Appendix C
Community Profile Report

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COMMUNITY PROFILE

ASSESSING TORRANCE'S PROGRESS

the City with a Hometown feel

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the City with a Hometown feel

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INTRODUCTION

The City of Torrance has assembled the Strategic Planning Committee—a team of volunteer residents, civic leaders, and local businesses—to update the Strategic Plan. To assist the committee, the City asked The Planning Center to prepare a report that describes where Torrance stands today, assesses how well the city has implemented the previous strategic plan, projects where the city is heading, and identifies potential opportunities and threats affecting the city's strategic direction.

Strategic Planning Background

Through decades of demographic, economic, and environmental changes in Southern California, Torrance's citizens, businesses, civic groups, elected officials, and municipal employees have worked hard to successfully develop a well-balanced community, realizing founder Jared Torrance's vision. The city's strategic plans—first adopted in 1996 and then updated in 1999—have helped achieve this goal.

A Great Place to Live, Work, and Play

Today, Torrance is an amenity-rich, full-service City. Residents enjoy 44 parks and recreational facilities, the James Armstrong and Stage Two theatres, the Pine Wind Japanese Garden, the South Bay Center for the Arts, the Torrance Cultural Arts Center, six public libraries, millions of square feet of retail shops and stores, and Torrance Beach (to name just a few amenities). Residents value the quality of the Torrance Unified School District, the adult education services, and El Camino College. As the state's twelfth largest city and home to an even larger daytime population, the City has achieved the necessary balance to be a great place to live, work, learn, and play. It's no wonder that Torrance produced the 2006 Babe Ruth League World Series Champions.

As in the contemporary business world, though, the community cannot rest on its laurels. Looking forward and moving forward, the City is updating its General Plan, and, with new leadership, has recommitted itself to strategic planning.

Moving Forward

The City picked an opportune time to reexamine its Strategic Plan. Regionally, rising housing costs and residential market demand have driven developers to push for higher density development, although the current housing slump has, for the moment at least, lessened the push for more development. The manufacturing sector, long an important part of Torrance, continues to decline in importance in the regional economy. Nationally, communities and companies continue to deal with homeland security issues while federal immigration policy remains debated but undecided. As the baby-boom generation starts to enter retirement age in 2008, Torrance, like every other community in the country, faces unparalleled demographic shifts.

In the face of these external threats and opportunities, local issues demand attention. Some residents oppose the drive to higher density residential development. Traffic problems and complaints about traffic seem to grow exponentially (unlike the revenue sources for transportation). Inappropriate development has the potential to undermine the preservation of Torrance's heritage. Finally, the downtown lacks the vitality that it could have.

In response to these development pressures and community concerns, the City placed a year-and-a-half moratorium on zoning and planning changes. During this time, the City is reevaluating its General Plan and Strategic Plan. This process gives residents the opportunity to voice their desires for the future of Torrance.

This Document

This document provides a basic framework for the Strategic Planning Committee's understanding of the broad range of issues in community planning and development, how Torrance stacks up in these areas, and what the city may face in the future. The document contains four distinct parts:

I. Community profile
   Where we are now. This part describes where Torrance stand today.
II. Evaluation of past performance
   How we have been doing. This part describes how the city has implemented the previous strategic plans.
III. Forecast
   Where we are headed. This part provides projections for key community indicators.
IV. Environmental scan
   What is in our way. This part describes national and regional trends that might affect how well the city can implement the updated strategic plan.

Community Profile. The community profile quantifies and describes where the Torrance community stands today. For major issues, it compares and contrasts Torrance to the South Bay region, Los Angeles County, or the state.

THE NATURAL ENVIRONMENT

As cities throughout the Los Angeles region face the increasing demands of population and economic growth, the natural environment plays an even more critical role in sustaining a desirable and livable community. Open space, groundwater, the urban forest, and other systems serve as essential infrastructure. The health of these natural systems, often besieged by the process of urbanization, indicates the importance cities place on the provision of basic services—clean air, available potable water, and on-demand electricity. Safeguarding these resources provides additional stability for communities that may be at risk to environmental hazards.

This section describes how Torrance manages its natural land and water resources, each of which contribute to the health and security of its citizens. This section also details the city's air quality performance relative to the region.

Natural Land Resources

Although nearly built out, Torrance retains a natural landscape that balances its heavily urbanized character. A municipal beach, various recreational and natural open spaces, mature trees, and an ecologically significant wetland provide opportunities for residents to enjoy the South Bay's coastal climate. Preserving and enhancing these amenities enriches Torrance's communities and demonstrates a commitment to sound asset management.

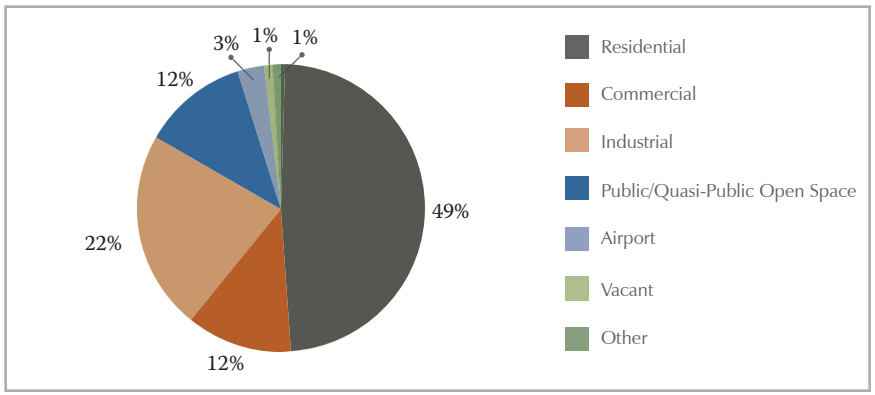
Undeveloped Land

At 12,312 acres, Torrance is the South Bay's second largest city, and it faces pressure to accommodate its growth demands on limited available land. According to the city's vacant land inventory (2004), only 100.45 acres of raw land remain for potential development., and the city's land use plan designates approximately half of this land for industrial purposes. Nearing complete buildout, the city must develop strategies to redevelop and reimagine underperforming properties (e.g., brownfields and greyfields).

