

Los Angeles County Strategic Plan for Economic Development

# IMPLEMENTATION YEAR ONE PROGRESS REPORT

# 2010



LACountyStrategicPlan.com  

EXCERPTS ONLY. FULL REPORT AT: [www.lacountystrategicplan.com](http://www.lacountystrategicplan.com)



Prepared by the

**LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION**



*Celebrating Economic Development Leadership*

## Los Angeles County Strategic Plan for Economic Development

# IMPLEMENTATION YEAR ONE PROGRESS REPORT

JANUARY 1 - DECEMBER 31, 2010

The 2010 calendar year marked the first year of implementation of the Los Angeles County Strategic Plan for Economic Development. With L.A. County's unemployment rate lingering above 12.0 percent throughout the year, civic leaders and stakeholders throughout the region stepped forward to implement key elements of this blueprint to create more—and better—jobs, grow the economy and invigorate our communities.

As has been widely publicized, the five-year L.A. County Strategic Plan for Economic Development, unanimously adopted by the Los Angeles County Board of Supervisors on December 22, 2009, was developed through a very public, year-long, grassroots process that brought together over 1,070 stakeholders from business, government, labor, education, environmental and other community-based organizations to identify and build consensus around a set of economic development priorities to strengthen the economy, improve the environment and promote broader prosperity across all our communities.

The result of this very public, consensus-building process was a community-developed plan that identified 12 objectives and 52 strategies to achieve five core aspirational goals critical to achieving our shared vision of ensuring a strong, diverse and sustainable economy for L.A. County's residents and communities:

1. Prepare an Educated Workforce
2. Create a Business-Friendly Environment
3. Enhance our Quality of Life
4. Implement Smart Land Use Policies
5. Build 21st Century Infrastructure

### WHY DOES THE WORLD'S 20TH LARGEST ECONOMY NEED A PLAN?

L.A. County boasts a huge and strikingly diverse economy. The County's regional assets include the nation's largest seaport, the world's busiest origin and destination airport (LAX), three world-renown research universities, and a region with a gross domestic product that is larger than that of Sweden, Saudi Arabia or Taiwan, supported by \$500 billion in annual economic activity spread across 15 dynamic export-oriented industry clusters.

However, despite these attributes, L.A. County has markedly underperformed in job creation in recent decades. During the past 30 years, the County of Los Angeles and its 88 cities have added more than 2.8 million new residents, but have only created approximately 457,000 net new jobs. Even more troubling, the City of

Los Angeles, which represents about 40 percent of the County's population, added nearly a million new residents, but did not create a single net new job during this three decade period; in fact, the City of L.A. actually lost jobs during that time period. This trend is simply not sustainable for a region looking to protect its fast-dwindling middle class, and to bridge the ever widening chasm between the rich and poor.

This inspired the LAEDC to facilitate the development of the region's first-ever consensus strategic plan for economic development.

### RESEARCH INPUTS

Research for the Strategic Plan began with a survey of more than 5,000 businesses operating in Los Angeles County to determine the challenges, threats and opportunities they face and the concerns they have. Next, we conducted an in-depth study of major industry clusters driving the Los Angeles County economy. This was followed by a series of 10 focus group meetings with leaders from the sectors which comprise these much broader economic clusters to further identify the needs, opportunities and potential growth areas in these key sectors.

Then, we surveyed and cataloged best economic development planning practices and strategies among selected U.S. cities and counties, as well as major international cities. From these research inputs, we prepared a "straw-man" document that became the framework from which the full plan would be developed. With the straw-man framework in hand, we began a very public, consensus-building process, which took us across this very geographically large and diverse county, holding 26 public forums over the course of 2009 with participants from stakeholder organizations representing a multitude of perspectives, many different socio-economic classes and a variety demographic profiles.

Despite our differences, we all came together constructively to develop this plan with 52 strategies, 12 objectives and five core aspirational goals to make our communities vibrant, prosperous and economically sustainable places to live and productively work. The input and feedback of business and community leaders helped form the Strategic Plan for Economic Development that is being implemented – along with other interesting initiatives across the state today.

## IMPLEMENTATION OF THE STRATEGIC PLAN

To ensure the Plan's successful implementation, we identified "champions" – organizations that have already assumed leadership roles in their respective areas of focus to help develop and identify the benchmarks and measurements of success, as well as to shape and operationalize many of the specific implementation actions and initiatives contained in the four corners of the Plan.

The leadership and expertise of our selected champions made them the clear choices to guide the implementation of each goal. Because of the work they do toward education reform, Unite LA/the Los Angeles Area Chamber of Commerce was selected to champion the Prepare an Educated Workforce goal. Similarly, the Los Angeles County Business Federation was selected to lead the efforts for the Create a Business-Friendly Environment goal. And as the entities that work to promote livable communities in the regions throughout the County, the five Councils of Governments for the Gateway Cities, San Fernando Valley, San Gabriel Valley, South Bay Cities and Westside Cities regions were identified to co-champion the Enhance our Quality of Life goal, while the Urban Land Institute-Los Angeles was identified to lead the Implement Smart Land Use goal. And, finally, the LAEDC's Infrastructure Committee, with its expertise on ports, aviation, water issues, and mobility, was tasked to lead the implementation of the Build 21st Century Infrastructure goal.

To maximize the Plan's impact and to leverage the consensus nature of the Plan's development, the LAEDC sought the support and endorsements of individuals, the business community and elected officials. Over the course of the year, the implementation team met with dozens of organizations from all throughout the County and earned the support and formal endorsement of many L.A. County cities, economic development organizations, educational institutions, businesses and chambers of commerce.

To date, we have received the endorsements of 84 of the County's 88 cities either through their respective council of governments or through the city individually. This is a testament to the Plan, the consensus process by which it was created, and the movement that is growing in Los Angeles to affect transformational change throughout their communities.

The LAEDC team also traveled up-and-down the state this year to brief elected leaders on the Strategic Plan, earn their support for the Plan's principles and encourage them to create a policy environment that advances the Plan's objectives and strategies. Outreach to our elected officials resulted in numerous letters of support and, more importantly, led our elected officials to embed some of the plan's recommendations into live bills, formal policies and discrete pieces of legislation.

With this as the backdrop for the Strategic Plan, this Annual Progress Report marks the capstone to this inaugural implementation year, and highlights the incremental progress that was made possible by the leadership of engaged civic stewards, our champions, the business community, and elected officials who are working to spur recovery and sustainable economic growth. And in this first year of the plan's implementation, we are pleased to report that we have made measurable progress toward a healthier, collectively more vibrant and economically healthy region.

The successes and outcomes highlighted in the report were obtained from inquiries to L.A. County cities, agencies, departments and municipalities; input from the implementation champions; news articles; press releases and blogs; and The Guide publication which can be downloaded at [www.lacountystrategicplan.com](http://www.lacountystrategicplan.com).

