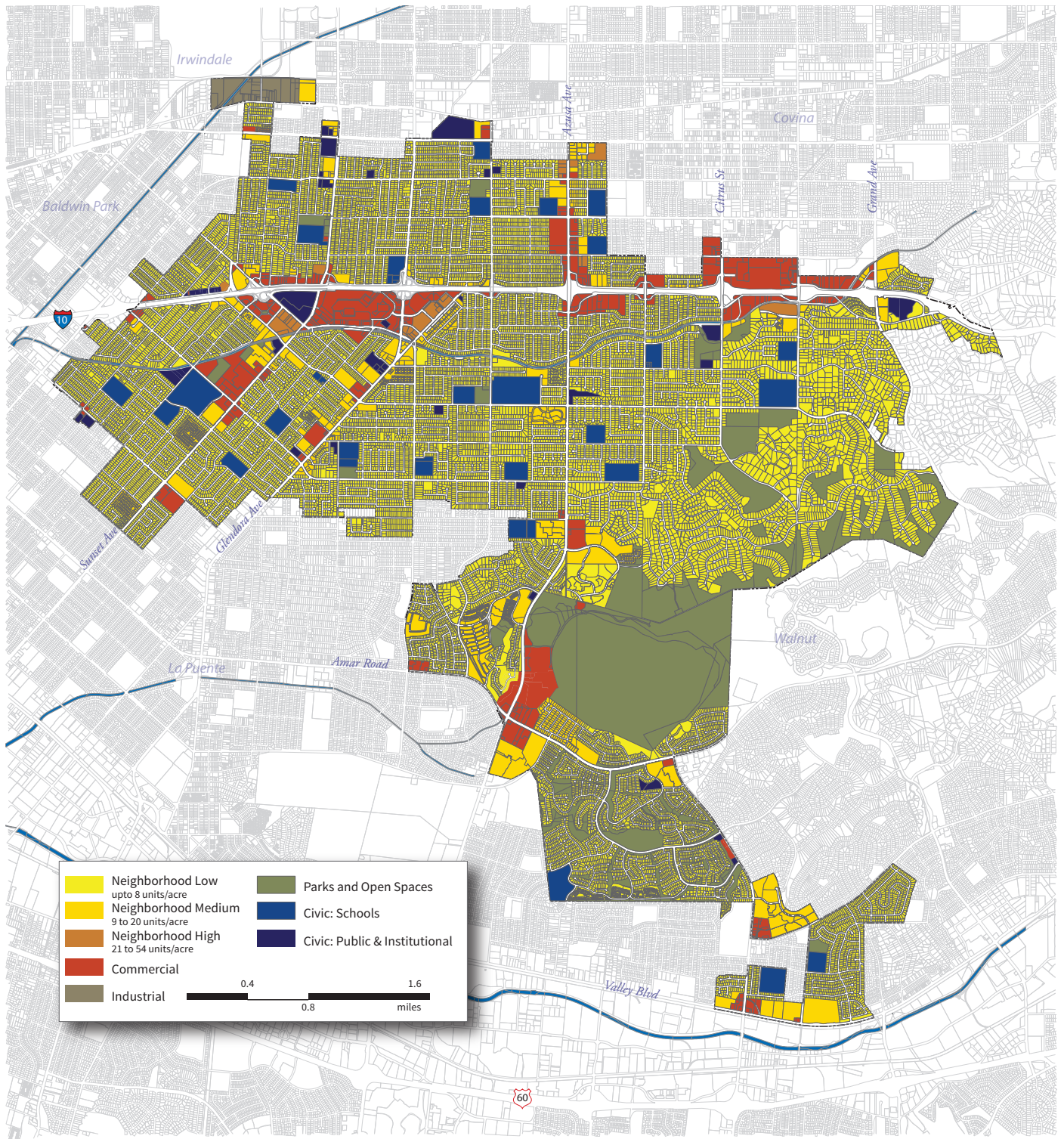


Figure 2.3.7 Land Use Plan



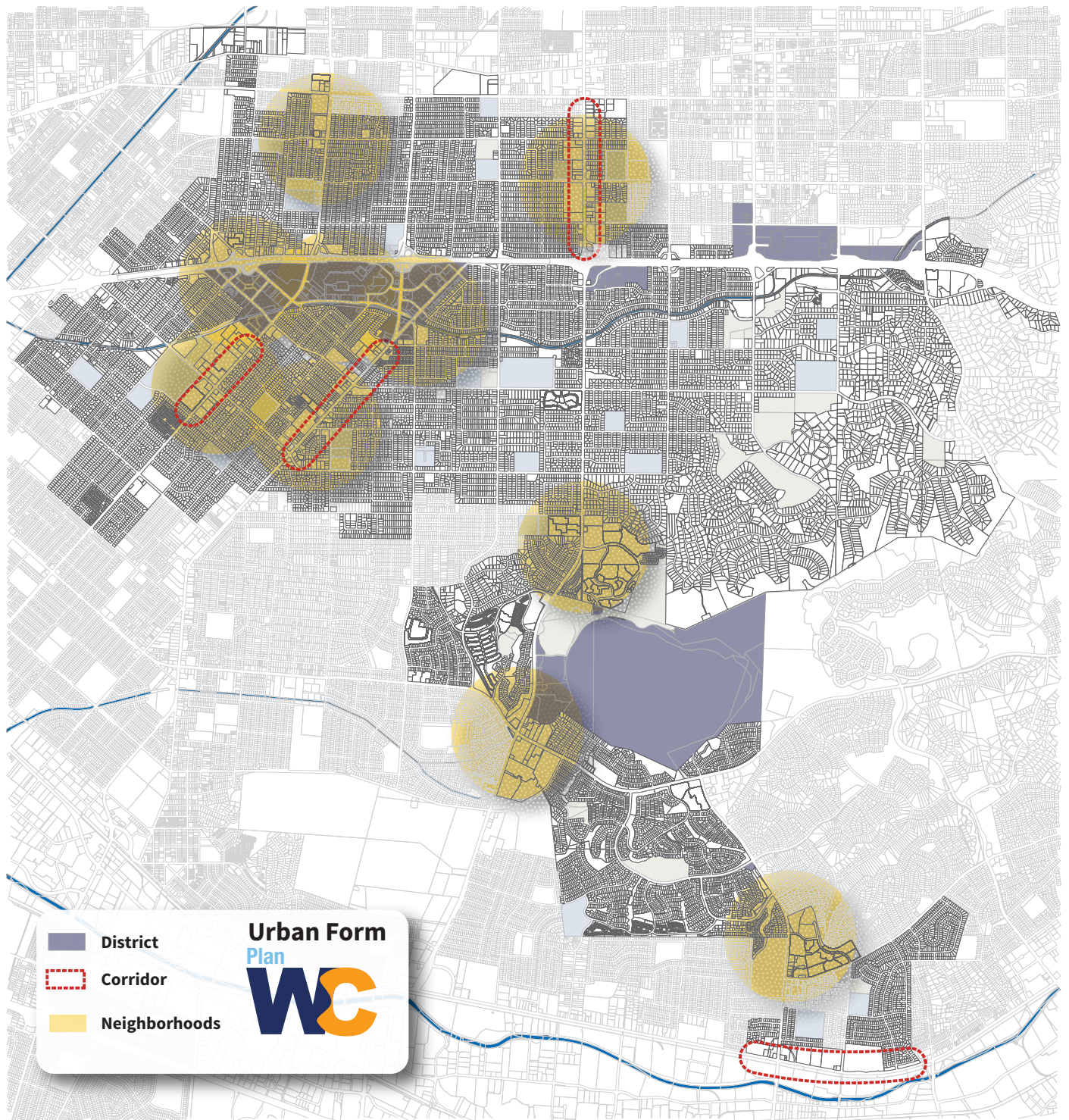


Figure 2.3.8 Urban form map -- geography of place types

### C. District, Corridors, and Neighborhood Centers

The allocation of separate land use designations evolves to a geography of places that address “form and character” of the place. The General Plan informs the nature of intended change in different areas. The stable areas are preserved and maintained, and areas where redevelopment is likely to

occur are programmed for regeneration. Growth is redirected to the downtown area and corridors in need of reinvestment where viable infrastructure is already in place. This approach focuses policy, regulation, and the techniques used to implement the community vision for areas of change.

The basic organizing place types for areas designated for growth are neighborhoods, districts and corridors. Listed below are place types recommended for moderate infill, redevelopment, or infrastructure improvements. Majority of the new growth will be directed to the downtown areas and the corridors. The level of change ranges from reinvestment in existing buildings and minor improvements to utility infrastructure and the public realm, to the occasional infill development that completes the prevalent development pattern. In some instances, addition of new streets may be necessary to break the large scale super-blocks into pedestrian oriented blocks, or completing a block with the missing buildings, open space or infrastructure.

## 1 Districts

Districts consist of streets or areas emphasizing specific types of activities and exhibiting distinct characteristics. A neighborhood or parts of neighborhoods can form a district. The following four districts are depicted on the General Plan Diagram:

### A Downtown

The Downtown Plan envisions Downtown as an interconnected series of three distinctive, walkable, mixed-use neighborhoods. The integration of the 3 neighborhoods will be through a continuous open space network of streets, sidewalks, crosswalks, greens and plazas. The diversity, quality and richness of these open spaces taken together creates the public realm that links the three neighborhoods and encourages walking from one to the other through verdant and beautifully designed spaces. The Plan identifies a number of underperforming land parcels, as well as other opportunities for new urban infill. This new development will bring a range of new uses into the Downtown, while physically completing street faces and marking important street intersections.

### B Eastland

Eastland Center is a multi-tenant retail power center which includes a collection of large format retail stores including a grocery store. The buildings are surrounded by parking lots and outparcels with drive-through establishments. The retail center lacks variety of building types (and therefore uses) and lack of walkable block structure. Replacing surface parking with structured parking would free-up land for office or hotel use and a civic space for gathering, events, and outdoor seating.

### C Auto Plaza

The West Covina Auto Plaza is a cluster of new and used car dealerships located at the intersection of I-10 and Azusa Avenue. Many of the dealerships are located adjacent to residential neighborhoods. Outdoor operations should provide adequate screen and buffer from the residential areas. The auto mall occupies highly visible gateway sites and therefore offer opportunity for gateway enhancements with artwork, signs, lighting, and landscaping.

### D BKK

The closure of this former landfill site has dramatically improved the quality of life of adjacent residential areas. The western edge of the site has been developed with a shopping center and a Big League Dreams Sports facility. Bulk of the site is passive and inaccessible open space.



*Rendering of Sunset Avenue, Downtown*



*Eastland Center*



*Auto Plaza*



*BKK*

## 2 Corridors

Corridors, which can be natural or urban, often form boundaries, as well as connections, between neighborhoods and/or districts. Natural corridors can be those such as drainage channels or green parkways. Urban corridors can be transportation thoroughfares that frequently encompass major access routes, especially ones with commercial destinations, including transit routes. The following three urban corridors are depicted on the General Plan Diagram. Each has the potential to evolve into a vibrant mixed-use City street with a distinct character borrowed from the neighborhoods that share it:

### A North Azusa Avenue

Azusa Avenue is the primary north-south corridor that extends from the San Gabriel mountains to the north to Powder Canyon on the south side.

The character and intensity of development north and south of the I-10 freeway are different. North Azusa is more continuous urban corridor than South Azusa which is more sub-urban with commercial uses concentrated at few key intersections.

The corridor consists of mostly car-oriented retail uses, shopping centers, big boxes, drive-through restaurants, and apartments. The corridor lacks a consistent walkable structure and streetscape design. The street is wide, sidewalks are narrow, street trees are missing, on-street parking is sparse, median landscaping is inconsistent, many buildings with their large parking areas fail to physically define the street. The street is not interesting, comfortable, or safe for pedestrians.

Some of the apartment and retail buildings are located closer to the street with parking in the back. However, many retail and shopping centers are located behind huge parking areas which damage the street fabric of North Azusa Avenue.

A continuous alley serving frontage parcels would allow parking, access, and service in the rear while eliminating driveways along Azusa Avenue.

Corridor's retail locations should be focused around transit stops rather than diluted along the corridor. Some of the underperforming retail could be transformed to multi-family residential or office uses.

The Pioneer Adult center is a large underutilized site on Rowland Avenue. This site, if redeveloped offers the best opportunity for a small park. Redevelopment should provide a contextual response to adjacent single-family residences. Surface parking areas could be replaced with new fabric infill development providing a more engaging street's edge. A Corridor Plan and Code should be developed to provide a unifying vision and precise and clear standards for development of public and private realm.



*Retail on North Azusa Avenue*



*Retail on North Azusa Avenue*



*Retail on North Azusa Avenue*



*Apartments on North Azusa Avenue*



*Retail on Glendora Avenue*



*Retail on Glendora Avenue*



*Medical offices on Sunset Avenue*



*Commercial development on Valley Boulevard*

**B** Glendora Avenue

This arterial has a mix of large ethnic retail center, large format neighborhood serving retail uses, small shopping strips, and a range of auto oriented uses such as gas stations, auto sales, and auto repair facilities. Segments of the corridor also have single and multi-family residential uses. The corridor lacks a consistent streetscape design. Corridor buildings with their large parking areas fail to physically define the street or provide a safe, comfortable, and interested walking experience for pedestrians.

The frontage parcels along the corridor back up to residential neighborhood. Smaller scale infill redevelopment along the corridor would be contextual to the adjacent single-family residential scale. Some of the aging and underperforming retail uses may need to be renovated or repositioned to remain competitive. A Corridor Plan and Code should be developed to provide a unifying vision and precise and clear standards for development of public and private realm.

**C** Sunset Avenue

The Sunset Avenue Corridor is anchored by Queen of the Valley hospital campus and supporting medical uses. Besides meeting the community’s health needs, the hospital provides high-wage high-value jobs. Sunset Avenue has the potential to become a dynamic corridor with growth opportunities for research, medical, and bioscience interests. A Corridor Plan and Code should be developed to provide a unifying vision and precise and clear standards that accommodates hospital growth in a contextual manner respectful of the adjacent residential areas.

**D** Valley Boulevard

Valley Boulevard is a high speed corridor that serves as the southern entrance into West Covina. Valley Boulevard and the gateway sites should be designed to create a cohesive identity and reflect the desired City image. Gateways can include architecturally significant buildings, infrastructure and streetscape improvements, public art, signs, and landscaping. Private development can be guided to improve gateways through City land use controls, site planning standards, and architectural guidelines.

### 3 Neighborhood Centers

Community evolves from individual conversations and the best places to grow community are in individual neighborhoods. Every neighborhood should have at least one center where people can meet by chance at a local coffee shop, market, bookstore, diner, or even hardware store. West Covina’s existing neighborhood centers have the opportunity to become such places. The General Plan Diagram identifies four neighborhood centers – where the development of housing alongside commercial uses is specifically encouraged. These centers include:

#### A Puente Avenue

The blocks on either side of Puente Street, between Yaleton Avenue and Sunset Avenue have a unusual mix of uses that include churches, fire station, liquor store, auto repair facility, and multi-family residences. The area around this block is predominantly single-family residential.

#### B Aroma Drive and Azusa Avenue

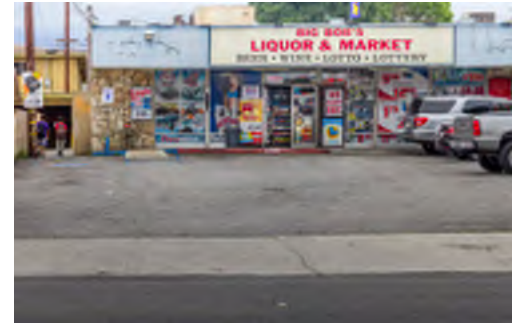
This intersection has ethnic and convenience retail, office, and multi- and single family residential uses. Aroma Drive leads to Galster Park. The area has the potential to become a mixed-use walkable center for the surrounding neighborhood. As sites redevelop, urban infill development with rich public realm can further reinforce the significance of the area as a center in this neighborhood.

#### C Amar Road and Azusa Avenue

Both streets are busy arterials and highly used transit routes located on the south side of the City. The intersection has a large concentration of shopping centers surrounded by higher density residential areas. The wide streets with multiple left turn lanes and no median makes pedestrian crossing difficult. Despite more land being dedicated for surface parking than buildings, parking is one of the leading concerns at these shopping centers. A parking study should be prepared to analyze parking supply and demand, implement parking policies and operational programs, and develop the best local solution for the shopping centers. The shopping centers lack a gathering place where people can stay and spend more time at these centers.

By adding buildings in the commercial core that accommodate office, housing, and civic space, this area can become a mixed-use, walkable neighborhood center. A new civic space (public square) can improve the awkward traffic flow within the shopping center, create a landmark, and a sense of arrival.

The four corners has the largest collection of Filipino businesses in San Gabriel Valley. The distinctive social, commercial, and ritual activities of Filipino culture can interact here with the built environment to create and sustain a sense of place, foster community identity, and structure social relations. Branding this place would recognize the contributions of the ethnic businesses; support cultural diversity; and attract tourists, a creative workforce, and international investors.



Retail on Puente Avenue



Retail on Amar Road and Azusa Avenue



Retail on South Azusa Avenue



Retail on Nogales Street

D Nogales Street

The two suburban shopping centers located east of Nogales Street provide ethnic and convenience retail. The Nogales High School to the west and residential parcels south of the shopping centers are located in unincorporated Los Angeles County jurisdiction. Strategic urban infill development with pedestrian friendly infrastructure improvements could reinforce the identity of the place as a neighborhood center.

Pattern	Residential	Non-residential		
		Retail	Office	Hotel
<b>Districts</b>				
Downtown	1,700 units	125,000 s.f.	280,000 s.f.	400 rooms (200,000 s.f.)
Eastland		25,000 s.f.	5,000 s.f.	200 rooms (100,000 s.f.)
Autoplaza				
BKK				
<b>Corridors</b>				
Azusa Avenue	250 units	15,000 s.f.	10,000 s.f.	
Glendora Avenue	50 units	10,000 s.f.	5,000 s.f.	
Sunset Avenue	50 units	10,000 s.f.	100,000 s.f.	
<b>Neighborhood Centers</b>				
Puente Avenue		5,000 s.f.		
Aroma Drive		5,000 s.f.		
Amar Road	50 units			
Nogales Street		5,000 s.f.		
<b>Total</b>	<b>2,100 units</b>	<b>200,000 s.f.</b>	<b>400,000 s.f.</b>	<b>600 rooms</b> (300,000 s.f.)

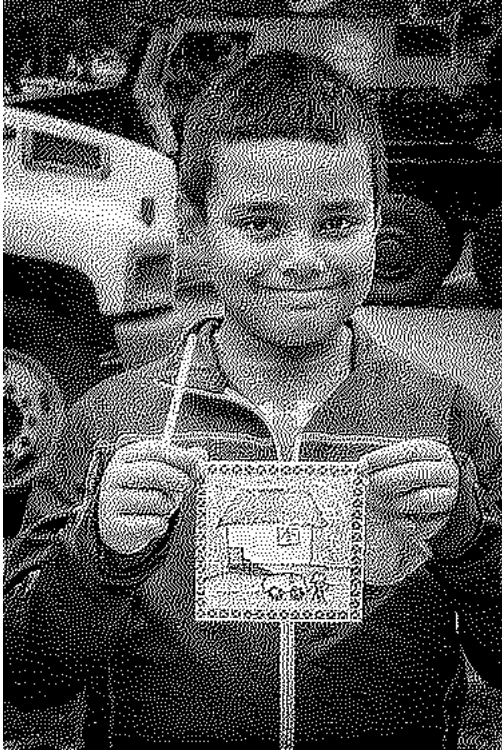
Table 3.3 Estimates of the amount of development in the City.

## D. Policies and Actions

<b>P3.1</b>	<b>Preserve existing housing stock.</b>	<b>P3.6</b>	<b>Reduce West Covina’s production of greenhouse gas emissions and contribution to climate change, and adapt to the effects of climate change.</b>
A 3.1	Incorporate standards in the development code to preserve the existing form and character of stable residential areas and prevent encroachment of incompatible land uses and intensity.	A3.6	Key land use adaptation strategies to reduce greenhouse gas emissions are: <ul style="list-style-type: none"> <li>• Promoting transit-oriented infill development, and</li> <li>• Providing incentives for high-performance buildings and infrastructure.</li> </ul>
<b>P3.2</b>	<b>Support vibrant, economically strong neighborhoods through education and enforcement of property maintenance regulations.</b>		
A3.2	Establish incentives to upgrade the appearance of poorly maintained or otherwise unattractive sites, and enforce existing land maintenance regulations.		
<b>P3.3</b>	<b>New growth will complete, enhance, and reinforce the form and character of the unique West Covina neighborhoods, districts, and corridors.</b>		
A3.3	Adjust regulations for the neighborhoods, districts and corridors to reflect the nature of intended change.		
<b>P3.4</b>	<b>Direct new growth to downtown area and the corridors. Adapt economically underused and blighted buildings, consistent with the character of surrounding districts and neighborhoods, to support new uses that can be more successful. Provide opportunities for healthy living, commerce, employment, recreation, education, culture, entertainment, civic engagement, and socializing.</b>		
A3.4	<ul style="list-style-type: none"> <li>• Adopt form-based codes for the Downtown area and Corridors that:</li> <li>• Utilize clear development requirements tailored to the community’s vision;</li> <li>• Increase land use choices and encourage community vitality;</li> <li>• Foster a rich public realm, with engaging private frontages, complete streets, and access to a range of open spaces;</li> <li>• Insist on the highest standards of quality in architecture, landscaping, and urban design; and</li> <li>• Offer predictable streamlined development review process and produce predictable outcomes.</li> </ul>		
<b>P3.5</b>	<b>Support the growth of Queen of the Valley Hospital while developing a unifying vision and code for Sunset Avenue.</b>		
A3.5	Partner with Queen of the Valley hospital to develop a Corridor Plan and Development Code for Sunset Avenue that accommodates future hospital growth in a contextual manner with enhancements to Sunset Avenue Corridor.		

See Our Natural Community for policies to preserve and expand the open spaces and tree canopy.

Senate Bill 244 requires cities to address the infrastructure needs of unincorporated disadvantaged communities in general plans and LAFCo Municipal Service Reviews (MSRs) and annexation decisions. Since the last General Plan update in 1985, the City has had small areas of unincorporated parcels within it’s Sphere of Influence. Some of these parcels qualify as disadvantaged community. The City has no plans nor have the property owners ever requested the City to annex the unincorporated areas into the City.



## E. Housing

The availability and production of housing are critical to the social and economic security and vitality of West Covina and its residents. In recent policy announcements, the U.S. Department of Housing and Urban Development (HUD), the State of California and the Southern California Association of Governments (SCAG) have all recognized that planning for housing should be done in conjunction with sustainably-directed regional transportation planning in order to link jobs, housing and other activities through regional transportation systems. This integration is essential to address environmental issues and the social impacts of traffic congestion and implements the General Plan's Our Well Planned and Our Accessible Community elements. New infill housing is envisioned to be located along major transit corridors, in mixed use developments and within the Downtown providing employment opportunities, shopping, and amenities within walking distance, with particular priority given to providing housing that is affordable to a wide spectrum of households to promote economic, social and cultural diversity.

For the 2014-2021 planning period, West Covina's Housing Element builds upon the achievements of the previous Housing Element, certified in 2008, serving a blueprint for the community to address broad-based, long-range housing needs. The West Covina Housing Element maintains the focus on infill development, complies with all State mandates and is consistent with the overall General Plan.

The 2014-2021 Housing Element is influenced by the complex challenges cities currently face in their attempts to create and retain affordable housing. With the economic boom that occurred at the turn of the century, market forces and deregulation of rental vacancies had a significant effect on housing affordability which has heavily impacted the ability of many working class households in West Covina to find local housing. While this trend was slightly reversed by the 2008 recession, the City has generally experienced a rebound and steady upward climb in market-rate rents since 2012, once again decreasing affordability for lower and middle-income households. Generally, the housing market in West Covina has proven to be fairly resilient and home ownership is still elusive for many working class families.

West Covina's challenge to address the housing needs of the community is compounded by the State's elimination of redevelopment agencies in 2011. The West Covina Redevelopment Agency (RDA) had provided a steady income that funded housing assistance programs and maintained the affordability of deed-restricted housing units throughout the City. Moving forward, new funding sources will need to be identified to maintain and develop a range of affordable housing stock. Providing a range of housing opportunities at all affordability levels has been and continues to be a core value and priority goal for the City of West Covina, as reflected in the programs of this Housing Element.

The General Plan Land Use Plan sets forth a 20-year vision to preserve the character and quality of existing neighborhoods and encourage new housing in the Downtown close to services, jobs, and conveniences. The Land Use Plan is closely tied to the Downtown Plan and Code, which is focused on attracting and retaining talent and jobs while creating a vibrant place to live.

Based on extensive community participation and input, the General Plan and the Downtown Plan and Code presents policies and clear and precise regulations that encourage new housing to be provided in walkable mixed-use environments in the Downtown and along major transit corridors, shifting development pressure away from stable single-family neighborhoods.





The new 5-story mixed-use development adds 450 units and 20,000 square feet of retail space to the Downtown area.

## 2014-21 Housing Element

This Housing Element contains goals, policies and objectives to address the City’s identified housing needs. The Housing Plan is based on five goals, each with its policies, objectives and programs as well as specified timeframes and responsible agencies.

In general, these programs strive to preserve the existing housing stock, remove constraints to the development of housing, provide for special needs housing, and identify adequate sites to achieve a variety and diversity of housing.

An inventory of suitable sites is presented in detail to demonstrate that the City has land and infill opportunities for 1,064 units in zoning districts with densities that are appropriate to accommodate its Regional Housing Needs Assessment (RHNA) of 831 units. The properties, located in the Downtown, along commercial corridors, meet State criteria in regard to the age and type of existing buildings on the property and the site’s potential for additional development.

Table 3.4 - Housing Element Residential Unit Capacity

Income Category	RHNA	Site Inventory Capacity
Very low income (<50% AMI)	217	352
Low income (50-80% AMI)	129	352
Moderate income (80-120% AMI)	138	213
Above moderate income (>120% AMI)	347	177
Total	831	1,064

## CITY OF WEST COVINA



2014-2021 Housing Element  
Adopted October 1, 2013

West Covina’s Housing Element has five goals:

- Goal 1** Maintain and enhance the quality of existing housing and residential neighborhoods in West Covina
- Goal 2** Provide a variety of housing types to accommodate all economic segments of the City
- Goal 3** Minimize the impact of governmental constraints on housing production and affordability
- Goal 4** Promote equal housing opportunity for all residents
- Goal 5** Identify adequate sites to achieve housing variety

For each goal, specific policies and programs are summarized within the Housing Plan. Individual policies and programs included in this Element are intended to provide a wide variety of programs and tools to implement the City’s General Plan goals.

The Housing Element has a shorter time horizon than the rest of the General Plan. The current Housing Element can be reviewed on the City’s website or at the Planning Division office in City Hall.



## Part 2

# 4. Our Accessible Community



*Our goal is to provide safe access for all users—pedestrians, cyclists, public transit users, and motorists—of all ages and abilities. Design streets that consider both the existing and future context of transportation and land use and seek to be in harmony with the adjacent area’s history, environmental resources, and overall aesthetic.*

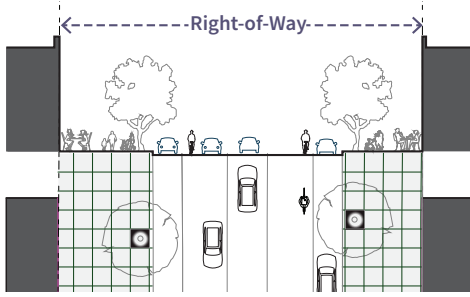
*Accessible places offer choices to drive, walk, bike or take transit to the destination.*

Safe, convenient and comfortable circulation and access is fundamental to the long-term livability and economic viability of the City of West Covina. Over the past few decades, the City’s major roadways have been developed with a singular focus on the facilitation of smoothly flowing automobile traffic, to the exclusion of all other needs. While traffic congestion should generally be avoided, a “complete streets” approach like that underlying this Chapter would ensure that all users of the City’s streets are taken into account in the City’s transportation planning processes, as well as other important elements of street design including streetscape beautification and support for adjacent commercial development.



The General Plan directs new growth into the Downtown Area and the corridors. Therefore the focus of the analysis and recommendations in this chapter are the Downtown Area and corridors. The policies and actions in this Chapter would serve to support the mobility and other goals of this General Plan.

## A. Transportation Context



Right-of-way is an area where a legal right of passage exists.

Classification	Major Standards
Principal Arterial	<ul style="list-style-type: none"> <li>Total right-of-way (ROW): 110 feet</li> <li>Minimum between exterior curbs: 90'</li> <li>Other elements: "full parkway width sidewalks with tree wells, raised median island using Portland cement concrete curbs and traffic signals at intersections with all other streets except minor and cul-de-sac streets.</li> </ul>
Minor Arterial	<ul style="list-style-type: none"> <li>ROW: 100'</li> <li>Minimum between exterior curbs: 80'</li> <li>Other elements: same as Principal Arterial</li> </ul>
Collector	<ul style="list-style-type: none"> <li>Minimum between exterior curbs: 40'</li> </ul>

Table 4-1 Functional Classifications.



Vincent Avenue



Sunset Avenue



West Covina Parkway

## 1 Roadways

Chapter 19, Article VIII of the Municipal Code defines standards for street design. The standards are based on the United State Department of Transportation (USDOT) Federal Highway Administration (FHWA) Highway Functional Classification System. The Code identifies a total of eight functional classifications, of which three have particular relevance: Principal Arterial, Minor Arterial and Collector. Design standards for these classifications are shown in Table 4.1.

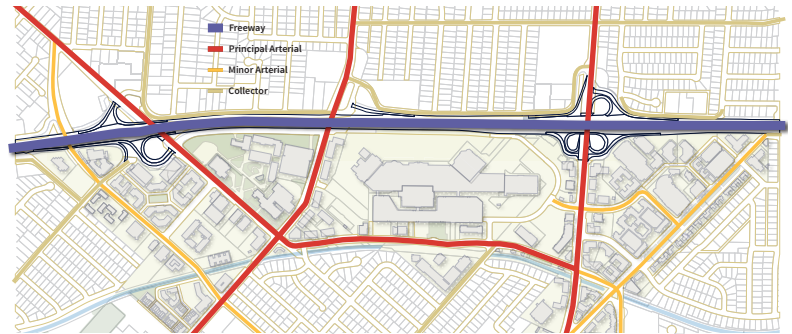


Figure 4-1 Functional Classifications in Downtown

### A Downtown Roadways

Figure 4.1 shows the locations of Principal and Minor Arterials and Collectors within the Downtown Area.

Many roadways are not built to the design standards for their classifications. Approximate curb-to-curb dimensions of major streets in the Downtown area are shown in Table 4.2.

Street	Segment	Classification	Standard (ft.)	Existing (ft.)
West Covina Pkwy	1-10 -Toluca	Principal Arterial	90	84
	Toluca-Valinda			64
Sunset Ave	Merced-Vine			80
	Vine-W Covina			80
	W Covina-Plaza			84
	Plaza-N Garvey			(varies)
Vincent Ave	Glendora-W Covina			90
	W Covina - I-10			104-106
Glendora Ave	Merced-Vincent			80
	Vincent-Walnut Creek			80
	Walnut Creek-Lakes			60
	Lakes-S Garvey			(varies)
Cameron Ave	I-10 - Orange	Minor Arterial	80	52
	Orange-Sunset			64
	Sunset-Valinda			64
	W of Vincent			78
Plaza Dr	Vincent-Lakes	Collector	40	64
Lakes Dr	Lakes-Glendora			52
Valinda Ave	Cameron-Glendora			60
South Garvey Ave	W Covina-Sunset			60
	Glendora-Lark Ellen			40
California Ave	Merced-W Covina			40

Table 4-2 Curb-to-curb dimensions (Downtown)

Typical cross-sections of each major street in the Downtown area, including numbers of general-purpose lanes in each direction plus left-turn lanes, parking lanes and bicycle lanes (where each exists), are shown in Table 4.3. Note that landscaped medians, right-turn lanes and sidewalks are not shown. Note also that because left-turn lanes are on opposite sides of intersections, aligned with one another, the total number of lanes on a street with two general-purpose lanes and a left-turn lane in each direction (to take the most common example) is five, not six.

Finally, Table 4.4 shows bi-directional Average Daily Traffic (ADT) on street segments.

In most cases, these volumes result in a volume-to-capacity or V/C ratio of less than 1.0. A street with two general-purpose lanes and a left-turn lane in each direction should be able to accommodate ADT of 25,000 or more, depending on factors including intersection configuration and level of service standards. Most such street segments in the Downtown area, however, have ADT below 25,000, and many have volumes lower than 20,000, including West Covina Parkway, Glendora north of Vincent, Cameron, Lakes, and Valinda. According to the Federal Highway Administration, four-lane streets with ADT in this range should be viewed as candidates for “road diets,” or lane reductions.

Street	Segment	Configuration (each direction)
West Covina Pkwy	1-10 -Toluca	2 lanes + 2 left-turn lanes
	Toluca-Valinda	2 lanes + left-turn lane
Sunset Ave	Merced-Vine	2 lanes + left-turn lane + bike lanes
	Vine-W Covina	2 lanes + left-turn lane + parallel parking
	W Covina-Plaza	2 lanes + left-turn lane
	Plaza-N Garvey	2 lanes + bike lanes
Vincent Ave	Glendora-W Covina	2 lanes + left-turn lane
	W Covina - I-10	3 lanes + 2 left-turn lanes
Glendora Ave	Merced-Vincent	2 lanes + left-turn lane
	Vincent-Walnut Creek	2 lanes + left-turn lane + parallel parking
	Walnut Creek-Lakes	2 lanes + left-turn lane + parallel parking
	Lakes-S Garvey	1 lane + angled parking (partial)
Cameron Ave	I-10 - Orange	2 lanes + left-turn lane
	Orange-Sunset	2 lanes + left-turn lane
	Sunset-Valinda	2 lanes + left-turn lane/parallel parking
	W of Vincent	1 lane + 1 right-turn lane each way + 2 left-turn lanes EB only
Plaza Dr	Vincent-Lakes	2 lanes + left-turn lane
Lakes Dr	Lakes-Glendora	2 lanes
Valinda Ave	Cameron-Glendora	2 lanes + left-turn lane/parallel parking
South Garvey Ave	W Covina-Sunset	2 lanes (WB), 1 lane (EB)
	Glendora-Lark Ellen	1 lane
California Ave	Merced-W Covina	1 lane + left-turn lane



Glendora Avenue



Toluca Avenue

Street	Segment	ADT
West Covina Pkwy	1-10 -Sunset	16,244
	Sunset-California	14,697
	California-Vincent	16,726
	Vincent-Valinda	15,060
Sunset Ave	Merced-Vine	17,973
	Vine-Cameron	25,369
	Cameron-W Covina	25,117
	W Covina-N Garvey	22,314
Vincent Ave	Glendora-W Covina	22,688
	W Covina-Plaza	33,164
	Plaza-I-10	47,964
Glendora Ave	Merced-Cameron	27,416
	Cameron-Vincent	29,070
	Vincent-West Covina	15,662
	Walnut Creek-Lakes	5,312
Cameron Ave	Lakes-S Garvey	4,826
	I-10-Orange	14,672
	Orange-Sunset	15,386
	Sunset-California	12,110
Plaza Dr	California-Glendora	13,458
	Glendora-Valinda	14,947
	W of Vincent	16,216
Lakes Dr	Vincent-Lakes	8,414
	Lakes-Glendora	3,778
Valinda Ave	Cameron-Glendora	18,352
South Garvey Ave	W Covina-Sunset	n/a
	Glendora-Lark Ellen	5,830
California Ave	Merced-Cameron	7,760
	Cameron-W Covina	7,080

Table 4.4 Traffic Volumes (Downtown)

Table 4-3 Lane Configurations (Downtown)



Amar Road and South Azusa Avenue intersection



North Azusa Avenue



Cameron Avenue

**B Citywide Roadways**

Outside of downtown, analysis was conducted of volume-to-capacity ratio in the following locations identified as focal points for the General Plan Update:

- Azusa Avenue Corridor; and
- Intersection of Workman and Citrus

In general, the six-lane segments of Azusa south of Francisquito appear to have excess traffic capacity, but remaining segments do not. The intersection of Citrus and Workman, meanwhile, appears to have excess capacity. Further study on turning movements at the intersection would be necessary to make that determination.