Improved Park Areas and Recreational Open Space

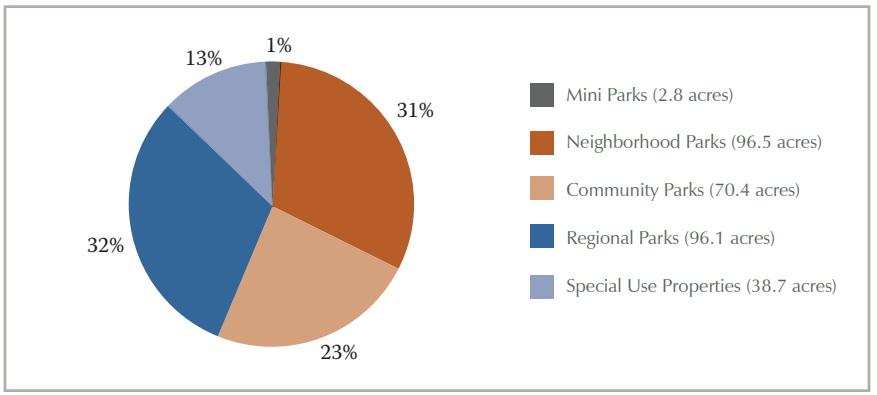
The city owns 304.5 acres of improved parks, recreation, and open space facilities, including the 20-acre Torrance Beach. Currently, the city provides approximately 2.05 acres of park space for every 1,000 residents, which exceeds the average park offering of 1.6/1,000 by other South Bay cities. Although land currently designated for recreational purposes is limited, the city aims to increase its parks/residents standard to 10/1,000 (as noted in the proposed general plan update). To meet this new standard, the city may consider using city-owned sump sites as possible locations for athletic fields, walking trails, and other open space amenities. School sites within Torrance also provide approximately 252 acres of open space accessible for recreational purposes.

Figure 1 - Torrance Land Use Distribution by Type, 2005



Source: The Planning Center, 2007, using data from Draft Torrance Land Use Element, 2007

Figure 2 - Torrance Park Acreage by Facility Type, 2007



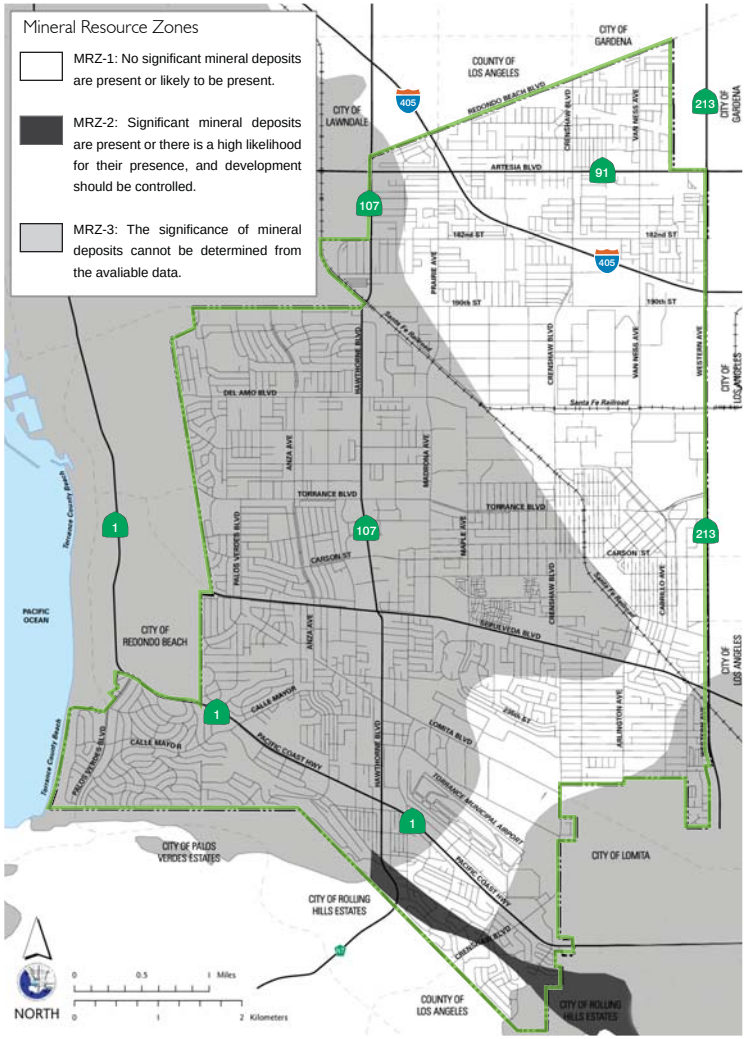
Source: The Planning Center, 2007, using data from Draft Torrance Community Resources Element, 2007

Geology

Torrance contains three Mineral Resource Zones (MRZ), as classified by the State Mining and Geology Board. Two of these zones, MRZ-1 (no significant mineral deposits) and MRZ-3 (significance cannot be determined by available data), cover the majority of Torrance. In the southwest corner, south of Pacific Coast Highway and east of Hawthorne Boulevard, exists a thin sliver of MRZ-2 (significant deposits are present or there is a high likelihood for their presence).

Geological Folds
Source: EuroGeoSurveys, 2005

Figure 3 - Locations of Torrance Mineral Zones, 2007



Source: The Planning Center, 2007, Draft Torrance Community Resources Element, 2007

Passive Recreation Facilities

The city's passive park and recreation facilities include unimproved, civic open space and public areas that typically serve as a visual reprieve. These facilities range from small, special use properties—Estrellita Triangle, ATTIC Teen Center, Keller Memorial Square—to large nature preserves such as the 44-acre Madrona Marsh Nature Center property. Collectively, these lands account for approximately 49 acres.

The city has been negotiating with the Chevron Corporation to acquire a one-quarter acre vacant property at the southeast corner of Sepulveda Boulevard and Madrona Avenue adjacent to the Madrona Marsh Nature Preserve. This property would serve as a detention basin for stormwater management and as open space.

Torrance Park
Source: City of Torrance Park Services, 2007

Forest Coverage

Torrance's urban forest consists of the city's street tree system, trees in public parks and other public lands, and trees on private property. The city maintains approximately 100,000 trees, including numerous mature tree specimens planted in the early 1900s, and 139 landscaped medians and parkways. To recognize the aesthetic value and contribution to community identity afforded by these mature trees, the city adopted a street tree policy in 2001, which designates specific areas for conservation and preservation. These eight areas, located primarily within or near the original Torrance tract, are exempt from the city's tree permit process.