The successes identified in this report highlight what has transpired across the county during this first year of implementation. While we made every attempt to provide as comprehensive and exhaustive a list by culling information from local city websites, including reviewing press releases and announcements, researching online articles, sending questionnaires to cities and agencies soliciting their responses, and engaging our Champions, it is by no means representative of everything that took place in the region. Additionally, the LAEDC does not assume credit for all the successes highlighted in this report. Many of the successes, in fact, occurred organically without being initiated or advanced by the LAEDC.

Now, as we embark on the second year of the Plan's implementation, we continue to be steadfast in our commitment to create more and better jobs for the region, and further broaden community participation and support for the plan. The success of the first year of implementation could not have been possible without the generous support of the Morgan Family Foundation, the dedicated commitment and support of our wise elected officials who are beginning to operationalize our recommendations, the Plan's implementation Champions who carry the flag for the Plan and promote its message to their stakeholders, the broader business community for recognizing the need for such a plan in the community and all of you for your unwavering support.

Sincerely,



Bill Allen  
President and CEO  
Los Angeles County Economic Development Corporation

# ASPIRATIONAL GOALS AND OBJECTIVES

## 1

Page 4

### PREPARE AN EDUCATED WORKFORCE

1. Ensure successful education outcomes at every level, i.e., all students should, at a minimum, achieve grade-level proficiency and graduate.
2. Ensure that businesses have enough workers with the right skill sets to meet their needs.
3. Prepare job seekers and incumbent workers to enter sectors with high-value jobs – as measured by wages, benefits and additional income attracted into the County– and built-in career ladders.

## 2

Page 19

### CREATE A BUSINESS-FRIENDLY ENVIRONMENT

1. Establish and promote a business-friendly environment to create and retain good quality jobs.
2. Retain and expand the existing job base while pro-actively attracting new businesses, industries, jobs and investment.
3. Leverage the County's research and development facilities for the commercialization of research, technology and similar opportunities.

## 3

Page 30

### ENHANCE OUR QUALITY OF LIFE

1. Make our communities more desirable places to live.
2. Use all available resources and adopt new approaches to revitalize low-income communities.

## 4

Page 39

### IMPLEMENT SMART LAND USE

1. Maintain an adequate supply of jobs-creating land.
2. Develop and rehabilitate land to meet strategic economic development objectives.

## 5

Page 43

### Build 21st Century Infrastructure

1. Fix the broken infrastructure development process.
2. Build and maintain critical infrastructure for Los Angeles County.

# GOAL 2 : CREATE A BUSINESS-FRIENDLY ENVIRONMENT

Attracting and retaining businesses in Los Angeles County provide residents with economic opportunities and communities with much-needed revenues.

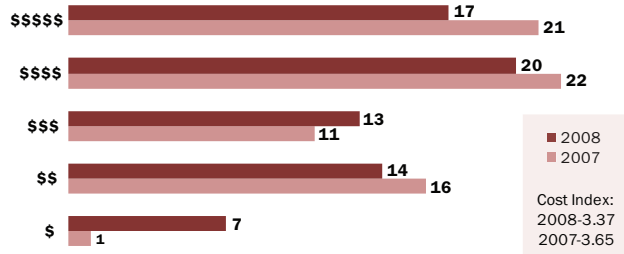
Businesses consider several key factors when deciding where to open, close, or relocate their operations, including: access to the right labor pool and customer base, the availability of funding, the cost of doing business, and the ease of doing business with local government agencies. While Los Angeles County has large pools of labor with varying skill levels and a large customer base for a wide variety of products and services, it faces increased competition for its educated workforce, a supply that the current educational system may not be adequately replenishing. Failing to maintain a consistent business-friendly environment by providing inefficient public services puts the county at further risk for losing its competitive advantage to those who are aggressively recruiting businesses through fee reductions and waivers, tax incentives and the streamlining and expediting of their permitting and licensing processes.

Access to capital is a key component in the decision to start a new operation within an area or to expand, and is an ongoing concern. As venture capital spreads into emerging industries such as bio-med, green industries, and digital media, Los Angeles County has substantial opportunities for growth by capturing a larger share of the venture capital market. However, the global recession and its accompanying financial crisis have caused investments to constrict, posing another challenge to the current business environment for capital intensive start-ups in Los Angeles County.

Keeping track of changes in jobs and the number of business establishments over time is one way to measure the health of our region's economy. While both are subject to business cycles, long term variations may reveal structural challenges within the Los Angeles County economy. Net job churn has shown a decline from year to year since 2001, while net establishment churn has shown positive gains. This implies that while there are more business establishments in the county, they are in aggregate employing fewer people. Most of the churn in the county, both in jobs and establishments, is due to the opening and closing of operations rather than relocations.

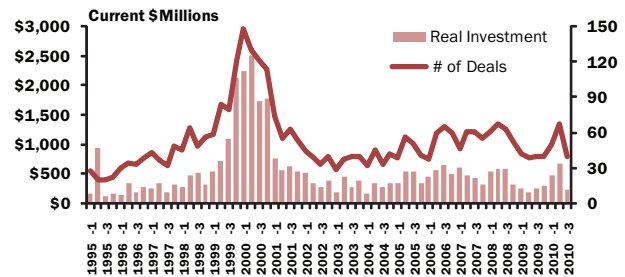
A region's real or perceived business friendliness will greatly affect its ability to attract businesses, the creators of jobs. The outcomes on the following pages are just some of the programs and services that are being implemented today to create a more welcoming and business-friendly environment for our current and future businesses.

**COST OF DOING BUSINESS SURVEY FOR CITIES IN L.A. COUNTY, 2007-2008**  
(# OF CITIES IN EACH CATEGORY)



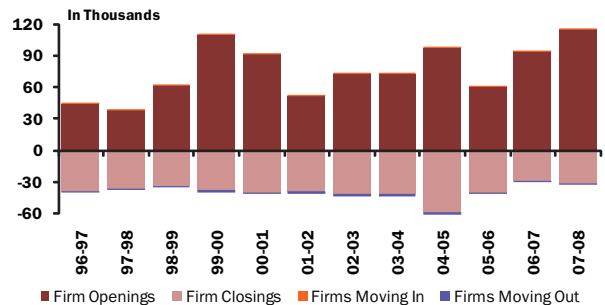
Source: Kosmont-Rose Institute Cost of Doing Business Survey, 2007 & 2008

**VENTURE CAPITAL IN LA/OC REGION**  
(SO-CAL LESS SAN DIEGO)



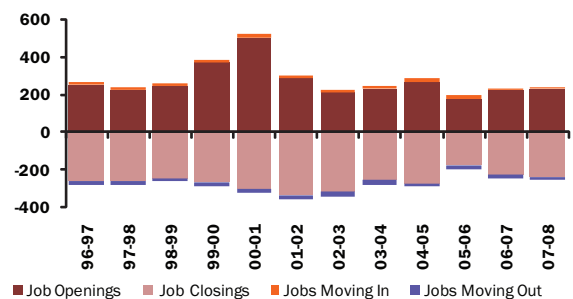
Source: PWC Money Tree

**ESTABLISHMENT CHURN IN L.A. COUNTY**



Source: National Establishment Time Series

**JOB CHURN IN L.A. COUNTY**



Source: National Establishment Time Series

# OBJECTIVE 1

Establish and promote a business-friendly environment to create and retain good quality jobs.