Street	Segment	ADT	Configuration (each direction)
Azusa Ave	(city limit)-Amar	33,824	3 lanes + left-turn lane
	Amar-Fairgrove	38,224	3 lanes + left-turn lane
	Fairgrove-Francisquito	38,461	3 lanes + left-turn lane
	Francisquito-Merced	39,676	2 lanes + left-turn lane + parking
	Merced-Fine	36,538	2 lanes + left-turn lane + parking
	Vine-Cameron	37,203	2 lanes + left-turn lane + parking
	Cameron-Cortez	34,135	2 lanes + left-turn lane + parking
	Cortez-S Garvey	35,757	2 lanes + left-turn lane + parking
	S Garvey – I-10	41,300	3 lanes + left-turn lane
	I-10 – N Garvey	53,018	3 lanes + left-turn lane
	N Garvey-Workman	41,712	3 lanes (SB)/2 lanes (NB) + left-turn lane
	Workman-Rowland	34,779	2 lanes + left-turn lane + parking
	Rowland-Puente	30,431	2 lanes + left-turn lane + parking
Puente-Badillo	28,236	2 lanes + left-turn lane + parking	
Citrus Ave	Eastland Center Dr-Workman	27,939	3 lanes + left-turn lane
Workman Ave	Hollenbeck-Citrus	7,916	2 lanes (EB)/1 lane (WB) + left-turn lane
	Citrus-Barranca	7,095	2 lanes + left-turn lane

Table 4.5 Traffic Volumes and Configuration (Citywide Focus Areas)

**C Findings**

Key findings related to existing roadway conditions are as follows:

1. Few arterial streets in the Downtown Area currently satisfy the City’s street design standards for minimum right-of-way and curb-to-curb dimension.
2. However, many of these same streets are over-built relative to current traffic volumes (as are parts of key streets outside of downtown).
3. Taken together, these findings suggest that:
  - Some streets should be reclassified, standards should be adjusted, or both; and
  - Because some streets could likely be reconfigured with little impact on traffic congestion, reconfiguration should be considered.

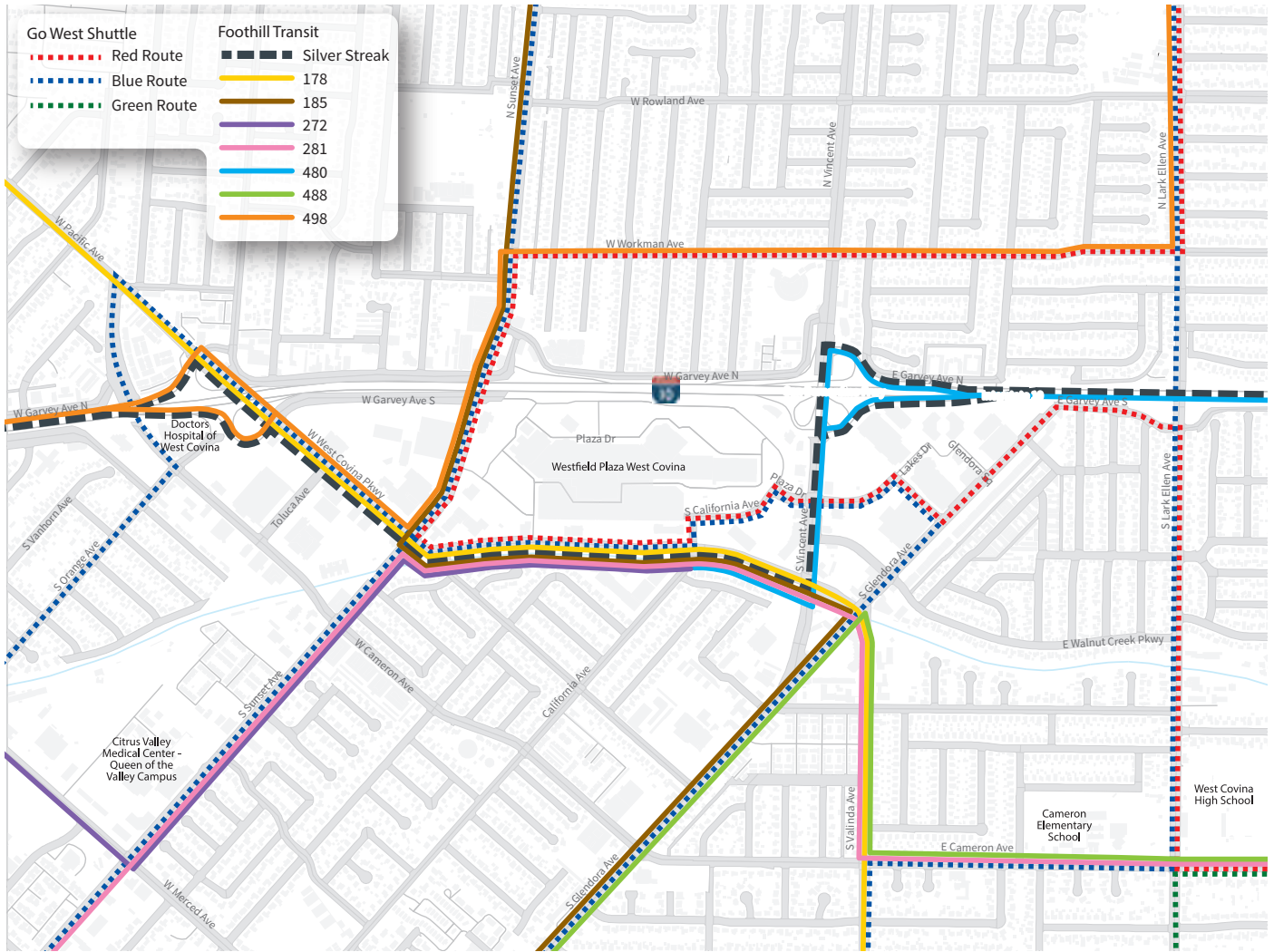


Figure 4-2 Existing Transit Routes (Downtown)

## 2 Transit

Existing public transit service in West Covina is provided by Foothill Transit and by the City of West Covina, operating as Go West. Foothill Transit is the regional bus service provider for the eastern San Gabriel Valley. The Go West system, meanwhile, consists of three shuttle routes, labeled Red, Blue and Green.

Transit service is concentrated in the Downtown area, where Foothill Transit operates a total of eight routes, including one Bus Rapid Transit or BRT service (Silver Streak), six local routes (178, 185, 272, 281, 480, 488) and an express service (498). Go West’s Red and Blue routes, meanwhile, also serve the area. The alignments of these routes are shown in Figure 4.2.

As Figure 4.2 indicates, eight of the 10 routes operating in the Downtown area overlap on West Covina Parkway between Vincent and Sunset.

Outside of downtown, Foothill operates routes on Azusa Avenue (280), Amar Road (486) and La Puente Road and Nogales Street (289), as well as two additional routes connecting to the Eastland Center retail area in the eastern end of the city (284, 851). Go West’s Green route operates in this area, as does Foothill Transit Route 190.



*During peak periods, buses operate every three minutes from West Covina Parkway.*



Service characteristics of the routes are shown in Table 4.6.

Route	Alignment	Span of Service	Peak Frequency (minutes)	Mid-day Frequency (minutes)
<b>Foothill Transit</b>				
Silver Streak	Montclair Transit Center-Downtown Los Angeles	24 hours	7-8	13-20
178	Puente Hills Mall-El Monte Station	5a-11p (M-F) 6a-11:30p (S-S)	30	30
185	Azusa-Hacienda Heights	5a-11p (M-F) 6a-8p (S-S)	30	30
272	Duarte-West Covina Plaza	5:30a-8p	30-60	60-65
280	Azusa-Puente Hills Mall	5:30a-10:30p (M-F) 7a-10p (S-S)	20	20
281	Glendora-Puente Hills Mall	5a-10p (M-F) 6a-7:30p (S-S)	30	30
284	Eastland Center-Glendora	6a-8p (M-F) 6a-5:30p (S-S)	60	60
289	Pomona-Puente Hills Mall	7a-8p (M-F) 6:30a-6:30p (S-S)	60	60
480	Montclair-West Covina Plaza	5-12:30a (M-F) 5a-11:30p (S-S)	30	30
486	Pomona-El Monte	5a-11:30p (M-F) 6a-11p (S-S)	12	12
488	Glendora-El Monte	4a-10p (M-F), 6:30a-11p (S-S)	10-30	15-60
498	Azusa-Downtown Los Angeles	5-9:30a, 2-8p (M-F)	5-38	--
851	Eastland Center-Glendora	6:30a-5:30p (M-F)	30	--
<b>Go West</b>				
Red	(see map)	6:30a-6p (M-F)	56	56
Blue	(see map)	6:30a-7p (M-F)	65	65
Green	(see map)	6:30a-6:30p (M-F)	30	30
<b>Metro</b>				
190	El Monte-Pomona	5-2a (M-F) 6-1a (S-S)	10	40

Table 4.6: Service characteristics of the transit routes.

Notably, both Silver Streak and Route 498 provide frequent service during peak periods to Downtown Los Angeles. Each also operates on Interstate 10 (I-10) and makes a limited number of stops. Additionally, Silver Streak operates relatively frequently during off-peak periods, and operates at all times.

Figure 4.3 shows average weekday numbers of boardings at stops throughout the Foothill Transit system. As the figure indicates, stops on West Covina Parkway at California are among the busiest in the system, with a combined total of 2,091 daily boardings and alightings on all routes. Each of these stops provides limited shelter and seating. Eastland Center is also a relatively busy location, as is the major transfer point of Amar and Azusa Ave.



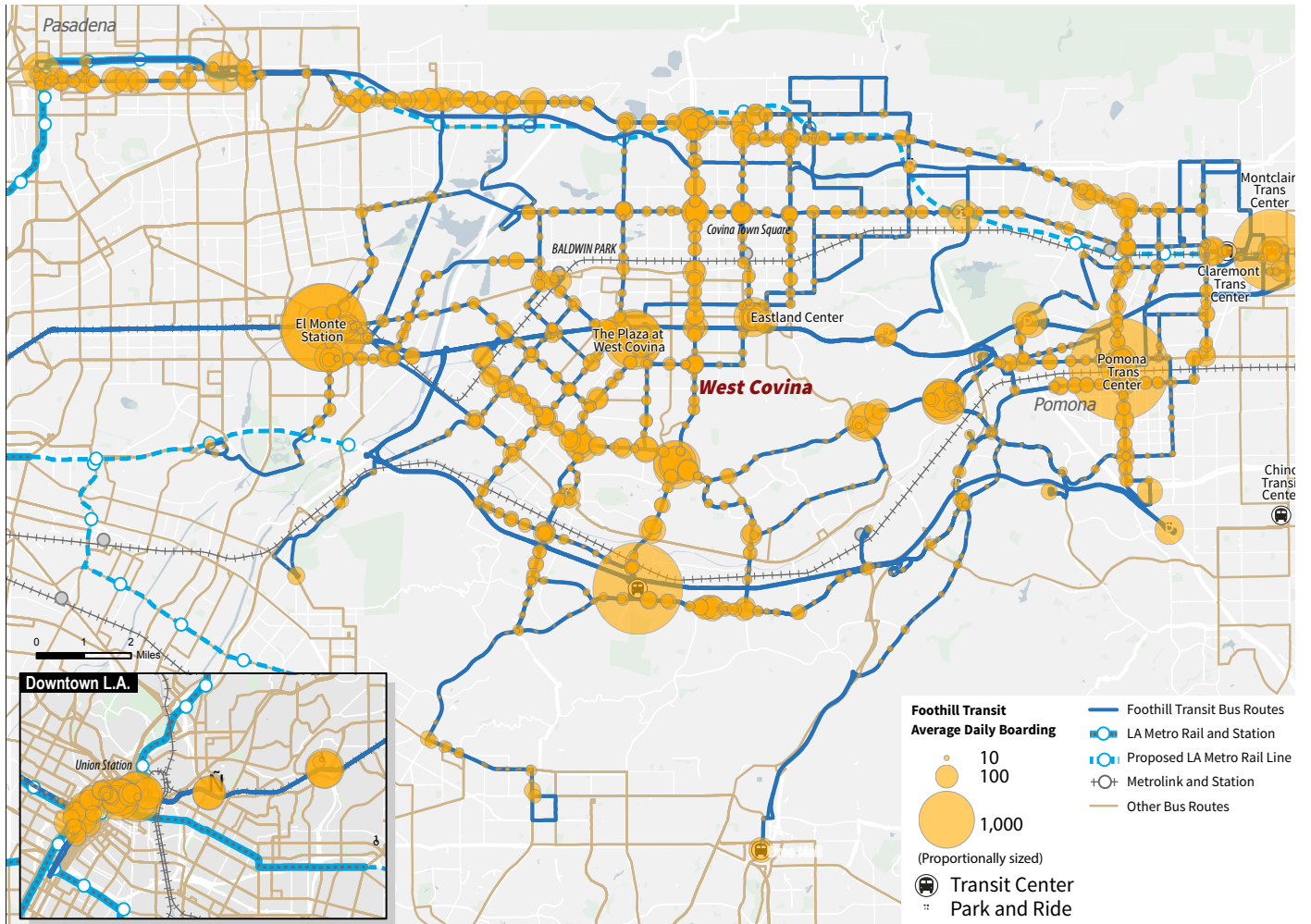


Figure 4.3: Foothill Transit Ridership.

Key findings related to existing transit conditions are as follows:

- West Covina Parkway in the Downtown area is one of the focal points of the Foothill Transit system, as well as Go West. During peak periods, buses operate as often as every three minutes in this segment.
- Stops on West Covina are heavily used. However, there are only limited accommodations and amenities for passengers.
- Because existing transit service in the Downtown area is primarily oriented east-west along West Covina Parkway, and because it is relatively frequent, it provides internal connections within the Downtown area in addition to external connections. However, existing fare policies discourage short trips on some routes, including the premium Silver Streak service.
- While most service in the Downtown area is concentrated on West Covina Parkway between Vincent and Sunset, one of the busiest routes in the area, Route 498, stops on Sunset instead.
- Go West’s Red and Blue lines are of limited utility due to their large one-way loop configurations (which require significant “out-of-direction” travel), the irregular or “non-clockface” frequencies, and the long headways or intervals between arrivals.
- Eastland Center and the intersection of Amar and Azusa are secondary nodes within the Foothill Transit system.

Service	Fare
Foothill Transit Routes 178, 185, 272, 281, 480, 488	\$1.25
Foothill Transit Silver Streak	\$2.45
Foothill Transit Route 498	\$4.90
Go West	\$1
Metro	\$1.75

Table 4.7: Cash fares.





### 3 Bicycles

Unlike some other communities, the City of West Covina has no adopted bicycle plan. Chapter 22, Article III of the Municipal Code define standards for Class I Bike Paths, Class II Bike Lanes, and Class III Shared Routes. A Bike Path is an exclusive facility, while a Shared Route is a street designated as a bicycle route, with no special markings. Bike Lanes, meanwhile, are divided into Class IIa (no parking) and Class IIb (parking permitted) categories. Class IIa lanes must be a minimum of five feet wide, while Class IIb lanes must be at least 13 feet wide.

Existing bicycle routes and facilities within the Downtown area are shown in Figure 4.4.

As Figure 4.4 indicates, there are few existing bicycle facilities in the Downtown area. There is a bike path along Walnut Creek Wash east of Glendora, continuing to Azusa, and there are bike lanes on Sunset between Workman and Plaza and south of Vine to the city limits. The lanes in the segment between Workman and Plaza are only about four feet wide including the gutter pan, while the lanes in the segment south of Vine are about eight feet wide. Because the latter lack lane markings and red curbs, they may be mistaken by some motorists for parking lanes (there are “no stopping” signs at wide intervals). There are bike routes, meanwhile, on the remainder of Sunset and on Cameron.

As for the rest of the city, there is a path along a short segment of Walnut Creek Wash west of Barranca, there are paths within city parks, and there is a short segment of on-street bike lanes on Cameron east of Barranca to the street’s end just outside the city limits at Grand. There are a number of streets designated as Bike Routes, but lacking any special facilities for cyclists.

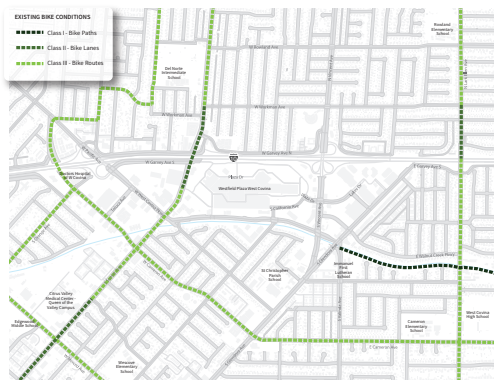


Figure 4.4: Existing Bicycle Routes and Facilities (Downtown)



#### 4 Pedestrians

Table 4.5 shows select sidewalk width and tree-planting standards for the City of West Covina, excerpted from Chapter 19, Article II of the Municipal Code.

Pedestrian conditions in the Downtown area are typical of commercial areas in postwar suburban communities, characterized by:

- A “superblock” structure consisting of a limited number of streets with relatively few intersections, limited network connectivity and resulting indirect pathways;
- Arterial streets designed for high-speed traffic, with multiple wide lanes (generally 12 to 13 feet), and wide curb radii (a minimum of 35 feet on Arterials and Collector streets under the Municipal Code);
- A general lack of curbside parking to serve as a buffer between traffic and the sidewalk
- Long crossings of arterial streets (generally 60 feet or more – see “Roadways” section); compounded by long waits to cross at signalized intersections (due to signal cycles and phases optimized for traffic flow rather than pedestrian movement);
- Continuous sidewalks on most blocks with a limited number of curb cuts, and pedestrian through zones generally wide enough to comfortably accommodate existing pedestrian volumes;
- Sidewalk trees on some blocks; and
- Varying conditions on private property adjacent to the sidewalk, typically consisting of landscaping, surface parking, or building frontages with limited transparency.

Adjacent Land Use	Minimum Width (and Tree-Planting Requirement)
Multiple-family residential	5'-0"
Office/commercial	Full-width (property line to curbline) with one 3'-6" by 3'-6" tree well, per 40 linear feet.

Table 4.5 Sidewalk standards.

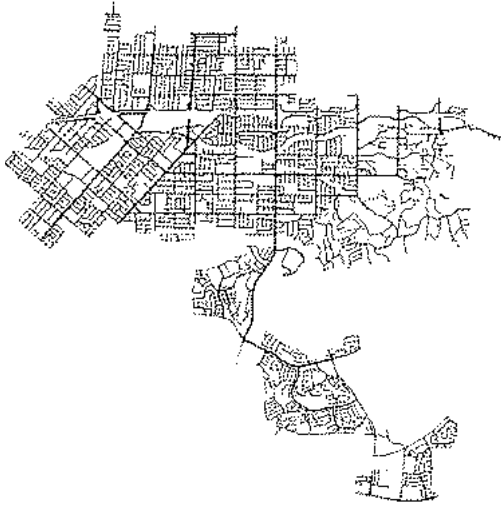


Figure 4-5: Street network.

Elsewhere in the city, meanwhile, conditions are typical of residential areas in postwar suburban communities, characterized by:

- A street network made up primarily of a grid of arterials and collectors, with semi-gridded feeder streets within neighborhoods resulting in smaller blocks and somewhat greater network connectivity than in the Downtown area (in hillside areas, the street network is non-gridded and highly discontinuous);
- Arterial streets built to similar standards as in the Downtown area, designed for free flow of traffic and challenging to pedestrians in a number of ways, including long crossings, long wait times to cross, and long distances between crossings;
- Curbside parking on most blocks (although based on aerial photos, it appears to be lightly used in most locations);
- A lack of sidewalks in many locations; and
- A mixture of strip commercial and residential frontages, primarily single-family, with high-quality landscaping in neighborhood areas.

Figure 4.5 shows the citywide street network. Note the limited number of streets and intersections and much larger blocks in the Downtown area.

## 5 Parking and Transportation Demand Management

Chapter 26 of the Municipal Code establishes minimum requirements for provision of off-street parking in new development. Requirements for major land use types are shown in Table 4.8.

The City has a Transportation Demand Management (TDM) Ordinance, found in Chapter 26, Article XIV of the Municipal Code. The code is limited to new non-residential development. Requirements are shown in Table 4.9, excerpted directly from the code.

While the TDM Ordinance does not address residential development, bicycle parking is required in mixed-use developments, at a rate of one bicycle rack per 50 auto spaces.

As noted in the previous section, there is limited on-street parking within the Downtown area, with the vast majority of parking provided in private off-street lots and garages – more than 13,000 total spaces, according to counts provided by the City. Elsewhere in the city, on-street parking is generally widely available, as well as off-street parking in commercial areas.

Land Use	Requirement
<b>Residential</b>	
Condominiums	2.25 spaces per dwelling unit (including resident and guest parking)
	2.1 spaces per dwelling unit (including resident and guest parking)
	1.75 spaces per studio or 1BR apartment, 2.25 spaces per 2br or larger unit (including resident and guest parking)
<b>Commercial</b>	
Business, General Retail, Personal Service	1 space per 250 square feet
Restaurant	1 space per 3.5 seats + 1 per 40 square feet of assembly area (minimum 10 per establishment)

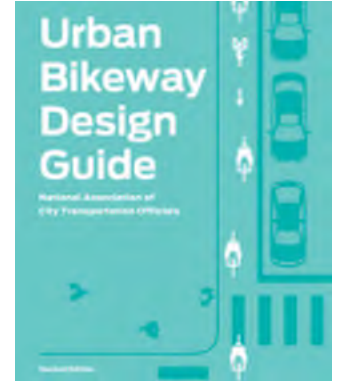
Table 4.8: Parking requirements.

TDM Element	Development Size in Sq. Ft.		
	25-50,000	50-100,000	> 100,000
Transportation Information Area	*	*	*
Preferential Carpool/Vanpool Parking		*	*
Parking Designed to Admit Vanpools		*	*
Bicycle Parking		*	*
Carpool/Vanpool Loading Zones			*
Efficient Pedestrian Access			*
Bus Stop Improvements			*
Safe Bike Access from Street to Bike Parking			*
Transit Review	For all residential and nonresidential projects subject to EIR		

Table 4.9: TDM requirements

## B. Policies and Actions

<b>P4.1</b>	<b>Coordinate and integrate land use, economic and transportation planning policies.</b>
A 4.1	Adopt a new land-use oriented system of street classifications as described in the City-wide Thoroughfare Plan.
<b>P4.2</b>	<b>Accommodate multimodal mobility, accessibility and safety needs when planning, designing, and implementing transportation improvements, improving access and circulation for all users of City streets.</b>
A4.2a	Adopt and apply transportation system performance metrics as described in the Thoroughfares Plan.
A4.2b	Review capital improvement projects to ensure that needs of non-motorized travelers are considered in planning, programming, design, reconstruction, retrofit, maintenance, construction, operations, and project development.
A4.2c	Accommodate the needs of all travelers through a Complete Streets approach to designing new transportation improvements. Complete streets are roadways designed to facilitate safe, comfortable, and efficient travel for all roadway users.
<b>P4.3</b>	<b>Establish protection of human life and health as the highest transportation system priorities, and seek to improve safety through the design and maintenance of streets, sidewalks, intersections and crosswalks.</b>
A4.3a	Develop and implement an enforcement program to encourage safe behavior and to reduce aggressive and/or negligent behavior among drivers, bicyclists and pedestrians.
A4.3b	Annually review collision data, including causes, to implement ongoing improvements at the highest-risk intersections and throughout the transportation network.
<b>P4.4</b>	<b>Allocate street space equitably among all modes.</b>
A4.4a	Ensure that pedestrians, bicyclists, transit vehicles and automobiles each have space in the right-of-way that is consistent with the street's designated mobility function and land use context per street typologies and modal-priority overlays as defined in the Thoroughfares Plan.



A 4.4b	Adopt the National Association of City Transportation Officials (NACTO) Urban Street Design Guide and Urban Bikeway Design Guide as a supplement to the California Manual for Uniform Traffic Control Devices.
<b>P4.5</b>	<b>Work to eliminate barriers to pedestrian and bicycle travel.</b>
A4.5a	Identify gaps in the pedestrian and bicycle facilities networks and define priorities for eliminating these gaps by making needed improvements.
A4.5b	Require the construction of pedestrian and bicycle facilities and amenities, where warranted, as a condition of approval of new development projects.
A4.5c	Accompany installation of new bicycle facilities with educational programs for motorists, bicyclists, and pedestrians — particularly children.
A4.5d	Work with owners of vacant properties adjacent to public walkways to identify beautification opportunities and implement improvements such as landscaping, fencing and/or art installations.
A4.5e	Develop Pedestrian and Bicycle Master Plans identifying community priorities, designing improvements at a conceptual level, and identifying potential funding sources.
A4.5f	Consider implementation of a bikeshare program.

- A 4.5g Develop a pedestrian and bicycle path along Walnut Creek Wash between Glendora and Sunset. A pedestrian and bicycle path is recommended to take the place of the existing service vehicle access road on the north side of the Wash in the Downtown area, connecting to the existing segment to the east, between Glendora and Azusa. The existing segment might also be improved using new signs and other wayfinding strategies and enhanced lighting for greater security.
- A4.5h Explore opportunities for a “shared street” on Toluca Avenue. In the near term, no changes are recommended to this street. However, over the longer term it might be reconfigured as part of redevelopment of adjacent parcels. One option, given the street’s relatively short length and role as a way access to adjacent parcels, rather than as an important element of the larger street network, would be a shared street or “woonerf” configuration in which curbs are eliminated and the roadway is shared by all users, including pedestrians. Such designs are appropriate for low-speed environments, are proven to be safe if properly located and designed, and can greatly contribute to the urban design character of a street by branding it as unique, providing additional opportunities for placemaking and greatly improving walkability.
- P4.6 Work with transit providers to develop high-quality facilities for transit users, including access facilities.**
- A4.6a Explore a free or discount fare zone for transit Downtown. Existing transit service within the Downtown segment of West Covina Parkway is relatively frequent, especially during peak periods. However, existing fare policy limits the use of this service for short trips, including trips within West Covina or within the Downtown area. Notably, Foothill Transit’s frequent Silver Streak service charges a \$2.45 cash fare. While the City of West Covina does not set fare policy for Foothill Transit, it could work with the operator to explore options for facilitating such trips in support of new planned development.
- A 4.6b Work with Foothill Transit to formalize parking for park-and-ride patrons. Similarly, the City could work with Foothill Transit and property owners to explore options for a transit commuter parking lot or structure, either shared or dedicated. This could serve to improve access to the proposed West Covina Parkway Transit Mall, if it were built, while discouraging illegal “hide-and-ride” parking in restricted lots. Foothill staff have expressed interest in development of a parking structure for patrons in this area, potentially with a transit store and retail uses on the ground floor.
- A4.6c Explore changes to Go West routes. Go West service could be improved by modifying routes and layover/recovery policy to allow for a regular, easy-to-remember “clockface” headway or frequency of every 60 minutes on the Red and Blue Lines. Currently, Red Line headway is 56 minutes, while Blue Line headway is 65 minutes. The Blue Line route may have to be shortened slightly, or other measures taken to reduce running time.
- A4.6d Implement bus-only lanes and high-quality bus stops on West Covina Parkway between Sunset and Vincent. The segment of West Covina consists of two general-purpose lanes in each direction, plus left-turn lanes alternating with landscaped medians. Average Daily Traffic is in the 15,000 to 17,000 range, well below the maximum that can be accommodated in a single general-purpose lane each way, plus left-turn lanes. Transit volumes are up to 20 vehicles per hour, per direction. This level of transit service and a single lane of traffic can accommodate roughly the same number of trips. To improve reliability for the thousands of daily passengers aboard these buses and to enhance the visibility of existing transit service, the curbside general-purpose lanes should be converted to transit-only lanes. Private vehicles could continue to legally use the lanes to turn right at intersections or curb cuts, maintaining throughput in the general-purpose lanes. As part of this change, the existing 13-foot general-purpose lanes should be narrowed slightly, to provide a traffic-calming effect (while still easily accommodating large trucks). The City and Foothill Transit should partner to improve the existing Silver Streak stops at California using expanded shelters, real-time arrival information displays, informational kiosks and other amenities for passengers.

**P4.7 Increase the efficiency, cost-effectiveness and utility of existing parking and road supply by managing demand.**

- A4.7a Revise the municipal parking code as described in a following section of this document.
- A4.7b Improve intersections as needed to comply with performance metrics.
- A4.7c Partner with Caltrans to address transportation issues near the interface between State facilities and City streets.

**P4.8 Implement “green” streetscape elements for purposes of beautification, carbon reduction and stormwater runoff management.**

- A4.8 As part of the green infrastructure plan, develop a strategy to increase the tree canopy along existing arterial streets by 25 percent.

**P4.9 Take into account the special mobility needs of aging populations.**

- A4.9 To complement the City’s Safe Routes to School program, develop a Safe Routes for Seniors program. This program should address pedestrian conditions including pedestrian access to transit. It should be based on the senior community’s identified needs, priorities and barriers to safe nonmotorized travel. The program should include an educational component, capital improvement program, and mobility and safety training program. Senior centers and organizations should be partners in both development and implementation.

**P4.10 Improve mobility and accessibility for travelers of all incomes through a process of equitable public engagement, service delivery and capital investment.**

- A4.10a Identify low-income and transit-dependent communities, and implement pedestrian, bicycle and transit-related improvements in these communities.
- A4.10b Improve multimodal access to schools, senior centers, social service agencies, civic institutions and other destinations used by low-income and other segments of the community.

**P4.11 To ensure that the City is prepared for future changes in transportation technologies and preferred modes of travel, seek to incorporate emerging mobility options such as Transportation Network Companies (TNC) and autonomous vehicles into planning and other efforts.**

- A4.11a Understanding that increased adoption of TNCs and future introduction of autonomous vehicles may reduce parking needs, seek to limit the scale of investments in expensive parking infrastructure (parking structures). Consider investing instead in surface parking lots and on-street spaces that can be more easily repurposed for other needs.
- A4.11b Consider ways to facilitate use of TNCs and taxis by considering their infrastructure in new development, for example by requiring TNC/taxi loading zones in large developments.
- A4.11c Seek out opportunities to partner with private transportation providers, for example by distributing information on local travel options on digital platforms, by providing subsidized TNC/taxi trips in lieu of fixed-route transit service, or by sharing travel data.

**P4.12 Work to develop a safer transportation system.**

- A4.12a Encourage development and application of strategies and actions pertaining to response and prevention of security incidents on the local and regional transportation system through improved system monitoring, rapid recovery planning, and coordination with other security agencies.
- A4.12b Use SCAG GIS data to develop emergency planning and response strategies for the transportation system.

**P4.13 Synchronize traffic signals and develop operational enhancements at the I-10 Freeway interchanges to reduce traffic congestion.**

- A4.13 The City of West Covina shall seek congestion management and other available grant funding opportunities to synchronize traffic signals and develop operational enhancements at the I-10 Freeway interchanges.

## C. Parking Recommendations

A number of measures to ensure parking availability while reducing costs of parking construction and maintenance and increasing space available for other uses through more efficient management of parking supply are recommended. These measures are primarily focused on the downtown area, where mixed-use redevelopment is planned.

- Reduced off-street requirements in the downtown area. The City's existing off-street parking requirements of 2.1-2.25 spaces per unit in multifamily residential developments, 1.75-2.25 spaces per unit in the residential component of mixed-use developments and 1 space per 250 square feet in most commercial developments (1 space per 3.5 seats plus 1 per 40 square feet of assembly area, or a minimum of 10 per establishment for restaurants) should be reduced for mixed-use developments in the downtown area in association with the other measures recommended here. Where possible, multi-family residential developments should be allowed to provide parking in parking structures shared with commercial uses. Shared parking/"Park-once" district. Mixed-use developments offer the opportunity to share parking spaces between different uses, thus reducing the total number of spaces required to maintain the same level of parking availability. Shared parking offers many benefits, including reduced costs, more efficient use of limited land resources, greater flexibility in design and reduced traffic congestion. There are two basic types of shared parking arrangements:
  - Proximate uses with staggered demand peaks. Different land uses generate demand at different times of day, and sharing rather than segregating parking for distinct but adjacent uses can ensure, for example, that the same parking lot that was used by employees and shoppers during the day can be used by residents at night. This reduces the required footprint, which in turn reduces costs, allows space to be dedicated to user uses, and provides more flexibility in design.
  - Internal capture of trips between proximate uses. In a "park-once district" including two or more nearby developments with a shared parking arrangement, visitors may park once and travel between nearby destinations on foot rather than getting back into their cars for each separate trip. In addition to other benefits, this reduces traffic congestion.
- Parking demand management/parking benefit district. There is currently relatively little on-street parking in Downtown West Covina. However, as on-street and public off-street parking supply is added in the future, it should be managed in one or both of two ways:
  1. using pricing, and/or
  2. using time limits.The ideal occupancy rate to ensure turnover in retail districts and a steady stream of customers for nearby shops is generally understood to be approximately 85 percent, meaning that about one out of every seven spaces should be available at all times, or one or two per blockface. If pricing were implemented, time limits should be relaxed or not used at all, and any revenues from meters should be dedicated to streetscape and other improvements benefitting the immediate area, a so-called "parking benefit district."
- "Parking cash out program. The City's existing TDM ordinance should be modified to include a parking cash-out option for Downtown employers. Under such a program, employers offer cash payments to employees in lieu of free parking spaces; for many employers, this may result in cost savings as the cost of leasing or constructing parking is reduced. The benefits of parking cash out are numerous, and include:
  - Provides an equal transportation subsidy to employees who ride transit, carpool, vanpool, walk or bicycle to work. The benefit is particularly valuable to low-income employees, who are less likely to drive to work alone.
  - Provides a low-cost fringe benefit that can help individual businesses recruit and retain employees.
  - Employers report that parking cash-out requirements are simple to administer and enforce, typically requiring just one to two minutes per employee per month or quarter to administer.(Note that cash-out programs should be used as an operational incentive for employers, and not as a means for developers to construct fewer spaces than allowed under code.)



## D.City Thoroughfare Plan

### 1 Street Classifications

The City’s existing street classifications and specific standards as described in the Municipal Code are shown in Table 4.1o (there are also general standards, found in Sec. 19-193(d) of the Municipal Code).