Torrance Boulevard between Madrona Avenue and Madrid Avenue
Source: The Planning Center, 2007

Wetlands and Wildlife Habitat

Part of the urbanized, inland subarea of the South Bay, Torrance contains significantly less natural vegetation than the neighboring cities on the Palos Verdes peninsula. The 44-acre Madrona Marsh, a remnant of the last natural vernal wetland in Los Angeles County, is the most prominent land supporting wildlife habitat within the city. The marsh itself houses over 110 species of plants, over 65 families of insects, two amphibian species, three species of reptiles, over four mammal species, and 160 types of birds. In fact, the Audubon Society has conducted its annual bird census at Madrona Marsh since 1967.

The city owns and manages the 8,000-square-foot Madrona Marsh Nature Center, which hosts educational, art, and science programs. Most of these programs represent collaborative efforts between the city and various local and state agencies, institutions, and businesses. Among the participating organizations are: the US Fish and Wildlife Service, Metropolitan Water District, Torrance Unified School District, El Camino College, Exxon/Mobil, Los Angeles County Natural History Museum, California Native Plant Society, and Friends of Madrona Marsh. In the current general plan update, Los Angeles County proposes designating Madrona Marsh a significant ecological area.

Over the past few years, the Urban Wildlands Group, in collaboration with the Los Angeles County department of beaches and harbors, has led efforts to revegetate a small portion of the the slopes above Torrance Beach. As a result of the restored and enhanced dune scrub habitat, the federally endangered El Segundo blue butterfly recently reappeared and colonized the habitat.

Water Resources

As California experiences one of the most severe droughts in the last 30 years and the Colorado River Basin records its eighth consecutive dry year, the Los Angeles Basin's water supplies represent a system in jeopardy. To compound the situation, water supplies provided by the Metropolitan Water District (Metropolitan) may be curtailed in the future because of environmental protection measures in the Bay Delta. A recent judicial decision to protect the endangered Delta smelt by restricting by one-third the amount of water removed from the state's two largest water delivery systems may have significant implications for Metropolitan's customers, including Torrance.

To contend with these environmental and legal constraints, Torrance seeks to diversify its water resources by increasing local water supply sources. Strategies to develop a more reliable, balanced, and sustainable portfolio include adding well capacity for groundwater extraction, expanding groundwater desalting facilities, and using additional recycled water for various nonpotable applications.

Madrona Marsh
Source: The Planning Center, 2007

El Segundo Blue Butterfly
Source: Larry Orsak, 2007

Water Supply

Torrance Municipal Water (TMW) serves approximately 110,000 residents and business and industrial customers, delivering over 9.8 billion gallons of potable and recycled water supplies annually. TMW oversees the maintenance and repair of 320 miles of distribution pipelines, 2,700 fire hydrants, 7,500 valves, and 26,000 service connections. TMW receives 68% of its water supply from Metropolitan, 21% from recycled water, and 11% from groundwater (including desalted water) supplies. TMW serves 82% of the city, while the California Water Service Company supplies the remaining 18%.

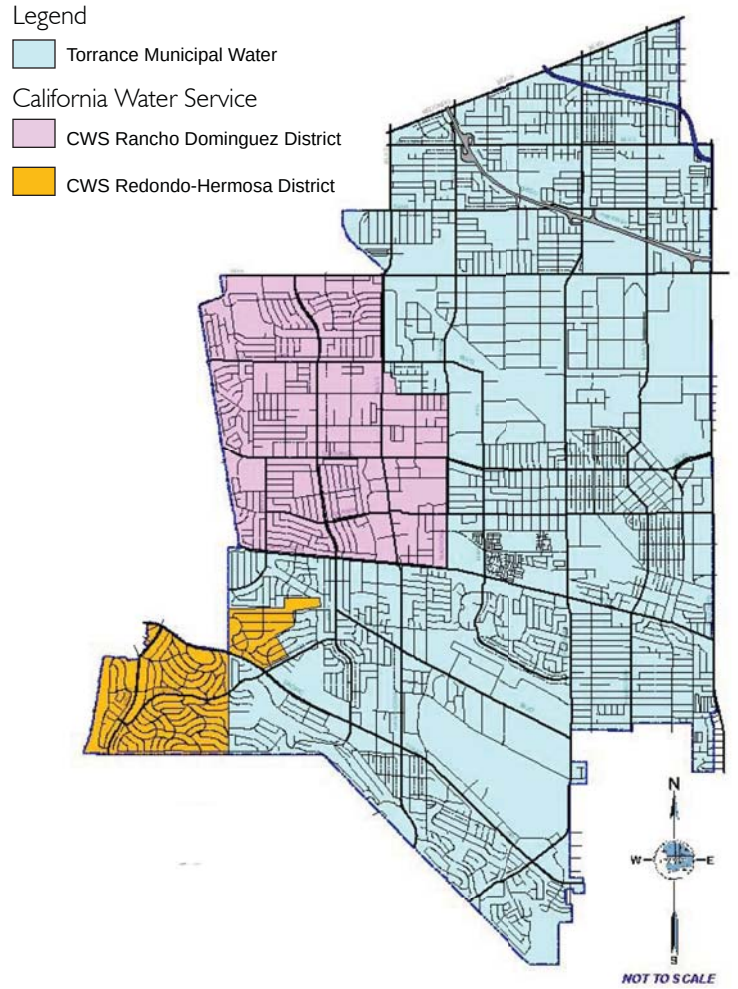
According to the Local Agency Formation Commission (LAFCO) municipal services review for the South Bay (2005), the region's water supply is adequate to meet future demands if imported water remains available. Anticipating a constant annual demand increase of 0.5% to 1.0% and nominal growth over the next 20 years, TMW expects minimal impact to its supply operations. Through groundwater management, increased amount of available recycled water, and water efficiency measures, the South Bay steadily reduces its reliance on potable water to meet demand.