**1.1 • Educate local and statewide stakeholders** on the value of private sector businesses as generators of jobs, tax revenue and regional prosperity, and encourage government officials to evaluate the economic impact of regulations and policies that affect overall competitiveness and to play a more active role in courting private sector employers.

Throughout 2010, the **LAEDC** presented the L.A. County Strategic Plan for Economic Development to more than 150 elected officials, Councils of Government and all 88 L.A. County cities. The Plan received the endorsements of 84 of the 88 cities and the unanimous endorsement of the L.A. County Board of Supervisors.

- [www.LACountyStrategicPlan.com](http://www.LACountyStrategicPlan.com)

In early 2010, the **LAEDC** created a series of “**Value of a Job**” tutorials that explain the economic impact of creating one job in the region. These were presented to L.A. County Supervisors in special one-on-one meetings held by the **Los Angeles County Business Federation (BizFed)** to discuss business challenges and opportunities in the region and collaborative opportunities for improvements and advancements. The Supervisors were encouraged to use the tutorials to reinforce the importance of job creation in the region with all of their elected officials.

- [www.scribd.com/doc/27414746/Value-of-a-Job-Tutorial](http://www.scribd.com/doc/27414746/Value-of-a-Job-Tutorial)

In early 2010, the **City of L.A.’s Business Tax Advisory Committee (BTAC)** began public meetings to reform and align the City’s tax policy with their economic development goals. The BTAC was formed to review and reform the city’s business tax program, and was led by former LAEDC Chair, Lloyd Greif. • [www.lacity.org](http://www.lacity.org)

In 2010, in collaboration with **BizFed**, the **San Gabriel Valley Economic Partnership**, and the **LAEDC**, the **Los Angeles Newspaper Group** published a compilation of information and data from L.A. County’s 88 cities on the County’s economic development strategies and incorporation of the strategic plan into their municipal planning. **The Guide** featured articles and analysis centered around each of the Strategic Plan’s five goals, and reached an estimated combined readership of more than 1 million people, circulating in all Los Angeles Newspaper Group’s daily newspaper properties in L.A.



County which include the *Los Angeles Daily News*, *Pasadena Star-News*, *San-Gabriel Valley Tribune*, *Whittier Daily News*, *Torrance Daily Breeze* and the *Long Beach Press-Telegram*, and their affiliated web sites.

- <http://bit.ly/gL8Hbu>

In March 2010, the **City of Los Angeles** passed the Internet Business Tax Relief Ordinance, a business-friendly measure that lowers tax rates for the growing Internet industry and serves to retain several Los Angeles-based Internet businesses. • [www.lacity.org](http://www.lacity.org)

In April 2010, **Governor Arnold Schwarzenegger** signed an executive order establishing the **Governor’s Office of Economic Development (GoED)**, a one-stop shop to help businesses acquire the direction, information and resources they need to invest, succeed and expand in California. The office has three defined functions: to promote California as a place to do business; to support businesses interested in starting, growing, financing, expanding or relocating in California; and to help those businesses facing challenges to operating in California. • [www.business.ca.gov](http://www.business.ca.gov)

In June 2010, acting on the recommendation of the **Los Angeles Area Chamber of Commerce**, **LAEDC**, and **BizFed**, the **Los Angeles City Council** voted to create a new **Office**

of **Economic Analysis** which would evaluate the economic impact of legislation. Economists would be charged with evaluating the effect on businesses, citizens, job creation and other economic indicators. • [www.lacity.org](http://www.lacity.org)

In October 2010, a high-tech manufacturing company signed a lease to relocate to the **Cerritos Industrial Park**, bringing approximately 250 new jobs to the City. To ensure the company had quality employees to fill these positions, City staff worked with representatives of the company and Cerritos College to develop a training program geared toward future employment with the company. • [www.cerritos.us](http://www.cerritos.us)

### 1.2 • Create a sample template and encourage cities to include an economic development element in their general plans; then, encourage Los Angeles County and its incorporated cities to update their economic development elements regularly.

There are **35 cities in L.A. County** that have taken an important step to ensure their economic prosperity by including an economic development element in their General Plans.

- Agoura Hills
- Alhambra
- Artesia
- Baldwin Park
- Beverly Hills
- Carson
- Claremont
- Compton
- Downey
- Duarte
- El Segundo
- Gardena
- Hawaiian Gardens
- La Mirada
- La Puente
- La Verne
- Lakewood
- Lancaster
- Lawndale
- Lomita
- Lynwood
- Monterey Park
- Palmdale
- Paramount
- Pasadena
- Pomona
- Rosemead
- San Gabriel
- San Marino
- Santa Clarita
- South El Monte
- South Gate
- South Pasadena
- Torrance
- West Hollywood

In July 2010, the **City of Santa Monica** adopted its **Land Use & Circulation Element** that underpins the sustainable evolution of Santa Monica by ensuring high-quality of life, a balance of jobs and housing, and transit-oriented nodes that support long-term local and regional mobility.

• [www.smgov.net](http://www.smgov.net)

### 1.3 • Facilitate private sector job creation by helping the state of California, L.A.

### County, and our 88 cities develop for their business-facing activities more efficient processes, more affordable pricing and a stronger customer service ethic.

In January 2010, the **City of Los Angeles** Mayor Antonio Villaraigosa appointed business leader **Austin Beutner** to the new post of first Deputy Mayor and chief executive for economic and business policy. • [www.lacity.org](http://www.lacity.org)

In February 2010, the **City of Los Angeles** announced the installation of the **first utility power nodes** that will provide access to easy-to-use, alternative energy sources for film production. This program is an effort to make L.A. more film-friendly and to curb runaway production. • [www.lacity.org](http://www.lacity.org)

In March 2010, the **City of Los Angeles** passed the **Internet Business Tax Relief Ordinance**, a business-friendly measure that lowers tax rates for the growing Internet industry and serves to retain several Los Angeles-based Internet businesses. • [www.lacity.org](http://www.lacity.org)

In March 2010, the **City of Cerritos** implemented a **Business Recognition Program** to provide local businesses with formal recognition from the City Council for their contribution to the community as well as a month-long spotlight feature in the bi-monthly Business Spotlight newsletter and on the city's website. The goal of this program is to showcase local businesses and foster pride in Cerritos' thriving business community and strong local economy. In 2010, eight businesses were featured. • [www.cerritos.us](http://www.cerritos.us)

In May 2010, **Governor Arnold Schwarzenegger** hosted the second **Governor's Conference on Small Business & Entrepreneurship**. The event focused on expanding the small business network by offering a series of practical, hands-on breakout sessions on topics of vital concern to small business owners during this extremely challenging period. • [www.sba.ca.gov](http://www.sba.ca.gov)

In July 2010, the **City of Santa Clarita** provided an update on its **21-Point Business Plan for progress**, a plan developed in April 2009. The City has been able to demonstrate growth of over 750 new jobs from a variety of sectors, a multitude of business attraction marketing, and a variety of business incentives. • <http://bit.ly/f3mJyH>

In October 2010, the **City of Covina** unveiled a portable, electronic tool called **Xit Poll** that allows customers to provide feedback on programs and services offered by the City in addition to input on specific issues. These Xit Polls allow the City of Covina to enhance customer service, which is one of the City's Strategic Planning goals. • [www.covinaca.gov](http://www.covinaca.gov)

In October 2010, the **City of Long Beach** released smartphone apps (iPhone and Android) for its **Go Long**

**Beach** program which makes it easier for the community to report problems such as potholes and graffiti. The City of Long Beach iPhone app has resulted in approximately 800 requests for service since it was launched.