Classification	Description	Specific Standards
Freeway	A fully controlled access street under control of the California Department of Transportation.	
Principal Arterial	Partially controlled access street serving primarily through traffic and providing access to one (1) or more other cities.	110 ft. Right-of-Way. Minimum ninety (90) feet between exterior curbs, full parkway width sidewalks with tree wells, raised median island using Portland cement concrete curbs and traffic signals at intersections with all other streets except minor and cul-de-sac streets.
Minor Arterial	Partially controlled access street serving primarily through traffic.	Same standards as principal arterials, except hundred-foot right-of-way and minimum eighty (80) feet between exterior curbs.
Collector	Partial or no control of access street serving primarily neighborhood residential traffic.	Minimum forty (40) feet between exterior curbs.
Minor and Cul-de-sac Streets	Streets primarily providing direct access to abutting residential properties.	Minimum thirty-two (32) feet between exterior curbs (Minor Streets); Minimum thirty-two (32) feet between exterior curbs and maximum six hundred (600) feet in length unless specifically approved by the planning commission or city council to be of greater length subject to any added safety/access conditions and/or increased street widths that are deemed appropriate. In the case of one (1) or more cul-de-sac streets having access from a cul-de-sac street, the combined total length shall not exceed the maximum length for a single cul-de-sac street unless specifically approved by the planning commission or city council to be of greater length subject to any added safety/access conditions and/or increased street widths that are deemed appropriate. (Cul-de-sac Streets)
Alleys	Streets primarily providing access to the rear or sides of residential properties in lieu of access to a partially controlled access street.	
Private Streets	Streets serving and contained within condominium developments or, where approved by the planning commission or city council, serving a self-contained development with a homeowner’s association responsible for the maintenance of the street.	Minimum twenty-eight (28) feet between exterior curbs and in accordance with Planning Commission Resolution No. 2519 and revisions thereto.
Special Street Design District	Streets within the city demonstrating distinctive conditions with respect to traffic circulation conditions, acceptable traffic volumes, and land use conditions that may warrant otherwise atypical design standards pertaining to angled, on-street parking, modified curb-to-curb design width, special paving treatments, pedestrian zones and public parking lots, and other conditions as determined pertinent to the circumstances of the project as determined by the city engineer.	

Table 4.1o Existing Street Classifications

Sidewalk specifications are addressed in a separate section of the Municipal Code, Sec. 19-29. Sidewalk widths are associated with land uses, with four- to five-foot sidewalks required in residential areas and “full width” sidewalks in commercial areas. “Full width” sidewalks are defined as extending from the property line to the curbline. Specific standards for arterials require rights-of-way 20 feet wider than the minimum distance between exterior curbs; sidewalk widths along commercial arterials, then, may be up to 10 feet.

As described in Transportation Context section of this document, the City’s existing street classifications are based on the FHWA Highway Functional Classification System. In order to ensure that the City remains eligible for Federal funds requiring FHWA classification, existing classification terminology should continue to be used in grant applications. However, alternative street classifications are recommended for local, internal usage.

Classification	Description	Specific Standards	Existing Equivalent
Freeway	A fully controlled access street under control of the California Department of Transportation.		Freeway
Commercial/ Mixed-Use Thoroughfare	A street serving high volumes of regional traffic, and located adjacent to primarily commercial or higher-density residential parcels.	<ul style="list-style-type: none"> <li>• 4-6 continuous travel lanes</li> <li>• 40 mph design speed</li> <li>• 10’ min. sidewalk</li> </ul>	Principal Arterial
Residential Thoroughfare	A street serving high volumes of regional traffic, and located adjacent to primarily residential parcels.	<ul style="list-style-type: none"> <li>• 4-6 continuous travel lanes</li> <li>• 40 mph design speed</li> <li>• 5’ min. sidewalk</li> </ul>	Principal Arterial
Commercial/ Mixed-Use Main	A street serving primarily through traffic, and located adjacent to primarily commercial or higher-density residential parcels.	<ul style="list-style-type: none"> <li>• 2-4 continuous travel lanes</li> <li>• 35 mph design speed</li> <li>• 10’ min. sidewalk</li> </ul>	Principal Arterial or Minor Arterial
Industrial Main	A street serving primarily through traffic, and located adjacent to primarily industrial parcels.	<ul style="list-style-type: none"> <li>• 2-4 continuous travel lanes</li> <li>• 35 mph design speed</li> <li>• 5’ min. sidewalk</li> </ul>	Principal Arterial or Minor Arterial
Residential Main	A street serving primarily through traffic, and located adjacent to primarily residential parcels.	<ul style="list-style-type: none"> <li>• 2-4 continuous travel lanes</li> <li>• 35 mph design speed</li> <li>• 5’ min. sidewalk</li> </ul>	Principal Arterial or Minor Arterial
Commercial/ Mixed-Use Connector	A street serving primarily local traffic, and located adjacent to primarily commercial or higher-density residential parcels.	<ul style="list-style-type: none"> <li>• 2 continuous travel lanes</li> <li>• 30 mph design speed</li> <li>• 10’ min. sidewalk</li> <li>• On-street parking</li> </ul>	Minor Arterial or Collector
Industrial Connector	A street serving primarily local traffic, and located adjacent to primarily industrial parcels.	<ul style="list-style-type: none"> <li>• 2 continuous travel lanes</li> <li>• 30 mph design speed</li> <li>• 5’ min. sidewalk</li> </ul>	Minor Arterial or Collector
Residential Connector	A street serving primarily local traffic, and located adjacent to primarily residential parcels.	<ul style="list-style-type: none"> <li>• 2 continuous travel lanes</li> <li>• 30 mph design speed</li> <li>• 5’ min. sidewalk</li> <li>• On-street parking</li> </ul>	Minor Arterial or Collector
Residential Street	A street primarily providing direct access to abutting residential properties.	<ul style="list-style-type: none"> <li>• 2 continuous travel lanes</li> <li>• 25 mph design speed</li> <li>• 5’ min. sidewalk</li> <li>• On-street parking</li> </ul>	Minor and Cul-de-sac Streets
Industrial Street	A street primarily providing direct access to abutting industrial properties.	<ul style="list-style-type: none"> <li>• 2 continuous travel lanes</li> <li>• 25 mph design speed</li> <li>• 5’ min. sidewalk</li> </ul>	Minor and Cul-de-sac Streets
Alley	A street primarily providing access to the rear or sides of residential properties in lieu of access to a partially controlled access street.		Alleys

Table 4.11: Proposed Alternative Street Classifications

The proposed classifications for local use would explicit taking into account both function and adjacent land use context, as well as non-auto users of the street. Specific standards for these classifications would address elements of roadway design (e.g., numbers of continuous travel lanes) rather than dimensions, but would address sidewalk dimensions in all cases, requiring amendments to Sec. 19-29 (roadway widths would be determined on a case-by-case basis by the city engineer, based on lane-width and other standards). They would also specify design speeds (as part of this recommendation, Sec. 19-193(d) of the Municipal Code, General Street Standards, would need to be amended to reflect these speeds).

Based on analysis of existing roadway classifications, configurations, traffic volumes and adjacent land uses, the classifications and specific standards shown in Table 4.11 are proposed. Note that each classification is designed to directly replace/supplement an existing classification, shown in the right-hand column. Classifications that are not shown in Table 4.11 (Private Streets and Special Street Design District) would be unchanged.

Note that other cities including Charlotte, North Carolina, and in California Pasadena and San Mateo have adopted or are in the process of adopting alternative street classifications.

Additionally, modal overlays are recommended that could be applied to street segments on a case-by-case basis based on transportation priorities for that segment, and in order to provide guidance in redesign and reallocation of the right-of-way. As part of this recommendation, these have been assigned to only a few street segments, as shown. Modal priorities for other street segments should be determined as part of future planning processes.

Overlay	Recommended Element(s)	Street Segment
Transit Priority	Transit-only lanes	West Covina between Vincent and Sunset
Bicycle Priority	Bicycle lanes, preferably physically separated from traffic	To be determined
Pedestrian Safety Focus	Infrastructure designed to reduce crossing distances and wait times (e.g., sidewalk extensions, pedestrian refuges, signal re-timing)	Vincent between West Covina and I-10
Freight Routes	Lane widths and corner radii sufficient to accommodate large trucks (12' lane width recommended); signage designating truck route	To be determined



Table 4.12: Modal Overlays

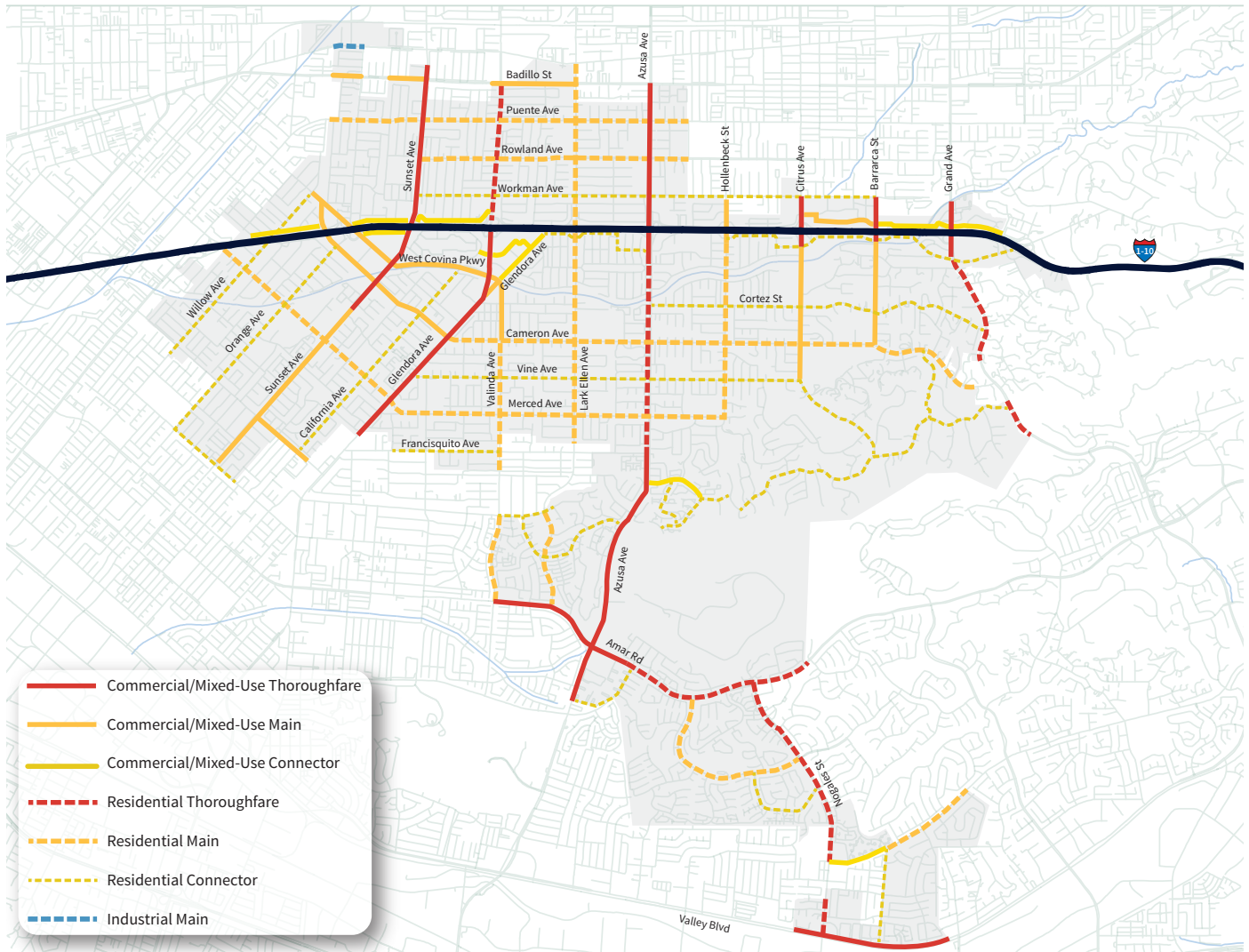


Figure 4.6 Proposed Classifications for Existing Collectors and Arterials

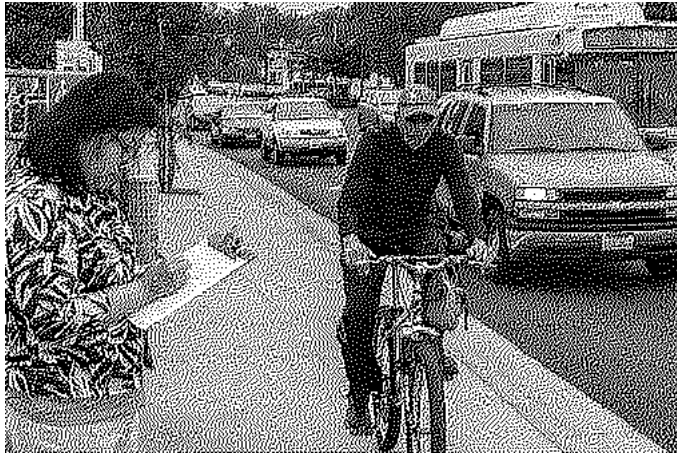
Proposed classifications for existing Collectors and Arterials are shown in Figure 4.6.

As was previously noted, each proposed new classification is designed to directly replace an existing classification, and existing classifications could continue to be used in grant applications. For these reasons, these changes may be viewed as relatively minor. However, there are good reasons to replace the existing system, which dates to 1968:

1. The existing standards for arterial width are unrealistic. Many existing streets do not meet the standards, and could not meet them without major impacts on adjoining properties. The proposed new standards, by contrast, reflect existing configurations, which have generally proven more than adequate to accommodate existing traffic volumes (in many cases, there is significant excess capacity).
2. Even if the new standards have limited impact on the actual design of streets, it is important as a matter of policy to adopt standards acknowledging that streets are not just for the movement of vehicles. The new standards, including the modal overlays, acknowledge that streets are used not just by motorists, but by transit passengers, pedestrians and cyclists. They also take into account the role of streets as a public realm both influenced by and influencing adjacent private properties, and in particular the important role sidewalks play in serving as an interface between the public and private realms.

## 2 Transportation System Metrics

It is recommended that the City establish a strategy for monitoring and measuring how well it implements and maintains General Plan policies, projects and programs, based on a set of indicators or targets. Recommended metrics are shown in Tables 4.13, 4.14, and 4.15. These metrics include: citywide measures; corridor-level measures to be used in evaluating “before and after” project performance; and development-related measures, also for use in evaluating projects.



Metrics	Targets
Citywide combined bicycle and pedestrian mode share for trips of one mile or shorter	Upward trend
Single occupant commuting	Downward trend
Number of pedestrian and bicycle related collisions	Downward trend
Number of pedestrian and bicycle fatalities	Downward trend
Total roadway crashes and injuries from all roadway crashes	Downward trend
Ratio of bicycle facility miles to road miles	Upward trend
Linear feet of sidewalks	Upward trend
VMT per capita	Downward trend
Average vehicle occupancy	Upward trend
Roadway segments using green infrastructure to manage storm water runoff (as a percent of the total network in the city)	Upward trend
Tree canopy along streets	Upward trend
Sales revenue per square foot in Downtown	Upward trend

Table 4.13: Recommended Citywide Performance Metrics

Area	Metrics
Automobile	Average travel time
Transit	Peak travel time Average peak period speed compared to free-flow speed Average person delay
Bicycle	Provision of dedicated facilities Peak travel time Bicycle LOS based upon level of dedicated facility in comparison to automobile speeds
Pedestrian	ADA compliance (pass/fail) Available sidewalk width (minimum standard TBD) Percentage of sidewalk width compared to overall street width; or, Prescribed sidewalk width according to number of general-purpose lanes (minimum standard TBD) Average pedestrian crossing delay Block lengths Availability of safety infrastructure (flashing beacons, median refuges, advance yield lines, etc.)
Other	Retail sales along corridor Speed limit compliance

Table 4.14: Recommended Corridor Performance Metrics

Metrics
VMT per capita
Total transportation-related GHG emissions per capita
Vehicles per unit/household
Square footage of provided green infrastructure in the public right-of-way for projects with a street frontage of 100' linear feet or more

Table 4.15: Recommended Development Performance Metrics



## Part 2

# 5. Our Resilient Community



*Our goal is to support development pattern and support systems that yield a resilient low-carbon built environment.*

Resilient West Covina will meet the needs of current and future generations without compromising the ecosystems upon which it depends by balancing social, economic and environmental resources, and incorporating resilience in the development pattern and supporting systems. The very same policies that further sustainable development also enhance our natural eco-system, prosperity, quality of life, mobility, and public health and further other initiatives central to this Plan. By implementing sustainable design policies and actions, West Covina can reduce consumption of natural resources and energy, and reduce waste and greenhouse gasses, while promoting active living and access to healthy food.

### **A. Existing Built Environment**

#### **1 Development Pattern**

Predominantly auto-oriented urbanization lacking clearly defined boundaries between built and natural environments.

**Circulation** — Dendritic, hierarchical pattern of streets designed, scaled, and managed primarily around the automobile, with minimal pedestrian, bike, and transit amenities.

*Resilience is the capacity of a community to endure, adapt and thrive when faced with adversity.*

**Land use** — Zoning of land and buildings based primarily on the control of uses, with minimal direction over the form or sequence of urbanization. Higher density apartments and strip commercial development located along multilane arterial.

**Public realm** — Streets are scaled for automobile convenience. Parks and other public spaces scaled to adjoining arterials or conceived as the residual parcels between development pods as required by regulations.

**Building and landscape form** — Buildings, landscapes, blocks and lots scaled to the adjacent streets with extended block lengths and building setbacks, identical subdivided home tracts, with abundant parking sized for peak periods.

## 2 Support Systems

The existing support systems rely heavily on non-renewable resource based systems that are resistant to modification over time. These systems generate waste and harmful byproducts, and are built for obsolescence or replacement.

**Transportation** — Conveyance of people, goods, and services relies primarily on the use of motor vehicles which directly and indirectly causes air pollution, destruction of cultural and natural resources, rise in asthma, obesity and other maladies resulting from personal vehicle dependency.

**Energy** — The City leads by making their own facilities more energy efficient and partners with energy provider to bring a range of programs and incentives for residents and business community to reduce energy consumption. In 2014, the City unveiled its new Go West Transit fleet. The fleet includes seven new alternative fuel, environmentally-friendly vehicles, that are utilized for both the City's fixed-route shuttle service and the dial-a-ride service.

The commercial, residential, and transportation sector still relies heavily on non-renewable sources. The City should explore opportunities to apply for grant funds to purchase electric vehicles and install charging stations through one of the South Coast Air Quality Management District funding programs.

The California Green Building Code has provisions requiring that extra support systems be in place for future EV charging areas in terms of sizing of main electrical service panel for private development of commercial and multifamily developments, but does not require City-owned facilities to provide EV charging stations.

The cost to retrofit existing street lights with LED lamps is approximately \$5 million, which makes it cost-prohibitive at present time. As the economy recovers and funding becomes available (through grants or bond proceeds), the City should explore energy efficiency projects such as installing solar panels for City facilities and retrofitting existing street lights.

The City has adopted the 2013 Edition of the California Building Code. Part of the code series is the 2013 California Green Building Standards Code which is the legal document of the state adopting CALGREEN Standards.

In 2012, West Covina was recognized as the first city to reach platinum-level status in Southern California Edison's Energy Leader Partnership Program. The program encourages local governments to perform energy efficiency retrofits in municipal facilities. Platinum status is achieved when city facilities achieve a 20 percent or greater reduction of kilowatt-hours. West Covina's achievements include more than 92 million kilowatt-hours of energy savings, or more than \$235,000 in energy costs.

**Water** — Eight different providers deliver water via engineered hydrologic and hydraulic components that focus on increasing supply rather than decreasing demand and require intensive energy. Predominantly, the stormwater systems collect surface runoff into storm sewers or creeks for discharge into the watershed. This process can cause ecological damage from inadequate removal of contaminants, sewer overflow flooding, soil erosion and impact local habitat.



*Go West Transit fleet uses alternative fuel*



*Electric vehicles charging stations at the Civic Center*





Figure 5.1 Existing network of recycled water. Source: Suburban Water Systems.

The City of West Covina, in a partnership with the Upper San Gabriel Valley Water District and Suburban Water Systems, over the last seven or eight years, secured federal and state grants and installed a 2 million gallon reservoir, 14 miles of pipeline, a pump station, a pressure reducing station and appurtenances producing more than 440 million gallons of recycled water per year. This saves enough drinking water per year to supply approximately 2,700 homes.

Currently, Cameron Park, Cortez Park, Maverick Park, Friendship Park, Shadow Oak Park and Woodgrove Park are using recycled water for irrigation. In addition, landscaped medians along Azusa Avenue (Amar to Vine), Amar Road, Nogales Street and Valley Boulevard and several City-owned and maintained paseos are using recycled water.

The City supports LA County Sanitation District efforts to manage and implement storm water and dry weather urban runoff projects to reduce runoffs reaching the ocean.

The City will explore implementing “demonstration garden” projects to educate the residents and businesses regarding low water use, drought tolerant plant materials and water-wise irrigation systems. A number of low water use planting and smart irrigation controller upgrade projects are proposed in the City’s 5 Year Capital Improvement Program.

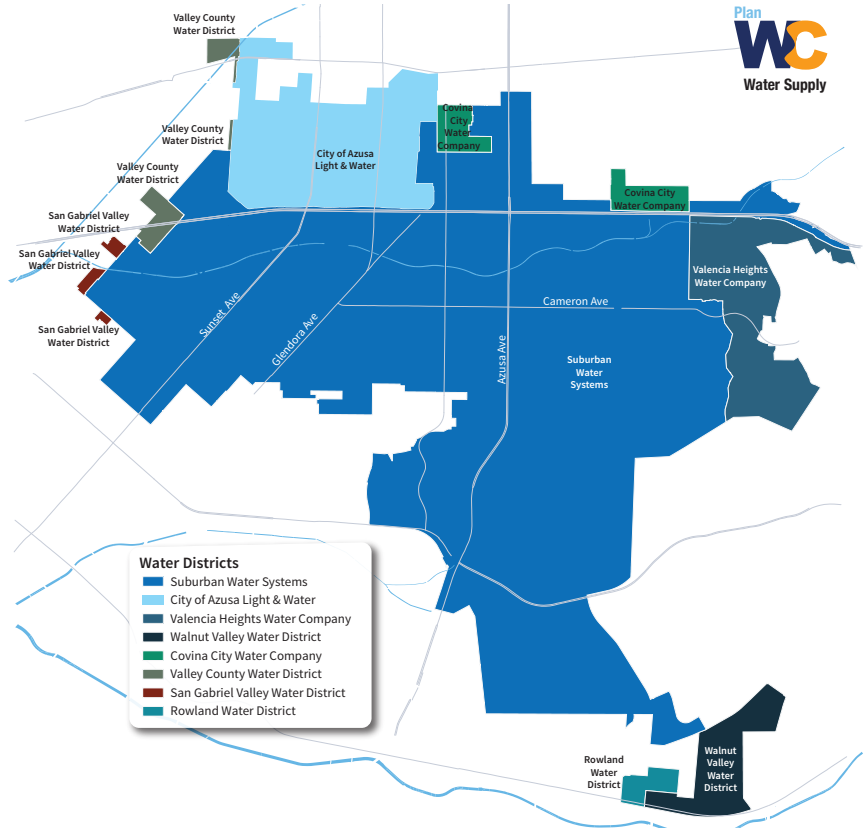


Figure 5.2 Eight water districts deliver water to West Covina.

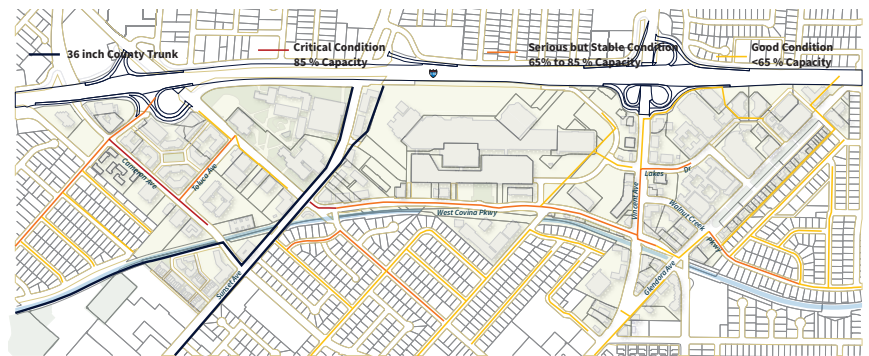


Figure 5-3 Existing sewer system needs in the Downtown Area. Source: West Covina Public Works Department.

**Sewer** — The Plan’s Downtown First focus will direct majority of new growth to the Downtown area. Generally, downtown sewers are in good condition and performing under 65% capacity. Some of the sewers above 65% capacity will need to be assessed and replaced to accommodate new growth. The estimated cost of replacing sewers in the Downtown Area is about \$4 million. The capital costs and benefits of enlargement or extension of the sewage collection system where necessary to serve new development should be allocated equitably & fairly between the existing users & new users. Construction of new or replacement sewer lines shall be consistent with the City’s Sewer System Management Plan.

**Storm water** — Los Angeles County manages programs to reduce stormwater and urban runoff pollution in West Covina. West Covina is a partner in a five-year Permit to implement programs which includes public, business, and industry outreach aimed at preventing stormwater pollution. In addition, the City coordinator work with residents to prevent illegal dumping into storm drains, coordinate stormwater stenciling and facilitate work on clogged drains.

**Natural environment** — Expansion of human activities into the natural environment has reduced, fragmented, damaged, and isolated water habitats and other natural resources.

**Food production** — Access to nutritious and healthy food is limited.



*West Covina recycled over 32,000 tons of recyclable materials in 2012.*

	18" diameter	15" diameter	12" diameter	10" diameter	8" diameter	Total	Cost
Cameron Avenue					965	965	\$361,875
Lakes Drive				480		480	\$180,000
Orange Avenue			2,835			2,835	\$1,063,125
Toluca Avenue					865	865	\$324,375
Vincent Avenue				840		840	\$315,000
Walnut Creek Parkway				1,142		1,142	\$428,250
West Covina Parkway	620	2,730	230			3,580	\$1,342,500

*Table 5-1 Downtown Sewer Replacement Cost. Source: West Covina Public Works Department.*

**Sewer** — The Plan’s Downtown First focus will direct majority of new growth to the Downtown area. Generally, downtown sewers are in good condition and performing under 65% capacity. Some of the sewers above 65% capacity will need to be assessed and replaced to accommodate new growth. The estimated cost of replacing sewers in the Downtown Area is about \$4 million. The capital costs and benefits of enlargement or extension of the sewage collection system where necessary to serve new development should be allocated equitably & fairly between the existing users & new users. Construction of new or replacement sewer lines shall be consistent with the City’s Sewer System Management Plan.

**Solid waste** — While a range of strategies are currently in place to encourage recycling and reduce waste, majority of waste still ends up in landfills which contributes to environmental pollution, accumulation of toxic waste, release of methane and other greenhouse gas emissions. The city requires all residential and business properties to have trash collection services. City contracts with Athens Services to provide collection and recycling services. The City provides residential customers with two separate containers for waste separation: one for trash and commingled recyclables, and one for green waste and organic yard materials. Commercial properties are serviced by Athens Services. Commercial properties get either a 1-cubic yard or 3 cubic yard bin for trash and commingled recyclables. These are sorted out at Athens’ MRF station in the City of Industry. In addition, businesses get boxes for recycling – paper, cardboard, etc... that are regularly picked up Athens Services.

In addition, starting April 2016, businesses generating organic waste shall arrange for recycling services in a manner consistent with state and local laws and requirements, including a local ordinance or local jurisdiction’s franchise agreement applicable to the collection, handling, or recycling of solid and organic waste. Athens Services is working on a master plan to address concerns regarding how the new legislative requirements will be implemented and integrated with the City.

Whenever feasible, City gives preference to purchase of recycled content materials. However, because of relatively higher cost of these materials or products, the City has to supplement funding for these purchases by State grants whenever available.

The City works with Athens Services to provide schools with boxes or containers for recycling upon request. These boxes or containers are picked up regularly by Athens Services.

## B. Resilient West Covina

Resilience is the capacity to plan, deliver, sustain, & recover critical functions regardless of what stress or shocks it endures. To be resilient, West Covina will need to build and maintain capacity and be flexible to evolve and adapt changes in development pattern and support systems.

### 1 Development Pattern

**Circulation** — A fine-grained, interconnected, multi-modal transportation network with a balance of motor vehicle, pedestrian, bike, and transit amenities.

**Land use** — Allocating land uses based on the control of physical form of the public spaces, intensity, arrangement of buildings and landscapes that enable building functions to adapt to economic, environmental, energy, and social change over time.

**Public realm** — Public streets scaled around the pedestrian and transit systems, spatially enclosed by buildings and trees. Connected system of range of park types available within a short walk.

**Building and landscape form** — Buildings, lots, blocks, and landscaping primarily scaled around the pedestrian.

### 2 Support Systems

**Transportation** — Complete and multi-modal street provides mobility choices capable of accommodating changing functional demands. See Our Accessible Community.

**Energy** — Partner with energy providers to reduce energy consumption and switch from reliance on fossil fuel to renewable sources of energy.

**Water** — Reduce demand through conservation efforts. See Our Natural Community.

**Natural environment** — see Our Natural Community.

**Food production** — see Our Healthy and Safe Community.

**Solid waste** — The City works with Athens Services in making sure that the City complies with the requirements of AB939. In addition, the Building Division monitors collection of deposits and submission of reports by contractors issued building permits as required by AB939. Over the past several years, the City has been surpassing the statewide goal of 50% diversion from landfills.

## C. Goals and Policies

### 1. Circulation

**P5.1** Promote fine-grained network of complete streets in new and redevelopment projects.

A5.1 Adjust development regulations and review processes to require new development and redevelopment projects to provide a fine-grained, interconnected, multimodal transportation network with a balance of motor vehicle, pedestrian, bike, and transit amenities.

### 2. Land Use

**P5.2** Allocate land uses based primarily on the control of physical form, intensity, and arrangement of buildings, landscapes, and public spaces that enable land and building functions to adapt to economic, environmental, energy, and social changes over time.

A5.2 Adopt form-based codes for downtown and corridors and require applicants to comply with the standards.

### 3. Public Realm

**P5.3** Parks and other public open spaces will be connected to, informed by, and responsive to the context. Natural and landscaped parcels should also be configured for place-making and food production. Streets shall be multifunctional, multimodal, and spatially enclosed by buildings and trees.

A5.3 Adjust development regulations and review processes to incorporate pedestrian scale place-making in the design of streets and open spaces.

### 4. Building and Landscape Form

**P5.4** Buildings, lots, and blocks primarily scaled around the pedestrian and transit, creating a human-scaled spatial enclosure. Buildings should be informed by surrounding physical context, the adjacent landscapes, structures, local conditions, building traditions, and the microclimate.

A5.4 Adjust development regulations and review processes to require assessment and appropriate response to local context.

## 5. Transportation

**P5.5 Implement a Complete Streets Policy for the city to ensure that the right of way will provide safe access for all users.**

A5.5 Publish a Complete Streets Manual that provides engineering and design guidelines for different street typologies to better accommodate a mix of modes, including cars, public transportation, cyclists, and pedestrians; apply the standards in the manual to projects whenever possible.

## 5. Energy

**P5.6 Continue existing beneficial energy conservation programs, including adhering to the California Energy Code in new construction & major renovations.**

A5.6a Adjust development regulations and review processes to incorporate to require assessment and appropriate response to local context.

A5.6b Apply for grant funds to purchase electric vehicles & install charging stations through one of the South Coast Air Quality Management District funding programs.

A5.6c As the economy recovers and funding becomes available (through grants or bond proceeds), the City should explore energy efficiency projects such as installing solar panels for City facilities & retrofitting existing street lights.

A5.6d Consider providing an incentive program for new buildings that exceed California Energy Code requirements by 15%.

A5.6e Provide on-going education of homeowners & businesses as to the value of energy efficiency & the need to upgrade existing structures on the regular basis.

## 7. Water

On May, 5, 2015, the State Water Resources Control Board adopted the following new regulations, which became effective on June 1, 2015:

- Application of potable water to outdoor landscapes in a manner that causes runoff such that water flows onto adjacent property, non-irrigated areas, private and public walkways, roadways, parking lots or structures is prohibited;
- Use of a hose without an automatic shut-off nozzle to wash a motor vehicle is prohibited.
- Application of potable water to driveways and sidewalks is prohibited;
- Use of potable water in a fountain or other decorative water feature, except where water is part of a recirculating system is prohibited;
- Application of potable water to outdoor landscapes during and within 48 hours after measurable rainfall is prohibited;
- Serving of drinking water other than upon request in eating or drinking establishments, including but not limited to restaurants, hotels, cafes, or bars is prohibited;
- Irrigation with potable water of ornamental turf on public street medians is prohibited; and
- Irrigation with potable water of landscapes outside of newly constructed homes and buildings in a manner inconsistent with regulations established by the California Building Standards Commission and the Department of Housing and Community Development is prohibited.

In addition, the City is installing water conservation and recycled water signs in medians and at park facilities. City staff will also continue to actively promote water conservation through City-sponsored events, Discover newsletter and City website.

City is working with Upper District in conducting more detailed analyses to determine if it would be cost beneficial to extend the recycled water system to serve Aroma Parkette, Gingrich Park, Galster Park and other paseos (currently using potable water) in the south part of City. Implementation will depend on availability of federal and state grants.

**P5.7 Manage & develop safe, reliable, economical water supply for existing & planned new customers.**

- A5.7a Reduce demand through water conservation techniques.
- A5.7b Partner with the 8 water districts to forecast demand & determine appropriate facility needs.
- A5.7c Set conditions of approval for each new development to ensure adequate water supply prior to occupancy.

**8. Sewer**

**P5.8 Ensure provision of adequate sewer system capacities to serve existing & planned development.**

- A5.8a Preventing rain water from getting into sewer system.
- A5.8b Preserve the longevity & sound condition through evaluation & maintenance of the sewer infrastructure.
- A5.8c Pursue construction of new or replacement sewer lines consistent with the City’s Sewer System Management Plan.
- A5.8d Pursue enlargement or extension of the sewage collection system where necessary to serve new development, with the capital costs & benefits allocated equitably & fairly between the existing users & new users.

**9. Solid Waste**

**P5.9 Provide adequate facilities & services for the collection, transfer, recycling, & disposal of refuse.**

- A5.9 Continue to collaborate with users & service partners to identify & support programs & new techniques of solid waste disposal, such as:
  - recycling,
  - composting,
  - waste to energy technology, &
  - waste separation, to reduce the volume & toxicity of solid wastes that must be sent to landfill facilities.



**10. Food Production**

**P5.10 Consider incorporating community gardens as part of city parks and recreation planning, and work with local schools Hurst Ranch, and Queen of the Valley Hospital to facilitate the development, administration and operation of additional community gardens throughout the city.**

- A5.10a Develop incentives to encourage community gardens.
- A5.10b Identify eligible parcels and pursue partnerships with property owners to build community gardens.
- A5.10c Amend Zoning Ordinances to allow Community Gardens throughout the City.