Table 1 - Past, Current, and Projected Water Use for Torrance, 2000–2030

Water Use Sector	2000	2005	2010	2015	2020	2025	2030
Residential	11,424	11,806	12,450	12,540	12,630	12,715	12,810
Commercial	3,314	3,212	3,390	3,410	3,435	3,460	3,490
Industrial	3,150	3,689	3,890	3,920	3,945	3,975	4,000
Other	3,938	3,882	4,090	4,120	4,150	4,180	4,210
Subtotal Potable[1]	**21,826**	**22,589**	**23,820**	**23,990**	**24,160**	**24,330**	**24,510**
Industrial – Recycled[1]	7,010	6,765	6,765	6,765	6,765	6,765	6,765
Landscape Irrigation – Recycled	30	280	335	485	485	485	485
Subtotal Recycled	**7,040**	**7,045**	**7,100**	**7,250**	**7,250**	**7,250**	**7,250**
Subtotal Potable and Recycled	**28,866**	**29,634**	**30,920**	**31,240**	**31,410**	**31,580**	**31,760**
Unaccounted for System Losses[2]	1,235	970	1,020	1,030	1,040	1,050	1,050
Total Water Use	**30,101**	**30,604**	**31,940**	**32,270**	**32,450**	**32,630**	**32,810**

Source: Urban Water Management Plan, Torrance, 2005

Figure 4 - City of Torrance Water Purveyors, 2005



Source: Torrance Department of Public Works, 2005

Groundwater

The city retains groundwater pumping rights to 5,640 acre-feet per year in the West Coast Basin, which is managed by the Water Replenishment District (WRD). Because the city relies on local groundwater for a portion of its potable supply, preserving the basin's aquifer, which supplies most of the South Bay, remains a critical endeavor. To be sure, Torrance has not been able to fully utilize its groundwater allocation because of seawater intrusion into the aquifer and the deteriorating condition of the city's groundwater wells. In 2005, TMW used only 1,600 acre-feet of its groundwater supplies, and recently experienced an 8% decline in water pumped this year due to water quality issues. However, because the city hasn't used its entitlement fully, it can lease its groundwater rights to other purveyors.

TMW also supplements its potable water supply with desalted water from two local facilities. The West Basin Municipal Water District's C. Marvin Brewer Desalting Facility, located in the City of Torrance, restores groundwater resources by treating brackish water (a mixture of seawater and fresh water) to drinking water levels. WRD's Robert W. Goldsworthy Desalter Project, located at the Torrance city yard, produces a maximum of 3,000 acre-feet/year of drinking water and is expected to double its capacity. Ultimately, the city purchases 2,400 acre-feet annually of treated groundwater from WRD.

Recycled Water

To reduce its reliance on imported water supplies and guard against Metropolitan's projected rate increases, the city uses locally recycled water for nonpotable purposes. The city retails recycled water produced at the West Basin Water Recycling Plant in El Segundo, which is owned and managed by the West Basin Municipal Water District (WBMWD). WBMWD also owns, operates, and maintains all the recycled water mains and laterals in Torrance.

According to the city's Recycled Water Plan Update (2005), Torrance averages 7,350 acre-feet of recycled water per year. Mobil Oil Corporation uses 97% of recycled water distributed by TMW, while industrial and irrigation customers currently purchase the remainder. The city adopted a reclaimed water ordinance in 1994, which covers the use of recycled water in proposed developments, and the municipal code requires developers to use recycled water when the service is both economically feasible and cost competitive for prospective customers (Section 76.5.4). Ultimately, the city projects a 5% annual increase in recycled water sales, and an estimated potential demand for recycled water of 7,600 acre feet/year.

ExxonMobil's refining activities use nearly 10 million gallons of recycled water daily
Source: The Planning Center, 2007

Water Quality

In addition to providing the local water supply and operating the distribution system, TMW maintains the quality of its groundwater supply and monitors its imported water supply. To satisfy legal requirements under the federal Safe Drinking Water Act, TMW conducts approximately 2,200 water quality tests annually of the city's groundwater and Metropolitan surface water. Metropolitan performs advanced multistage treatment of imported water in five regional treatment plants. The most recent testing (TMW's 2006 Water Quality Report) indicates that all regulated and secondary substances identified in the city's water supply fall under Maximum Contaminant Levels established by state law.

Metropolitan began phasing in fluoridation treatment of its water supply in late November 2007.

Storage

TMW maintains four water storage reservoirs with a total capacity of 31.5 million gallons, allowing for about 17 million gallons (approximately one projected average day's demand) for emergency storage. Although these facilities are in fair to good condition, they do not provide sufficient emergency storage in the event of a water supply system failure. To accommodate the city's growth and provide security for this valuable natural resource, the city needs to find elevated sites in the main or high-pressure zones for additional storage. Because of the limited available land, the only suitable reservoir sites include city schools and parks within or just outside city boundaries. Alternatively, the city can explore sharing storage facilities with the California Water Service Company.

Natural Water Storage

Conservation

TMW directly administers a few conservation programs for its customers, including supplying free low-flow showerheads and residential conservation kits, and rebates for installation of ultra low-flow toilets. Metropolitan also provides several conservation programs in which Torrance residents and businesses can participate and receive financial rebates and incentives. The South Bay Energy Savings Center, located in Torrance, offers technical support and specific incentive programs to encourage water conservation.

Low-Flow Showerhead

Sustainable Landscaping

Coastal Resources

Although part of the highly urbanized inland subarea of the South Bay, Torrance extends to the coast. Torrance Beach occupies one mile of coastline and furnishes 20 acres of recreational open space for the local community. Five paths provide public (including handicapped) access to the beach, which is managed by Los Angeles County Department of Beaches and Harbors.

Torrance Beach's water quality matches that of its neighboring beaches in Redondo Beach to the north and Malaga Cove to the south. For the past seven years, these beaches received grades of "A" or above for water quality ,according to Heal the Bay annual reports.

Torrance Beach

Air Quality

Despite improvements in the past decade, the Los Angeles region historically ranks among the top major metropolitan areas for poor air quality. A large, dispersed population dependent on individual automobile use, and a growing economy in a highly industrialized area contribute to the quantity and intensity of the region's air pollution. Due, however, to its proximity to the coast and the influence of the prevailing westerly winds, Torrance experiences better air quality than found in the South Coast Air Basin's (SoCAB) inland communities.

The South Coast Air Quality Management District (SCAQMD), the regional agency authorized to develop and enforce federal and state air pollution control standards, regulates air quality in the 6,000-square-mile territory. Through its Air Quality Management Plan, SCAQMD defines pollution reduction strategies and promulgates regulations to cover both indirect and direct sources of emissions.

Ozone

Ozone (O_3), a colorless gas with a sharp odor, is a highly reactive form of oxygen. High concentrations of O_3 exist naturally in the stratosphere and help filter out potentially damaging ultraviolet radiation. While beneficial in the stratosphere, O_3 can adversely impact plant and animal life through its reaction with organic materials.

The SoCAB is in nonattainment for federal and state standards for ozone. However, in 2005 Torrance experienced no days exceeding federal standards.