- [www.longbeach.gov](http://www.longbeach.gov)

In October 2010, the **City of Santa Clarita** presented a **“How to Fill Out a Solicitation”** program as part of its vendor outreach efforts. The presentation went over the steps needed for filling out quotes and bids published by the city.

- [www.santa-clarita.com](http://www.santa-clarita.com)

In November 2010, the **LAEDC’s “Most Business-Friendly City”** competition honored two cities within the County, Alhambra and Cerritos, that are proactively promoting business-friendly programs and services. The awards are part of the annual Eddy Awards®, a celebration of economic development leadership. Winners and finalists understand that having healthy, vibrant and prosperous communities depends on attracting, retaining and growing businesses which are so critical to sustaining our economic vitality and quality of life. Competition for this award incentivized cities to regularly improve their business facing processes, pricing, and services.

- [www.laedc.org/eddy](http://www.laedc.org/eddy)

In 2010, the **City of Gardena’s** Community Development Department created an **optional-pre-submittal** for large projects which help the applicant understand all of the City’s project requirements by using an interdisciplinary team approach to provide feedback on the project.

- [www.ci.gardena.ca.us](http://www.ci.gardena.ca.us)

In 2010, the **City of Monrovia** developed an **economic action plan**, which includes a detailed framework for business retention, attraction and expansion. Included in this plan is a marketing strategy and the development of an online business resource center, which will be a one-stop location for businesses that want to open or expand in the city. The City has also assigned a project coordinator to those going through the process of opening or expanding a business in Monrovia. • <http://bit.ly/eh3kpg>

In 2010, the **City of Santa Clarita** created a **Development One-Stop Permit Center** on the first floor of City Hall to provide business and residents with a central place to obtain development permits without having to talk to several different staff members on different floors, thereby offering a streamlined, convenient approach to permitting.

- [www.santa-clarita.com](http://www.santa-clarita.com)

In 2010, the **City of San Marino** instituted several **regulation reforms** to improve the business climate in the city. First, the City amended its City Code to allow hard liquor to be served in restaurants, enabling the City to attract additional restaurants in the area. Second, the City began allowing multi-tenant commercial buildings to submit Master Sign Plans to streamline sign approvals for future tenants.

- [www.ci.san-marino.ca.us](http://www.ci.san-marino.ca.us)

In 2010, the **City of Bell Garden’s** Community Development staff implemented a comprehensive **property improvement program** targeting the main thoroughfares of the city. This program provides business owners along the city’s corridors with grants of up to \$15,000 and low interest loans of up to \$50,000 to make structural and aesthetic improvements to their properties. • [www.bellgardens.org](http://www.bellgardens.org)

In 2010, the **City of Los Angeles** established a **multi-agency case management network** to streamline the approval process and to provide assistance to restaurateurs and their design and construction teams. The City provides assistance with navigating through its regulatory process, tracking and monitoring the work progress, solving problems and resolving disputes, and assistance in finding a path to facilitating the process to ensure timely opening. Already, 25 more restaurants and bars are enrolled in the new program, which applies citywide. • [www.lacity.org](http://www.lacity.org)

In 2010, the **City of Los Angeles** implemented a new **Parallel Design-Permitting Process** for major project developments that allow the design process and the permitting process to run concurrently. Traditionally, only a project with detailed plans that reflect a complete design could be submitted for plan check to the city’s Department of Building and Safety. With the new Parallel Design-Permitting Process, the city checks a development’s plans at the conceptual design phase and continues to provide plan check, correction verification, and code consultation services throughout various design phases. • [www.ladbs.org](http://www.ladbs.org)

In 2010, the **Los Angeles Department of City Planning** streamlined the process for businesses to renew **Conditional Use Permits (CUPs)**, which are one-time exemptions granted to property owners that allow uses otherwise prevented by the zoning code. Under the new rules, applications to renew CUPs will have fewer requirements and business owners will receive a decision within 75 days. • [www.cityplanning.lacity.org](http://www.cityplanning.lacity.org)

In 2010, the **City of Santa Monica** improved the City’s development approval process by **fast tracking plans that are part of Green Building projects**, and whenever possible, completing plan checks as a concurrent, rather than sequential, process. • [www.smgov.net](http://www.smgov.net)

#### **1.4 • Adopt clear, reasonable and predictable processes for the development of land to facilitate job creation and implement policies, plans and procedures to streamline review and approval processes.**

In August 2010, **Santa Monica Place**, a shopping and dining destination, reopened. The City of Santa Monica partnered with Macerich on its construction and the renovation of the surrounding City-owned parking structures by facilitating an expedited permitting process; incorporating



the construction of the parking structures into the mall's larger construction contract; relinquishing easements to enhance the design of the mall; and working with the developer to include improvements for the public benefit, such as lighting, sidewalk reconstruction and tree planting. • [www.smgov.net](http://www.smgov.net)

In 2010, the **Department of Regional Planning in L.A. County** formed a **Stakeholder Committee** consisting of representatives from the Building Industry Association, Urban Land Institute, LAEDC, planning/engineering consultants, Sierra Club and Santa Monica Mountains Resource Conservation District. Over a period of seven months, the Stakeholder Committee developed recommendations for improvements to the land entitlement process. The improvements would provide critical enhancements to the process such as a proposal to co-locate departments involved in the land development process, implementation of performance standards, and the creation of a conceptual plan approach within the subdivision process and a number of technology-oriented enhancements that would improve the efficiency and effectiveness of various IT systems and applications within the entitlement process. • <http://planning.lacounty.gov>

In 2010, the **City of Los Angeles** and the **L.A. Department of Water and Power** announced a program to streamline processing, inspection, and meter installation for plug in **home electric vehicle chargers**. Under the new program, for basic home installations, the entire permitting process—from permit to plug in—will take under seven days. • [www.lacity.org](http://www.lacity.org)

In 2010, the **City of Vernon** designed and printed brochures to assist new businesses to understand and expedite the occupancy permit process, sponsored free electronic waste drop-off event and provided free sustainability assistance to the business community. • [www.cityofvernon.org](http://www.cityofvernon.org)

In 2010, the **City of Santa Clarita** created a **Development One-Stop Permit Center** on the first floor of City Hall to provide business and residents with a central place to obtain development permits without having to talk to several different staff members on different floors, thereby offering a streamlined, convenient approach to permitting. • [www.santa-clarita.com](http://www.santa-clarita.com)

In 2010, the **City of San Marino** eased its **minimum required off-street parking requirements** for retail and office uses. This regulation reform makes it easier to redevelop commercial properties. • [www.ci.san-marino.ca.us](http://www.ci.san-marino.ca.us)

In 2010, the **City of San Marino** instituted several **regulation reforms** to improve the business climate in the city. First, the City amended its City Code to allow hard liquor to be served in restaurants, enabling the City to attract additional restaurants in the area. Second, the City began allowing multi-tenant commercial buildings to submit Master Sign Plans to streamline sign approvals for future tenants. • [www.ci.san-marino.ca.us](http://www.ci.san-marino.ca.us)

In 2010, the **City of Santa Monica** improved the City's development approval process by **fast tracking plans that are part of Green Building projects**, and, whenever possible, completing plan checks as a concurrent, rather than sequential, process. • [www.smgov.net](http://www.smgov.net)

## OBJECTIVE 2

Retain and expand the existing job base while pro-actively attracting new businesses, industries, jobs and investment.