## Part 2

# 6. Our Healthy and Safe Community



*Our goal is to create environments that encourage safe and healthy lifestyles and maximize the opportunities for physical activity. Well-designed public and semi-public realm foster social interaction, and good programming can draw people out of their homes and into their community.*

*“As I look at how we built America, we made it hard for people to be fit, harder for people to get affordable, healthy food and harder for us to connect with our families and with our communities.”*

—Dr. Richard Jackson

### A. Health

#### 1 Context

A healthy city is that in which residents experience physical, mental and social-well being notwithstanding their socio-economic status or geography. Defining health goes far beyond identifying absence of disease or infirmity but measures various social determinants of health including: socioeconomic status; education; employment; safety; and access to healthy food, health care, affordable housing and physical activity. For the first time in history, this generation’s life expectancy is projected to be shorter than their parents’ due to the increasing prevalence of obesity and related chronic diseases such as diabetes, heart conditions and high blood pressure.



The design of our streets, parks, and buildings affects health related behavior. Design interventions can increase access to healthy food, affordable housing, recreation centers and jobs in vulnerable neighborhoods, and facilitate active modes of transportation such as walking and biking. Healthy populations contribute to economic prosperity and people with better health are happier, live longer, are more productive and more active members of society

683 total deaths							
3,808 years of life lost before age 75							
Leading cause of death				Leading causes of premature death among persons aged 1-74 years			
Rank	Cause of Death	Nos. of Death	Prema- ture Death Rank	Rank	Cause of Death	Yrs. of Life Lost Before 75	Death Rank
1	Coronary heart disease	94	1	1	Coronary heart disease	360	1
2	Stroke	56	9	2	Liver Disease/Cirrhosis	251	8
3	Diabetes	40	3	3	Diabetes	247	3
4	COPD	33	22	4	Stomach Cancer	195	11
5	Alzheimer's Disease	30	na	5	Lung Cancer	153	6

Table 6-1. Leading cause of death and premature death in West Covina, 2012. Source: Los Angeles County Department of Public Health, Office of Health Assessment and Epidemiology. Compiled 4/18/15, L. Lieb.



## 2 Health Today

By identifying the risk factors contributing to the premature death causes and investigating opportunities for prevention, West Covina can help decrease the number of premature deaths.

Placing West Covina's current statistics into a regional context in the areas of active living, mental health, and access to healthy food, the Health Element will catalogue the city's health, determine gaps, areas for improvements and thereby guide future policy direction and implementation.

The life expectancy of West Covina resident is 80.2 years, right below the LA County average of 80.3. About 77% of adults feel that their neighborhood is safe from crime and 73.8% of children's caretakers believe public safety to be good or excellent. Annual live births amount to 7,210; 479 or 6% of which are births to teens.

The leading causes of death and premature death in West Covina and the rest of San Gabriel Valley is heart disease. In the midst of physical distress, 18.9% of non-elderly adults are uninsured and 42.8% do not have dental insurance. In terms of economic hardship, West Covina was ranked 47.5 out of 100 (ranking of 1 being a city with the least economic hardship).

Based on the leading causes of premature death, the Plan focuses on three health related focuses: active living, mental health and social capital, and nutrition and access to healthy food.

### Obesity in West Covina

Adults  
**22.4%**

Children  
**21.4%**



## A Active Living

People who lack access to walkable streets, safe parks, and recreational amenities are less likely to carry out recommended levels of physical activity, leaving them at greater risk for overweight, obesity, and related diseases like type II diabetes. Many City streets are difficult and dangerous for pedestrians to cross and thus discourage physical activity. The auto-centric pattern of development has created areas that are unattractive and unpleasant for walking. Streetscapes in various parts of the City are not inviting to pedestrian activity. Residents' ability to bicycle, and exercise for recreation is also limited by a relative lack of a cohesive bicycle network.

- **Proximity to parks, open space, recreation facilities:** Most neighborhoods in West Covina have access to open space within a quarter mile radius or a 5 minute walk. On a survey taken of West Covina residents, the percentage of children whose primary caretaker reported easy access to a park was 90.1%.
- **Overall level of physical activity:** In SPA 3, the percentage of adults who reported to getting the recommended minimum of 150 minutes of cardiovascular physical activity each week was 58.4%, while only 12.7% reported inactivity. Alternatively, only 21.5% of children (ages 6-17) were reported to get the recommended physical activity of 60 minutes per day and 15% reported inactivity.
- **Intensity and Proximity of land-uses:** The existing dispersed and auto-centric development and circulation pattern in West Covina requires driving for daily needs and discourage walking and biking.



## B Mental Health and Social Capital

Mental health is a growing public health concern. In the Service Planning Area, 19.2% residents have been diagnosed with depression and 9.3% have been diagnosed with anxiety. Mental illness often has chronic effects that have lasting negative impacts on an individuals' quality of life at home, work, school, and in social settings.

Social capital is a potent antidote to mental illness. Social capital is a resource that people can access through their connections to a social group.

Built environment can increase social capital by providing shared space & opportunities for formal & informal social interactions & community engagement. Physical spaces such as parks and comfortable walking environments, community groups and their programs that allow opportunities to socialize with neighbors, friends, and family strengthens the network of relationships diminishing risk factors such as social isolation and childhood trauma.

Walking alleviates mental fatigue and restores a person's ability to pay attention. Children walking to school learn more about their local environment, who their neighbors are and make friends as they chat to other children on the way to school. Places that encourage walking can both prevent and treat depression.

Safe housing and stable income reduce adversity and increase a sense of security.



## C Nutrition and Access to Healthy Food

Access to fresh and nutritious food from supermarket, farmers' market, produce vendor, or corner store is essential to consuming a balanced diet and reducing the prevalence of chronic diseases including obesity and heart disease; the latter of which highly affects West Covina.

- **Access to fresh fruits and vegetables:** While 84.2 % caretakers of children (ages 0-17) rated access to fresh fruits and vegetables to be good or excellent, 36.9% of children consume a sweetened drink per day and 49.1% consume fast food at least once a week.
- **Obesity rates:** The child obesity rate is 21.4% On the other hand, only 14% of adults eat the suggested 5 servings of fruits and vegetables per day, 51.8% drink alcohol (8.2% reported binge drinking), and 11.3% of the city smokes cigarettes. Almost 20% of adults reported fair or poor health and 26.1% are obese. There is a 29.4% prevalence of obesity in the Hispanic population.





*Hurst Ranch Harvest Festival allows children an opportunity to learn about fresh and healthy food. Image courtesy of Hurst Ranch.*



*Plaza West Covina collected 4,000 cans with partner South Hills High School. Shoppers donated canned foods and received a free valet parking pass. Image courtesy of Plaza West Covina.*



*Lighten Up SGV is a comprehensive support program for those who want to lose weight and get healthy. It includes a weight loss contest, a web site, weight loss support classes and other events and resources for both adults and children offered at the Queen of the Valley Hospital. Images courtesy of Lighten Up SGV.*



*The Downtown Plan intends to recalibrate all the streets to balance vehicular and pedestrian activity through the enhancement of sidewalks, the introduction of rich native landscape, and street furniture.*

### 3 Healthy Tomorrow

The General plan will shape a healthy and safe community by providing:

- A walkable and vibrant downtown;
- An Integrated multi-modal transportation system that encourages walking and biking thereby decreasing obesity, heart disease, diabetes, stroke and other chronic disease incidence;
- Resilient low-carbon development pattern and support systems that directly or indirectly reduce generation of harmful by-products as a consequence of their development or operations; and
- Environments that encourage safe and healthy lifestyles. By committing to build and plan well-designed public and semi-public realms to foster social interaction, the city will improve the resident's social capital and well being.

## 4. Goals and Policies

### a) Active Living

<b>P6.1</b>	<b>Promote and support transportation decisions that reduce driving and increase rates of transit use, walking, and biking.</b>
A 6.1a	Review and revise street standards to promote walking, transit use, and biking.
A6.1b	The development review bodies should consider active living as a development criteria and encourage: <ul style="list-style-type: none"> <li>• Where practical, locating the building near transit and a diverse mix of uses;</li> <li>• Siting the building to encourage walking; and</li> <li>• Securing bicycle parking, and where feasible, other cycling friendly facilities such as showers and lockers.</li> </ul>
<b>P6.2</b>	<b>New and renovated buildings should be designed and constructed to improve the health of the residents, workers, and visitors.</b>
A6.2	Encourage the use of stairs between floors by designing internal staircases to be visually prominent and attractive.
<b>P6.3</b>	<b>Support and partner with health providers to offer active living activities and events.</b>
A6.3a	Partner with Lighten UP SGV to promote health classes and events.
A6.3b	Support health fairs with information, health care screenings and services, and activities celebrating active living. The event should be sponsored by a range of health service partners. The health fair should have a strong focus on active living, healthy eating, and mental health.
<b>P6.4</b>	<b>Implement a Complete Streets Policy for the city to ensure that the right of way will provide safe access for all users.</b>
A6.4	Publish a Complete Streets Manual that provides engineering and design guidelines for different street typologies to better accommodate a mix of modes, including cars, public transportation, cyclists, and pedestrians; apply the standards in the manual to projects whenever possible.

<b>P6.5</b>	<b>Seek to increase its amounts of parks and trails to support physical activity and reduce the incidence of chronic illness.</b>
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A 6.5	Continue to work with the local school districts to maintain and expand after school use of school facilities for playing fields, park spaces, and other activities.
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<b>P6.6</b>	<b>Improve bike and pedestrian safety for all ages.</b>
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A6.6a	Monitor and improve areas with a high incidence of pedestrian/vehicle and bicycle/vehicle collisions.
A6.6B	Partner with the local school districts to prioritize safety and roadway improvements around schools that encourage walking and biking to school.

### b) Mental Health and Social Capital

<b>P6.7</b>	<b>Preserve and strengthen social capital by supporting formal and informal social networks in the community.</b>
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A 6.7	Increase access to safe, comfortable, and interesting public spaces.
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<b>P6.8</b>	<b>Increase rates of participation at community events such as adult education, senior activities, family-oriented programs, and youth activities.</b>
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A6.8	Increase the marketing of existing programs and events and add new programs and events to reduce the risk of social isolation.
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<b>P6.9</b>	<b>Increase awareness about how to prevent mental illness and promote mental health.</b>
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A6.9	Partner with health care providers, caregivers, schools, senior center to increase access to mental health information and resources.
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### c) Healthy and Nutritious Food

<b>P6.10</b>	<b>Increase access to health-promoting foods and beverages in West Covina.</b>
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A6.10a	Form partnerships with organizations such as health care facilities, schools, Hurst Ranch, Plaza West Covina, and food banks to encourage healthy foods and beverages.
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A6.10b	Discourage the sale of less healthy foods and beverages within local government facilities, recreational areas, and near public or private schools, or at sports events.
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A6.10c	Encourage property owners to make use of vacant properties as community gardens.
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## B. Police

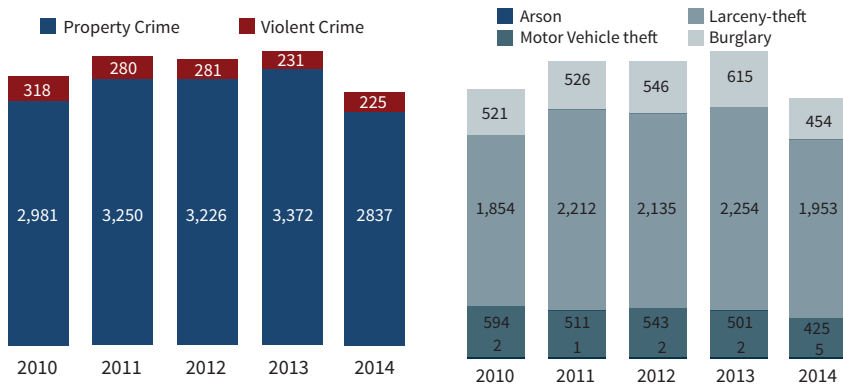


Figure 6.1. West Covina 5 year Crime Report. Source: West Covina Police Department.

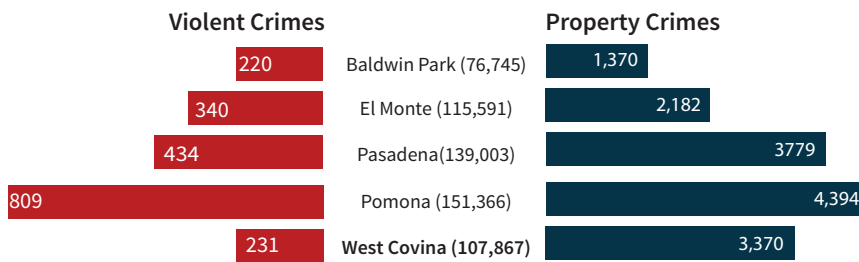


Figure 6.2. 2013 FBI's uniform report for violent (left) and property (right) crimes. Source: West Covina Police Department.



Liquor store in the Downtown area.

### 2 Key Issues

- a. Continue providing same level of service with fewer resources.
- b. Traffic safety
- c. Property crimes
- d. Liquor stores close together increase incidence of violence and other alcohol-related problems
- e. Illegal activities associated with the homeless population



### 1 Context

The West Covina Police Department provides a full range of police services within two Divisions: the Patrol Division and the Investigations and Administration Division. About two-thirds of all sworn officers work in the Patrol Division, which focuses on patrolling city streets, answering calls for service, and identifying potential crime problems.

The Police Department has organized the City into four service areas, with one Lieutenant assigned to each area. This allows residents to contact their lieutenant directly so that non-emergency public safety issues or neighborhood concerns are quickly addressed. This division includes the Traffic Unit, the K-9 Unit, Jail Operations, Reserve Officers, Police Cadets and award-winning SHOP senior volunteers who perform non-hazardous duties to free up sworn officers. Code Enforcement/Community Enhancement program is carried out by Patrol Division. The Investigation and Administration Division work specialized assignments such as automotive thefts, financial crimes, burglaries, court coordination, homicide, domestic violence, victim advocacy, robbery, sex crimes, and forensics. The detectives conduct intense follow-up investigations and prepare cases for court prosecutors to deliver justice to crime victims. The Special Enforcement Team (SET), which focuses on inter-agency operations and narcotics surveillance, is also under Investigations.



### 3. Policies and Actions

P6.11	Provide community safety through enhanced police services.	P6.12	Address safety during development review process.
A 6.11a	Increase public access to police services by: <ul style="list-style-type: none"> <li>• increasing police staffing to coincide with increasing population, development, and call for services;</li> <li>• require the funding of new services from fees or assessments from new development.</li> </ul>	A 6.12a	Incorporate Crime Prevention Through Environmental Design (CPTED) principles and best practices into zoning ordinances and development review processes for new development and major rehabilitation.
A6.11b	Add bike patrol in Downtown area to prevent, intervene, and enforce activities while allowing personalized police contacts that enhance the relationship between the police department and the people it serves.	A6.12b	Develop an ordinance that restricts the location and concentration of liquor stores within 500 feet of schools and parks. Include an incentive program to facilitate the transition of liquor stores to food markets and local grocery stores.
A6.11c	Continue to support and expand the Neighborhood Watch program.		
A6.11d	Co-habit with the Fire Department a future public service center to increase the presence and services in the Downtown area.		
A6.11e	Provide education about specific safety concerns such as property crimes and auto-theft.		

## C. Fire



	Call for Service
2010	7,456
2011	7,581
2012	7,635
2013	8,018
2014	8,255
2015	8,800 (projected)

**16.8**  
% increase in  
service calls

1991	95,899 people	under 6,000 service calls	<b>5</b> service stations	staff of 24
2015	107,861 people	8,255 service calls		staff of 26

Figure 6.3. Service Calls. Source: West Covina Fire Department.

### 1 Context

The West Covina Fire Department provides a full range of services including but not limited to responding to fires, medical emergencies, hazardous materials spills, and public assistance calls from five strategically located fire stations.

Firefighters perform critically important fire and life safety inspections on each commercial occupancy at least annually. During fire inspections, trained firefighters look for any items that could cause accidental fires or limit the ability of a building's occupants to safely escape if a fire were to occur. Firefighters, while conducting fire inspections, have the authority to issue "notices to correct" to building owners or managers to ensure that violations of all applicable fire codes are corrected in a timely manner. Firefighters typically use fire inspections as an opportunity to educate the public about the importance of good safety practices and to market the value of fire code compliance.

The Fire Department also provides technical fire prevention activities. Members of the Fire Prevention Bureau, under the direction of the Fire Marshal, check building construction plans to make sure all proposed buildings meet appropriate safety codes prior to construction. Fire inspectors perform plan review on all proposed fire sprinkler systems, fire alarm systems, and restaurant hood extinguishing system installation. At least annually, personnel assigned to the Fire Prevention Bureau inspect all hazardous occupancies and state licensed facilities (board and care facilities, schools, and daycare facilities). The Fire Marshal also oversees the City's Fire Investigation Unit. Three members of the Department are trained to conduct fire cause investigation, interview arson suspects, conduct surveillance, and testify in court.

The Fire Department manages the City's disaster preparedness efforts. The Department's philosophy of "all risk preparedness" encourages members of the public to be prepared for all types of emergencies, both man-made and natural. Under the "all risk" umbrella, residents are strongly encouraged to prepare for earthquakes, fires, floods, major transportation accidents and hazardous materials spills, power outages, and communicable disease outbreaks..

## 2 Key Issues

- Continue providing same level of service with fewer resources while the calls for services continue to increase.
- Service time to the southern areas of West Covina.
- Aging fleet that needs to be decommissioned.

## 3 Police and Fire Public Safety Center

A combined Police and Fire Safety Center would bring the two West Covina Public Safety Departments under one roof. Both agencies have outgrown their existing, aged facilities. Both Departments' ability to deal with safety issues and the needs of the Citizens would be multiplied by co-locating in a combined facility. Interoperable/cross department communications would be enhanced by extending the in-depth working relationship now experienced by field personnel between both agencies into administration and policy development. Coordination and cooperation on any joint operations would benefit. Both Departments would be close at hand to staff the Emergency Operations Center during any disaster impacting the City of West Covina and operate within Unified Command.



Figure 6.4. Concept site plan.

The site is currently occupied by Fire Station 1, the vacant Chamber of Commerce office, and the Maintenance Yard. The new headquarters facility would house West Covina Police Administration, Fire Administration, Fire Station 1, and the City's Emergency Operations Center.

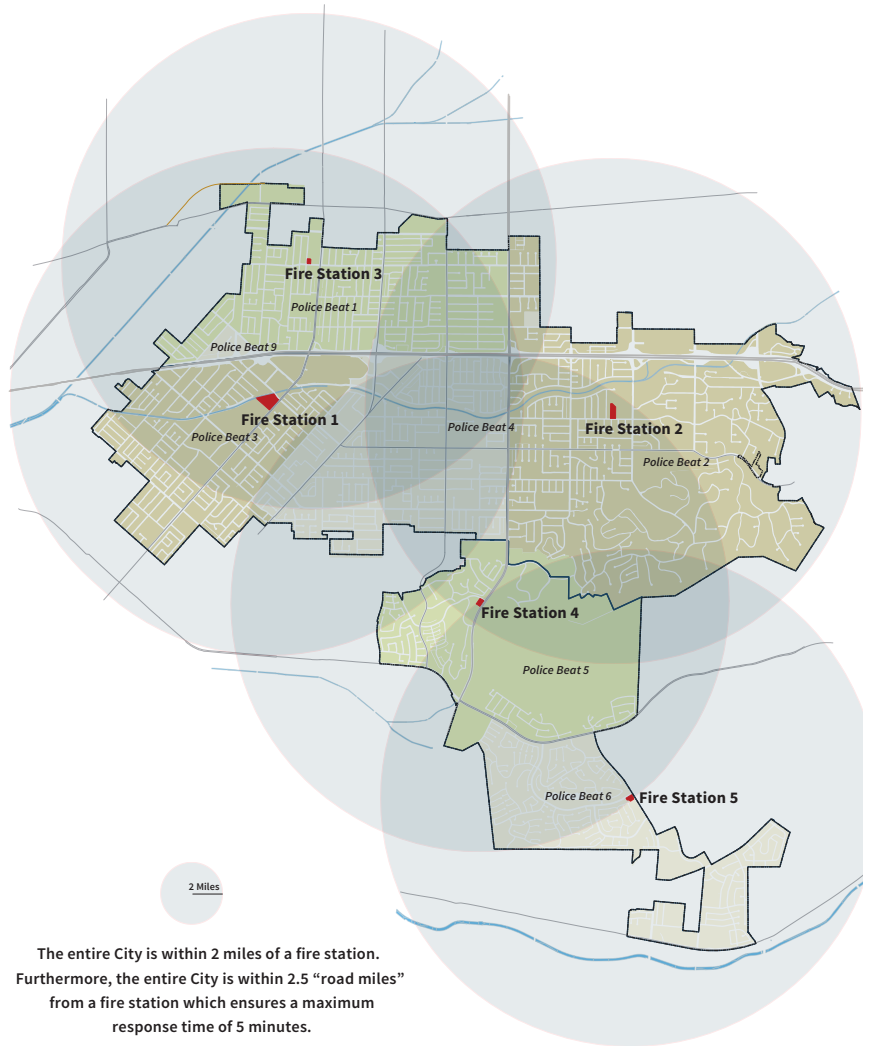


Figure 6.5. Fire Station and Police Beats. Source: City of West Covina.

## 4. Policies and Actions

<b>P6.13</b>	<b>Optimize firefighting and emergency response capabilities.</b>
A 6.13a	Resolve extended response time problems by: <ul style="list-style-type: none"> <li>• increasing fire staffing to coincide with increasing population, development, and call for services;</li> <li>• require the funding of new services from fees or assessments from new development.</li> </ul>
A6.13b	Co-habit with the Police Department a future public service center to improve the service times in the Downtown area.
<b>P6.14</b>	<b>Address fire-prevention during development review process.</b>
A6.14	Dedicated person for fire prevention review during design, construction, inspection, and operation of development projects to ensure adequacy of fire protection, access for firefighting, water supply, and vegetation clearance.

## D. Natural Hazard

### 1 Context

The purpose of the section is to identify and limit the exposure of the community to potential natural and manmade hazards.

All communities are faced with potential natural and man-made hazards. Potential natural hazards include geologic and seismic hazards, flooding, and wildfires. Potential man-made hazards include hazardous materials use, transport, and contamination; crime; and hazards arising from the interface between the built environment and people, such as vehicular or workplace accidents. California Government Code Section 65302 requires that cities and counties include a safety element as part of their General Plan. This requirement is intended to ensure that the General Plan adequately addresses the natural hazards mentioned above. While there is no requirement that the Safety Element address man-made hazards, many Safety Elements do so, frequently addressing issues of public safety services provision such as police and fire services. Due to the fact that the underlying natural hazards existing in West Covina have not significantly changed since adoption of the City’s previous Safety Element, much of the information, and many of the concepts, goals, policies, and actions from that Element have been used in or carried forward into this updated Element.

### 2. West Covina Natural Hazard Mitigation Plan

The City of West Covina has a Natural Hazard Mitigation Plan (NHMP) that addresses natural hazards. The NHMP is available through the City’s website. The NHMP includes resources and information to assist City residents, public and private sector organizations, and others interested in participating in planning for natural hazards. The mitigation plan provides a list of activities that may assist the City of West Covina in reducing risk and preventing loss from future natural hazard events. The action items address multi-hazard issues, as well as activities for earthquakes, earth movements, flooding, wildfires and windstorms. In order for this plan to remain relevant, it must be periodically updated to reflect changing conditions and advances in our knowledge of natural hazards. Updating the NHMP to reflect these changes is more useful and practical than frequently updating the City’s General Plan, and thus the nature of, and risk level from, these natural hazards are incorporated into this General Plan by reference to the NHMP. Additionally, updating the NHMP every five years will allow the City to become eligible for certain public assistance grants.

### 3 New Growth

This General Plan accommodates future housing and population growth in West Covina, with an emphasis on new or intensified levels of housing in the City’s Downtown and along certain transportation corridors. While population growth associated with new housing may expose more people to preexisting natural hazards in West Covina, such as risks from seismic shaking on one or more of the region’s numerous earthquake faults, the level of risk from natural hazards in these areas does not exceed that of West Covina in general or the region at large. Natural hazards mapping shows that these areas are not located on earthquake faults, in areas of liquefaction or landslide hazards, or in a 100-year flood zone.

### 4. Policies and Actions

<b>P6.15</b>	<b>Limit the exposure to potential natural hazards through adoption and enforcement of appropriate building standards, land use controls, and environmental review.</b>
A 6.15a	Require all development to comply with the provisions of the latest California Building Code, including provisions related to design and engineering to mitigate potential impacts from seismic events, fires, and other hazards.
A6.15b	Review Zoning Ordinance and subdivision requirements, make recommendations to the City Council and Planning Commission on the implications of the Safety Element, and make any necessary changes.
A6.15c	Require CEQA environmental reviews to analyze and as necessary mitigate potential natural hazards on a site-specific basis.
A6.15d	Require Specific Plans to recognize the findings of this Safety Element as critical land use guidelines are developed for specific areas.
<b>P6.16</b>	<b>Take actions to reduce the potential for loss of life or property in areas of high seismic risk and areas subject to landslide and liquefaction hazards.</b>
A6.16	Require geological and soils engineering investigations in areas of moderate or high landslide risk, potential liquefaction and subsidence areas, and critical seismic zones such as Alquist-Priolo fault zones or areas where potential ground acceleration values exceed applicable standards of the California Building Code.



<b>P6.17</b>	<b>Take actions to reduce the potential for loss of life or property in high fire hazard areas.</b>
A 6.17a	Review and evaluate proposed land uses in extreme and high fire hazard areas for their vulnerability to fire and potential ignition sources.
A6.17b	Prohibit the use of untreated shake roofs in areas of high and extreme fire hazard.
A6.17c	Adopt special inspection criteria in those areas of extreme, high, and medium fire risk during critical fire season when the sustained wind velocity exceeds 25 miles per hour.
A6.17d	Study the adoption of rigid inspection standards for off-road vehicles (such as muffler and spark arrestor controls) and closely control the usage of off-road vehicles during periods of high fire risk (such as “Santa Ana” wind events with low humidity and strong winds).
A6.17e	Investigate water re-use programs in the hillside areas to aid in fire prevention.
A6.17f	Work with homeowners and builders constructing homes in or adjacent to high and extreme fire risk areas to make all water in privately owned swimming pools in these areas accessible to fire trucks for use in onsite fire protection. This could be accomplished through the inclusion of suitable gates and driveways in both existing and proposed homes.
A6.17g	Continue to support programs to reduce fire hazards from vegetation in areas of extreme to high fire risk. Such programs may take a variety of forms and would include current City weed and brush removal programs, as well as control and use of fire retardant plantings.

<b>P6.18</b>	<b>Take actions to reduce the potential for loss of life or property in flood zones and potential dam inundation areas.</b>
A 6.18a	Review and evaluate proposed land uses in flood zones for their vulnerability to potential flooding and potential exposure of life and property to damage or loss from flooding.
A6.18b	Improve emergency service capabilities in areas subject to potential dam inundation in order to shorten times required for emergency evacuation and mobilization efforts. Identify manpower and equipment needs, as well as approach to notification of affected households.
A6.18c	Actively support efforts to inspect dams and evaluate dam safety requirements.
A6.18d	Investigate siting of future critical facilities in only those areas beyond the 60-minute line that signifies the time between dam failure and inundation.
A6.18e	Support or sponsor flood plain studies along Walnut Creek and other drainage areas to better equip the City to deal with flood problems.
A6.18f	Make information on flood potential available to developers, industries, and appropriate civic groups in areas affected by potential dam inundation.
A6.18g	Encourage State, federal, and other governmental agencies to intensify research on flood and inundation hazards.

<b>P6.19</b>	<b>Prevent serious structural damage and functional impairment to critical facilities and structures, especially where large numbers of people are apt to congregate at one time.</b>
A6.19	Review all critical facilities (including, but not limited to, hospitals, evacuation centers, emergency services and communications facilities, high pressure natural gas lines and high capacity petroleum and electrical transmission lines) for their susceptibility to potential hazards. This review should be conducted by a structural engineer, and funding sources for this program should be sought from all available local, regional, state, and federal sources.

<b>P6.20</b>	<b>Engage in and support inter-agency coordination regarding emergency services and response, and critical facilities.</b>
A 6.20a	Encourage and participate in mutual aid agreements between the fire departments of local cities and Los Angeles County.
A6.20b	Improve power and gas line inspections and new installations through a coordinated effort between providers of electricity and natural gas and the West Covina Fire Department.
<b>P6.21</b>	<b>Update West Covina’s Natural Hazard Mitigation Plan (NHMP) on a regular basis in order to reflect changing conditions, best practices, regulatory environment, and advancements in knowledge; and to maintain eligibility for public assistance grants.</b>
A6.21a	Update West Covina’s NHMP every 5 years.
A6.21b	Carry out the actions contained in NHMP.
<b>P6.22</b>	<b>Develop and disseminate educational programs, through a variety of media, to familiarize the citizens of West Covina with the Safety Element, the NHMP, and related issues.</b>
A6.22a	Develop and disseminate educational programs regarding the Safety Element, the NHMP, and general safety information to organizations such as school districts, agencies serving the aged and handicapped, industries susceptible to seismic hazards, and civic groups, and encourage them to implement these programs and/or incorporate them into their own safety programs.
A6.22b	Coordinate with the school districts to initiate educational programs in lower grades using displays and demonstrations that would expose younger children to the nature and strength of fire, for the purpose of tempering their natural curiosity about fire with knowledge of, and a sense of respect for, its hazards.
A6.22c	Coordinate with the school districts in the City to support or sponsor exhibits and presentations in secondary school demonstrating the more involved aspects of fire dynamics, i.e. major contributing factors of fire hazards and the relationship of fire to the natural ecology. Encourage parental cooperation and assistance in overall fire education programs.
A6.22d	Make the Safety Element and the NHMP available to builders and realtors, and encourage them to share relevant information from these documents with homebuyers and tenants.

## D. Noise

The purpose of this section is to identify noise-sensitive land uses and the most predominant sources of noise in the community, and limit the exposure of the community to excessive noise levels.

### 1 Context

The predominant source of noise in West Covina is motor vehicles on roadways within the City. The roadways with the highest traffic volumes (such as the Interstate 10 San Bernardino Freeway and major arterial roadways such as Azusa Avenue, Sunset Avenue, Valinda Avenue, and Glendora Avenue) produce the highest noise levels. While the current widening project on the I-10 in West Covina will add two carpool lanes to this facility and may lead to increased traffic volumes on this roadway, this project also includes installation of sound walls along the roadway, which will help protect land uses in the immediate vicinity from increased noise levels. Although two rail lines are located just outside the City (the San Bernardino Metrolink line to the north and a freight line and the Riverside Metrolink line to the south), no major rail lines exist within City limits, and noise from these rail lines, although audible, is not a major source of noise in the community. No airports are located within or immediately adjacent to West Covina, and aircraft noise is also not a major noise source, although certain aircraft related noise (such as from low-flying helicopters) can be of concern. West Covina does not have major “point sources” of noise, such as large factories.

Existing noise levels in the community must be understood in the context of the other information contained in this Noise Element, including the fundamental physical characteristics and impacts of sound and noise and how they are measured; and applicable regulations governing noise. Existing and future noise levels, expressed as noise contours (see Statutory Authority section below), are therefore shown at the end of this Element in Figure 6.8 and Figure 6.9.

## 2 Fundamentals of Sound

Sound is technically described in terms of the loudness (amplitude) and frequency (pitch). The standard unit of measurement of the loudness of sound is decibel (dB). Since the human ear is not equally sensitive to sound at all frequencies, a special frequency-dependent rating scale has been devised to relate noise to human sensitivity. The A-weighted decibel scale (dBA) performs this compensation by discriminating against frequencies in a manner approximating the sensitivity of the human ear.

Decibels are based on the logarithmic scale. The logarithmic scale compresses the wide range in sound pressure levels to a more usable range of numbers. In terms of human response to noise, a sound 10 dBA higher than another is judged to be twice as loud; and 20 dBA higher four times as loud; and so forth. Everyday sounds normally range from 30 dB (very quiet) to 100 dB (very loud). Examples of various sound levels are shown in Figure 6.6.

Noise levels typically drop off at a rate of 6 dBA per doubling of distance from point sources. Noise from lightly traveled roads typically attenuates at a rate of about 4.5 dBA per doubling of distance. Noise from heavily traveled roads typically attenuates at about 3 dBA per doubling of distance. Noise levels may also be reduced by intervening structures; generally, a single row of buildings between the receptor and the noise source reduces the noise level by about 5 dBA, while a solid wall or berm reduces noise levels by 5 to 10 dBA. The manner in which older homes in California (approximately 30 years old or older) were constructed generally provides a reduction of exterior-to-interior noise levels of about 20 to 25 dBA with closed windows. The exterior-to interior reduction of newer residential units and office buildings is generally 30 dBA or more (FTA, May 2006).

## 3 Definition and Impacts of Noise

Noise has been defined as unwanted sound and it is known to have several adverse effects on people. From these known effects of noise, criteria have been established to help protect the public health and safety and prevent disruption of certain human activities. These criteria are based on such known impacts of noise on people as hearing loss, speech interference, sleep interference, physiological responses and annoyance. Each of these potential noise impacts on people are briefly discussed below:

- Hearing loss is not a major noise concern in outdoor environments in West Covina because the potential for noise induced hearing loss is commonly associated with occupational noise exposures in heavy industry or very noisy work environments.

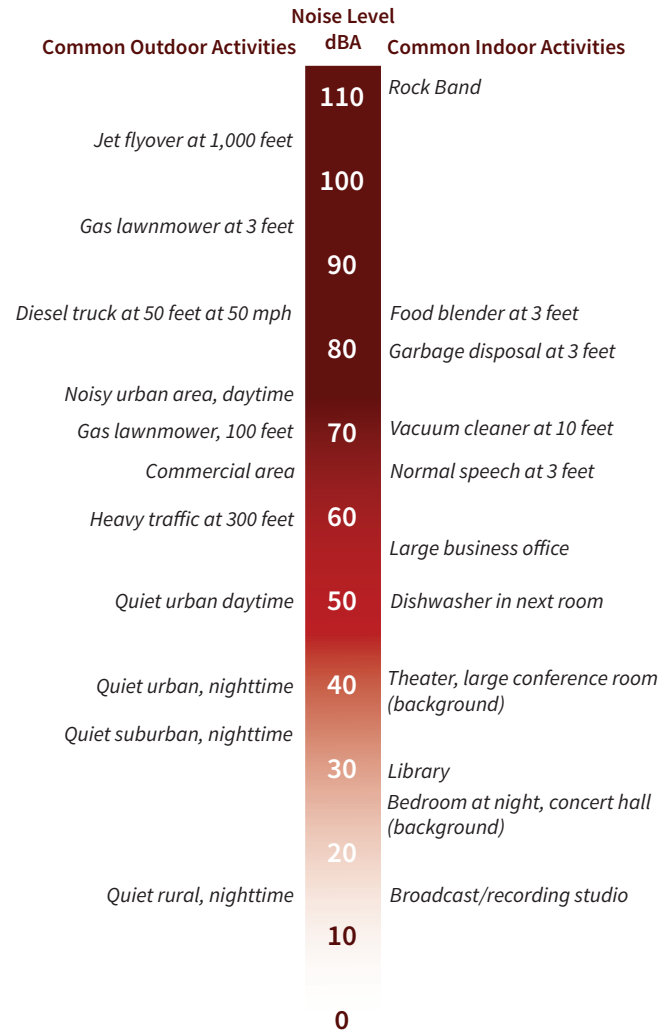


Figure 6.6. Typical Noise Levels. Source: Caltran's Technical Noise Supplement to the Traffic Noise Analysis Protocol, September 2013

- Speech Interference is one of the primary noise concerns. Normal conversational speech is in the range of 60 to 65 dBA, and any noise in this range or louder may interfere with speech.
- Sleep Interference is a major noise concern because sleep is the most noise sensitive human activity. Sleep disturbance studies have identified interior noise levels that have the potential to cause sleep disturbance. Sleep disturbance does not necessarily mean awakening from sleep, but can refer to altering the pattern and stages of sleep.
- Physiological Responses are those measurable effects of noise on people which are realized as changes in pulse rate, blood pressure, etc. While such effects can be induced and observed, the extent to which these physiological responses cause harm or are signs of harm is not known.