Nitrogen Dioxide

Nitrogen dioxide (NO_2), a reddish-brown gas with a bleach-like odor, gives polluted urban air its brownish color. NO_2 is a respiratory irritant which, when exposed to sunlight, reacts to form nitric oxide (NO). Through a series of other chemical reactions, the remaining oxygen atom can create ozone.

In 2005, federal and state standards for NO_2 were not exceeded at any location in the SoCAB. In fact, the federal standard has not been exceeded in the basin since 1991. Nevertheless, NO_2 is still a concern, since it is a precursor to both ozone and particulate matter. Further control of oxides of nitrogen will be required to attain the ozone and particulate matter standards.

Particulate Matter

Particulate matter (PM_{10} and $PM_{2.5}$) consists of small particles, 10 and 2.5 microns or less, respectively, suspended in the air. Formed by chemical reactions, soil erosion, abrasion, or by fuel combustion, these particles can accumulate in the respiratory system and contribute directly to asthma, bronchitis, and other lung diseases.

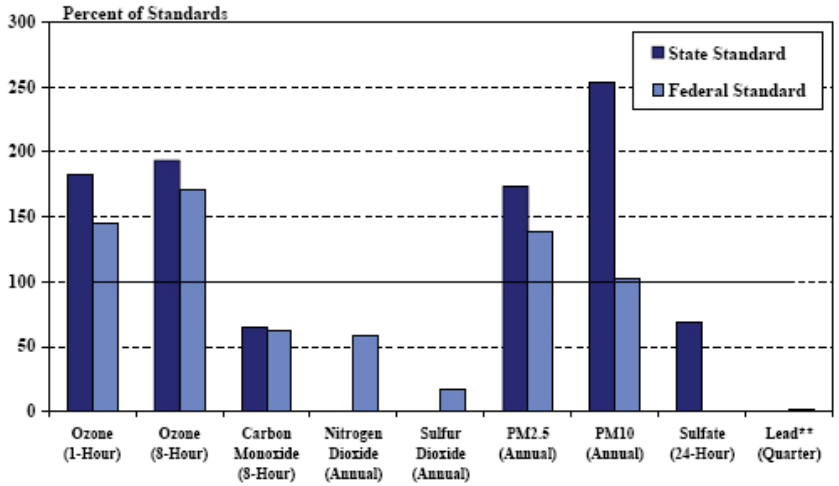
As with ozone, the SoCAB is in nonattainment for both federal and state standards for particulate matter. Torrance, however, experienced no days exceeding federal standards for PM_{10} or $PM_{2.5}$ in 2005. This is relatively consistent with the basin's coastal areas, in which the federal standard for $PM_{2.5}$ was not exceeded.

Carbon Monoxide

In 2005, carbon monoxide (CO) standards continued to remain below the standards at all locations monitored for the third consecutive year. Accordingly, the SCAQMD requested of the federal government that the basin be redesignated as attainment for CO in 2007.

CO is a colorless, odorless, relatively inert gas. Produced by both natural and human activities, CO is directly emitted into the air, not formed in the atmosphere by chemical reactions. In urban areas, the combustion of carbon-based fuels such as gasoline represents the major source of CO. SCAQMD calculated that mobile sources generated 98% of CO emissions into the basin's atmosphere in 2000.

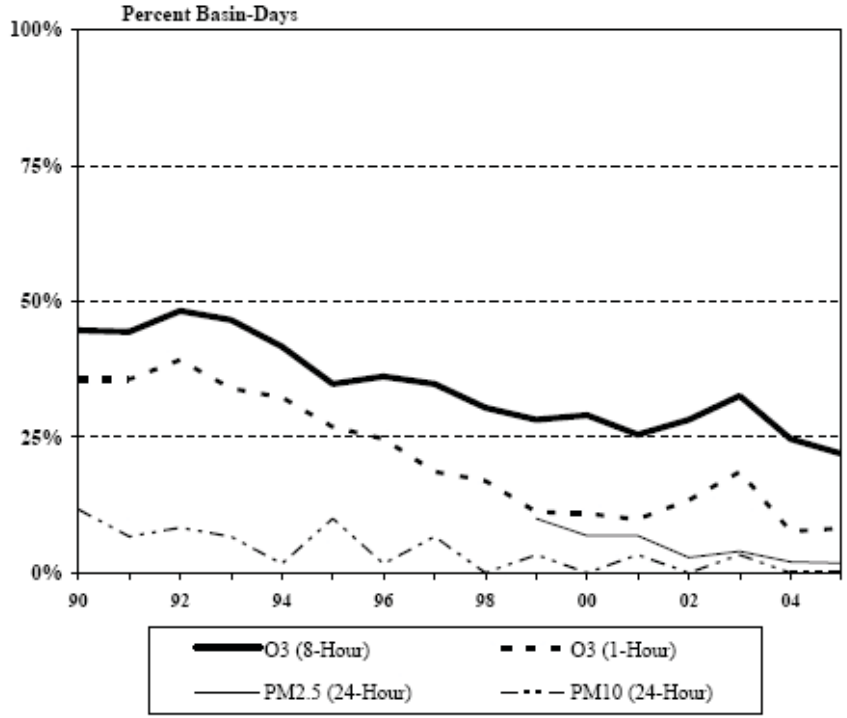
Figure 5 - Maximum Pollutant Concentrations as Percent of Standards, 2005



** Higher lead concentrations were recorded at special monitoring sites immediately adjacent to sources known to emit lead.

Source: Final 2007 AQMP Appendix II, Current Air Quality

Figure 6 - Percent Basin-Days Exceeding Federal Standards, 1990—2005



Source: Final 2007 AQMP Appendix II, Current Air Quality

Solid Waste

California law requires all cities and counties to develop solid waste diversion and recycling programs to meet prescribed performance standards. With decreasing capacity in local landfills, cities recognize that recycling and reusing waste materials becomes more cost effective than traditional disposal practices. Recycling of construction and demolition debris, curbside recycling, green waste collection, and other programs also translate into cost savings for manufacturers and consumers.