**2.1 • Develop and promote a compelling, consistent value proposition and brand for Los Angeles County, incorporating existing and aspirational strengths (e.g., size, diversity, creativity, climate, culture and commitment to green).**

The LAEDC launched **ChooseLACounty.com**, a website promoting the regions of L.A. County to existing and future businesses. ChooseLACounty.com also includes important information about doing business in the region, including the cost of doing business, facts and figures, industry clusters that drive the region's economy, maps of major modes of transportation, access to capital resources and much more. • [www.ChooseLACounty.com](http://www.ChooseLACounty.com)

In July 2010, **Site Selection Magazine** ranked the **State of California in first place for sustainability**. The rankings took into consideration renewable energy manufacturing, electric vehicle supply chains, recycling plants, quantity of LEED (Leadership in Energy and Environmental Design) Certified projects, and more. The Los Angeles-Long Beach Metropolitan Area ranked fifth on the list of "Top Sustainable U.S. Metros". • [www.siteselection.com/portal](http://www.siteselection.com/portal)

In August 2010, the **Port of Los Angeles** earned the designation "**Climate Action Leader**" from the **California Climate Action Registry** for its 2009 greenhouse gas emission inventory. The Port of Los Angeles earned the distinction specifically for its strategies for municipally-controlled sources of greenhouse gases.

• [www.portoflosangeles.org](http://www.portoflosangeles.org)

In November 2010, the **Los Angeles Convention Center** received a **LEED Gold Level Certification for Existing Buildings** by the U.S. Green Building Council. This designation moves the City of Los Angeles another step forward toward becoming a "greener" city. • [www.lacity.org](http://www.lacity.org)

In November 2010, more than 1,500 California workplaces were added to the **Environment Defense Fund's interactive green economy map**. It was a third major update to this mapping tool. The free and searchable online resource allows job seekers, businesses and policy makers to find information on more than 5,000 clean energy and sustainable workplaces in seven categories: green buildings, energy generation, energy efficiency, transportation, academic/government/non-governmental, carbon markets, and green practices. The map also shows that the largest

clusters of businesses in the green economy are in metropolitan areas and along major transportation corridors. • [www.edf.org/page.cfm?tagID=56480](http://www.edf.org/page.cfm?tagID=56480)

In 2010, **Bloomberg's Businessweek.com** ranked the **City of Santa Monica as the #3 city for start ups**. Santa Monica boasts eight patents for every 10,000 residents and 56 percent of its population has a Bachelor's degree or higher. Two hundred eleven million dollars in venture capital was invested to fund new businesses (latest data available is as of 2006). • [www.businessweek.com](http://www.businessweek.com)

The 2010 **Price WaterhouseCoopers "Cities of Opportunities,"** a study that evaluates major cities throughout the world on ten overall indicators, ranked Los Angeles in the top 5 percent for Demographics and Livability and in the top 50 percent for Intellectual Capacity and Ease of Doing Business. • [www.pwc.com/cities](http://www.pwc.com/cities)

**2.2 • Increase proactive outreach to help retain and expand businesses of all sizes, with emphasis on those that are at risk of closing, leaving or being wooed away.**

In 2010, the LAEDC's **Business Assistance and Development Program (BAP)**, in conjunction with **SASSFA** (Southeast Area Social Services Funding Authority) and **PGWIN** (Pacific Gateway Workforce Investment Network), produced the **Economic Development Toolkit** for their respective regions to provide an electronic source of Los Angeles County's business incentives and assistance programs. The information in these toolkits includes a guide of general business assistance and service providers, educational institutions, venture capital sources and annual conferences dedicated to supporting the economic success and growth of businesses. These PDF documents are available for free on the LAEDC's website. • [www.laedc.org/businessassistance](http://www.laedc.org/businessassistance)

In 2010, five workforce investment boards – the **SASSFA**, **PGWIN**, **Southeast Los Angeles County Workforce Investment Board (SELACO)**, **South Bay WIB**, and the **City of Los Angeles Workforce Investment Board (LA WIB)** – and the **LAEDC's BAP team** increased proactive outreach and collaborated with local communities, workforce investment partners, employers and workers in assessing small and medium-sized businesses to explore alternatives to layoffs through human resource solutions. Since the beginning of the layoff aversion program, nearly 4,700 jobs have been saved.

• [www.laedc.org/businessassistance](http://www.laedc.org/businessassistance)

In 2010, the **L.A. County's Transitional Subsidized Employment Program (TSE)** received \$159 million for subsidized employment for CalWORKs participants. The program helped stabilize and grow L.A. County businesses and put 10,000 people back to work by temporarily subsidizing 80 percent or more of the cost of certain employees. • [www.laul.org/transitional-subsidized-employment-program](http://www.laul.org/transitional-subsidized-employment-program)

In 2010, as a part of the aforementioned TSE grant, the **LAEDC** created two comprehensive **economic development toolkit documents** for the **Southeast Area Social Services Funding Authority** and the **Pacific Gateway Workforce Investment Network** to provide an electronic source of L.A. County's business incentives, service providers, educational institutions, venture capital sources and annual conferences dedicated to the support of businesses. Information in the kits includes a guide of general business assistance providers, technology-based academic programs, and a listing of annual conferences and events. • [www.laedc.org/businessassistance](http://www.laedc.org/businessassistance)

In March 2010, the **City of Cerritos** implemented a **Business Recognition Program** to provide local businesses with formal recognition from the City Council for their contribution to the community as well as a month-long spotlight feature in the bi-monthly Business Spotlight newsletter and on the city's website. The goal of this program is to showcase local businesses and foster pride in Cerritos' thriving business community and strong local economy. In 2010, eight businesses were featured. • [www.cerritos.us](http://www.cerritos.us)

In May 2010, **Governor Arnold Schwarzenegger** hosted the second **Governor's Conference on Small Business & Entrepreneurship**. The event focused on expanding the small business network by offering a series of practical, hands-on breakout sessions on topics of vital concern to small business owners during this extremely challenging period. • [www.sba.ca.gov](http://www.sba.ca.gov)