- Annoyance is the most difficult of all noise responses to describe. Annoyance is a very individual characteristic and can vary widely from person to person. What one person considers tolerable can be quite unbearable to another of equal hearing capacity.

<b>Leq</b>	Is the sound level corresponding to a steady-state sound level containing the same total energy as a time-varying signal over a given sample period. Leq is the “energy” average noise level during the time period of the sample. Leq can be measured for any time period, but is typically measures for 15 minutes, 1 hour, or 24 hours.
<b>Ldn</b>	Is a 24-hour, time-weighted annual average noise level. Time-weighted refers to the fact that noise occurring during certain sensitive time periods is penalized for occurring at these times. In the Ldn scale, 10 dB are added to nighttime (10 pm to 7 am) noise levels. This penalty attempts to account for increased human sensitivity to noise during the night, when most people sleep.
<b>CNEL</b>	Is similar to the Ldn scale, except that 5 dB are also added to evening (7 pm to 10 pm) noise levels.

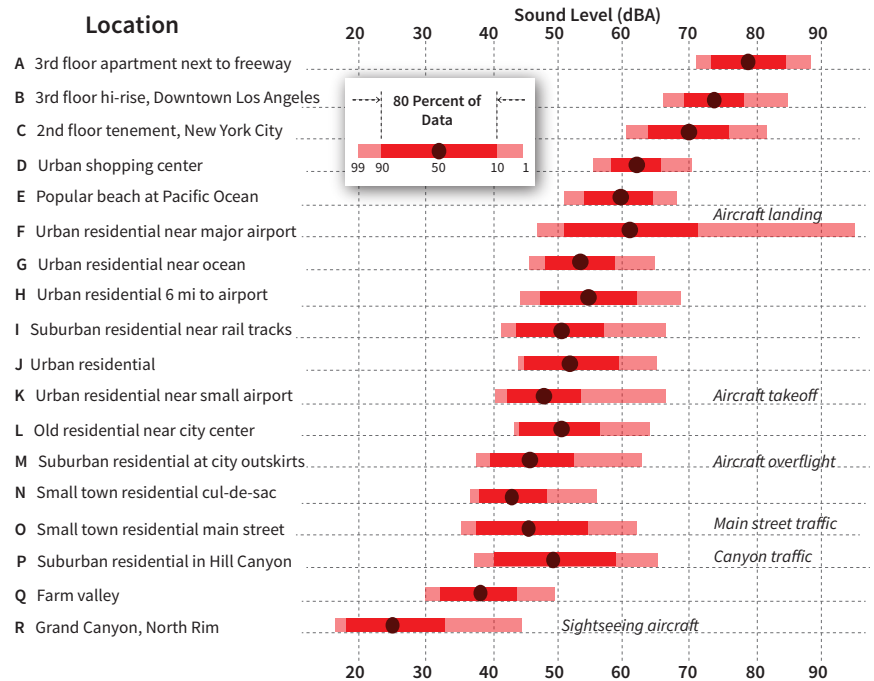


Figure 6.7: Examples of daytime outdoor noise levels. Source: Community Noise, EPA, 1971.

#### 4 Noise Metrics

Community noise is generally not a steady state, and varies with time. Under conditions of non-steady state noise, some type of statistical metric is necessary in order to quantify noise exposure over a long period of time. Several rating scales have been developed for describing the effects of noise on people. They are designed to account for the known effects of noise on people.

The potential for noise to affect people is dependent on the total acoustical energy content of the noise. A number of noise scales have been developed to account for this observation. These scales are: the Equivalent Noise Level (Leq), the Day Night Noise Level (Ldn), and the Community Noise Equivalent Level (CNEL).

Intermittent or occasional noise such as that associated with many stationary noise sources is not of sufficient volume to exceed community noise standards that are based on a time averaged scale such as the Ldn scale. To account for intermittent noise, another method to characterize noise is the Percent Noise Level (L%). L% is the level exceeded a certain percentage of the time during the measurement period. Examples of various noise environments in terms of L% are shown in Figure 6.7.

## 5 Statutory Authority

California has mandated that each city prepare a Noise Element as part of its General Plan. The Noise Element follows guidelines in Section 65302(f) of the State Government Code and Section 46050.1 of the Health and Safety Code. Section 65302(f) of the State Government Code requires the following:

- a. A noise element that shall identify and appraise noise problems in the community. The noise element shall recognize the guidelines established by the Office of Noise Control and shall analyze and quantify, to the extent practicable, as determined by the legislative body, current and projected noise levels for all of the following sources:
  - i. Highways and freeways.
  - ii. Primary arterials and major local streets.
  - iii. Passenger and freight online railroad operations and ground rapid transit systems.
  - iv. Commercial, general aviation, heliport, helistop, and military airport operations, aircraft overflights, jet engine test stands, and all other ground facilities and maintenance functions related to airport operation.
  - v. Local industrial plants, including, but not limited to, railroad classification yards.
  - vi. Other ground stationary noise sources including, but not limited to, military installations, contributing to the community noise environment.
- b. Noise contours shall be shown for all of the sources and stated in terms of community noise equivalent level (CNEL) or day-night average level (Ldn). The noise contours shall be prepared on the basis of noise monitoring or following generally accepted noise modeling techniques for the various sources identified in paragraphs (1) to (6), inclusive.
- c. The noise contours shall be used as a guide for establishing a pattern of land uses in the land use element that minimizes the exposure of community residents to excessive noise.
- d. The Noise Element shall include implementation measures and possible solutions that address existing and foreseeable noise problems, if any. The adopted noise element shall serve as a guideline for compliance with the state's noise insulation standards.

The guidelines for preparation indicates that the Noise Element should present the noise environment in terms of noise contours, and for those areas identified as containing noise sensitive facilities, the noise environment should be determined by monitoring.

## 6 Noise Standards, Guidelines, and Regulations

Land Use/Noise guidelines have been produced by a number of Federal and State agencies including the Federal Highway Administration (FHWA), the Environmental Protection Agency (EPA), the Department of Housing and Urban Development (HUD), the American National Standards Institute, and the State of California. These guidelines, presented in the following paragraphs, are all based on cumulative noise criteria such as Leq, Ldn, or CNEL.

In 1974, the EPA published a document entitled "Information on Levels of Environmental Noise Requisite to Protect Public Health and Welfare With an Adequate Margin of Safety." Table 6.2 shows requisite noise levels for various land uses from this document. In this table, 55 Ldn is described as the requisite level with an adequate margin of safety for areas with outdoor uses including residences and recreational areas. The EPA "levels document" does not constitute a standard, specification or regulation, but identifies safe levels of environmental noise exposure without consideration for economic cost for achieving these levels.

The FHWA has adopted and published noise abatement criteria for highway construction projects. The noise abatement criteria specified by the FHWA are presented in Table 6.3 in terms of the maximum one hour Leq. The FHWA noise abatement criteria basically establish an exterior noise goal for residential land uses of 67 Leq and an interior goal for residences of 52 Leq. The noise abatement criteria applies to private yard areas and assumes that typical wood frame homes with windows open provide 10 dB noise reduction (outdoor to indoor) and 20 dB noise reduction with windows closed.

The State of California requires each City to adopt Noise Elements as part of their General Plans. Such Noise Elements must contain a Noise/Land Use compatibility matrix. A recommended (but not mandatory) matrix is presented in the "Guidelines for the Preparation and Content of Noise Elements of the General Plan." This Noise Element uses the State's recommended Noise/Land Use compatibility matrix as the basis for the City's Noise/Land Use Compatibility Matrix, shown in Table 6.4.

Title 24 of the California Health and Safety Code (the California Building Standards Code) establishes an interior noise standard of 45 dBA CNEL for multiple residential unit and hotel/motel structures. Additionally, Title 24's energy conservation requirements for dual-pane windows also help reduce transmission of outside noise to interior living spaces.

Table 6.2. Environmental Protection Agency Noise Guidelines

	Measure	Indoor			Outdoor		
		Activity Interference	Hearing Loss Consideration	To Protect Against Both Effects (b)	Activity Interference	Hearing Loss Consideration	To Protect Against Both Effects (b)
Residential with outside space and farm residences	$L_{dn}$	45		45	55		55
	$L_{eq(24)}$		70			70	
Residential with no outside space	$L_{dn}$	45		45			
	$L_{eq(24)}$		70				
Commercial	$L_{eq(24)}$	(a)	70	70(c)	(a)	70	70(c)
Inside Transportation	$L_{eq(24)}$	(a)	70	(a)			
Industrial	$L_{eq(24)(d)}$	(a)	70	70(c)	(a)	70	70(c)
Hospitals	$L_{dn}$	45		45	55		55
	$L_{eq(24)}$		70			70	
Educational	$L_{eq(24)}$	45		45	55		55
	$L_{eq(24)(d)}$		70			70	
Recreational areas	$L_{eq(24)}$	(a)	70	70(c)	(a)	70	70(c)
Farm land and general unpopulated land	$L_{eq(24)}$				(a)	70	70(c)

- a. Since different types of activities appear to be associated with different levels, identification of a maximum level for activity interference may be difficult except in those circumstances where speech communication is a critical activity. (See Figure D-2 for noise levels as a function of distance which allow satisfactory communication.)
- b. Based on lowest level.
- c. Based only on hearing loss.
- d. An  $L_{eq(8)}$  of 75 dB may be identified in these situations so long as the exposure over the remaining 16 hours per day is low enough to result in a negligible contribution to the 24-hour average, i.e., no greater than an  $L_{eq}$  of 60 dB.

Note: Explanation of identified level for hearing loss: The exposure period which results in hearing loss at the identified level is a period of 40 years.

\*Refers to energy rather than arithmetic averages.

Source: U.S. Environmental Protection Agency, Information On Levels Of Environmental Noise Requisite To Protect Public Health And Welfare With An Adequate Margin Of Safety, March 1974

Table 6.3. Federal Highway Administration Noise Criteria

Activity Category	Design Noise Level - LEQ	Description of Activity Category
A	57 (Exterior)	Tracts of land in which serenity and quiet are of extraordinary significance, serve an important public need, and where the preservation of those qualities is essential if the area is to continue to serve its intended purpose. Such areas could include amphitheatres, particular parks or portions of open spaces, or historic districts which are dedicated or recognized by appropriate local officials for activities requiring special qualities of serenity and quiet.
B	67 (Exterior)	Picnic areas, recreation areas, playgrounds, active sports areas and parks which are not included in category A and residences, motels, hotels, public meeting rooms, schools, churches, libraries, and hospitals.
C	72 (Exterior)	Developed lands, properties, or activities not included in Category A or B above.
D		For requirements of undeveloped lands see FHWA PPM 773.
E	52 (Interior)	Residences, motels, hotels, public meeting rooms, schools, churches, libraries, hospitals, and auditoriums.

Note: These sound levels are only to be used to determine impact. These are the absolute levels where abatement must be considered. Noise abatement should be designed to achieve a substantial noise reduction - not the noise abatement criteria.

Source: Federal Highway Administration, Highway Traffic Noise Analysis and Abatement Policy and Guidance, June 1995.

Table 6.4. City of West Covina Land Use/Noise Compatibility Matrix

Land Use Category	Community Noise Exposure Ldn or CNEL, dBA						
	55	60	65	70	75	80	85
Residential - Low Density Single Family, Duplex, Mobile Homes	Blue	Blue	Yellow	Yellow	Orange	Red	Red
Residential - Multi-Family	Blue	Blue	Yellow	Yellow	Orange	Red	Red
Transient Lodging - Motels, Hotels	Blue	Blue	Yellow	Yellow	Orange	Orange	Red
Schools, Libraries, Churches, Hospitals, Nursing Homes	Blue	Blue	Yellow	Yellow	Orange	Orange	Red
Auditoriums, Concert Halls, Amphitheatres	Yellow	Yellow	Yellow	Yellow	Orange	Orange	Orange
Sports Arena, Outdoor Spectator Sports	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Orange
Playgrounds, Neighborhood Parks	Blue	Blue	Blue	Blue	Orange	Red	Red
Golf Courses, Riding Stables, Water Recreation, Cemeteries	Blue	Blue	Blue	Blue	Blue	Orange	Red
Office Buildings, Business Commercial And Professional	Blue	Blue	Blue	Blue	Yellow	Orange	Orange
Industrial, Manufacturing, Utilities, Agriculture	Blue	Blue	Blue	Blue	Blue	Yellow	Orange

**Blue** Normally Acceptable. Specified land use is satisfactory, based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.

**Yellow** Conditionally Acceptable. New construction or development should be undertaken only after a detailed analysis of the noise reduction requirements is made and needed noise insulation features included in the design. Conventional construction, but with closed windows and fresh air supply systems or air conditioning will normally suffice.

**Orange** Normally Unacceptable. New construction or development should generally be discouraged. If new construction or development does proceed, a detailed analysis of the noise reduction requirements must be made and needed noise insulation features included in the design.

**Red** Clearly Unacceptable. New construction or development should generally not be undertaken.

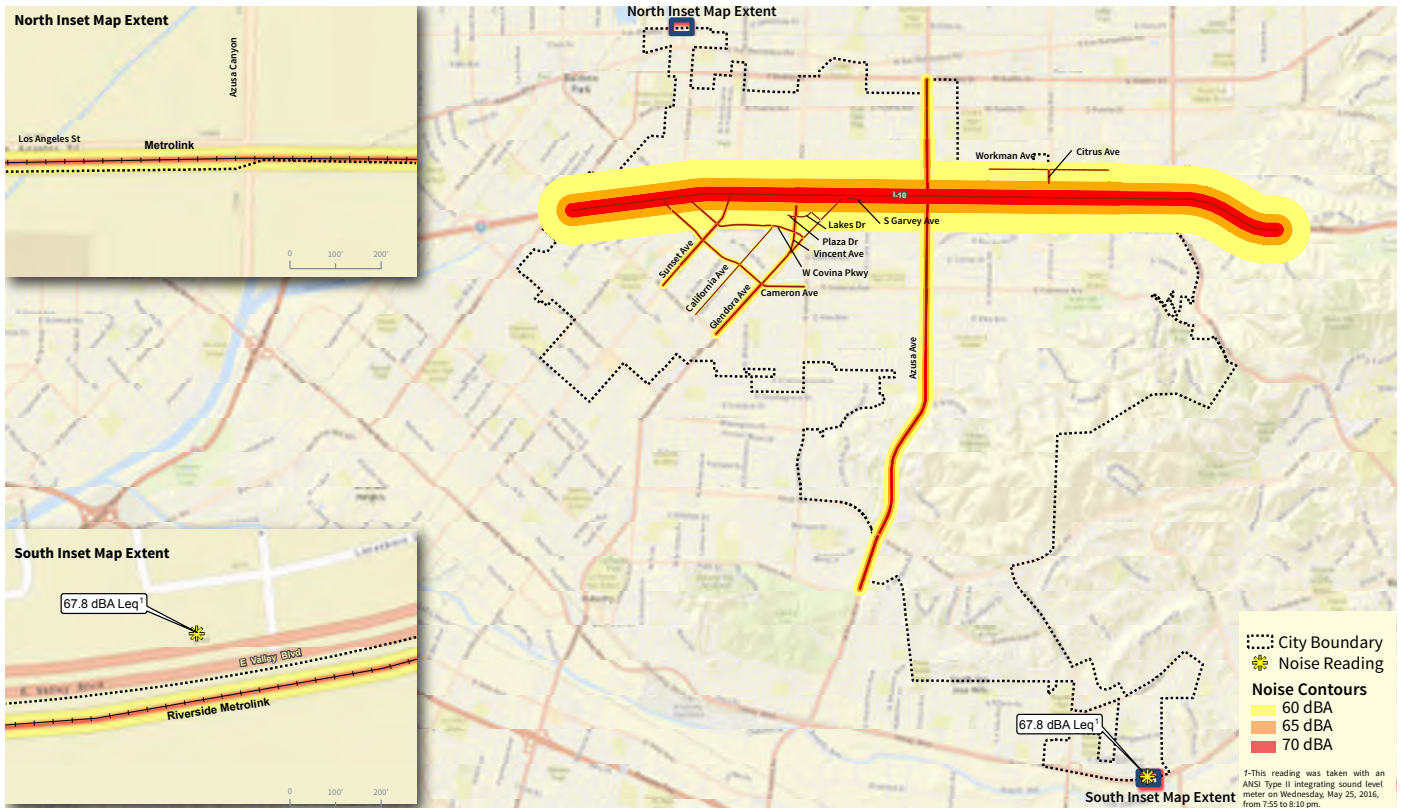


Figure 6.8: Existing Noise Contours map.

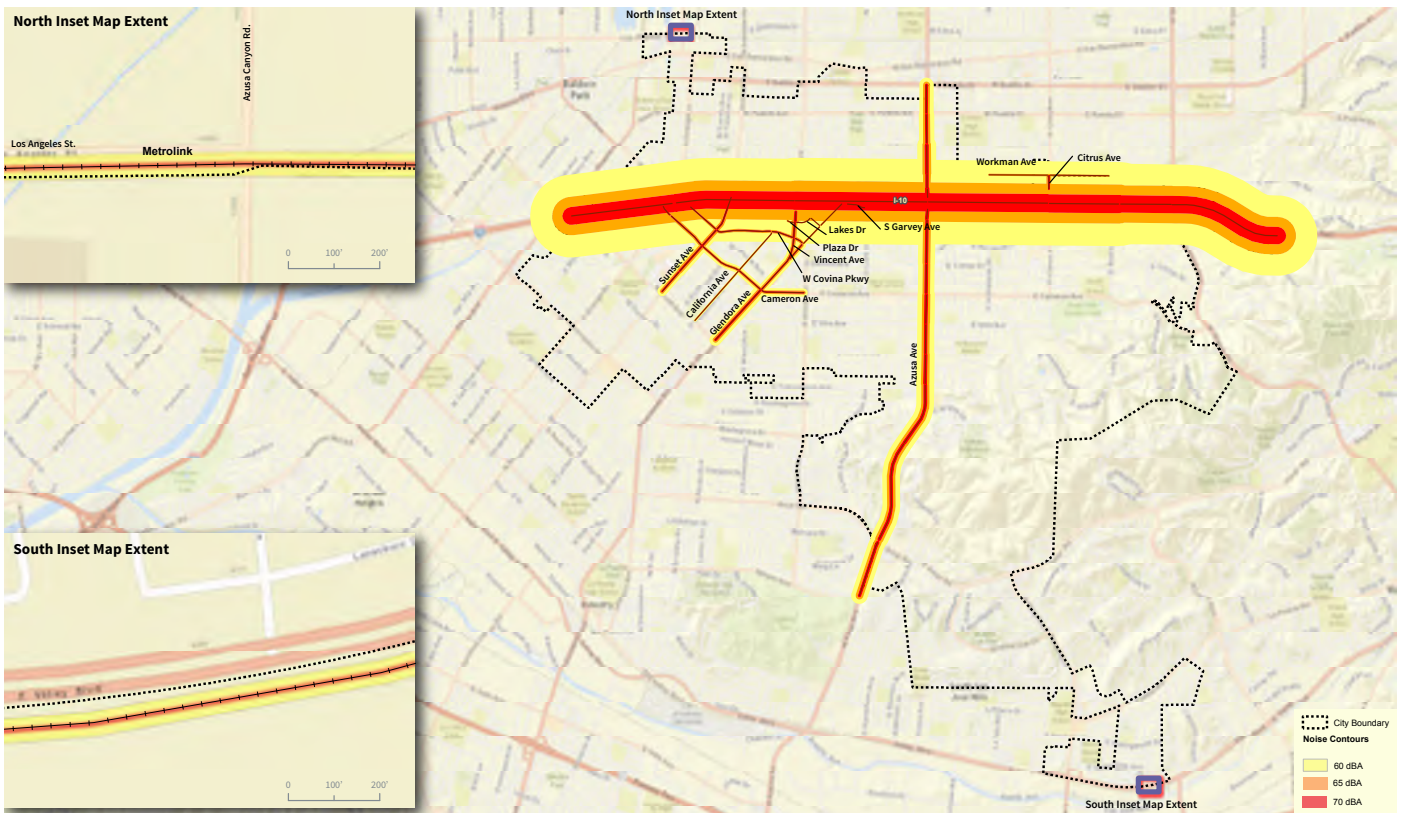


Figure 6.9: Future Noise Contours map.



## 7 Noise Ordinance

Noise Ordinances protect us from non-transportation related noises, and help carry out the policies and actions of the Noise Element. Noise Ordinances typically utilize L%, but West Covina’s Noise Ordinance does not contain such quantitative standards. Instead, it relies on a declaration that it is the City’s policy to regulate and control annoying noise levels from all sources, and a prohibition of loud, unnecessary or unusual noise which unreasonably disturbs the peace and quiet of any residential neighborhood or which causes discomfort or annoyance to any reasonable person of normal sensitiveness residing in the area. If the noise is plainly audible at a distance of 50 feet from the property line of any property, unit, building, structure or vehicle in which it is located, it shall be presumed that the noise being created is in violation. The Ordinance contains provisions regulating particular nuisance noise sources, such as repairing, rebuilding, or testing of any motor vehicles on private property, and the operation the operation of two- and four-stroke engines.

The Noise Ordinance prohibits any construction activities between the hours of 8pm to 7am (or 6am for unloading and loading activities) that causes the noise level at the property line to exceed the ambient noise level by more than 5dB, unless a permit has been obtained, or in the case of emergency work as defined in the Noise Ordinance.

Based on community feedback, West Covina’s Noise Ordinance has worked well, and no changes are proposed.

## 8. Policies and Actions

<b>P6.23</b>	<b>Ensure that new development is not exposed to excessive noise.</b>
A 6.23a	Require new developments to reduce exterior noise levels for any usable outdoor area to the “normally acceptable” range in the City’s land use/noise compatibility matrix, shown in Table 6.4 of this Noise Element.
A6.23b	Require mixed-use structures and areas to be designed to prevent transfer or noise from commercial to residential uses, and to ensure a 45 CNEL level or lower for all interior living spaces.
A6.23c	Require any residential component of all new buildings to comply with the requirements of the residential noise insulations standards of the most recent edition of California’s building code.

<b>P6.24</b>	<b>Ensure that new development does not expose surrounding land uses to excessive noise.</b>
A 6.24	Through the environmental review process, require applicants for new development proposals to analyze potential noise impacts on nearby noise-sensitive receivers before project approval. As feasible, require appropriate noise mitigation to address any identified significant noise impacts.
<b>P6.25</b>	<b>Minimize noise conflicts between local noise generators and sensitive receivers.</b>
A6.25a	Continue to enforce the City’s existing Noise Ordinance.
A6.25b	Track noise complaints to determine areas of potential problems, and work proactively with the noise generators and the affected parties to reduce the impacts of such noise.
<b>P6.26</b>	<b>Strive to reduce potential noise impacts in the City’s own operations.</b>
A6.26a	Comply with the City’s Noise Ordinance and State and federal occupational health and safety noise standards in the City’s own operations.
A6.26b	Purchase any equipment that produces high noise levels with all necessary and feasible noise abating equipment installed.
<b>P6.27</b>	<b>Minimize the noise impacts of transportation facilities and improvements.</b>
A6.27a	Continue to encourage the enforcement of regulations such as the State Vehicle Code noise standards for automobiles, trucks, and motorcycles operating within the City.
A6.27b	Maintain liaison with transportation agencies such as Caltrans regarding reduction of noise from existing transportation facilities.
A6.27c	Consider, where appropriate, tools for mitigating noise impacts of transportation facilities on new and existing development. Such tools may include noise insulation for interior spaces, site design solutions, and noise barriers such as sound walls and berms. Site design solutions such as setbacks are frequently preferable to barriers, and berms are frequently preferable to sound walls, for reasons of aesthetics and potential noise reflection effects.
A6.27d	Consider, where appropriate, the diversion of through traffic from purely residential areas.
A6.27e	The City shall partner with adjacent cities and other jurisdictions and the private sector to seek and secure funding for railroad safety improvements, including securing rail right-of-way, and developing “Quiet Zones”, grade separations, and/or other safety projects for at-grade rail crossings at the intersection of Azusa Canyon Road and Los Angeles Street and on Fairway Drive at Valley Boulevard.



# Part 2

## 7. Our Creative Community



*Our goal is to become a vibrant cultural center by weaving the arts and local heritage into everyday life.*



**Applied**

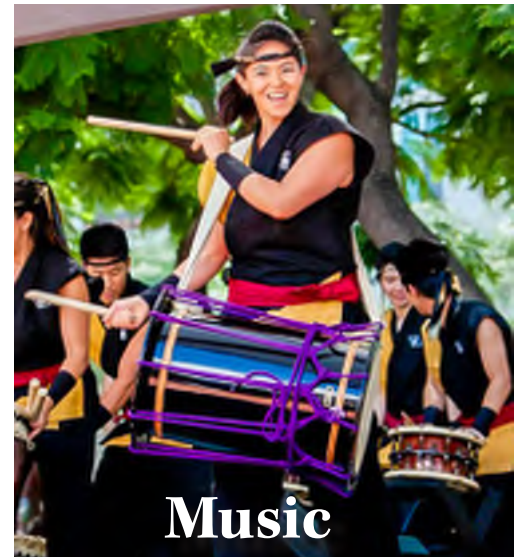


**Theatre**



**Visual**

There is growing recognition of the importance of creativity, culture and quality of place in growing local economies. Enhancing quality of place and creating attractive amenities can draw talented people, which in turn attracts business investment in an emerging creative economy characterized by higher paying, year-round jobs. Cultural resources and experiences also attract visitors and help grow tourism, an increasingly important component of economic development strategies in all communities.



**Music**



**Culinary**

## A. Cultural Mapping

Cultural mapping is a systematic approach to identifying and recording West Covina’s tangible and intangible cultural resources. The resulting cultural categories and map marks the beginning, not the end of cultural mapping in West Covina. Cultural mapping must be understood as an ongoing process that progressively broadens and deepens information on cultural resources in West Covina over time.



Figure 7.1: Eight major categories of cultural resources within which a wide range of existing information was consolidated

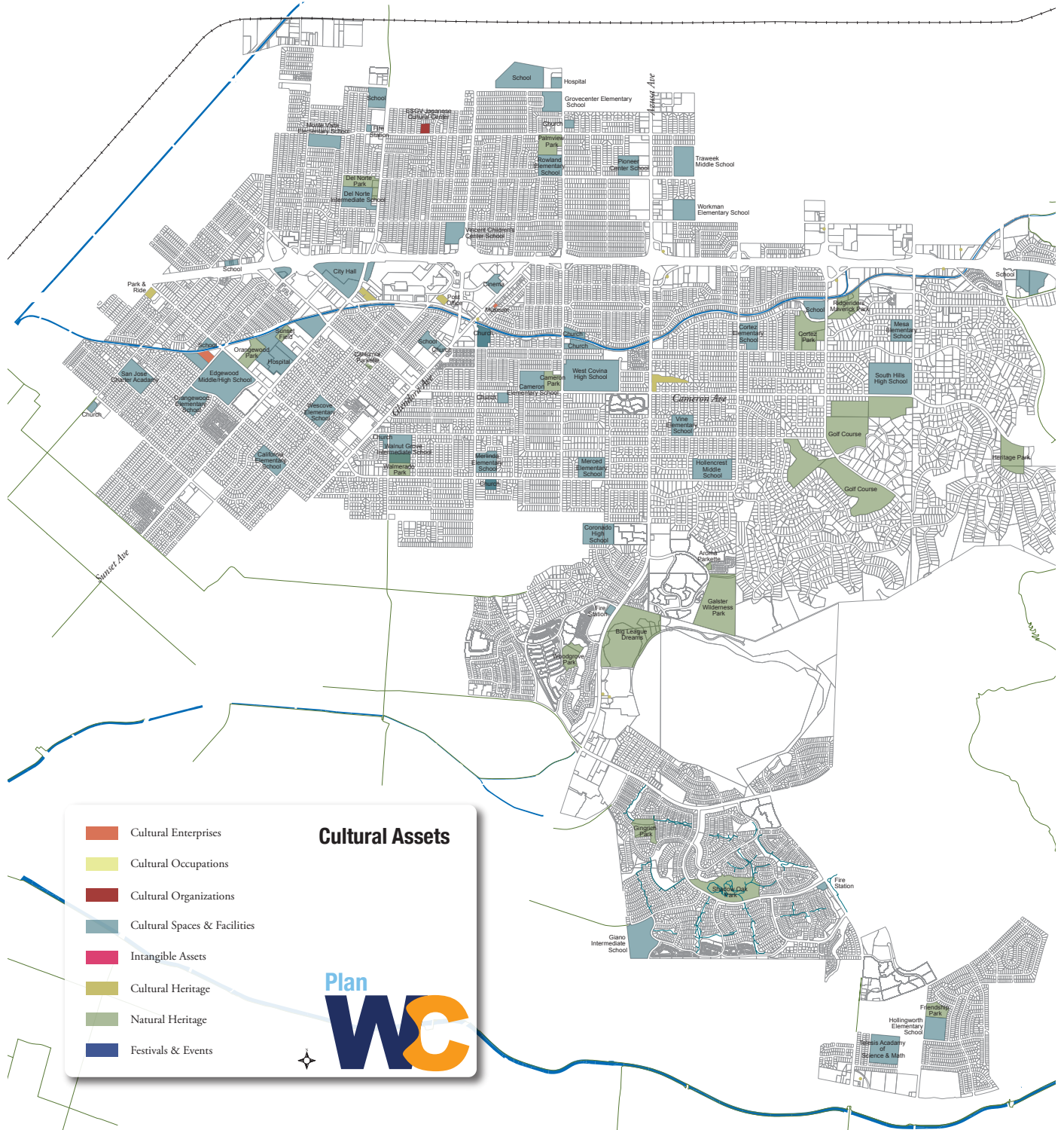


Figure 7.2: West Covina Cultural Assets Map

## B. Cultural Assets

	In Operation Since	Annual Patronage
Library, West Covina branch	1961	306,480
Cameron Park Community Center	2003	40,000
West Covina Senior Center	1983	36,000
Shadow Oak Community Center	1980	10,000
East San Gabriel Valley Japanese Community Center	1936	4,000
Summer Concert Series	2005	2,000
Hurst Ranch Historical Foundation	1906	1,300
West Covina Beautiful	1948	1,000
Taylor House at Heritage Park Total Patrons	2007	300
West Covina Historical Society Museum	1982	200
Total Patrons		401,280

Table 7.1 West Covina’s cultural organizations bring culture to thousands of patron in San Gabriel Valley.



Public art at Cortez Park

### LA County Library, West Covina Branch

The library offers a variety of free programs on a range of topics including local history, flower arranging, and cooking. Events also cater to toddlers and young adult/teens.

### Cameron Park Community Center

The Cameron Community Center offers a variety of programs including performing arts, specialty classes for youth and adults, and special activities.

### West Covina Senior Center

The Senior Center provides an environment that promotes the independence and social interaction of senior citizens in West Covina by offering a variety of cultural programs for seniors.

### Shadow Oak Community Center

Shadow Oak Community Center is a more passive community center with minimal classes and a preschool program. Classes, programs, and events have been increased to offer services to residents in south West Covina.

### East San Gabriel Valley Japanese Community Center (ESGVJCC)

The ESGVJCC offers over twenty-five different cultural and educational classes including a K-12 Japanese language school, five different Japanese martial arts, taiko (Japanese drums) and flute, ikebana (flower arranging) and several social groups for youth and adults. All of the programs are open to the public. In addition to serving the greater community with quality programming, the ESGVJCC hosts approximately a dozen events each year to preserve the mission and future growth of the center, and the Japanese American heritage.

### Hurst Ranch Historical Foundation

The 2 acre Hurst Ranch was founded in 1906 by the Hurst Family. The Foundation seeks to preserve and present an active facility for community use which illustrates early ranching and community development in the San Gabriel Valley. The annual festival features woodworking projects, leather craft, panning for gold, Native American Indian craft and storytelling, quilting, spinning, and weaving demonstration. The Garden Gourmet program aims to reduce obesity in youth. Field trips allow children to experience life on a ranch in the early 20th century.



East San Gabriel Valley Japanese Community Center



Hurst Ranch



West Covina Senior Center



Shadow Oak Park Community Center



Taylor House



LA County Library, West Covina Branch



Cameron Park Community Center

**West Covina Beautiful (WCB)**

The purpose and objectives of WCB are to support the beautification of the City, to encourage cultural development, to improve aesthetic values as well as to promote concern and awareness for the environment. WCB events include a fashion show, art contest for high school students, beautification awards, tree planting, annual garden walk and art in public places tour, and holiday's home tour.

**West Covina Historical Society**

The Society was founded in 1982. Several hundred people annually visit the Museum on Glendora Avenue and attend events including the Lights of Love in December and the Summerfest in August.

**West Covina Symphony Orchestra (WCSO)**

The WCSO offered concerts and educational outreach programs to the San Gabriel Valley community and beyond. The educational outreach program offered free concerts for local area schools, a music academy offering music lessons and master classes, and a solo competition for music students, featuring the winners at an annual concert with the orchestra. Established in 2008, the last performance was in 2011. The conductor is interested in working with the City to have the symphony perform again.

**Arts in Public Places Program**

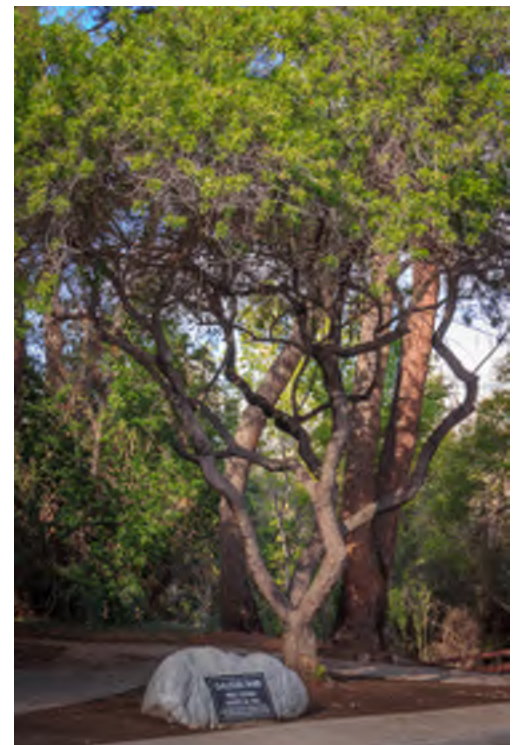
In 2004, West Covina adopted the Art in Public Places Program (AIPP) to build a collection of public artwork that reflects the culture, geography, and history of West Covina. The AIPP is primarily funded through developer contributions and provides resources for projects involving artists and the arts that could not otherwise be accomplished.

The AIPP funds can be used for:

- Purchase, commission, and/or installation of public artwork;
- Maintenance and restoration of public artwork;
- Art education programs and events;
- Plaques and signage;
- Publicity and promotional materials for public art programs and functions; and
- Training and development for staff and commissioners.



Poster contest, Keep West Covina Beautiful.