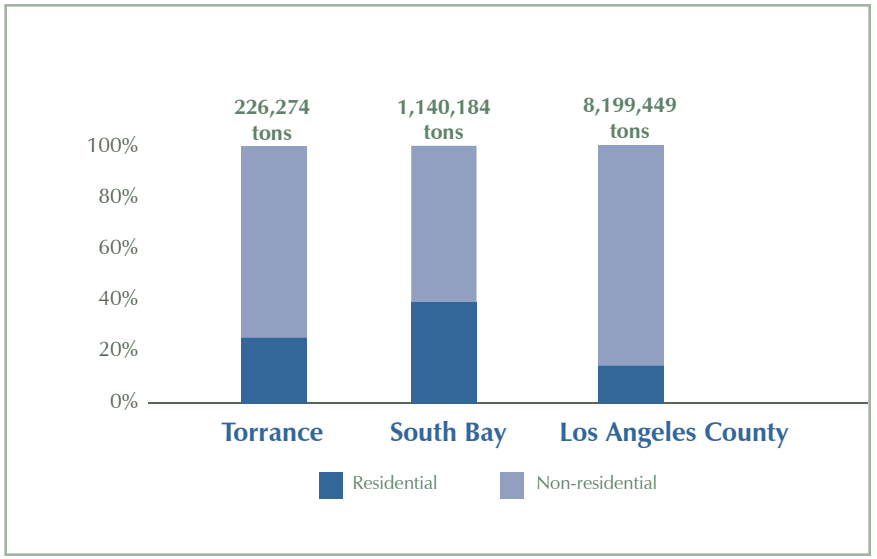
Generation and Disposal

According to the city's report to the California Integrated Waste Management Board (CIWMB), Torrance generated a total of 366,775 tons of solid waste in 2004. This represents approximately 17% of the waste generated by the South Bay, and approximately 2% produced by Los Angeles County. Waste generation is growing much faster in the county generally than in the South Bay. Torrance provides waste collection for residents, while commerical and industrial users may choose their own vendors. Other South Bay cities contract out with private haulers for waste collection and recycling services.

As the South Bay's solid waste planning agency, the Los Angeles County Department of Public Works manages the disposal facilities that serve the region. The in-county Class III landfills are expected to reach their permitted capacity by 2009, although transformation facilities and unclassified landfills have sufficient capacity for years to come. The county's forecast to meet future solid waste disposal demand assumes that participating cities, including Torrance, divert at least 50% of their waste from the landfills.

Los Angeles County Landfill

Figure 7 - Amount of Solid Waste Disposal by Source for Torrance, South Bay, and Los Angeles County, 2000



Source: The Planning Center, using data from Torrance's report to the California Integrated Waste Management Board, 2005

AB 939 Compliance

Like all municipalities, Torrance must meet the solid waste diversion mandates established by the CIWMB under state Assembly Bill 939 (AB 939). With a proscribed 25% waste diversion rate by 1995 and 50% by 2000, Torrance has technically been out of compliance since 1994. As part of the Los Angeles Regional Agency (LARA), a 16-member consortium of cities in Los Angeles County organized to meet and exceed the AB 939 diversion goals, Torrance receives programmatic and technical assistance to meet its obligations. LARA submits a collective annual report directly to the CIWMB for AB 939 compliance.

Since LARA's official recognition by the CIWMB in 2004, the agency has achieved an estimated waste diversion rate of 67%. Torrance, however, has realized only a 40% diversion rate (2004), still below the South Bay's average of 46%.

Curbside Recycling Program in Torrance
Source: Torrance, 2007

City Recycling Programs

Although short of the mandated waste diversion goal of 50%, the city administers a handful of recycling efforts, including residential curbside recycling for 30,500 single-family homes and duplexes, educational programs in elementary and middle schools, and providing recycling containers at city parks and special events. Torrance also enforces an ordinance that requires all demolition, construction, and remodeling projects valued over $100,000 to recycle or reuse at least 50% of the materials that leave the project site. In June 2007, the city commenced a one-year green waste recycling pilot project intended to capture a refuse source representing one-third of the residential waste stream. The pilot program focuses on 1,500 homes in two areas, and will ultimately produce mulch or soil amendment from the decomposed green waste.

The city also promotes county-run programs for hazardous waste and electronics recycling and composting workshops. The county's sanitation district owns and operates the Palos Verdes recycling center, located at the Palos Verdes landfill in Rancho Palos Verdes. In the future, the city expects to increase its waste diversion rate by implementing programs targeting multi-family residential areas and small and medium sized businesses.

Energy

Whether it's the fuel to operate our vehicles or the electricity to provide lighting, heating, and cooling in our buildings, energy use occupies a central role in our daily lives. Generating the energy to meet California's ever-increasing demand, however, calls for a new approach. Recent state legislation decreasing our reliance on fossil fuels and encouraging renewable energy production, combined with a growing public awareness of global climate change, has raised the bar for how businesses, cities, and individuals will address energy management issues.

Electricity

Southern California Edison (SCE) provides electrical service to Torrance and the other South Bay cities. In recent years, SCE's peak demand has grown 6% annually. To meet the projected demand, SCE initiated a five-year, $17.3 billion capital improvement program to expand its infrastructure and replace older facilities with more efficient systems.

In addition to increased demand, state mandates to improve California's energy security impact how electricity will be generated and distributed. The state's Renewable Portfolio Standard requires all investor-owned utilities to generate at least 20% of their total electricity from renewable energy sources by 2010. Moreover, Senate Bill 1368, which addresses utilities' long-term contracts for energy procurement, catalyzes the need for renewable energy sources. Almost 17% of SCE's 2006 generation portfolio consisted of renewable energy sources.

Natural Gas

The Southern California Gas Company, Torrance's natural gas provider, projects gas demand for all its market sectors to grow at an annual average rate of 0.15% through 2025.

Petroleum

In production since the 1920's, the Torrance Oil Field has generated over 200 million barrels. Torrance's petroleum extraction and processing industry continues today as one of the city's major land uses. The ExxonMobil Torrance refinery covers 750 acres and processes an average of 155,000 barrels of crude oil daily and 1.8 billion gallons of gasoline per year. The Torrance refinery alone produces nearly 10% of the gasoline sold in California. As a general policy, the city promotes consolidating oil operations, redeveloping decommissioned sites, and revitalizing marginal facilities.

Conservation

The landmark Global Warming Solutions Act of 2006 (Assembly Bill 32) positioned California as a world leader in the effort to reduce greenhouse gas (GHG) emissions. Although the regulatory framework has yet to be established by the state, Torrance took initial steps to proactively address GHG issues by joining the Sierra Club's Cool Cities program and signing the US Mayors' Climate Protection Agreement in 2007. The agreement calls for meeting or exceeding the GHG reduction targets outlined in the Kyoto Protocol, including a 7% GHG reduction from 1990 levels by 2012.