In June 2010, the **City of Los Angeles** announced the expansion of an **enterprise zone in East Los Angeles**. The expansion of the enterprise zone entitles businesses to tax breaks and other incentives. • [http://www.ci.la.ca.us/cdd/bus\\_zone.html](http://www.ci.la.ca.us/cdd/bus_zone.html)

In July 2010, the **City of Santa Clarita** provided an update on its **21-Point Business Plan**, a plan developed in April 2009. The City has been able to demonstrate growth of over 750 new jobs from a variety of sectors, a multitude of business attraction marketing, and a variety of business incentives. • <http://bit.ly/f3mJyH>

As of July 2010, over 200 businesses were participating in the **Santa Clarita Enterprise Zone**, resulting in over \$62 million in tax savings to local businesses and the creation of over 1,700 jobs. The month of April 2010 set a record high with 248 vouchers issued, reflecting the success of

the marketing and outreach to the local business community. • [www.santaclaritaenterprisezone.com](http://www.santaclaritaenterprisezone.com)

In September 2010, the **City of Agoura Hills**, in collaboration with **The Business Task Force**, **Greater Conejo Valley Chamber of Commerce**, and the **Valley Economic Development Center**, conducted a free small business seminar for local businesses. The seminar was led by five expert speakers who discussed topics including: access to capital, strategic marketing and advertising, social media, health care reform, and maintaining the morale and motivation of employees. The seminar provided small businesses with resources to assist them in their daily operations. • [www.ci.agoura-hills.ca.us](http://www.ci.agoura-hills.ca.us)

In 2010, the **City of Monrovia** developed an **economic action plan**, which includes a detailed framework for business retention, attraction and expansion. Included in this plan is a marketing strategy, and the development of an online business resource center, which will be a one-stop location for businesses that want to open or expand in the city. The City has also assigned a project coordinator to those going through the process of opening or expanding a business in Monrovia. • <http://bit.ly/eh3kpq>

In 2010, the **City of West Covina** approved a Commercial Recreation Plan, which creates a public-private partnership with local businesses and commercial retail centers to co-host community events at City centers. The goal of the program is to generate economic development, provide marketing opportunities for businesses, and create a vitality and synergy in areas that have limited exposure. • [www.westcovina.org](http://www.westcovina.org)

In 2010, the **City of Santa Monica's "Buy Local" campaign**, which currently has over 270 members, was successful in educating the public about the benefits of buying local as a means to support businesses that provide local services, retain sales tax to support needed local services, and garner trip reduction benefits. • [www.smgov.net](http://www.smgov.net)

In 2010, **California Enterprise Zones** in the City of L.A. were expanded to the West San Fernando Valley, North San Fernando Valley and, Van Nuys Airport areas. • [www.ci.la.ca.us/cdd/bus\\_statecred.html](http://www.ci.la.ca.us/cdd/bus_statecred.html)

In 2010, the **City of Alhambra** held the **Alhambra Chamber Business Expo** to promote business success, economic development, and entrepreneurship by providing an opportunity for area businesses to gain exposure for their business, services and products, as well as networking with peers. • [www.cityofalhambra.org](http://www.cityofalhambra.org)

The **City and the Santa Monica Chamber of Commerce** formed a new partnership called **The Alliance** whose mission is to retain and assist existing businesses in the City. As a result of work undertaken by the Alliance in 2010, several major employers, including Activision, Universal

Music Group, and EHarmony, have decided to remain or expand their facilities in Santa Monica. • [www.smgov.net](http://www.smgov.net)

### 2.3 • Align local and statewide tax incentive policies with local and regional economic development priorities.

In early 2010, the **City of LA's Business Tax Advisory Committee (BTAC)** began public meetings to reform and align the City's tax policy with their economic development goals. The BTAC was formed to review and reform the city's business tax program, and was led by former LAEDC Chair, Lloyd Greif. • [www.lacity.org](http://www.lacity.org)

In March 2010, the **City of Los Angeles** passed the **Internet Business Tax Relief Ordinance**, a business-friendly measure that lowers tax rates for the growing Internet industry and serves to retain several Los Angeles-based Internet businesses. • [www.lacity.org](http://www.lacity.org)

In May 2010, **Governor Arnold Schwarzenegger** signed **SB 71** to create a sales tax exemption for the purchase of green tech manufacturing equipment in California. This tax exemption is a part of the Governor's California Jobs Initiative, a legislative package to create or retain at least 100,000 jobs. • [www.wbpllc.wordpress.com](http://www.wbpllc.wordpress.com)

In August 2010, the **Los Angeles City Council** approved a recommendation by the **Business Tax Advisory Committee** to give a **three-year business tax holiday** to new businesses that come to Los Angeles. The business tax holiday would exempt any new business from gross receipts tax by the city of Los Angeles for three years when it opens or locates in Los Angeles. • [www.lacity.org](http://www.lacity.org)

### 2.4 • Develop sector-specific value propositions and strategies to attract firms including incentives for businesses seeking to capitalize on opportunities created by the greening of the local, state and world economies.

In April 2010, the **City of Los Angeles**, the **Community Redevelopment Agency of the City of Los Angeles**, **UCLA**, **USC**, **Caltech**, **Jet Propulsion Laboratory**, **Central City Association**, **Los Angeles Area Chamber of Commerce**, **Los Angeles Business Council** and the **LAEDC** partnered to create **CleanTech Los Angeles**, a multi-institutional program to establish Los Angeles as the global leader in research, commercialization, and deployment of clean technologies. The goals of CleanTech L.A. are to create jobs, stimulate demand for clean technology goods and services, and facilitate environmental solutions. • [www.cleantechlosangeles.org](http://www.cleantechlosangeles.org)

In April 2010, after months of being courted by the LAEDC and several L.A. County cities, **BYD Company Limited**, China's

leading electric vehicle manufacturer, announced that it will establish the U.S. headquarters of three separate operating divisions in the City of Los Angeles, which has the potential to create up to 2,000 jobs for the region over the next three years. Company officials estimate its new offices would create an initial 50 to 100 jobs with plans to increase its work force to up to 2,000 employees over the next three years. • <http://bit.ly/gjuAWm>

In July 2010, **BYD** announced a partnership with the **City of Lancaster** and home builder **Kaufman and Broad** to build four more model homes using BYD's solar-battery storage technology, then study them and see how they could be put into production at an affordable price point. The house, with its solar-fed, energy-retaining batteries and inverter is designed to put electricity back into the grid. • [www.cityoflanasterca.org](http://www.cityoflanasterca.org)

In April 2010, the **Governor's Office of Economic Development (GoED)** released guidelines for the second round of Innovation Hub designations. **The Innovation Hub (iHub)** Initiative seeks to enhance the state's national and global competitiveness by stimulating partnerships, economic development and job creation around specific research clusters throughout the state. • [www.business.ca.gov](http://www.business.ca.gov)

In September 2010, **PortTechLA** brought together investors, entrepreneurs, and those in the maritime industry at a **Technology Expo and Investment Conference**. The day-long conference featured demonstrations, speakers, seminars, roundtable discussions, networking and an opportunity for entrepreneurs, investors, the maritime business community and others to assess strategic relationships. • [www.porttechla.org](http://www.porttechla.org)

In October 2010, a high-tech manufacturing company signed a lease to relocate to the **Cerritos Industrial Park**, bringing approximately 250 new jobs to the City. To ensure the company had quality employees to fill these positions, City staff worked with representatives of the company and Cerritos College to develop a training program geared toward future employment with the company. • [www.cerritos.us](http://www.cerritos.us)

In 2010, the **City of Santa Monica** improved the City's **development approval process** by fast tracking plans that are part of Green Building projects, and whenever possible, completing plan checks as a concurrent, rather than sequential, process. • [www.smgov.net](http://www.smgov.net)

### 2.5 • Create employment and business opportunities for local firms by supporting the development of international trade, tourism, and by promoting Los Angeles County as a destination for foreign direct investment.