Galster Park



Farmers Market.



Cherry Blossom Festival.



Summer Movies in the Park



Dog Spooktacular



Annual Breakfast event at Cameron Community Center



Halloween Event



Annual Easter Egg Hunt at Cameron Park.



Annual Easter Egg Hunt at Cameron Park.

**Outdoor Food Events**

West Covina Farmers Market	Operated for 15 years held on Glendora Ave every Saturday. Farmers are certified growers by the California Agriculture Department.
West Covina Lions Club Night On The Town	Held annual event for the past 44 years includes food tasting consisting of restaurants within the community as all proceeds go to support various organizations within the City. 400-500 people participate.

**Cultural events**

Summer Movies in the Park	Between 800 to 1,500 participate.
Concert in the Park	Between 800 to 1,500 participate.
4th of July	City co-sponsors with Muscular Dystrophy Association and Greater West Covina Business Association. 10,000 people participate.
Memorial Day	City sponsored event held annually at the Civic Center. 50-100 people participate.
Halloween	Dog Spooktacular Galster Park Halloween Event
Veterans Day	City sponsored event held annually at the Civic Center Veterans Memorial Wall. 50-100 people participate
Christmas	City Sponsored event Annual Breakfast with Santa event at Cameron Community Center. 400 people participate. West Covina Historical Society sponsors the "Lights of Love" Christmas Tree Lighting Ceremony. 150 people participate Christmas Tree Lighting
Easter	City sponsored Annual Easter Egg Hunt at Cameron Park. 1,800 people participate.
Martin Luther King Jr. Birthday	City sponsored event held annually at the Civic Center. 100-200 people participate.

Table 7.2 Annual City-Sponsored Cultural Events and Festivals



Veterans Day celebrations at Civic Center.



### C. Driving Forces

**1. Creative Economy.** The fundamental shift in the regional economy away from manufacturing and resource-based industries to a creative economy driven by knowledge and innovation. Creative industries and occupations encompass sectors such as science and medicine, financial services, information and culture, and engineering, among others. Creative skills and ideas that introduce new processes or systems and create new products in any industries. Urban cultural amenities is a key factor for West Covina’s loss of younger population. Cultural activities will retain and attract a talented labor pool that is critical component of vibrant economy.

**2. Aging in Place.** West Covina has a growing elderly population. Cultural and recreational amenities will promote healthy life-style and allow the seniors to age in place.

**3. Diverse Demography.** West Covina has a large Hispanic and Asian population. Ethnic festivals and events support heritage and enhance traditions, while promoting tourism and supporting local businesses.



### D. Cultural Needs

To maximize community input, the following engagement activities were conducted:

**Survey:** The Community Survey included questions on cultural needs and was completed by 160 individuals.

**Individual Interviews:** Multiple interviews were completed on-site and by telephone with representatives of a wide array of cultural, business, and community groups and interests.

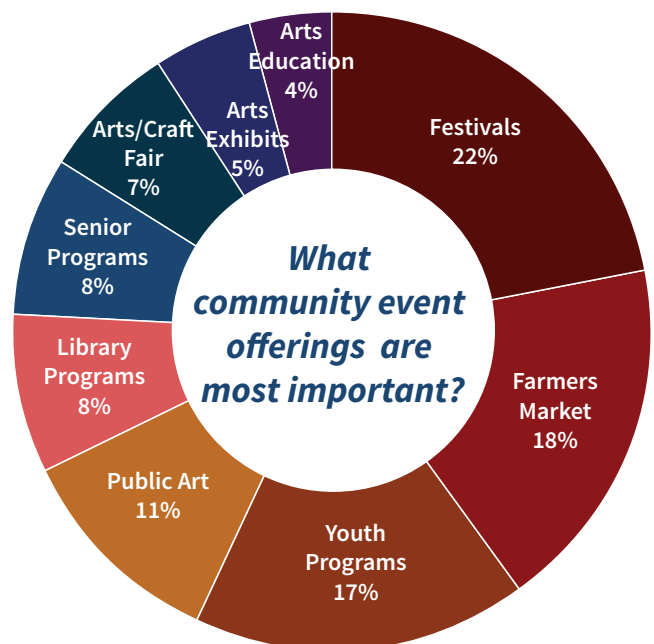
**Focus Groups:** The “Our Creative Community” focus group identified the driving forces, guiding principles, policies, and actions.

The community identified the following cultural needs:

1. Central civic place for events, performance, gatherings, meetings, parades;
2. Pan-Asian, Hispanic and other ethnic festivals and events that bring the ethnicities together;
3. Promote the library and other community facilities as “third places” as public neutral ground where people can gather and interact;
4. Cultural activities for the senior population that allows “aging in place”.



*Focus group discusses the cultural needs and opportunities.*



*Community Survey Results.*

## E. Policies and Actions

### 1. Build Capacity

<b>P7.1</b>	<b>Provide ongoing direction, administration and financial resources to address West Covina's cultural needs.</b>
A7.1a	Bring dedicated human and financial resources through grants, internship, contract positions, etc. to support implementation.
A7.1b	Determine the administrative structure in West Covina best suited to support cultural development.
A7.1c	Identify and establish an appropriate organizational structure like a Cultural Advisory Committee or task the existing Community Services Group or Commission to work collaboratively with partners and provide direction and support for ongoing cultural development.
A7.1d	Define the financial implications and establish a budget for implementing specific initiatives.

### 2. Leverage West Covina's Assets for Economic Growth

<b>P7.2</b>	<b>Leverage cultural resources to support downtown and corridor revitalization.</b>
A7.2a	Reuse vacant or underutilized buildings in the downtown area and along the Corridors to provide shared space for artists or small creative cultural enterprise, or to display works of local cultural significance.
A7.2b	Expand cultural and heritage tourism in West Covina.
A7.2c	Engage local retailers, hotels, and restaurants to increase awareness of local cultural resources.

### 3. Build a Robust Cultural Sector

<b>P7.3</b>	<b>Increase public art and cultural expression throughout the community.</b>
A7.3a	Continue to facilitate works of art in public spaces per the City's Arts in Public Places Program.
A7.3b	Develop a map (promotional brochure) that identifies the location of all public art.
A7.3c	Sponsor and organize local art exhibits in public facilities, performances, festivals, cultural events, and forums.
A7.3d	Establish an online community-driven calendar of festivals and events to promote cultural activities.
A7.3e	Strengthen wayfinding signs to help profile cultural resources.
A7.3f	Build on and extend current efforts in cross promotion and marketing among cultural organizations and activities.
A7.3g	Work with the schools to integrate arts education into core curriculum.
A7.3h	Identify and promote the cultural events hosted at different places of worship that are open to the public.
<b>P7.4</b>	<b>Expand places and spaces where cultural activities can occur.</b>
A7.4a	Undertake a systematic audit of places and spaces in West Covina where cultural activities currently or potentially could take place. Make this database publicly accessible to assist cultural groups in finding potential venues for their activities.
A7.4b	Meet diverse needs for performance, exhibition, and workspace.
A7.4c	Examine current zoning, licensing, and permitting requirements with the objective of supporting and facilitating community groups planning festivals and events.

**4. Celebrate and Promote West Covina’s Cultural Assets**

The four corners of Amar Road and Azusa Avenue has the largest collection of Filipino businesses in San Gabriel Valley. The distinctive social, commercial, and ritual activities of Filipino culture can interact here with the built environment to create and sustain a sense of place, foster community identity, and structure social relations. Branding this place would recognize the contributions of the ethnic businesses; support cultural diversity; and attract tourists, a creative workforce, and international investors.

A Business Improvement District (BID) can assume an increased level of authority regarding the improvement of their own business “microclimates”, as well as the responsibility for managing those improvements. Benefits could include streetscapes improvements, organizing festivals and events, marketing, and branding.

**P7.5 Provide access to cultural opportunities across the community for all residents.**

- A7.5a Promote the cultural and artistic expressions of West Covina’s underrepresented cultural groups.
- A7.5b Consider establishing new Pan-Asian and Hispanic festivals that create a unique cultural brand for West Covina.
- A7.5c Continue efforts to provide free and/or affordable cultural programming in anchor cultural institutions and through the promotion of free community festivals and events.
- A7.5d Encourage establishment of one or more festivals or events geared to the interests of youth. Engage youth in the determination of such an event(s).
- A7.5e Encourage the establishment of one or more festivals or events geared to the interests of seniors. Engage seniors in the determination of such an event(s).

**P7.6 Brand and promote the four corners of Amar Road and Azusa Avenue as “Little Manila”.**

- A7.6a Create an identification and way finding sign program for the four corners.
- A7.6b Encourage and support a BID.
- A7.6c Develop a master plan for the four corners area.

**P7.7 Assess, avoid, and mitigate potential impacts to archeological, paleontological, and tribal resources through the CEQA review process for development projects carried out within the City. Comply with existing regulations relating to Native American resources, including California Environmental Quality Act Section 15064.5(d) and (e) and Public Resources Code §5097.98 concerning burial grounds, and Assembly Bill 52 and Senate Bill 18 for consultation with Native American tribes for development projects carried out within the City.**

- A7.7 Require development to avoid archaeological and paleontological resources, whenever possible. If complete avoidance is not possible, require development to minimize and fully mitigate the impacts to the resources. Notify California Native American tribes and organizations of proposed projects that have the potential to adversely impact cultural resources.



*West Covina Youth Council.*



*Four corners of Amar Road and Azusa Avenue. Map source: Apple Inc.*



## Part 2

# 8. Our Active Community

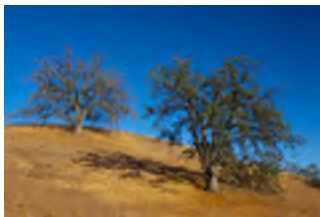


*Our goal is to enhance the value of fitness and celebrate healthy living; improve the existing condition of public open spaces and facilities to encourage use; and acquire, develop, and maintain quality of public open spaces and trails. .*

### A. Trends



1. **Sedentary Lifestyle:** Our lifestyle involves spending more time indoors engaged in sedentary activities. With no or irregular physical activity, this pattern can contribute to many preventable diseases and disabilities and is a leading cause of premature death. The Journal of the American Academy of Pediatrics reports that play is essential to the social, emotional, cognitive and physical well-being of children. Encouraging children and young people to give up even 30 minutes of daily small-screen recreation in exchange for physical activity can make a genuine difference to their physical and mental health, and well-being. Through informal play and shared experiences with peers, open spaces inspire children to explore, discover, learn and become better stewards of the natural environment.



2. **Exceptional Drought:** Southern California is enduring its worst drought on record. Drought impacts planning, design, construction, maintenance and operations of open spaces. West Covina is providing leadership in pursuing reducing water consumption. Some of the measures include:

- Removing water thirsty grass with drought-tolerant plants; and
- Relying on recycled water. Cameron, Cortez, Shadow Oak (lower level), Maverick, Friendship and Woodgrove parks are irrigated with non-potable water. Splash pad uses recycled water.



3. **Shrinking Resources:** Growing demand and shrinking resources will continue to be a challenge for parks and recreation services in West Covina. With strong leadership and a guiding vision, the City has a unique opportunity to maximize operational resiliency by:

- Proactively responding to changing demographics, emerging trends, and changing priorities;
- Collaborating to more efficiently deliver quality services; and
- Planning for future growth.



*Splash pad at Del Norte Park.*

## **B. Benefits of Open Space**

Access to open spaces is a basic right, especially for those without the means to drive. Open spaces serve as venues for diverse people to meet and interact thereby increasing social capital of the neighborhood. As gathering places, open space strengthen social ties which curbs violence and, aggression and results in safe and secure neighborhoods where people care, support and protect each other. The health, social capital, character, form, and economic vitality of the City are strongly influenced by the City's open space system.



*Civic Center Plaza.*



*Baseball at Cortez Park.*

Parks and open spaces are a route to civic pride, enhanced sense of belonging, and a potent source of increasing economic value of an area. Open spaces provide venues for many arts and cultural programs which also promotes tourism.

Studies have shown that creative class workers, young and innovative workers that every city wants to attract, consistently list ready access to nature as a dominant factor in their choice of place to live. Establishing and maintaining a thorough network of parks will enhance the competitive advantage of West Covina.

West Covina neighborhoods should provide its residents with convenient access to a range of more explicitly programmed open spaces. Pocket parks or small playgrounds should be located so that children need not cross any major streets to reach them. Active recreational parks with ball fields should be located within access of walking and bicycling children. These parks can be associated with schools and or green corridors like the Walnut Creek Wash that serve as connection between neighborhoods. Community gardens and natural trails may also be located in these parks. Ideally, every dwelling is located within an easy 5 minute walk or bike ride of a continuous park system, so that a day of hiking and trailbiking need not begin with a drive.



*Heritage Park.*



*Woodside Village Paseos.*



*Aroma Parkette*



*Palm View Park.*



*Del Norte Park.*



*Chase Bank Employee Park.*



*Civic Center Plaza.*



*The Lakes, Movie Theater Plaza.*



*The Lakes, Office Center Plaza.*

### **C. Types of Open Space**

A neighborhood should have access to a range of private and public open spaces types of varying character and function. The different open spaces may be combined. For example, a playground may be within a green. A regional trail system should connect the neighborhoods to community and regional level amenities.

The primary purpose of the Our Active Community is to set the framework for decision makers in the planning and rehabilitation of parks and recreation facilities and to provide a systematic prioritized approach to the implementation of needed parks, facilities, and programs. Health benefits of physical activity are also addressed with Our Healthy Community.

	Scale	Type	Character and Function
Public	Regional	Wilderness	Natural environments rich in wildlife that are left in the natural state.
		Greenway	A network of spaces that includes pathways for walking and biking while also allowing wildlife to move through urban areas. Typically found along creek corridors.
	City	Community Park	A large area for active recreation that includes sports fields and community facilities such as swimming pool.
	Neighborhood	Neighborhood Park	A mid-sized informal public space, often the focal point of the neighborhood. The green is enclosed by buildings, used for unstructured recreation, and planted with grass and trees.
		Square	A formal public space, no larger than a block, located at the focal point of civic significance, enclosed by key buildings, typically hard paved and allows passive recreation.
		Plaza	A public space circumscribed by civic or commercial frontages, with formal landscaping.
		Community Garden	A semi-private grouping of garden plots available for small-scale cultivation by residents of apartments and other dwelling types without private gardens. Community gardens strengthen community bonds, provide food, create recreational and therapeutic opportunities and promote environmental awareness and education.
		Quadrangle	A private open space enclosed by buildings accessible by a small opening to the street.
	Pocket Park	A fenced area for child's play within walking distance to nearby homes, closely overlooked by residents. The play areas contain soft and hard surfaces, play equipments, and benches with ample shade provided by tree cover.	
Private	On the Lot	Courtyard	A public or private open space surrounded by walls or buildings. The court is paved or landscaped.
		Terrace	A private outdoor extension of a building above ground level that is used for gardening, entertaining, outdoor cooking, or relaxation.
		Yard	A private landscaped area of a lot. Typically, the area is free of buildings and structures. Exceptions include permitted encroachments such as porches, patios, and terraces. Portions of the private yard may be used as a kitchen-garden for small-scale cultivation of food.
	Within the building	Patio	A private outdoor space that adjoins a residence and is typically paved.
		Roof Garden	Roof gardens are useful in urban situations where yards may not be available. Roofs are also useful for small-scale cultivation.

Table 8-1 Typology of Open Spaces

## D. Existing Inventory

The parks are generally well distributed and well used throughout the City. There are a few areas where access to service is beyond a 5 to 10 minute walk. In 2013, West Covina has earned national Playful City USA recognition that honors cities taking bold steps that make it easy for all kids to get the balanced and active play they need to thrive. These communities are recognized for their efforts to create more playable, family-friendly cities.

**Transfer of Development Rights:** The City currently has a density transfer allowance for residential development in the Hillside Overlay Zone. The Hillside Overlay Zone is located in the southeasterly portion of the City in the San Jose Hills. The majority of the land that is designated as Hillside Overlay Zone has been developed, so it is unlikely that the density transfer will be widely used in the future.

The density transfer allows for the number of residential units to be transferred and concentrated to a portion of a

site to reduce the need for major changes to topography. The density transfer must result in lots with a minimum lot size of 20,000 square feet and can only occur when the density transfer will preserve portions of hillside for natural areas, scenic beauty and wildlife habitat. This process was completed for subdivisions generally along Hillside Drive that were subdivided in the 1970's and 1980's. The density transfers created areas of open space that are owned by the City as Landscape Maintenance Districts (LMDs). The LMDs are generally steep slopes or valleys. A total of 207 acres of land is located in the Landscape Maintenance Districts in the San Jose Hills.



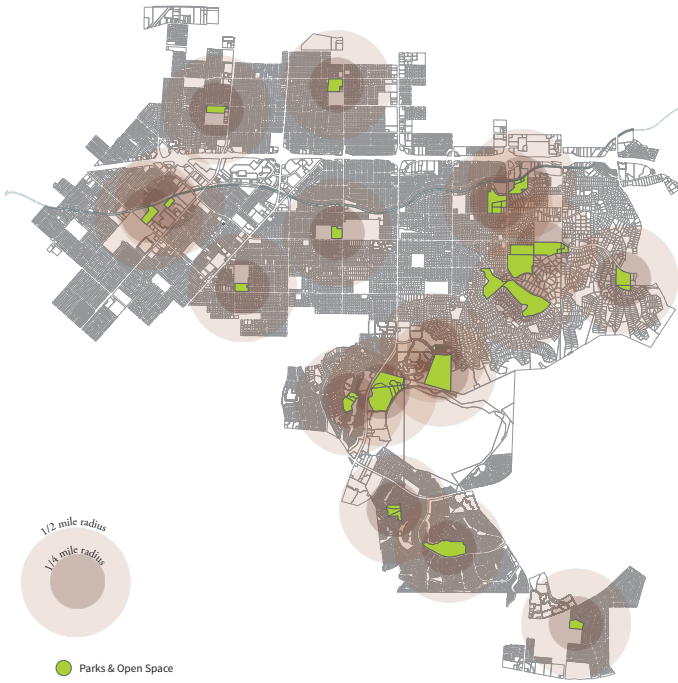


Figure 8-1 Parks Service Area

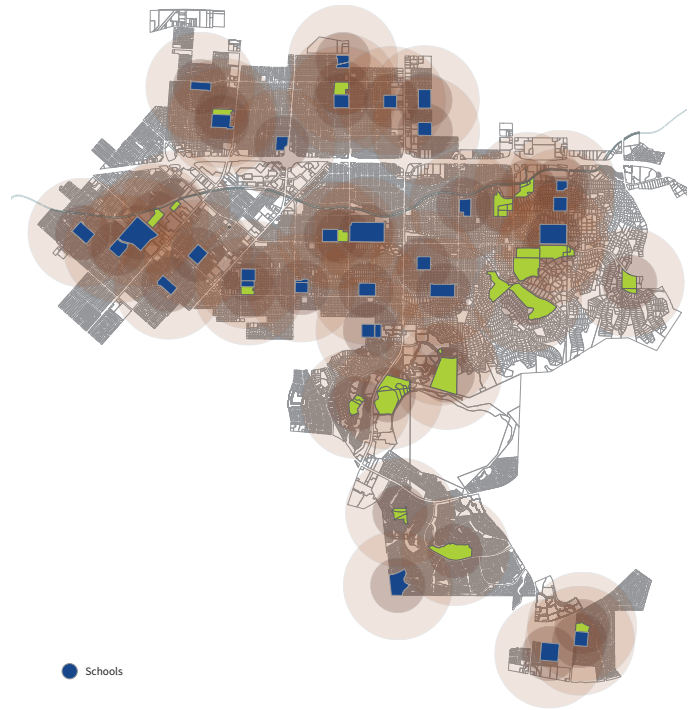


Figure 8-2 Parks Service Area with schools

The city offers a range of park types that include two small pocket parkettes, 8 neighborhood parks, 3 community parks, 2 wilderness areas, specialized sports facilities, paseos, and 2 conservation areas.

The City is committed to ensuring that its citizens have ample access to high quality spaces for leisure and active recreation. West Covina encompasses 16 square mile or about 10,240 acres. The 2010 Census reported West Covina had a population of 106,098. The standards in the Recreation, Park, and Open Space Standards and Guidelines document published by National Recreation and Park Association indicate 10 acres per 1,000 as a good ratio. Existing parks and open space in West Covina add to 501.5 acres. West Covina has 4.72 acres per 1,000 population.

The City is largely built out. The greatest opportunity to increase open space that are located within easy walking distance to neighborhoods is to expand current joint use agreements with public schools. Public schools account for 287 acres of additional open space in West Covina. Public schools with ease of access, proximity to parks, and viability to secure campus buildings offer the greatest potential for joint use agreement.

Walnut Creek Wash is one of the most significant and underutilized natural amenities in West Covina. The Downtown West Covina plan envisions its revitalization into a linear open space along the water course. The open space promenade will have a paved bike lane defined by a continuous row of trees that acts as a picturesque seam between



the downtown and the neighborhoods. The promenade will have benches and places for passive activity.

The redevelopment of vacant and underperforming parcels in downtown district and along major corridors like Azusa Avenue, Sunset Avenue, and Glendora Avenue provide opportunity to add new open spaces.

Table 8.2 Parks and Open Space Inventory

	Area	Amenities	Description
<b>City Parks</b>			
<b>Pocket Park</b>			
California mini-parkete	0.3	Benches, playground, and security lighting	Provides a jungle gym and swing set for children to play and a shaded sitting area. The park is easily accessible from the surrounding single- and multi-family residences.
Aroma Parkette	0.67	Picnic benches, drinking fountain, ADA accessible tot lot, and small grass area	The park has a path that leads to a circular paved area with a playground in the middle and benches on the side. Offers active and passive, youth oriented, recreation opportunities. Surrounding land uses include single and multi-family homes, and Galster Wilderness Park.
<b>Neighborhood Parks</b>			
Del Norte Park	8.2	Splash pad, rocket ship themed tot lot, dog park, baseball fields, tennis courts, and picnic shelters.	Offers three well-equipped baseball diamonds, a dog park, ample picnic shelters, and a rocket ship themed tot lot and splash pad with nearby benches. Adjacent to the park is the East San Gabriel Valley Regional Occupational Program and Technical Center, with other surrounding land use being single-family residential.
Friendship Park	5.9	Picnic benches and shelters, basketball court, baseball field, tot lot, and adjacent school with running track.	The park includes a complete baseball complex including enclosed baseball diamond, announcer box, concession building, bleachers and dugouts. The park also offers full basketball court, playground, and open space for recreation. Hollingworth Elementary School is adjacent, to the south, with other surrounding land uses included single and multi-family residential.
Gingrich Park	8.9	Full and half basketball court, playground, two picnic areas, bbq grills, walkways, restrooms, and a softball back stop.	The park offers plenty of open space suitable for a variety of active recreational activity, plenty of shade for passive use. It is surrounded on all four sides by single-family neighborhood homes that face away from the park.
Orangewood Park	7.9	Basketball court, baseball field, hockey rink, gazebo, splash pad, and playground.	Offers one baseball field, a flexible open park space, a skatepark, and a hockey rink concessionaire. Citrus Valley Medical Center, Edgewood Middle/High School, and medical office and retail uses surrounds the park. Walnut Creek wash is also adjacent to the rear of the park
Palmview Park	9.1	Baseball field, playground areas, picnic shelters, restrooms, benches, picnic tables, airplane themed tot-lots, misting station, and exercise equipment.	Palm View Park is located just north of the 10 freeway, along East Puente Ave, and includes an on site early childhood education center. The northwest corner of the park offers well-shaded areas for gatherings and on site parking provides ease of access for loading and unloading party supplies and food. A pathway system connects the two parking lots and most of the park amenities.
Sunset Field	2.8	Restrooms, Water Fountains, Clubhouse/Locker Room	Baseball field located behind Queen of the Valley Hospital.
Walmerado Park	5.5	Tot lot, picnic benches, shuffleboard courts, baseball fields, concession stand, play equipment, and restrooms.	Walmerado Park has three baseball diamonds used by the Pony League on evenings and Saturday mornings. A set of shuffle ball courts is located next to the restrooms. Walnut Grove Intermediate School is adjacent to the park, which is open to the public on Saturday morning for baseball games. Other surrounding land uses include single-family homes.
Woodgrove Park	21	Large lawn, picnic tables, several picnic shelters with bbq grills, restroom, and a playground. ADA tot-lot and swings, sandbox, and drinking fountain.	Woodgrove Park is located along Parkside Drive, in the southeastern portion of West Covina. The park features include a large lawn, picnic tables, several picnic shelters with barbecues, a restroom, and a playground. Additionally, there is a large wooded area along Parkside Drive that is signed 'No Trespassing'. Surrounding land uses include single and multi-family residential.

	Area	Amenities	Description
<b>Community Park</b>			
Cameron Park	6.3	Community center, basketball courts, pool tables, event/meeting room, tot lot, baseball field, picnic shelters and tables.	The park offers open spaces that can be used for a variety of recreational activities, family picnics, birthday parties and a variety of other events. In addition, it is located next to Cameron Elementary and directly across the street from West Covina High School. It is home to a very active community center that has several basketball leagues for youth as well as adults. This park is surrounded by single-family residential homes and has on-site parking and restrooms.
Cortez Park	20.1	Baseball fields, group picnic shelters, walking trails, bbq grill, and picnic tables.	The park offers large open spaces that can be used for a variety of recreational activities, and three baseball fields of various sizes, accommodating all ages and experiences. West Covina Senior Center is also conveniently at the edge of the park. Surrounding land uses include single-family residential, a fire station, and a private school.
Shadow Oak Park	26.2	Baseball and softball field, basketball court, tennis court, community center, concession building, picnic shelter, bbq grill, open grass area, picnic tables, ADA accessible tot lot, concrete walking trails, restrooms, and bike rack.	Provides a variety of active and passive recreational amenities. The Eastern (original) portion of the park includes a tennis and basketball courts, baseball and softball fields, and a tot lot. Passive amenities in the original portion of the park include covered picnic areas and moderately sized grass areas. A community center is also located in the original portion of the park. An extension of the park was completed in 2008, featuring passive areas composed of a concrete walkway and picnic tables. Surrounding land use is single-family residential.
<b>Wilderness</b>			
Galster Park	40.1	Nature center, two campgrounds, hiking/interpretive trails, restrooms, drinking fountains, picnic tables, fire pit, and tot lot.	A large nature park include a hilly topography and native sage scrub habitat with stands of Black Walnut and Oak Trees. Other unique amenities are two campgrounds, hiking/interpretive trails, and a natural center operated by volunteers from the San Gabriel Mountains Regional Conservancy through a cooperative agreement with the City. A campground, located at the top of the park, is no longer used and the restroom building has been demolished as it appeared to be a target for graffiti. Local folklore associates the park as being haunted; attracting visitors at night after the park is closed. There are also signs that the park attracts unwanted activity at night such as alcohol consumption and graffiti. Surrounding land uses include single and multi-family homes, open space, and landfill remediation.
Heritage Park	14.3	Taylor House Museum, picnic tables, benches, rose garden, hiking/interpretive trails, native landscape, and drinking fountain.	Offers a 'natural' experience with amenities tailored to passive recreation. A short trail system travels through native walnut and oak woodlands. Benches, tables, interpretive stations are located along the trails. Interpretive station are oriented to children and focus on native flora and fauna. Surrounding land uses are single-family residences and municipal water infrastructure.
<b>Specialized Facilities</b>			
Maverick Ridge Riders Park	12.9	Baseball field with backstop, dug-outs, lighting, announcer stand, score board, and concessions building, bleachers, batting cage equestrian arenas with seating, stables, equestrian announcer booth, restrooms, and picnic tables.	Maverick Field and Ridge Riders Equestrian Center is a joint complex located directly east of Cortez Park. Due to the type of facilities available, this is a 'destination park' that attracts uses from throughout the region for organized baseball games and equestrian competitions. Surrounding land uses include large-lot single family homes, multi-family residential, and commercial retail.
Big League Dreams Sports Complex	27.1	Stadium with high quality ball fields.	The Big League Dreams Sports Park is a City park. It is owned by the City and maintained and operated under contract by Big League Dreams.
Woodside Village Paseos	74.4	Pedestrian trail straddled by open spaces.	Linear open public space, privately maintained. Trails link to Gingrich Park and Shadow Oak Park.
<b>Total Parks</b>	<b>292 acres</b>		

	Area	Amenities	Description
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### Open Space Conservation

San Jose Hills Landscape Maintenance District	207		Natural hillside areas of scenic beauty and wildlife habitat.
Valley and Morganfield	2.5		Open Space serves as an “entrance” to the residential community entered through Morganfield Avenue.
<b>Total Parks and Open Space</b>	<b>501.5 acres</b>		

### Other Recreational Facilities

#### School District Facilities

California Elementary School	17	The schools offers a range of existing active recreation opportunities.	The fields can be accessed from the neighboring street or the schools parking lot. Buildings are all generally located in the northwest, making it relatively simple to secure them while the field is open to the public after hours and on weekends.
Cameron Elementary	6.5	Basketball courts, softball fields, and the tot lot are well maintained. Abundant field space offers opportunities for active or passive activities.	The school is surrounded by single-family neighborhoods and located directly next to Cameron Park and a multi-use community center for all ages. Building can be easily secured while allowing for public access to the fields. Heavily used by softball leagues during non-school operation hours.
Cortez Elementary School	9.5	Improvements needed to the tot lot and basketball courts to encourage public use. Non-operative school that can be converted to public open space/park.	The fields are accessible by the public outside of school hours through a pedestrian gate on East Rio Verde Drive. The school has been closed since 1988. Buildings can be easily secured while allowing for public access to the fields.
Edgewood High/ Middle School	35.7	Tennis, basketball, and racquetball courts. The campus also contains the community pool and is located across the street from Orangewood Park.	The Edgewood complex is part of a larger campus that includes a Middle and High School. The centralized location and abundant recreational opportunities would make an idea candidate for joint use expansion. The existing joint use for the swimming pool provides incentive for the public to utilize other recreational facilities on the campus including the track, tennis courts and ball fields. The school buildings are concentrated together making them easy to secure while allowing for public access to the fields.
Giano Intermediate School	24	The visible open space area is utilized for a soccer league, and can be utilized for a multitude of recreational uses. Large hill with natural pathway located on the property can be utilized for recreational use.	The school grounds are enclosed by a fence and gated after hours and are not accessible to the public. The school is located at the southerly city limit line and adjacent to the cities of La Puente and Industry. The buildings are spread-out across the southerly areas of the campus, and it may be difficult to secure the area if public access to the open space areas is permitted. Need exists within this neighborhood for the school to continue be utilized for organized sports and practice field facilities for soccer.
Hollencrest Middle School	10	Public use of the field occurs after school hours including weekends indicating a demand for additional recreational space.	The school grounds are accessible by the public outside of school hours. The buildings are clustered at the south end of the campus making them easy to secure while providing easy access to the field for public use.
Merced Elementary School	17	The open space area is highly visible and could be programmed for active recreation.	The school grounds are enclosed by a fence and gated after hours and are not accessible to the public. One access point off of Merced Avenue provides direct access to the large playground area. The buildings are grouped together and situated at the eastern part of the site and can easily be gated to prevent public access from the open space area.
Merlinda Elementary School	13	The open space is substantial and can be utilized for a multitude of public uses. Need exists within this neighborhood for the school to be utilized for joint use with the public.	The school grounds are enclosed by a fence and gated after hours and are not accessible to the public. One access point off of Merlinda Street provides direct access to the playground area. The buildings are grouped together and situated at the western part of the site and can easily be gated to prevent public access from open space areas.
Mesa Elementary School	10	The large open space can be programmed for multiple-uses. The concrete area can be programmed for multiple—uses.	The school’s open space is located behind the school buildings. Most of the buildings are spread-out in a semi-circle. The school can be easily secured with fencing.

	Area	Amenities	Description
Monte Vista Elementary School	17	The schools field is suitable to be programmed for events and passive recreation due to its size and visibility.	The school is surrounded on three sides by streets. Buildings are all located on the east side of the school, making it feasible to secure the buildings while the field is open to the public.
Orangewood Elementary School	10	Field and playground	Orangewood school is located across the street from the Edgewood Campus and one block south of the Orangewood Park. This campus presents a great opportunity for multiple uses with its expansive and open field. The school buildings are situated along one side of the field thus making the school buildings easy to secure while providing public access to the field.
South Hills High School	28.5	The campus has a wide array of active recreation amenities in moderate condition.	The school has large baseball fields adjacent to the street. It also features a large track, and large tennis courts. The school is divided symmetrically between open space and classroom facilities. The buildings can be easily secured.
Telesis Academy	17	Existing baseball field could potentially be used by organized sports leagues. The school has a good mix of active and passive recreation amenities.	The field is located behind the schools buildings and parking lot, but is assessable on one side by a neighboring street. Buildings can be easily secured while allowing for public access to the fields.
Traweck Middle School	17	The field provides opportunities for organized sports leagues.	It is bounded on all four sides by streets. The campus is divided with the field to the north of the site and school buildings to the south of the site. Buildings are located on the south of the school, making it feasible to secure the buildings while the field is open to the public after hours.
Walnut Grove Intermediate School	8	The school currently provides use of the field for Pony League games on Saturdays so there is an opportunity to expand use for public access.	The school grounds are accessible by the public on Saturdays only for use of baseball field through a gate in the adjacent Walmerado Park. The surrounding street and park provide easy access to the field for public use. The buildings are clustered toward the northern portion of the campus making them easy to secure while providing easy access to the field.
Wescove Elementary School	11	The vast open field is suitable for the use of active and passive recreational activities.	The schools location encourages pedestrian and bicycle access due to its centrality within the neighborhood during school hours. The field is highly visible and accessible from the three adjacent streets. The buildings are concentrated on the southerly portion of the campus making them easy to secure without compromising access to the field.
West Covina High School	36	Repair and update the dilapidated tennis courts for other public use. Open use of track to public on weekends by opening gates off of Lark Ellen Ave.	The school is surrounded by single-family neighborhoods and located across the street from Cameron Park. The school grounds are accessible by the public outside of school hours through a pedestrian gate on South Fernwood Street. Baseball fields are in use by Little Leagues. Buildings can be easily secured while allowing for public access to the fields.
<b>School Total</b>	<b>287.2 acres</b>		
<b>Overall Total</b>	<b>788.7 acres</b>		

## E. Standards

Historically, open spaces were developed if land was readily or cheaply available. Some open spaces like Galster Park are deeded to the City.

**Limitations of existing standards:** Public open spaces are required either as a percentage of land area or a prescribed ratio of acreage based on total population. The process is largely a numerical exercise that seldom address the spatial and artistic quality of open space. The open space often end being remnant parcels of leftover land after development that is difficult to access, use, and secure. The open spaces are banal and boiled down to minimum regulations that produce similar places with no regard to local character.

**Funding:** Pursuant to West Covina Municipal Code Section Sec. 20-40, most residential development projects requesting a subdivision or a zone change are required, as a condition of

approval of the project, to either dedicate land for recreation and park purposes or pay a fee in-lieu (Quimby Fees). Fees can only be spent, and land can only be dedicated, within a service radius of one to two miles from the development that paid the fee.

The City has recently adopted an impact fee ordinance that will require new development to pay an impact fee for parks capital facilities. The fees generated could be used to pay for capital facilities (not for personnel costs) for improvements to parks such as landscaping, building maintenance and rehabilitation, new equipment, athletic field improvement, parking lot improvements, tennis court maintenance, furniture purchases, and vehicle purchases.