Torrance houses the South Bay Energy Savings Center (SBESC), a clearinghouse for energy efficiency and water conservation information, training, and materials, administered by the Southern California Gas Company and SCE in collaboration with the South Bay Cities Council of Governments. SBESC's South Bay Energy Rewards program, for example, paid over $165,000 in rebates for 51 buildings in Torrance, with a projected savings of over $200,000.

NATURAL ENVIRONMENT CONCLUSIONS

Torrance takes care of its limited natural landscape, maintaining and enhancing its ecological systems within a heavily urbanized environment. Remaining challenges include providing more parkland and open space, and to optimizing the use of groundwater supplies,.

Key Findings

Reclaimed Water Supplies
Focusing on increasing local, reclaimed water supplies is a prudent approach to reducing the city's dependence on imported water. With the available infrastructure, Torrance can secure an abundant supply of reclaimed water for non-potable uses.

Coastal Resources
The high level of water quality at Torrance Beach indicates good stewardship of the city's main coastal amenity.

Air Quality
Considering the amount and intensity of industrial operations throughout the city, and the number of vehicle miles travelled within the city limits, Torrance's air quality is very good.

Madrona Marsh
Efforts to expand the city's property adjacent to the city's only wetlands will augment a cherished community resource.

Challenges

Park Space
Although Torrance exceeds the South Bay average for park space per 1,000 residents, the city has limited potential to acquire large swaths of land for recreational purposes. Accordingly, the city needs to look at increasing joint-use opportunities with school districts and other institutions. As well, the city should explore opportunities to create pocket parks with marginal, residual lands.

Groundwater
The city needs to improve infrastructure and address seawater intrusion issues to take advantage fully of its pumping rights. With the reliability of imported water supplies in question, Torrance should utilize groundwater sustainably.

Delthorne Park
Source: The Planning Center, 2007

BUILT ENVIRONMENT

The built environment provides the setting for human activity—it makes up the places where residents live, work, play, and learn. It consists of buildings, roads, fixtures, parks, and all other infrastructure that forms the physical character of a community.

Residential and nonresidential development, mobility, public facilities, and overall community design all contribute to Torrance's well-developed built environment. Together, they create a place where people will want to spend their time for years to come.

Source: City of Torrance Redevelopment Agency Downtown Bulletin, 2007

Housing

Housing characteristics—types of housing units, tenancy, vacancy rates, affordability, overcrowding, and new construction— affect those who live in Torrance now and, in part, determines who will be able to afford adequate housing here in the future.

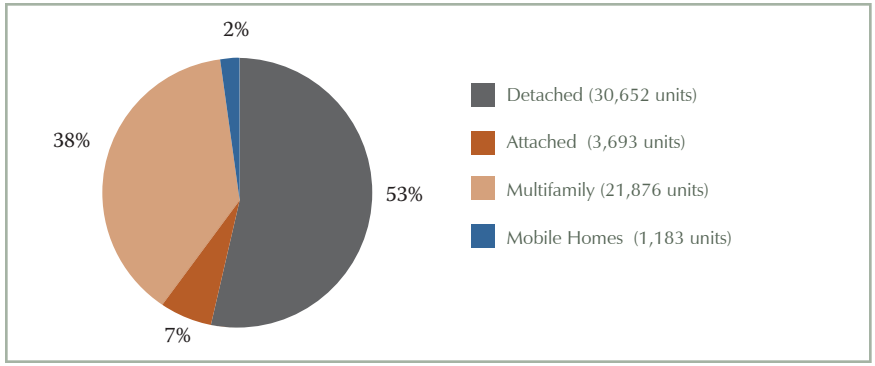
A multifamily residential neighborhood in Torrance
Source: The Planning Center, 2007

Types of Housing

A mixture of housing types typically provides a range of amenities, responsibilities, and housing costs that serve a variety of incomes and lifestyles. In 2000, single-family detached homes were the majority of housing units in Torrance (53.8%) and the plurality of units in Los Angeles County (48.7%). The remainder of housing stocks in Torrance and the county consisted of multifamily units (37.5% and 42.2%, respectively), single-family attached units (6.6 and 7.4%), and mobile homes (2.1% and 1.7%).

Since 2000, Torrance and the county have experienced diversification of their housing stocks. In 2007, Torrance's multifamily stock increased by 1.8%, slightly more than the county's increase of 1.2%. The share of the housing stock consisting of single-family detached and single-family attached units decreased in Torrance and the County (-0.8% and -0.6%, and -2.5% and -2.3%, respectively), although the total number of single-family units increased. In both areas mobile homes continue to make up approximately 2% of housing.

Figure 8 - Number Housing Units by Unit Type in Torrance, 2007



Source: The Planning Center, using data from the California Department of Finance, 2007

Tenancy

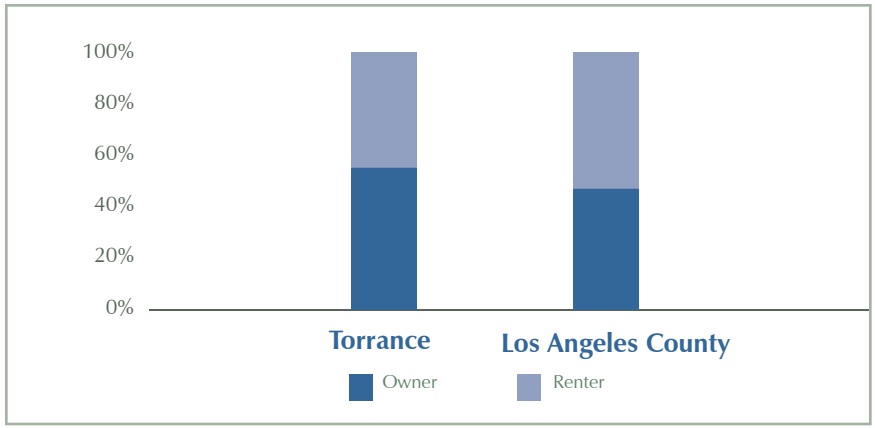
Tenancy refers to whether a household owns or rents its current home. Rental units provide housing for new households not ready for homeownership, lower income households, newly relocated households, households uninterested in or unable to maintain a home, and households with credit difficulties that impede obtaining a mortgage.

In 2005, owners accounted for 54.5% of Torrance's households and renters 45.5%. In Los Angeles County, tenure is almost evenly balanced between renters (50.9%) and owners (49.1%).