In April 2010, the **Governor's Office of Economic Development (GoED)** released guidelines for the second round of

Innovation Hub designations. **The Innovation Hub (iHub)** Initiative seeks to enhance the state’s national and global competitiveness by stimulating partnerships, economic development and job creation around specific research clusters throughout the State. • [www.business.ca.gov](http://www.business.ca.gov)

In September 2010, **Los Angeles County Supervisor Michael D. Antonovich** led an **LAEDC/WTCA delegation** of business and government leaders to China to encourage more Chinese companies to open their North American headquarters in Los Angeles County. The delegation met with leading CEOs from around the globe seeking opportunities to invest in L.A. County. The trade mission resulted in an MOU signed by Supervisor Antonovich with the Jiangsu Provincial government, 20 foreign investment prospects, 22 renewable energy prospect leads, and numerous one-on-one meetings with influential business leaders, many of which may result in additional Chinese companies investing in Los Angeles County. • <http://bit.ly/hDMI22>

Concurrently, **Governor Schwarzenegger** went to China and Korea to promote California. Several L.A. business representatives joined him including 2011-2012 LAEDC Chair Robert Hertzberg and LAEDC Board member David Abel. • [www.calchamber.com](http://www.calchamber.com)

In March 2010, the **LAEDC** and the **WTCA LA.-Long Beach**, in partnership with the **Department of Commerce**, hosted a rollout of the **National Export Initiative (NEI)** with the Assistant Secretary of Commerce, Suresh Kumar. The NEI calls for the doubling of U.S. exports in the next five years through promotion of U.S. exports, jobs and growth. • [www.whitehouse.gov](http://www.whitehouse.gov)

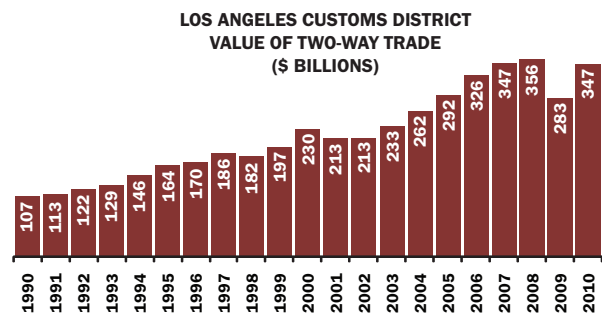
In 2010, the **Los Angeles County Business Federation (BizFed)** began work with a coalition of business organizations across the region to boost the regional economy through increased international trade and exports as part of the **National Export Initiative** goal of doubling U.S. exports over the next five years. The coalition includes the Asian Business Association, Los Angeles Area Chamber of Commerce, BizFed, LAEDC, Los Angeles Metropolitan Hispanic Chambers of Commerce, Long Beach International Trade Office, Port of Long Beach, Southern California Association of Governments, World Trade Center Association, University of Southern California. Roundtables in Los Angeles and Long Beach were held in September featuring key area exporters and trade officials, with more outreach planned in the future. • [www.bizfed.org](http://www.bizfed.org)

In November 2010, **California Senator Rod Wright**, the Port of Los Angeles, and other state officials hosted an event for businesses to increase California exports. Experts from various state and federal agencies attended the event and offered insight for businesses looking to expand their reach into exporting. • [www.portoflosangeles.org](http://www.portoflosangeles.org)

In 2010, the **City of Beverly Hills** completed design development and the awarding of bids for the construction

of a city-owned mixed office and retail building in the Business Triangle. The building will house the new Beverly Hills Visitor Center in addition to other office and retail functions. • [www.beverlyhills.org](http://www.beverlyhills.org)

In 2010, two-way trade volume at the ports of Los Angeles and Long Beach were \$347 billion, a 23 percent increase from trade volumes in 2009.



Sources: U.S. Department of Commerce, Bureau of the Census, U.S.A. Trade Online

**2.6 • Ensure access to capital by expanding outreach and marketing efforts to capital sources and attracting capital investors and lenders for all stages of development; exploring creative new sources of capital such as the EB-5 Immigrant Investor Program; and creating and augmenting channels/networks to connect capital to entrepreneurs, with emphasis on small, minority or women-owned businesses.**

In 2010, the **LAEDC** provided a list of capital resources on its **ChooseLACounty.com** website. **The Access to Capital list** includes information about investment banks, mezzanine/subordinated debt lenders, senior debt lenders, private equity firms and venture capital firms in Southern California. • [www.chooselacounty.com](http://www.chooselacounty.com)

In April 2010, **BizFed** and the **Regional Black Chamber of Commerce** hosted the **Access to Capital Forum** that drew more than 50 participants along with capital and financial experts. • [www.bizfed.org](http://www.bizfed.org)

In September 2010, **City of Lancaster** officials succeeded in getting the Antelope Valley approved as an EB-5 immigration visa area, allowing investors who come to the area with \$1 million to invest toward creation of 10 local jobs can be granted a green card for United States residence. The EB-5 visas provide a method of obtaining green cards for foreign nationals who invest money in the United States. • [www.cityoflancasterca.org](http://www.cityoflancasterca.org)

In October 2010, the **California Governor’s Office of Economic Development (GoED)**, the **California Treasurer’s Office**, and the **U.S. Department of the Treasury** announced the allocation of **State Small Business Credit Initiative (SSBCI) funding** for California, which will support \$1.7 billion in new small business lending in the state through innovative local programs that help entrepreneurs expand their businesses and create new jobs. These SSBCI funds are a critical component of the Small Business Jobs Act President Obama signed into law to help unlock credit and provide targeted tax cuts for small businesses. • [www.business.ca.gov](http://www.business.ca.gov)

In November 2010, **California Senator Rod Wright**, the Port of Los Angeles, and other state officials hosted an event for businesses to increase California exports. Experts from various state and federal agencies attended the event and offered insight for businesses looking to expand their reach into exporting. • [www.portoflosangeles.org](http://www.portoflosangeles.org)