## F. Public Participation



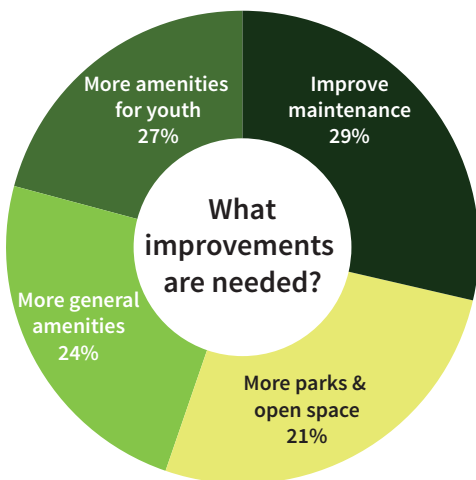
*Our Active Community Focus group meeting.*

Community input was gathered through following engagement activities:

- focus group meetings
- charrette
- survey (suggests demand)
- youth council
- social media
- focused interview

The community identified the following key issues:

- Maintenance and improvements of amenities
- Safety
- Facilities and programming needs
- Access to park and open spaces
- More open spaces and parks
- Community pool



*Figure 8.3: Community Survey Findings.*

## G. Policies and Actions

### 1. Variety of Open Space Types

Table 8-1 provides a reference point for considering possible open space types classified according to the location.

This is not a numbers game involving the developer providing a certain percentage of open space. Some of the best loved parks and gardens are often intimate in scale and well cared for. There needs to be adequate green and open spaces to take a pleasant stroll, have space to kick around a ball, and provide habitats for wildlife to thrive. It's the quality, rather than the quantity of open space that matters.

Besides the larger open space, a variety of smaller public and private open spaces such as quadrangles and playground should be provided throughout the neighborhood. These spaces allow easy and walkable access to play areas for children that can be supervised by the residents. These open spaces also add value to the units facing them.

In urban areas where private yard is not an option, patios and roof gardens allow residents access to open space, area for small-scale cultivation, recreation, and entertaining.

A citywide trail system can connect the wildlife habitat, reduce heat island effect, while providing extensive opportunities for recreation and non-motorized mobility and commuting throughout the city.

<b>P8.1</b>	<b>Encourage the distribution of a variety of park types and sizes throughout the City.</b>
A8.1	Develop variety of new park types of different sizes and require them in new development.
<b>P8.2</b>	<b>Encourage the development of non-traditional park types, including green belts, linear parks, urban trails, and pocket parks.</b>
A8.2a	Require dedication of land identified as linear park in conjunction with new development.
A8.2b	Work with the County to initiate efforts to create a linear park public trail system along the Walnut Creek.
A8.2c	Update and create new agreements for joint use of school and City recreational and park facilities.
<b>P8.3</b>	<b>Reinforce existing joint use agreements with schools to fill in service gaps.</b>
A8.3	Pursue joint use agreement with California Elementary School, Cortez Elementary School, Hollencrest Middle School, Orangewood Elementary School, Merced Elementary School, South Hills High School, and Traweek Middle School.

### 2. Walk or Bike to Parks

People that walk to the open spaces tend to use the open spaces more frequently than those that drive.

<b>P8.4</b>	<b>Small and frequent open spaces should be dispersed throughout the neighborhood.</b>
A8.4	Develop new neighborhood parks, pocket parks, and community gardens as feasible and appropriate to meet citizen needs and require them in new development.

### 3. Public Access to Open Space

To encourage use, the open space circulation system should integrate and connect with the circulation patterns of the neighborhood. The entrances and exits should be easy to locate from inside and outside the open space. Primary access route through the open space should be clearly identifiable, well maintained, well lit, and universally accessible. Care should be taken in positioning of entrances away from lines of severance such as busy roads and steep gradients which inhibit access for the elderly and disabled - particularly wheelchair users.

**P8.5**      **Develop and improve access to parks.**

A8.5      Identify and eliminate barriers, safety issues along walkways, and gaps in pedestrian and bike networks, and improve bike facilities that encourage access to parks.

### 4. Connect Spaces

Open space networks are often more useful for visual amenity, recreational use and wildlife corridors than isolated and unrelated landscape elements. They not only serve to organize larger projects but also create linkages to existing urban areas, other sites and the wider landscape. Networks may join up linear parks, playing fields, parks, allotments, private gardens, buffer planting surface drainage corridors, and school fields.

Greenways can be created to run through or alongside linear elements such as Walnut Creek Wash, Galster and Heritage Wilderness, and connect with parks and sidewalks in nearby neighborhoods. These can plug into neighborhood streets with reduced auto trips that are safe for bikes and have mature street tree planting - creating a network of 'Greenways'.

In creating a network of open spaces, there is an inherent conflict between human beings and other plants and animals. Identify spaces within the network with limited access that provide rich habitats for wildlife. Galster and Heritage Wilderness, for example, act as good wildlife corridors as they are undisturbed by people.

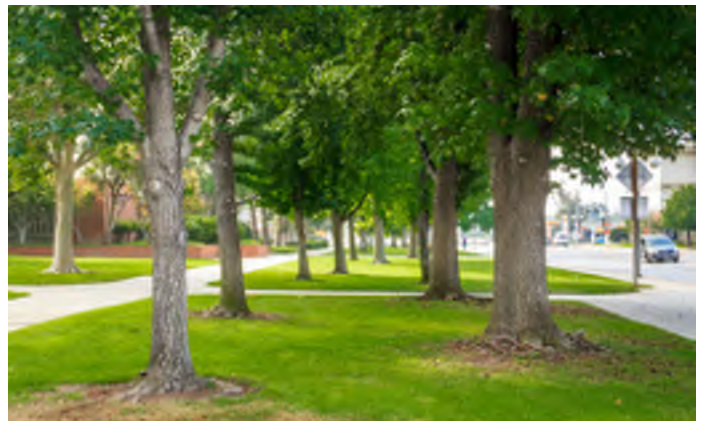
For public parkland, a balance needs to be struck between public access and biodiversity. A model open space network would form a necklace of different public and private open space types.



*Proposed trail along Walnut Creek.*



*Proposed network of 'Greenways.'*



*Allee of street trees makes West Covina Parkway a comfortable walking environment.*



Existing network of paseos at Woodside Village .

## 5. Safety



Park safety is enhanced with active edges.

Open spaces should straddle pedestrian paths or be adjacent to meaningful destinations that allow visual supervision from fronting buildings. Visibility is an important design criteria for enhancing people’s comfort and security. The open spaces should be in the line of sight of adjacent land uses and activities to ensure visibility. The frontages should have active edges such as front doors, windows, and storefronts.

Parking takes away valuable park land and when placed in front of the park, detracts from the pleasing aesthetic of a park frontage. Presence of on-street parking slows traffic and creates a safety buffer for the pedestrian on the sidewalk. The location and design of open space should facilitate walking and biking to the open spaces. Off-street parking may be necessary for community park.

### P8.6 Develop a network of open spaces.

- A8.6a Connect the open spaces to neighborhoods through a series of landscaped streets that provide green links to the Walnut Creek as well as stormwater drainage.
- A8.6b Revise zoning ordinance to require new development to connect their open spaces to the open space network.
- A8.6c Educate property owners, political leaders and the community about the economic, social, and environmental benefits of open space network.

### P8.7 The location and design of open spaces should take advantage of surrounding land uses.

- A8.7 Revise the zoning ordinances to require open spaces to designed in the line of sight of adjacent land uses and activities to ensure visibility. The frontages should have active edges such as front doors and windows, or storefronts for commercial uses.

### P8.8 Increase safety in public parks.

- A8.8a Provide adequate lighting; maintaining landscaping to maximize visibility; remove graffiti as soon as possible; remove trash, debris, weeds, etc. from public areas with ongoing maintenance of those public areas; and conduct regular police patrols and provide public safety information.
- A8.8b Partner with the community through programs that activate spaces or provide more eyes on the public facility, such as neighborhood watch groups.
- A8.8c Design facilities to be universally accessible for seniors, children and those with disabilities.
- A8.8d Encourage developers to incorporate building and site design techniques that reduce crime, such as utilizing Crime Prevention through Environmental Design(CPTED) strategies.
- A8.8e Provide convenient and safe on-street parking. Avoid using park site for parking.



## 6. Maintenance

Neighborhoods should provide access to public and private open spaces. The open spaces at the regional, neighborhood and block level tend to be more public and the open spaces at the lot and building level tend to be private. Lean maintenance budgets are encouraging creative public-private agreements that maintain public access but pass on the maintenance responsibility to associations or private individuals. Open spaces attract and retain jobs and revenues. Carefully examining the economic impacts of open space helps informed decision-making about creation and maintenance of open spaces.

<b>P8.9</b>	<b>Investigate and evaluate opportunities and incentives for other agencies, non-profits, private businesses, and user groups to participate in the maintenance and replacement costs of parks, open space, and recreational facilities.</b>
A8.9a	Develop a citywide initiative to encourage “Friends of Parks” service organizations like West Covina Beautiful or San Gabriel Mountains Regional Conservancy & Community Service Group for short term clean-up projects.
A8.9b	Continue to use the Capital Improvements Program to plan for the identification of available resources for park facility repair, upgrades, and replacements through the budget process.
A8.9c	Institute an impact fee for capital improvements to mitigate the impact of new development on parks and open spaces.
A8.9d	Continue to search for opportunities in grants and to encourage private donations. Identify other effective funding sources for park and recreational programs, such as trusts and other fund raising activities.
A8.9e	Promote the use of City facilities for special events, such as festivals and tournaments.

## 7. Facilities and Programming

<b>P8.10</b>	<b>Continue to monitor and provide for the needs of a changing demographic.</b>
A8.10	If necessary, make operational and programming changes to reflect the changing preferences and needs of a diverse and aging population.
<b>P8.11</b>	<b>Ensure equal access to facilities and programs.</b>
A8.11a	Improve facilities at City Parks to respond to the requirements of special needs groups.
A8.11b	Adjust and subsidize fees to ensure that all residents have the opportunity to participate in recreation programs.
<b>P8.12</b>	<b>Explore the feasibility of building a new community pool facility.</b>
A8.12a	Identify location for a new pool based on user access and convenience, and land availability and cost.
A8.12b	Update the impact fee schedule as necessary to ensure that development provides its fair share of the capital improvement needs for parks and recreation.



# Part 3 Implementation



This Section describes the steps and actions to implement the West Covina General Plan based on collaboration with community members, City decision makers, and City Staff.

The General Plan is designed to be implemented over the next 20 years (2016—2036) by residents, business and property owners, non-profit organizations, community groups, city and county agencies, and elected and appointed officials. Some actions are straightforward and relatively easy to achieve, others will demand significant investment of time and resources and will require steadfast commitment on numerous levels.

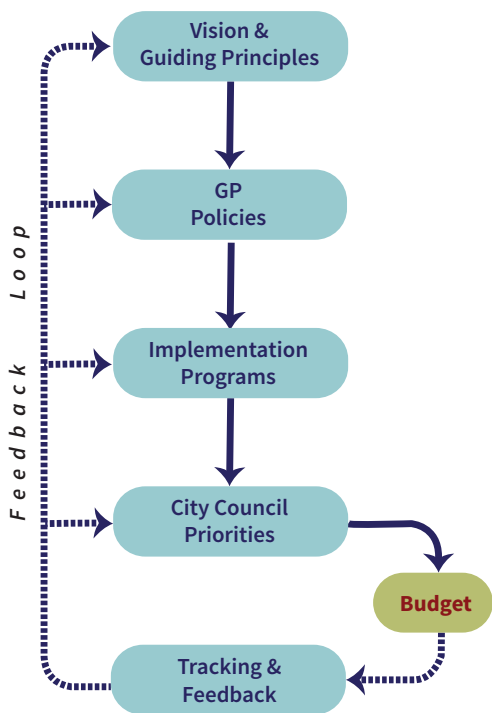
The City will need to develop robust partnerships with local businesses, residents and other public agencies to fully implement the vision outlined for West Covina. These partnerships will be crucial to ensuring the most important strategies are being implemented, and the most pressing community needs are being addressed.

**Time frame:** Each action includes a time frame, in which the action should be carried out. These are intended to provide a general sense of how long it will take to implement the action.

- Ongoing: Some actions require continuous monitoring or effort. These are identified as ongoing actions.
- Immediate: Begin work immediately.
- Near term: Begin work within 1 to 3 years.
- Mid term: Begin work within 4 to 7 years.
- Long term: Begin work within 7 to 10 years.

**Implementers:** Agencies and partners most likely to carry out the action. Most actions include one or more City Departments. In some cases, however, the action is entirely within the private or non-profit sector.

**Funding Sources:** Potential funding sources are identified for each action item.



## Funding Sources

### Federal

#### Community Development Block Grant

This fund accounts for activities of the Community Development Block Grant received from the U.S. Department of Housing and Urban Development, including monies received from this agency as part of the federal stimulus program.

### State

#### Enhanced Infrastructure Financing District (EIFD)

An EIFD is a governmental entity established by a city that carries out a plan within a defined area (boundaries of which do not need to be contiguous) to construct, improve and rehabilitate infrastructure; construct housing, libraries, and parks; remediate brownfields, etc.

#### Active Transportation Program (ATP)

ATP taps both state and federal funds to provide a total of about \$120 million each year for bike and pedestrian projects across California. The program allows cities to compete for grants to build bicycle/pedestrian paths, install bike racks, and other projects or programs that make walking or biking easier, safer and more convenient.

#### Caltrans Transportation Planning Grant

The Caltrans Sustainable Transportation Planning Grants seeks to fund projects that ensure consideration of sustainability, preservation, mobility, safety, innovation, economy, health, and equity in transportation planning.

#### California Strategic Growth Council

Strategic Growth Council (SGC) provides grants to cities to promote sustainable community planning and natural resource conservation. The grant program supports development, adoption, and implementation of various planning elements in three focus areas: Local Sustainable Planning, Regional SB 375 Plus, and Regional Planning Activities with Multiple Partners. Examples of eligible proposals include, but are not limited to:

- Specific Plan/Infill and Master Plans/Zoning Ordinances
- Climate Action Plans
- Targeted General Plan Updates or Elements
- Community Basic Infrastructure Plans.

### Regional

#### AQMD Program

The AB 2766 Motor Vehicle Subvention Program is a funding source for cities to encourage the development of measures or projects that result in the reduction of motor vehicle emissions. Projects include alternate fuels/electric vehicles, vehicle emissions abatement, land use strategies that encourage people to walk, bike or use public transit, traffic

management, transportation demand management, effective bike expenditures, PM reduction strategies, and public education.

#### SCAG Sustainable Planning Grant

The Southern California Association of Government (SCAG) offers direct funding of innovative planning initiatives for member cities through the Sustainability Planning Grants program. The Sustainability Planning Grants Program provides direct technical assistance to SCAG member jurisdictions to complete planning and policy efforts that enable implementation of the regional SCS. Grants are available in the following three categories:

- Integrated Land Use – Sustainable Land Use Planning, Transit Oriented Development (TOD) and Land Use & Transportation Integration
- Active Transportation – Bicycle, Pedestrian and Safe Routes to School Plans
- Green Region – Natural Resource Plans, Climate Action Plans (CAPs) and Green House Gas (GHG) Reduction programs

### Local

#### Capital Improvements Program

The Capital Improvement Program (CIP) identifies all of the major projects to be undertaken to improve facilities and infrastructure within the city. During the fiscal year, a separate CIP document that reflects the current year program and proposes a program of prioritized projects for the next four to five years is prepared. City Departments submit all proposed projects in the foreseeable future, along with their best cost-estimate. The request includes the year a project will commence, any funding sources that may be available with either future sources or ones which might have been previously designated, justification for the project, and on-going costs expected to occur after the project has been completed. The CIP budget team then compiles the information and presents a draft CIP program to the City Council. Projects are prioritized, based on City Council and staff input. Capital projects may be funded from a variety of funds, with the majority of projects funded from restricted funds.

#### General Funds

The General Fund is the City's largest single fund type and is used to account for unrestricted revenues. The City's General Fund is the main operating fund for non-restricted revenues, such as general taxes and fees. This fund is used to account for basic City services such as police, fire, building, planning, recreation services, and general administration.

#### Air Quality Improvement Trust

An increase in motor vehicle license fees collected by the State of California supports this state fund. The City receives a portion of the fees to enhance the City's clean air efforts.

Programs supported by the fees include the Rideshare Program, the development of an Air Quality Management Plan and the City's Alternative Fuel Program.

**Proposition C**

Under Proposition C, the City receives a portion of an additional ½ cent sales tax approved for certain capital projects or transportation projects like street rehabilitation and reconstruction, traffic monitoring systems, congestion management and planning, bus shelter maintenance, and Park-and-Ride lots.

**Gas Tax**

This fund accounts for State Gas Tax monies received under various state laws. The funds are used to fund the City's street maintenance program. Activities include ongoing minor street repairs, upgrades of traffic signals, replacement and installation of new traffic signs and street painting. Programs are administered through the public works department.

**Property Business Improvement District**

A Property and Business Improvement District (PBID) is a mechanism of funding improvements through assessments to businesses and real property within the established PBID boundaries. Under the Property and Business Improvement District Law of 1994, revenues from PBID assessments may be used to fund capital improvements and maintenance costs for projects such as parking facilities, street furniture, public restrooms, art, parks, street and streetscape enhancements, and plazas. A PBID formation petition, which is initiated by property owners, requires the signature of more than 50 percent of the property owners, weighted by assessment liability.

**Art in Public Places Fund**

This fund accounts for development fees paid in lieu of acquisition and installation of approved artwork in a development, with expenditures restricted to acquisition, installation, maintenance and repair of artworks at approved sites.

**Measure R**

Under Measure R, the City receives a portion of a ½ cent sales tax levied in Los Angeles County to provide transportation related projects and programs. The City uses Measure R Funds to provide a variety of transportation services including Dial-A-Ride, the West Covina Shuttle (a fixed route system), bus pass subsidies and recreational transit services.

**Park Dedication Fees**

The City receives fees from developers to fund recreation facilities. The City has been divided into seven park districts for purposes of collecting revenue. These funds are used for qualified recreational purposes throughout the city.

**Fleet Management Fund**

The Maintenance division of the Public Works department operates the fleet management function for the City. Fleet management oversees the purchase, use, repair and disposal of City vehicles and heavy equipment. Revenue for

the fleet management fund is generated through charges to operating departments.

**Vehicle Replacement Fund**

The City put surplus funds into this fund for the replacement of vehicles to update the fleet and save on maintenance costs.

Capital Facilities	Maximum Development Impact Fees		
	Single-family (SF) Detached	SF Att./ Multi-family	Workspace (per s.f.)
Police	\$671	\$479	\$0.26
Fire	\$818	\$584	\$0.31
Parks	\$2,016	\$1,440	\$0.77
City Administration	\$118	\$84	\$0.05
Public Works	\$59	\$42	\$0.02
Total	\$3,682	\$2,630	\$1.41

Includes 2% administrative cost add-on

*Summary of maximum Development Impact Fee. Source: City of West Covina, Economic and Planning Services.*

**Development Impact Fee**

The City charges one-time impact fees on new private development to offset the cost of improving or expanding City facilities to accommodate the project. Impact fees are used to help fund the construction or expansion of needed capital improvements.

**Development Agreements**

Development agreements are contracts negotiated between project proponents and public agencies that govern the land uses that may be allowed in a particular project. Development agreements provide a developer with assurances for a specified length of time that the proposed project may proceed as originally approved, and not be affected by future changes in land use regulations. In exchange for this assurance, the landowner/developer may agree to public improvements, land dedications, or in-lieu fees, as negotiated with the City, as a condition of the agreement.

# Our Natural Community

		Timeframe	Implementer	Funding
<b>1. Air</b>				
P1.1	Promote alternative transportation modes like walking, biking, and transit that reduce emissions related to vehicular travel.			
A 1.1	Continue to channel Federal, State and Local transportation funds to programs, and infrastructure improvements that reduce air pollution through the promotion of walking, biking, ride-sharing, public transit use, the use of alternative fuel vehicles or other clean engine technologies.	On-going	PW, AQMD	AQIT, AQMD, ATP grant
P1.2	Promote the use of energy-efficient vehicles.			
A1.2	Continue to control and reduce air pollution emissions from vehicles owned by the City and municipal operations and facilities by expanding the use of alternative fuel, electric, and hybrid vehicles in City fleets.	On-going	PW, AQMD	AQIT, AQMD
P1.3	Minimize the adverse impacts of growth and development on air quality and climate.			
A1.3	Prepare and adopt a plan to reduce greenhouse gases as part of the Environmental Impact Report (to be concurrently approved with the West Covina General Plan) to achieve compliance with State mandates, and consistency with the Regional Transportation Plan/Sustainable Community Strategy to facilitate development by streamlining the approval process, and to improve air quality.	Immediate	Planning, PW	General fund, SCAG
<b>2. Water</b>				
P1.4	Continue to protect areas of beneficial natural groundwater recharge by preventing uses that can contaminate soil or groundwater.			
A 1.4	The City and the appropriate water providers shall protect groundwater recharge and groundwater quality when reviewing new development projects.	On-going	Water providers	General fund
P1.5	Where appropriate, new development shall minimize impervious area, minimize runoff and pollution, and incorporate best management practices.			
A1.5	Develop standards to increase pervious surfaces to recharge groundwater basin, where appropriate.	On-going	Planning, PW	General fund
<b>3. Access to Nature</b>				
P1.6	Preserve, conserve, and add to public open space.			
A 1.6	Maintain the existing conservation areas and prohibit any development in spaces designated as parks and open space on the land use plan.	On-going	Planning, CS	General fund
A 1.6b	Continue to add public open spaces through developer dedication, in-lieu fees, or conservation easements.	On-going	Planning, CS, School Districts	Grants, impact fees
P1.7	Develop a multi-use integrated trail system that supports recreational and mobility needs.			
A1.7a	Prioritize a phased program for the planning and design, funding and implementation of a citywide trail program.	Short-term	Planning, CS, PW	General fund, grants, impact fees, and private dedication
A1.7b	Convert the east-west Walnut Creek Wash into a walking and biking trail.			
A1.7c	Identify and provide additional access points adjacent to the Walnut Creek Wash and existing and planned trails.			
A1.7d	Update the downtown development regulations to develop standards for trails and development of frontages along the Walnut Creek Wash.	Immediate	Planning	General funds, Prop C, SCAG
P1.8	Provide environmental education programs to increase public understanding and appreciation of our natural surroundings.			
A1.8	Provide information to residents and businesses about how to reduce water consumption, waste and pollution and conserve resources.	On-going	PW	General fund
P1.9	During the review of public and private development projects, analyze potential impacts to views of natural areas from public streets, parks, trails, and community facilities			
A1.9	Adopt development standards that protect public views and assess the impact to public views during the development review process.	Short-term	Planning	General fund
P1.10	To preserve nighttime views within and immediately adjacent to single family residential zones, require property owners within and directly adjacent to these zones to utilize shielding and directional lighting methods to direct lighting away from adjoining properties.			
A1.10	Adopt development standards that prevent glare and light trespass and assess the impact of outdoor lighting during the development review process.	Short-term	Planning	General fund
<b>4. Street Trees</b>				
P1.11	Plant to maximize the social, economic, and environmental benefits of trees.			
A 1.11a	Develop a street tree master plan for the downtown area as part of the Downtown Plan and Code. Develop urban design strategies with unique palettes of trees that add character to the street space. Consistency and variation in tree form, color, and seasonal display can be used to create dynamic and harmonious streetscapes.	Immediate	Planning/ PW	General fund, Prop C, grant, SCAG
A1.11b	Increase the number of street trees by adding new trees in the downtown area and the three corridors.	Short-term		Assessment District, Infrastructure Finance District
A 1.11c	Pursue an expanded and equitable distribution of trees and greening throughout the City. Fill in the gaps in canopy cover, address aging tree population, and identify vacant and new planting spots. Target planting where pedestrian and public realm improvements are prioritized such as safe streets to schools and parks. Set a citywide tree canopy coverage goal.	Short-term		
A1.11d	Develop a street tree management plan — outline a maintenance strategy, creating planting plans and identify capital funding needs.	On-going		
A1.11e	Pursue a tree adoption program.	Mid-term		General fund

# Our Prosperous Community

*Timeframe      Implementer      Funding*

## 1. Maintain and Monitor West Covina’s Fiscal Health

<b>P2.1</b>	<b>Maintain and enhance the City’s current tax base.</b>			
A 2.1a	Continue to strengthen the City’s retail base.	On-going	CED	General fund, EIFD
A2.1b	Attract new hospitality uses.	Short-term		
A2.1c	Ensure that new development is not a fiscal burden to the City.	On-going	PW, Planning	General fund, Transportation fund
A2.1d	Enhance existing tax policies.	On-going	Finance	General fund
<b>P2.2</b>	<b>Diversify local tax base.</b>			
A2.2	Consider Utility Users Tax.	Short-term	PW, Finance	General fund

## 2. Reinforce the West Covina’s Brand as a Great Place to Live, Work and Play in the San Gabriel Valley

<b>P2.3</b>	<b>Focus new growth in the Downtown Area to create vibrancy and invest in key public improvements.</b>			
A2.3a	Invest in infrastructure and improve the public realm.	Short-term	CED, Planning, PW, CS	General fund, Grant
A2.3b	Support catalytic development.	Short-term	PW, Planning, CED	Grant, Transportation fund
<b>P2.4</b>	<b>Build on and grow West Covina’s regional appeal.</b>			
A2.4	Improve connections between the three downtown neighborhoods.	Short-term	PW, Planning	General fund, Transportation fund
<b>P2.5</b>	<b>Encourage transformative development in the triangle bounded by Glendora Avenue, Vincent Avenue, and Interstate 10.</b>			
A2.5a	Support revitalization of Glendora Avenue retail.	Immediate	CED	General fund
A2.5b	Brand the area as “West Covina’s Main Street.”	Immediate	CED	General fund
<b>P2.6</b>	<b>Create a diversity of housing options.</b>			
A2.6a	Support higher-intensity and high-quality multifamily development in the downtown.	On-going	Planning, CED	General fund
A2.6b	Explore opportunities for affordable senior housing.	On-going	Planning, CED	General fund

## 3. Nurture Local Businesses and Attract Non-Retail Jobs

<b>P2.7</b>	<b>Target employment based uses to downtown.</b>			
A2.7a	Explore health/medical campus opportunities.	Short-term	CED, Hospital	General fund
A2.7b	Attract educational institution.	Long-term	CED	General fund
A2.7c	Attract corporate headquarters.	On-going	CED	General fund
<b>P2.8</b>	<b>Build economic development capacity.</b>			
A2.8a	Strengthen and continue to support in-house Economic Development Department.	On-going	CED	General fund
A2.8b	Consider establishing an Economic Development Corporation (EDC).	Short-term	CED	General fund
A2.8c	Establish a Business Improvement District (BID).	Mid-term	Business owners, CED	General fund
<b>P2.9</b>	<b>Support local businesses.</b>			
A2.9a	Provide incentives to encourage business/land owners to renovate and strengthen their businesses.	On-going	CED	CDBG
A2.9b	Brand and market West Covina.	Immediate	CED	General fund, Contribution from hotel, Plaza West Covina
<b>P2.10</b>	<b>Update Economic Development Strategy periodically.</b>			
A2.10a	Develop economic development strategy.	Short-term	CED	General fund
A2.10b	Update economic development strategy every five years.	Mid-term	CED	General fund

## Our Well Planned Community

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
P3.1	Preserve existing housing stock.			
A3.1	Incorporate standards in the development code to preserve the existing form and character of stable residential areas and prevent encroachment of incompatible land uses and intensity.	Short-term	Planning	General fund
P3.2	Support vibrant, economically strong neighborhoods through education and enforcement of property maintenance regulations.			
A3.2	Establish incentives to upgrade the appearance of poorly maintained or otherwise unattractive sites, and enforce existing land maintenance regulations.	Short-term	Planning, PW	General fund
P3.3	New growth will complete, enhance, and reinforce the form and character of the unique West Covina neighborhoods, districts, and corridors.			
A3.3	Adjust regulations for the neighborhoods, districts and corridors to reflect the nature of intended change.	Short-term	Planning	General fund
P3.4	Direct new growth to downtown area and the corridors. Adapt economically underused and blighted buildings, consistent with the character of surrounding districts and neighborhoods, to support new uses that can be more successful. Provide opportunities for healthy living, commerce, employment, recreation, education, culture, entertainment, civic engagement, and socializing.			
A3.4	<ul style="list-style-type: none"> <li>Adopt form-based codes for the Downtown area and Corridors that:</li> <li>Utilize clear development requirements tailored to the community's vision;</li> <li>Increase land use choices and encourage community vitality;</li> <li>Foster a rich public realm, with engaging private frontages, complete streets, and access to a range of open spaces;</li> <li>Insist on the highest standards of quality in architecture, landscaping, and urban design; and</li> <li>Offer predictable streamlined development review process and produce predictable outcomes.</li> </ul>	Short-term	Planning	General fund
P3.5	Support the growth of Queen of the Valley Hospital while developing a unifying vision and code for Sunset Avenue.			
A3.5	Partner with Queen of the Valley hospital to develop a Corridor Plan and Development Code for Sunset Avenue that accommodates future hospital growth in a contextual manner with enhancements to Sunset Avenue Corridor.	Short-term	Planning, Queen of the Valley Hospital	Public-private partnership
P2.6	Reduce West Covina's production of greenhouse gas emissions and contribution to climate change, and adapt to the effects of climate change.			
A2.6a	Key land use adaptation strategies to reduce greenhouse gas emissions are: <ul style="list-style-type: none"> <li>Promoting transit-oriented infill development, and</li> <li>Providing incentives for high-performance buildings and infrastructure.</li> </ul>	On-going	Planning, PW	General fund, AQMD, Transportation funds

## Our Accessible Community

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
P4.1	Coordinate and integrate land use, economic and transportation planning policies.			
A4.1	Adopt a new land-use oriented system of street classifications as described in the Citywide Thoroughfare Plan.	Immediate	Planning, PW	General fund, SCAG
P4.2	Accommodate multimodal mobility, accessibility and safety needs when planning, designing, and implementing transportation improvements, improving access and circulation for all users of City streets.			
A4.2a	Adopt and apply transportation system performance metrics as described in the Thoroughfares Plan.	Immediate		General fund
A4.2b	Review capital improvement projects to ensure that needs of non-motorized travelers are considered in planning, programming, design, reconstruction, retrofit, maintenance, construction, operations, and project development.	On-going	PW, Planning	General fund, Restricted fund (sewer), Assessment District, Grants, Gas Tax, Measure R
A4.2c	Accommodate the needs of all travelers through a Complete Streets approach to designing new transportation improvements. Complete streets are roadways designed to facilitate safe, comfortable, and efficient travel for all roadway users.			
P4.3	Establish protection of human life and health as the highest transportation system priorities, and seek to improve safety through the design and maintenance of streets, sidewalks, intersections and crosswalks.			
A4.3a	Develop and implement an enforcement program to encourage safe behavior and to reduce aggressive and/or negligent behavior among drivers, bicyclists and pedestrians.	Short-term	PD	General fund, Transportation funds, Grants
A4.3b	Annually review collision data, including causes, to implement ongoing improvements at the highest-risk intersections and throughout the transportation network.	On-going	PW, PD	
P4.4	Allocate street space equitably among all modes.			
A4.4a	Ensure that pedestrians, bicyclists, transit vehicles and automobiles each have space in the right-of-way that is consistent with the street's designated mobility function and land use context per street typologies and modal-priority overlays as defined in the Thoroughfares Plan.	Short-term	PW	General fund, Grants, ATP, Measure R, Gas Tax
A4.4b	Adopt the NACTO Urban Street Design Guide and Urban Bikeway Design Guide as a supplement to the California Manual for Uniform Traffic Control Devices.			