In 2010, **Goldman Sachs** launched the **10,000 Small Businesses program**, a \$500 million, five-year initiative to

unlock the economic growth and job-creation potential of 10,000 small businesses across the United States through greater access to business education, financial capital, and business support services. Los Angeles City College, the Valley Economic Development Corporation and L.A. Valley College partnered with the Goldman Sachs 10,000 Small Businesses initiative to help small businesses in the greater Los Angeles metropolitan region to grow and create jobs. The program is comprised of 11 educational sessions. Through the support of the Goldman Sachs Foundation, business owners selected to participate in the small business education program received a full scholarship covering tuition and program materials. • <http://bit.ly/dKzlk6>

In 2010, the **Valley Economic Development Center** hosted the “**Where’s the Money? Access to Capital Business Expo.**” The event connects business owners looking for money for expansion, working capital, inventory, commercial real estate or equipment purchase with resources they need. • [www.vedc.org](http://www.vedc.org)

## OBJECTIVE 3

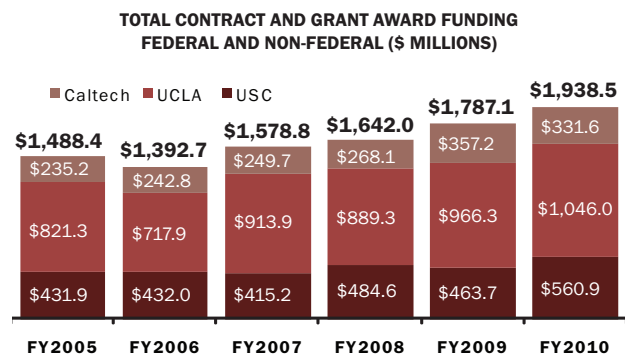
**Leverage the County’s research and development facilities for the commercialization of research, technology and similar opportunities.**

### 3.1 • Aggressively seek more research funding and activity for L.A. County-based institutions.

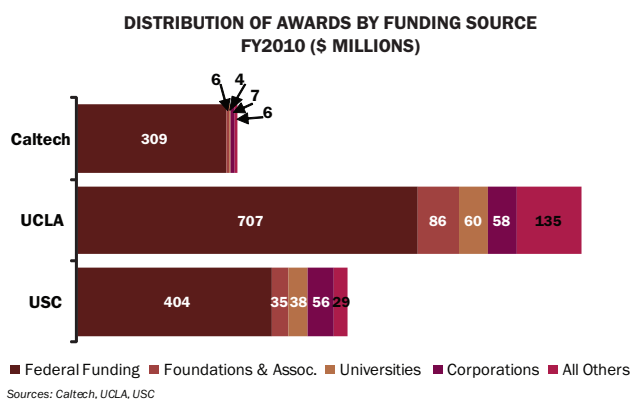
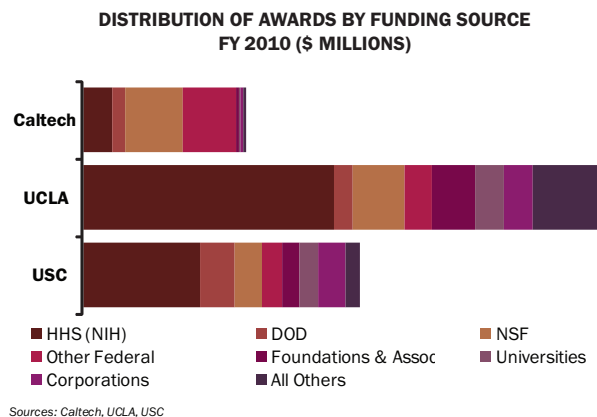
In July 2010, the **California Energy Commission** awarded \$2.6 million for research projects tackling a range of issues including climate change, electric fuel, and energy storage. The funds come awarded from the **Public Interest Energy Research (PIER) program**. The **University of California at Los Angeles** received \$550,000 to develop a method to estimate energy and environmental impacts of neighborhood-scale changes on urban transportation systems. The project would also develop a prototype calculator tool that planners can use to identify and quantify the energy impacts of land use and transportation systems decisions. • [www.energy.ca.gov/research](http://www.energy.ca.gov/research)

Research and Development (bio-tech, green-tech, etc.) figure prominently in Los Angeles County, with **the three largest academic research institutions of UCLA, USC and Caltech receiving a combined total of \$2.1 billion in federal research funding in 2010**. Research and development operations often give rise to clusters of activity, since services and vendors that cater to research operations have a tendency to locate near them. This

establishment of a cluster serves as a powerful attractant for new research operations to locate there so they may utilize the network of services, materials, and intellectual capital that is available there. Viable products that may be developed through this research funding could result in additional economic activity when they are brought to market. • [www.ucla.edu](http://www.ucla.edu) • [www.usc.edu](http://www.usc.edu) • [www.caltech.edu](http://www.caltech.edu)



Sources: Caltech, UCLA, USC



**3.2 • Create a more supportive infrastructure and stronger networks to facilitate the commercialization of local research and provide needed services to entrepreneurs (venture capital, research parks, entrepreneurial management teams and mentors, etc.), focusing in particular on**

**Acknowledgements**

- Los Angeles Business Federation (Bizfed): L.A. County Strategic Plan for Economic Development Implementation Champions.
- *The Guide*: Los Angeles County 2010-2011 - Los Angeles Newspaper Group.
- Public agencies who submitted updates on their activities relative to this goal.
- The successes identified in this section are examples of progress that have been made toward each goal by cities, businesses, educational institutions and public agencies throughout the County.

industries where L.A. County holds a competitive advantage (e.g., port tech, digital media, entertainment technology, etc.).

In April 2010, Los Angeles County Board of Supervisors Chair Gloria Molina announced plans to build a “bio tech incubator” at the iconic Old General Hospital in Boyle Heights. Momentum L.A., a non-profit corporation of Momentum Biosciences, LLC, would create a small business incubator pilot program for start-up biotech firms, producing a dynamic biotechnology environment within the L.A. County/USC Medical Center and USC Health Sciences campus. The goal of the incubator pilot will be to prove both demand and opportunity. If successful, this pilot project could grow into a true biotech hub for Los Angeles County.

• [www.momentum-la.org](http://www.momentum-la.org)

In September 2010, PortTechLA, a coalition consisting of the City of Los Angeles, Port of Los Angeles and the San Pedro and Wilmington Chambers of Commerce, was launched to attract and mentor companies with technologies that will enable the Port of Los Angeles, and ports worldwide, to meet their immediate and future environmental, energy, security and logistics goals. PortTechLA is designed to incubate or accelerate technology company growth through assistance with developing, testing, commercializing, manufacturing and marketing of products and solutions to ensure the sustainability of the ports.

• [www.porttechla.org](http://www.porttechla.org)

In October 2010, the WTCA Los Angeles-Long Beach signed a memorandum of understanding with the German city of Berlin and the Clean Tech Business Park Berlin-Marzahn to foster economic growth in Los Angeles County through clean technology clusters and renewable energy projects. The business park will serve as a useful guide for Los Angeles County to develop its own clean tech industrial park. This MOU marks a major step in the move toward more energy efficient, clean tech regions and precludes a delegation visit led by the WTCA, LAEDC and CleanTechLA to the Berlin-Marzahn Cleantech Business Park in early