		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
<b>P4.5</b>	<b>Work to eliminate barriers to pedestrian and bicycle travel.</b>			
A4.5a	Identify gaps in the pedestrian and bicycle facilities networks and define priorities for eliminating these gaps by making needed improvements.	Short-term	PW	General fund
A4.5b	Require the construction of pedestrian and bicycle facilities and amenities, where warranted, as a condition of approval of new development projects.	On-going	PW, Planning	General fund
A4.5c	Accompany installation of new bicycle facilities with educational programs for motorists, bicyclists, and pedestrians — particularly children.	Short-term	PD	Grants
A4.5d	Work with owners of vacant properties adjacent to public walkways to identify beautification opportunities and implement improvements such as landscaping, fencing and/or art installations.	Short-term	Planning, CED	General fund
A4.5e	Develop Pedestrian and Bicycle Master Plans identifying community priorities, designing improvements at a conceptual level, and identifying potential funding sources.	Short-term	PW	Grant
A4.5f	Consider implementation of a bikeshare program.	Mid-term	PW	ATP
A4.5g	Develop a pedestrian and bicycle path along Walnut Creek Wash between Glendora and Sunset. A pedestrian and bicycle path is recommended to take the place of the existing service vehicle access road on the north side of the Wash in the Downtown area, connecting to the existing segment to the east, between Glendora and Azusa. The existing segment might also be improved using new signs and other wayfinding strategies and enhanced lighting for greater security.	Immediate	PW	ATP
A4.5h	Explore opportunities for a “shared street” on Toluca Avenue. In the near term, no changes are recommended to this street. However, over the longer term it might be reconfigured as part of redevelopment of adjacent parcels. One option, given the street’s relatively short length and role as a way access to adjacent parcels, rather than as an important element of the larger street network, would be a shared street or “woonerf” configuration in which curbs are eliminated and the roadway is shared by all users, including pedestrians. Such designs are appropriate for low-speed environments, are proven to be safe if properly located and designed, and can greatly contribute to the urban design character of a street by branding it as unique, providing additional opportunities for placemaking and greatly improving walkability.	Mid-term	Planning, PW	General fund
<b>P4.6</b>	<b>Work with transit providers to develop high-quality facilities for transit users, including access facilities.</b>			
A4.6a	Explore a free or discount fare zone for transit Downtown. Existing transit service within the Downtown segment of West Covina Parkway is relatively frequent, especially during peak periods. However, existing fare policy limits the use of this service for short trips, including trips within West Covina or within the Downtown area. Notably, Foothill Transit’s frequent Silver Streak service charges a \$2.45 cash fare. While the City of West Covina does not set fare policy for Foothill Transit, it could work with the operator to explore options for facilitating such trips in support of new planned development.	Short-term	CS, Foothill Transit	General fund
A4.6b	Work with Foothill Transit to formalize parking for park-and-ride patrons. Similarly, the City could work with Foothill Transit and property owners to explore options for a transit commuter parking lot or structure, either shared or dedicated. This could serve to improve access to the proposed West Covina Parkway Transit Mall, if it were built, while discouraging illegal “hide-and-ride” parking in restricted lots. Foothill staff have expressed interest in development of a parking structure for patrons in this area, potentially with a transit store and retail uses on the ground floor.	Short-term	CED, Foothill Transit, Plaza West Covina	General fund, Transportation fund
A4.6c	Explore changes to Go West routes. Go West service could be improved by modifying routes and layover/recovery policy to allow for a regular, easy-to-remember “clockface” headway or frequency of every 60 minutes on the Red and Blue Lines. Currently, Red Line headway is 56 minutes, while Blue Line headway is 65 minutes. The Blue Line route may have to be shortened slightly, or other measures taken to reduce running time.	Short-term	CS	General fund
A4.6d	Implement bus-only lanes and high-quality bus stops on West Covina Parkway between Sunset and Vincent. The segment of West Covina consists of two general-purpose lanes in each direction, plus left-turn lanes alternating with landscaped medians. Average Daily Traffic is in the 15,000 to 17,000 range, well below the maximum that can be accommodated in a single general-purpose lane each way, plus left-turn lanes. Transit volumes are up to 20 vehicles per hour, per direction. This level of transit service and a single lane of traffic can accommodate roughly the same number of trips. To improve reliability for the thousands of daily passengers aboard these buses and to enhance the visibility of existing transit service, the curbside general-purpose lanes should be converted to transit-only lanes. Private vehicles could continue to legally use the lanes to turn right at intersections or curb cuts, maintaining throughput in the general-purpose lanes. As part of this change, the existing 13-foot general-purpose lanes should be narrowed slightly, to provide a traffic-calming effect (while still easily accommodating large trucks). The City and Foothill Transit should partner to improve the existing Silver Streak stops at California using expanded shelters, real-time arrival information displays, informational kiosks and other amenities for passengers.	Short-term	Foothill Transit, PW, Planning	Transportation fund, Grant

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
P4.7	Increase the efficiency, cost-effectiveness and utility of existing parking and road supply by managing demand.			
A4.7a	Revise the municipal parking code as described in a following section of this document.	Short-term	Planning	General fund
A4.7b	Improve intersections as needed to comply with performance metrics.	Short-term	PW	General fund
A4.7c	Partner with Caltrans to address transportation issues near the interface between State facilities and City streets.	Short-term	PW, Caltrans	General fund
P4.8	Implement “green” streetscape elements for purposes of beautification, carbon reduction and stormwater runoff management.			
A4.8	As part of the green infrastructure plan, develop a strategy to increase the tree canopy along existing arterial streets by 25 percent.	Short-term	PW	General fund, Grant, Gas tax, Measure R
P4.9	Take into account the special mobility needs of aging populations.			
A4.9	To complement the City’s Safe Routes to School program, develop a Safe Routes for Seniors program. This program should address pedestrian conditions including pedestrian access to transit. It should be based on the senior community’s identified needs, priorities and barriers to safe nonmotorized travel. The program should include an educational component, capital improvement program, and mobility and safety training program. Senior centers and organizations should be partners in both development and implementation.	Short-term	PW	General fund, Grant
P4.10	Improve mobility and accessibility for travelers of all incomes through a process of equitable public engagement, service delivery and capital investment.			
A4.10a	Identify low-income and transit-dependent communities, and implement pedestrian, bicycle and transit-related improvements in these communities.	Short-term	Planning, PW	CDBG
A4.10b	Improve multimodal access to schools, senior centers, social service agencies, civic institutions and other destinations used by low-income and other segments of the community.			
P4.11	To ensure that the City is prepared for future changes in transportation technologies and preferred modes of travel, seek to incorporate emerging mobility options such as Transportation Network Companies (TNC) and autonomous vehicles into planning and other efforts.			
A4.11a	Understanding that increased adoption of TNCs and future introduction of autonomous vehicles may reduce parking needs, seek to limit the scale of investments in expensive parking infrastructure (parking structures). Consider investing instead in surface parking lots and on-street spaces that can be more easily repurposed for other needs.	On-going	Planning, PW	General fund, Grant
A4.11b	Consider ways to facilitate use of TNCs and taxis by considering their infrastructure in new development, for example by requiring TNC/taxi loading zones in large developments.			
A4.11c	Seek out opportunities to partner with private transportation providers, for example by distributing information on local travel options on digital platforms, by providing subsidized TNC/taxi trips in lieu of fixed-route transit service, or by sharing travel data.			
P4.12	Work to develop a safer transportation system.			
A4.12a	Encourage development and application of strategies and actions pertaining to response and prevention of security incidents on the local and regional transportation system through improved system monitoring, rapid recovery planning, and coordination with other security agencies.	On-going	PW, Foothill Transit	Grant
A4.12b	Use SCAG GIS data to develop emergency planning and response strategies for the transportation system.	On-going	PW	General fund
P4.13	Synchronize traffic signals and develop operational enhancements at the I-10 Freeway interchanges to reduce traffic congestion.			
A4.13	The City of West Covina shall seek congestion management and other available grant funding opportunities to synchronize traffic signals and develop operational enhancements at the I-10 Freeway interchanges.	Short-term	PW	General fund

## Our Resilient Community

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
<b>1. Circulation</b>				
P5.1	Promote fine-grained network of complete streets in new and redevelopment projects.			
A5.1	Adjust development regulations and review processes to require new development and redevelopment projects to provide a fine-grained, interconnected, multimodal transportation network with a balance of motor vehicle, pedestrian, bike, and transit amenities.	Short-term	Planning, PW	General fund, Grant
<b>2. Land Use</b>				
P5.2	Allocate land uses based primarily on the control of physical form, intensity, and arrangement of buildings, landscapes, and public spaces that enable land and building functions to adapt to economic, environmental, energy, and social changes over time.			
A5.2	Adopt form-based codes for downtown and corridors and require applicants to comply with the standards.	Short-term	Planning	General fund, SCAG
<b>3. Public Realm</b>				
P5.3	Parks and other public open spaces will be connected to, informed by, and in a hierarchical relationship with the surrounding physical context and development intensities. Natural and landscaped parcels should also be configured for place-making and food production. Multifunction, multimodal, transportation corridors with transit, motor vehicles, bike, and pedestrian facilities, spatially enclosed by buildings and trees.			
A5.3a	Adjust development regulations and review processes to incorporate pedestrian scale place-making in the design of streets and open spaces.	Short-term	Planning	General fund, SCAG

**4. Building and Landscape Form**

P5.4	Buildings, lots, and blocks primarily scaled around the pedestrian and transit, creating a human-scaled spatial enclosure. Buildings should be informed by surrounding physical context, the adjacent landscapes, structures, local conditions, building traditions, and the microclimate.			
A5.4	Adjust development regulations and review processes to require assessment and appropriate response to local context.	Short-term	Planning	General fund, SCAG

**5. Transportation**

P5.5	Implement a Complete Streets Policy for the city to ensure that the right of way will provide safe access for all users.			
A5.5	Publish a Complete Streets Manual that provides engineering and design guidelines for different street typologies to better accommodate a mix of modes, including cars, public transportation, cyclists, and pedestrians; apply the standards in the manual to projects whenever possible.	Short-term	PW, Planning	Grant, Gas Tax, Measure R

**6. Energy**

P5.6	Continue existing beneficial energy conservation programs, including adhering to the California Energy Code in new construction & major renovations.			
A5.6a	Adjust development regulations and review processes to incorporate to require assessment and appropriate response to local context.	Short-term	PW	General fund
A5.6b	Apply for grant funds to purchase electric vehicles & install charging stations through one of the South Coast Air Quality Management District funding programs.	On-going	PW	AQMD
A5.6c	As the economy recovers and funding becomes available (through grants or bond proceeds), the City should explore energy efficiency projects such as installing solar panels for City facilities & retrofitting existing street lights.	Short-term	PW	Grant
A5.6d	Consider providing an incentive program for new buildings that exceed California Energy Code requirements by 15%.	Short-term	PW	General fund
A5.6e	Provide on-going education of homeowners & businesses as to the value of energy efficiency & the need to upgrade existing structures on the regular basis.	On-going	PW	General fund

**7. Water**

P5.7	Manage & develop safe, reliable, economical water supply for existing & planned new customers.			
A5.7a	Reduce demand through water conservation techniques.	On-going	PW	General fund
A5.7b	Partner with the 8 water districts to forecast demand & determine appropriate facility needs.	On-going	Water Agencies, PW	General fund
A5.7c	Set conditions of approval for each new development to ensure adequate water supply prior to occupancy.	On-going	PW, Planning	General fund

**8. Sewer**

P5.8	Ensure provision of adequate sewer system capacities to serve existing & planned development.			
A5.8a	Preventing rain water from getting into sewer system.	On-going	PW	General fund
A5.8b	Preserve the longevity & sound condition through evaluation & maintenance of the sewer infrastructure.	On-going	PW	General fund
A5.8c	Pursue construction of new or replacement sewer lines consistent with the City's Sewer System Management Plan.	On-going	PW	General fund
A5.8d	Pursue enlargement or extension of the sewage collection system where necessary to serve new development, with the capital costs & benefits allocated equitably & fairly between the existing users & new users.	On-going	PW	General fund

**9. Solid Waste**

P5.9	Provide adequate facilities & services for the collection, transfer, recycling, & disposal of refuse.			
A5.9	Continue to collaborate with users & service partners to identify & support programs & new techniques of solid waste disposal, such as: <ul style="list-style-type: none"> <li>• Recycling;</li> <li>• Composting;</li> <li>• Waste to energy technology; and</li> <li>• Waste separation, to reduce the volume &amp; toxicity of solid wastes that must be sent to landfill facilities.</li> </ul>	On-going	PW	Athens Services

**10. Food Production**

P5.10	Consider incorporating community gardens as part of city parks and recreation planning, and work with local schools, Hurst Ranch, and Queen of the Valley Hospital to facilitate the development, administration and operation of additional community gardens throughout the city.			
A5.10a	Develop incentives to encourage community gardens.	Short-term	Planning	Grant
A5.10b	Identify eligible parcels and pursue partnerships with property owners to build community gardens.	Short-term	Planning	Interested property owners
A5.10c	Amend Zoning Ordinances to allow Community Gardens throughout the City.	Short-term	Planning	General fund

## Our Healthy and Safe Community

Timeframe      Implementer      Funding

### A. Health

#### 1. Active Living

P6.1	Promote and support transportation decisions that reduce driving and increase rates of transit use, walking, and biking.			
A 6.1a	Review and revise street standards to promote walking, transit use, and biking.	Short-term	PW, Planning	Grants, ATP, Measure R, Gas Tax
A6.1b	The development review bodies should consider active living as a development criteria and encourage: <ul style="list-style-type: none"> <li>• Where practical, locating the building near transit and a diverse mix of uses;</li> <li>• Siting the building to encourage walking; and</li> <li>• Securing bicycle parking, and where feasible, other cycling friendly facilities such as showers and lockers.</li> </ul>	On-going	Planning	General fund
P6.2	New and renovated buildings should be designed and constructed to improve the health of the residents, workers, and visitors.			
A6.2	Encourage the use of stairs between floors by designing internal staircases to be visually prominent and attractive.	On-going	Planning	General fund
P6.3	Support and partner with health providers to offer active living activities and events.			
A6.3a	Partner with Lighten UP SGV to promote health classes and events.	Short-term	LU-SGV, CS	SGV
A6.3b	Support health fairs with information, health care screenings and services, and activities celebrating active living. The event should be sponsored by a range of health service partners. The health fair should have a strong focus on active living, healthy eating, and mental health.	On-going	Health Service Partners	Health Service Partners
P6.4	Implement a Complete Streets Policy for the city to ensure that the right of way will provide safe access for all users.			
A6.4	Publish a Complete Streets Manual that provides engineering and design guidelines for different street typologies to better accommodate a mix of modes, including cars, public transportation, cyclists, and pedestrians; apply the standards in the manual to projects whenever possible.	Short-term	PW, Planning	General fund, Grants, ATP, Measure R, Gas Tax
P6.5	Seek to increase its amounts of parks and trails to support physical activity and reduce the incidence of chronic illness.			
A6.5	Continue to work with the local school districts to maintain and expand after school use of school facilities for playing fields, park spaces, and other activities.	On-going	CS, School Districts	General fund
P6.6	Improve bike and pedestrian safety for all ages.			
A6.5a	Monitor and improve areas with a high incidence of pedestrian/vehicle and bicycle/vehicle collisions.	On-going	PD, PW	General fund, grant
A6.5b	Partner with the local school districts to prioritize safety and roadway improvements around schools that encourage walking and biking to school.	Short-term	PW, School Districts	Grants, ATP, Measure R, Gas Tax

#### 2. Mental Health and Social Capital

P6.7	Preserve and strengthen social capital by supporting formal and informal social networks in the community.			
A6.7	Increase access to safe, comfortable, and interesting public spaces.	Short-term	Planning, PW	General fund, Grant
P6.8	Increase rates of participation at community events such as adult education, senior activities, family-oriented programs, and youth activities.			
A6.8	Increase the marketing of existing programs and events and add new programs and events to reduce the risk of social isolation.	Short-term	CS	General fund
P6.9	Increase awareness about how to prevent mental illness and promote mental health.			
A6.9	Partner with health care providers, caregivers, schools, senior center to increase access to mental health information and resources.	Short-term	CS, Health care providers, School District	Grant

#### 3. Healthy and Nutritious Food

P6.10	Increase access to health-promoting foods and beverages in West Covina.			
A6.10a	Form partnerships with organizations such as health care facilities, schools, Hurst Ranch, Plaza West Covina, and food banks to encourage healthy foods and beverages.	Short-term	Health care providers, School Districts, Plaza West Covina, Food banks	Grant
A6.10b	Discourage the sale of less healthy foods and beverages within local government facilities, recreational areas, and near public or private schools, or at sports events.	Short-term		Grant
A6.10c	Encourage property owners to make use of vacant properties as community gardens.	On-going	Planning	Interested property owner

**B. Police**

<b>P6.11      Provide community safety through enhanced police services.</b>				
A 6.11a	Increase public access to police services by: <ul style="list-style-type: none"> <li>Increasing police staffing to coincide with increasing population, development, and call for services;</li> <li>Require the funding of new services from fees or assessments from new development.</li> </ul>	Short-term	PD	Impact fees, Grants
A6.11b	Add bike patrol in Downtown area to prevent, intervene, and enforce activities while allowing personalized police contacts that enhance the relationship between the police department and the people it serves.	On-going	PD	Grant, PBID
A6.11c	Continue to support and expand the Neighborhood Watch program.	On-going	PD	General fund
A6.11d	Co-habit with the Fire Department a future public service center to increase the presence and services in the Downtown area.	Long-term	PD, FD	Bonds
A6.11e	Provide education about specific safety concerns such as property crimes and auto-theft.	On-going	PD	Grant
<b>P6.12      Address safety during development review process.</b>				
A6.12a	Incorporate Crime Prevention Through Environmental Design (CPTED) principles and best practices into zoning ordinances and development review processes for new development and major rehabilitation.	Immediate	PD, Planning	General fund
A6.12b	Develop an ordinance that restricts the location and concentration of liquor stores within 500 feet of schools and parks. Include an incentive program to facilitate the transition of liquor stores to food markets and local grocery stores.	Short-term	Planning, PD	General fund

**C. Fire**

<b>P6.13      Optimize firefighting and emergency response capabilities.</b>				
A 6.13a	Resolve extended response time problems by: <ul style="list-style-type: none"> <li>Increasing fire staffing to coincide with increasing population, development, and call for services;</li> <li>Require the funding of new services from fees or assessments from new development.</li> </ul>	Immediate	FD	Impact fees, 1st responder fee, Assessment fee
A6.13b	Co-habit with the Police Department a future public service center to improve the service times in the Downtown area.	Long-term	FD, PD	Bonds
<b>P6.14      Address fire-prevention during development review process.</b>				
A6.14	Dedicated person for fire prevention review during design, construction, inspection, and operation of development projects to ensure adequacy of fire protection, access for firefighting, water supply, and vegetation clearance.	On-going	FD	General fund

**D. Natural Hazard**

<b>P6.15      Limit the exposure to potential natural hazards through adoption and enforcement of appropriate building standards, land use controls, and environmental review.</b>				
A 6.15a	Require all development to comply with the provisions of the latest California Building Code, including provisions related to design and engineering to mitigate potential impacts from seismic events, fires, and other hazards.	On-going	PW	General fund
A6.15b	Review Zoning Ordinance and subdivision requirements, make recommendations to the City Council and Planning Commission on the implications of the Safety Element, and make any necessary changes.	Short-term	Planning, PW	General fund
A6.15c	Require CEQA environmental reviews to analyze and as necessary mitigate potential natural hazards on a site-specific basis.	On-going	Planning, PW	General fund
A6.15d	Require Specific Plans to recognize the findings of this Safety Element as critical land use guidelines are developed for specific areas.	On-going	Planning, PW	General fund
<b>P6.16      Take actions to reduce the potential for loss of life or property in areas of high seismic risk and areas subject to landslide and liquefaction hazards.</b>				
A6.16	Require geological and soils engineering investigations in areas of moderate or high landslide risk, potential liquefaction and subsidence areas, and critical seismic zones such as Alquist-Priolo fault zones or areas where potential ground acceleration values exceed applicable standards of the California Building Code.	On-going	PW	General fund

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
<b>P6.17</b>	<b>Take actions to reduce the potential for loss of life or property in high fire hazard areas.</b>			
A6.17a	Review and evaluate proposed land uses in extreme and high fire hazard areas for their vulnerability to fire and potential ignition sources.	Short-term	Planning, PW, FD	General fund
A6.17b	Prohibit the use of untreated shake roofs in areas of high and extreme fire hazard.	On-going	PW, FD	General fund
A6.17c	Adopt special inspection criteria in those areas of extreme, high, and medium fire risk during critical fire season when the sustained wind velocity exceeds 25 miles per hour.	On-going	PW, FD	General fund
A6.17d	Study the adoption of rigid inspection standards for off-road vehicles (such as muffler and spark arrester controls) and closely control the usage of off-road vehicles during periods of high fire risk (such as “Santa Ana” wind events with low humidity and strong winds).	Mid-term	PW, FD	General fund
A6.17e	Investigate water re-use programs in the hillside areas to aid in fire prevention.	Mid-term	PW, FD	General fund
A6.17f	Work with homeowners and builders constructing homes in or adjacent to high and extreme fire risk areas to make all water in privately owned swimming pools in these areas accessible to fire trucks for use in onsite fire protection. This could be accomplished through the inclusion of suitable gates and driveways in both existing and proposed homes.	Mid-term	FD	General fund
A6.17g	Continue to support programs to reduce fire hazards from vegetation in areas of extreme to high fire risk. Such programs may take a variety of forms and would include current City weed and brush removal programs, as well as control and use of fire retardant plantings.	On-going	FD	General fund
<b>P6.18</b>	<b>Take actions to reduce the potential for loss of life or property in flood zones and potential dam inundation areas.</b>			
A6.18a	Review and evaluate proposed land uses in flood zones for their vulnerability to potential flooding and potential exposure of life and property to damage or loss from flooding.	Short-term	PW	General fund
A6.18b	Improve emergency service capabilities in areas subject to potential dam inundation in order to shorten times required for emergency evacuation and mobilization efforts. Identify manpower and equipment needs, as well as approach to notification of affected households.	Short-term	PW, FD	General fund
A6.18c	Actively support efforts to inspect dams and evaluate dam safety requirements.	Short-term	PW	General fund
A6.18d	Investigate siting of future critical facilities in only those areas beyond the 60-minute line that signifies the time between dam failure and inundation.	On-going	PW	General fund
A6.18e	Support or sponsor flood plain studies along Walnut Creek and other drainage areas to better equip the City to deal with flood problems.	Short-term	PW	ATP, Grant
A6.18f	Make information on flood potential available to developers, industries, and appropriate civic groups in areas affected by potential dam inundation.	Short-term	PW	General fund
A6.18g	Encourage State, federal, and other governmental agencies to intensify research on flood and inundation hazards.	Mid-term	PW	General fund
<b>P6.19</b>	<b>Prevent serious structural damage and functional impairment to critical facilities and structures, especially where large numbers of people are apt to congregate at one time.</b>			
A6.19	Review all critical facilities (including, but not limited to, hospitals, evacuation centers, emergency services and communications facilities, high pressure natural gas lines and high capacity petroleum and electrical transmission lines) for their susceptibility to potential hazards. This review should be conducted by a structural engineer, and funding sources for this program should be sought from all available local, regional, state, and federal sources.	Short-term	PW, FD	General fund, Grant
<b>P6.20</b>	<b>Engage in and support inter-agency coordination regarding emergency services and response, and critical facilities.</b>			
A6.20a	Encourage and participate in mutual aid agreements between the fire departments of local cities and Los Angeles County.	Short-term	FD	General fund
A6.20b	Improve power and gas line inspections and new installations through a coordinated effort between providers of electricity and natural gas and the West Covina Fire Department.	On-going	FD	General fund
<b>P6.21</b>	<b>Update West Covina’s Natural Hazard Mitigation Plan (NHMP) on a regular basis in order to reflect changing conditions, best practices, regulatory environment, and advancements in knowledge; and to maintain eligibility for public assistance grants.</b>			
A6.21a	Update West Covina’s NHMP every 5 years.	Short-term	PW, FD	General fund, Grant
A6.21b	Carry out the actions contained in NHMP.	On-going	PW, FD	General fund, Grant

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
P6.22	Develop and disseminate educational programs, through a variety of media, to familiarize the citizens of West Covina with the Safety Element, the NHMP, and related issues.			
A 6.22a	Develop and disseminate educational programs regarding the Safety Element, the NHMP, and general safety information to organizations such as school districts, agencies serving the aged and handicapped, industries susceptible to seismic hazards, and civic groups, and encourage them to implement these programs and/or incorporate them into their own safety programs.	Short-term	PD	Impact fees, Grants
A6.22b	Coordinate with the school districts to initiate educational programs in lower grades using displays and demonstrations that would expose younger children to the nature and strength of fire, for the purpose of tempering their natural curiosity about fire with knowledge of, and a sense of respect for, its hazards.	On-going	PD, Fire	Grant, General fund
A6.22c	Coordinate with the school districts in the City to support or sponsor exhibits and presentations in secondary school demonstrating the more involved aspects of fire dynamics, i.e. major contributing factors of fire hazards and the relationship of fire to the natural ecology. Encourage parental cooperation and assistance in overall fire education programs.	On-going	PD	General fund
A6.22d	Make the Safety Element and the NHMP available to builders and realtors, and encourage them to share relevant information from these documents with homebuyers and tenants.	Long-term	PD, FD	General fund

## E. Noise

P6.23	Ensure that new development is not exposed to excessive noise.			
A 6.23a	Require new developments to reduce exterior noise levels for any usable outdoor area to the “normally acceptable” range in the City’s land use/noise compatibility matrix, shown in Table 6.4 of this Noise Element.	On-going	Planning, PW	General fund
A6.23b	Require mixed-use structures and areas to be designed to prevent transfer or noise from commercial to residential uses, and to ensure a 45 CNEL level or lower for all interior living spaces.	On-going	Planning, PW	General fund
A6.23c	Require any residential component of all new buildings to comply with the requirements of the residential noise insulations standards of the most recent edition of California’s building code.	On-going	Planning, PW	General fund
P6.24	Ensure that new development does not expose surrounding land uses to excessive noise.			
A6.24	Through the environmental review process, require applicants for new development to analyze potential noise impacts on nearby noise-sensitive receivers. If noise levels generated exceed the “normally acceptable” range shown in Table 6.4 of this Noise Element, require appropriate noise mitigation so that these levels would no longer be exceeded.	On-going	Planning	General fund
P6.25	Minimize noise conflicts between local noise generators and sensitive receivers.			
A6.25a	Continue to enforce the City’s existing Noise Ordinance.	On-going	Planning, PW	General fund
A6.25b	Track noise complaints to determine areas of potential problems, and work proactively with the noise generators and the affected parties to reduce the impacts of such noise.	On-going	Planning, PW	General fund
P6.26	Strive to reduce potential noise impacts in the City’s own operations.			
A6.26a	Comply with the City’s Noise Ordinance and State and federal occupational health and safety noise standards in the City’s own operations.	On-going	PW, CS, Planning	General fund
A6.26b	Purchase any equipment that produces high noise levels with all necessary and feasible noise abating equipment installed.	On-going	PW, CS, Planning	General fund
P6.27	Minimize the noise impacts of transportation facilities and improvements.			
A6.27a	Continue to encourage the enforcement of regulations such as the State Vehicle Code noise standards for automobiles, trucks, and motorcycles operating within the City.	On-going	PD	General fund
A6.27b	Maintain liaison with transportation agencies such as Caltrans regarding reduction of noise from existing transportation facilities.	On-going	PW	General fund
A6.27c	Consider, where appropriate, tools for mitigating noise impacts of transportation facilities on new and existing development. Such tools may include noise insulation for interior spaces, site design solutions, and noise barriers such as sound walls and berms. Site design solutions such as setbacks are frequently preferable to barriers, and berms are frequently preferable to sound walls, for reasons of aesthetics and potential noise reflection effects.	On-going	PW, Planning	General fund
A6.27d	Consider, where appropriate, the diversion of through traffic from purely residential areas.	On-going	PW, Planning	General fund
A6.27e	The City shall partner with adjacent cities and other jurisdictions and the private sector to seek and secure funding for railroad safety improvements, including securing rail right-of-way, and developing “Quiet Zones”, grade separations, and/or other safety projects for at-grade rail crossings at the intersection of Azusa Canyon Road and Los Angeles Street and on Fairway Drive at Valley Boulevard.	Short-term	PW, Planning	Grant

## Our Creative Community

		<i>Timeframe</i>	<i>Implementer</i>	<i>Funding</i>
<b>1. Build Capacity</b>				
P7.1	Provide ongoing direction, administration and financial resources to address West Covina’s cultural needs.			
A 7.1a	Bring dedicated human and financial resources through grants, internship, contract positions, etc. to support implementation.	Short-term	CS	Grant, General fund
A7.1b	Determine the administrative structure in West Covina best suited to support cultural development.	Immediate	CS	General fund
A7.1c	Identify and establish an appropriate organizational structure like a Cultural Advisory Committee or task the existing Community Services Group or Commission to work collaboratively with partners and provide direction and support for ongoing cultural development.	Immediate	CS	General fund
A7.1d	Define the financial implications and establish a budget for implementing specific initiatives.	Short-term	CS	General fund
<b>2. Leverage West Covina’s Assets for Economic Growth</b>				
P7.2	Leverage cultural resources to support downtown and corridor revitalization.			
A7.2a	Reuse vacant or underutilized buildings in the downtown area and along the Corridors to provide shared space for artists or small creative cultural enterprise, or to display works of local cultural significance.	On-going	Planning, CS	General fund
A7.2b	Expand cultural and heritage tourism in West Covina.	Short-term	Planning, CED	Grant
A7.2c	Engage local retailers, hotels, and restaurants to increase awareness of local cultural resources.	On-going		Contributions from local retailers, hotels, and restaurants
<b>3. Build a Robust Cultural Sector</b>				
P7.3	Increase public art and cultural expression throughout the community.			
A7.3a	Continue to facilitate works of art in public spaces per the City’s Art in Public Places Program.	Short-term	Planning, PW	General fund, Grant
A7.3b	Develop a map (promotional brochure) that identifies the location of all public art.	Short-term	CS	General fund
A7.3c	Sponsor and organize local art exhibits in public facilities, performances, festivals, cultural events, and forums.	Short-term	CS, Health care providers, School District	Grant
A7.3d	Establish an online community-driven calendar of festivals and events to promote cultural activities.	Short-term	CED, CS	Sponsors, Ads
A7.3e	Strengthen wayfinding signs to help profile cultural resources.	Mid-term	CED	General fund
A7.3f	Build on and extend current efforts in cross promotion and marketing among cultural organizations and activities.	Short-term	CS	General fund
A7.3g	Work with the schools to integrate arts education into core curriculum.	Mid-term	CS, Schools	Grant
A7.3h	Identify and promote the cultural events hosted at different places of worship that are open to the public.	Mid-term	CS	Grant
P7.4	Expand places and spaces where cultural activities can occur.			
A7.4a	Undertake a systematic audit of places and spaces in West Covina where cultural activities currently or potentially could take place. Make this database publicly accessible to assist cultural groups in finding potential venues for their activities.	Short-term	CS, Planning, CED	General fund
A7.4b	Meet diverse needs for performance, exhibition, and workspace.	Mid-term	CS	Grant
A7.4c	Examine current zoning, licensing, and permitting requirements with the objective of supporting and facilitating community groups planning festivals and events.	Short-term	Planning	General fund



**4. Celebrate and Promote West Covina’s Cultural Assets**

P7.5	Provide access to cultural opportunities across the community for all residents.			
A 7.5a	Promote the cultural and artistic expressions of West Covina’s underrepresented cultural groups.	Short-term	CS	Grant
A7.5b	Consider establishing new Pan-Asian and Hispanic festivals that create a unique cultural brand for West Covina.	Short-term	CS, CED	Grant
A7.5c	Continue efforts to provide free and/or affordable cultural programming in anchor cultural institutions and through the promotion of free community festivals and events.	On-going	CS	General fund
A7.5d	Encourage establishment of one or more festivals or events geared to the interests of youth. Engage youth in the determination of such an event(s).	Short-term	CS	General fund
A7.5e	Encourage the establishment of one or more festivals or events geared to the interests of seniors. Engage seniors in the determination of such an event(s).	Short-term	CS	General fund
P7.6	Brand and promote the four corners of Amar Road and Azusa Avenue as “Little Manila”.			
A7.6a	Create an identification and way finding sign program for the four corners.	Short-term	Planning	General fund
A7.6b	Encourage and support a BID.	Mid-term	Property owners	PBID
A7.6c	Develop a master plan for the four corners area.	Mid-term	Planning	Grant
P7.7	Assess, avoid, and mitigate potential impacts to archeological, paleontological, and tribal resources through the CEQA review process for development projects carried out within the City. Comply with existing regulations relating to Native American resources, including California Environmental Quality Act Section 15064.5(d) and (e) and Public Resources Code §5097.98 concerning burial grounds, and AB 52 and SB 18 for consultation with Native American tribes for development projects carried out within the City.			
A7.7	Require development to avoid archaeological and paleontological resources, whenever possible. If complete avoidance is not possible, require development to minimize and fully mitigate the impacts to the resources. Notify California Native American tribes and organizations of proposed projects that have the potential to adversely impact cultural resources.	On-going	Planning	General fund

**Our Active Community**

**1. Variety of Open Space Types**

P8.1	Encourage the distribution of a variety of park types and sizes throughout the City.			
A 8.1	Develop variety of new park types of different sizes and require them in new development.	Short-term	Planning, CS	General fund
P8.2	Encourage the development of non-traditional park types, including green belts, linear parks, urban trails, and pocket parks.			
A8.2a	Require dedication of land identified as linear park in conjunction with new development.	On-going	Planning, CS	General fund
A8.2b	Work with the County to initiate efforts to create a linear park public trail system along the Walnut Creek.	Immediate	PW, Planning, CS	ATP, Grant
A8.2c	Update and create new agreements for joint use of school and City recreational and park facilities.	Short-term	CS, Schools	General fund
P8.3	Reinforce existing joint use agreements with schools to fill in service gaps.			
A8.3	Pursue joint use agreement with California Elementary School, Cortez Elementary School, Hollencrest Middle School, Orangewood Elementary School, Merced Elementary School, South Hills High School, and Traweek Middle School.	Short-term	CS, Schools	General fund

**2. Walk or Bike to Parks**

P8.4	Small and frequent open spaces should be dispersed throughout the neighborhood.			
A8.4	Develop new neighborhood parks, pocket parks, and community gardens as feasible and appropriate to meet citizen needs and require them in new development.	On-going	CS, Planning	Impact fees, Developer dedication

**3. Public Access to Open Space**

P8.5	Develop and improve access to parks.			
A8.5	Identify and eliminate barriers, safety issues along walkways, and gaps in pedestrian and bike networks, and improve bike facilities that encourage access to parks.	On-going	PW, CS	Grant

**4. Connect Spaces**

P8.6	Develop a network of open spaces.			
A8.6a	Connect the open spaces to neighborhoods through a series of landscaped streets that provide green links to the Walnut Creek as well as stormwater drainage.	Short-term	PW	Grant
A8.6b	Revise zoning ordinance to require new development to connect their open spaces to the open space network.	Short-term	Planning	General fund
A8.6c	Educate property owners, political leaders and the community about the economic, social, and environmental benefits of open space network.	Short-term	Planning, CS	Grant

*Timeframe      Implementer      Funding*

**5. Safety**

<b>P8.7</b>	The location and design of open spaces should take advantage of surrounding land uses.			
A 8.7	Revise the zoning ordinances to require open spaces to be designed in the line of sight of adjacent land uses and activities to ensure visibility. The frontages should have active edges such as front doors and windows, or storefronts for commercial uses.	Short-term	Planning, PD	General fund
<b>P8.8</b>	Increase safety in public parks.			
A8.8a	Provide adequate lighting; maintaining landscaping to maximize visibility; remove graffiti as soon as possible; remove trash, debris, weeds, etc. from public areas with ongoing maintenance of those public areas; and conduct regular police patrols and provide public safety information.	Short-term	CS, PD	General fund
A8.8b	Partner with the community through programs that activate spaces or provide more eyes on the public facility, such as neighborhood watch groups.	On-going	PD	Grant
A8.8c	Design facilities to be universally accessible for seniors, children and those with disabilities.	On-going	Planning, PW	Grant
A8.8d	Encourage developers to incorporate building and site design techniques that reduce crime, such as utilizing Crime Prevention through Environmental Design(CPTED) strategies.	On-going	PD, Planning	General fund
A8.8e	Provide convenient and safe on-street parking. Avoid using park site for parking.	On-going	CS, Planning	General fund

**6. Maintenance**

<b>P8.9</b>	Investigate and evaluate opportunities and incentives for other agencies, non-profits, private businesses, and user groups to participate in the maintenance and replacement costs of parks, open space, and recreational facilities.			
A8.9a	Develop a citywide initiative to encourage “Friends of Parks” service organizations like West Covina Beautiful or San Gabriel Mountains Regional Conservancy & Community Service Group for short term clean-up projects.	On-going	CS, Service Organizations, Community Service Group	Grant
A8.9b	Continue to use the Capital Improvements Program to plan for the identification of available resources for park facility repair, upgrades, and replacements through the budget process.	On-going	CS, PW, Planning	General fund, Park dedication funds
A8.9c	Institute an impact fee for capital improvements to mitigate the impact of new development on parks and open spaces.	Immediate	Planning	General fund
A8.9d	Continue to search for opportunities in grants and to encourage private donations. Identify other effective funding sources for park and recreational programs, such as trusts and other fund raising activities.	On-going	CS	General fund
A8.9e	Promote the use of City facilities for special events, such as festivals and tournaments.	On-going	CS	User fee

**7. Facilities and Programming**

<b>P8.10</b>	Continue to monitor and provide for the needs of a changing demographic.			
A8.10	If necessary, make operational and programming changes to reflect the changing preferences and needs of a diverse and aging population.	On-going	CS	General fund, Grant
<b>P8.11</b>	Ensure equal access to facilities and programs.			
A8.11a	Improve facilities at City Parks to respond to the requirements of special needs groups.	On-going	CS	General fund, Grant
A8.11b	Adjust and subsidize fees to ensure that all residents have the opportunity to participate in recreation programs.	On-going	CS	General fund, Grant
<b>P8.12</b>	Explore the feasibility of building a new community pool facility.			
P8.12a	Identify location for a new pool based on user access and convenience, and land availability and cost.	Mid-term	CS	Impact fee, General fund
P8.12b	Update the impact fee schedule as necessary to ensure that development provides its fair share of the capital improvement needs for parks and recreation.	Immediate	Planning	General fund

CDBG	Community Development Block Grant	ATP	Active Transportation Program
EIFD	Enhanced Infrastructure Finance District	CIP	Capital Improvement Program
SCAG	Southern California Association of Governments	AQMD	Air Quality Management District
LU-SGV	LightenUp San Gabriel Valley	AQIT	Air Quality Improvement Trust



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