Affordability

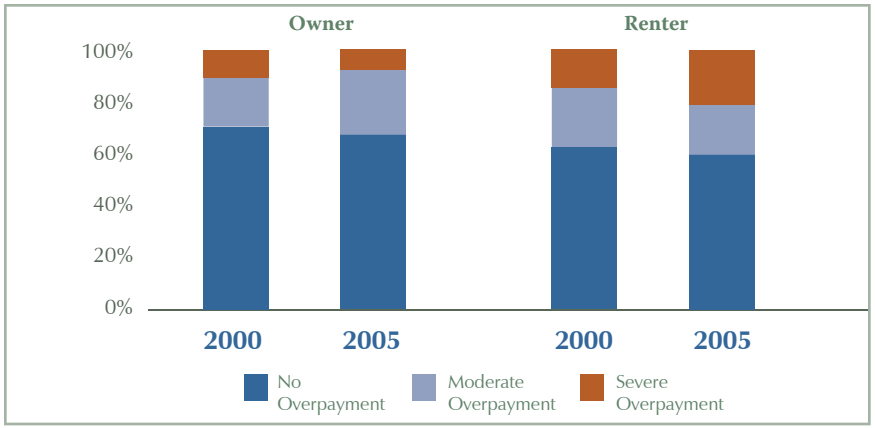
Overpayment refers to renters and homeowners who must pay more than 30% of their gross incomes for housing. Moderate overpayment refers to spending between 30% and 49% of the household's income for housing; severe overpayment is spending 50% or more for housing. Housing costs for homeowners include mortgage payments, utilities, insurance, property taxes, and home association fees. Housing costs for renters include rent and utilities. From 2000 to 2005 the portion of Torrance homeowners overpaying increased from 31% to 33% compared to Los Angeles County's increase from 39% to 45%. From 2000 to 2005 the portion of Torrance renters overpaying increased from 39% to 45% compared to Los Angeles County's increase from 46% to 56%.

Figure 9 - Tenure, Torrance and Los Angeles County, 2005



Source: The Planning Center, 2007, using data from the US Census Bureau, 2005

Figure 10 - Housing Affordability, Torrance, 2000 and 2005

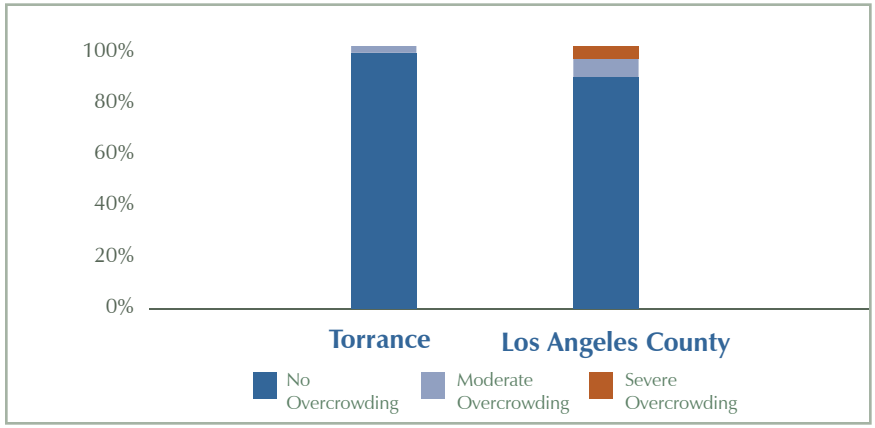


Source: The Planning Center, 2007, using data from the US Census Bureau, 2005

Overcrowding

The US Census Bureau defines overcrowding as a household with more than 1 persons per room, excluding bathrooms and kitchens. Severe overcrowding is more than 1.5 persons per room. The inability to afford adequately sized housing is typically the result of a lack of affordable housing options. Overcrowding can occur when a family selects a home that is too small, shares a home, rents space to nonrelated persons for income, or when individuals share rooms to reduce the cost of housing. While overcrowding is increasing in Los Angeles County, where 8% of households experienced moderate overcrowding and 5% severe overcrowding in 2005, it is decreasing in Torrance. In 2005 2.6% of Torrance households experienced moderate overcrowding and no Torrance households reported severe overcrowding.

Figure 11 - Overcrowded Households in Torrance and Los Angeles County, 2005

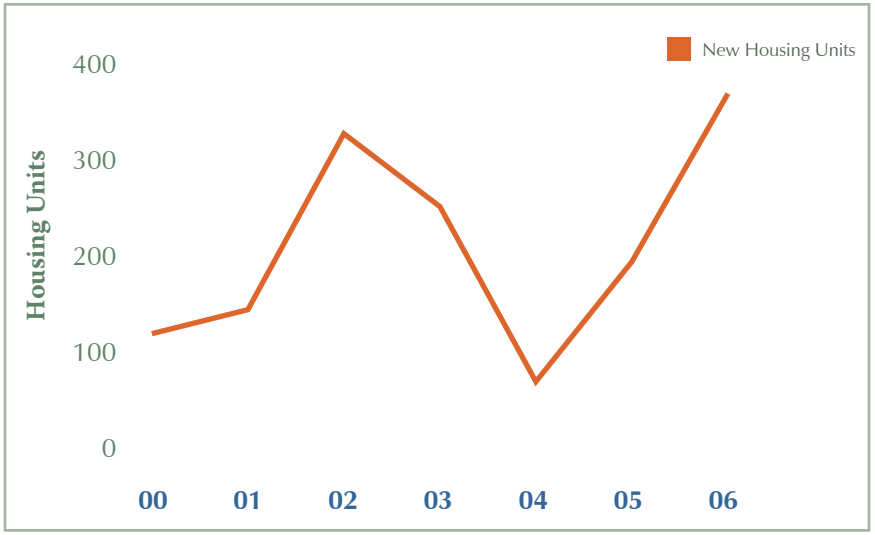


Source: The Planning Center, 2007, using data from the US Census Bureau, 2005

Construction

Without vacant land or areas readily available for redevelopment, the construction rate in many built-out communities spikes following a large housing development, but does not necessarily reflect a growing housing stock trend. Because Torrance is nearly built-out, housing construction fluctuates. Since 2000, housing construction in Torrance has had an average increase of approximately 0.4%, below Los Angeles County's average of 1.2%. From 2000 to 2007 the city's housing stock increased by 2.5% while the county's housing stock increased by 8.4%.

Figure 12 - Housing Construction in Torrance, 2000–2007



Source: The Planning Center, 2007, using data from the CA Department of Finance, 2000-2007

Residential Vacancy Rates

The housing vacancy rate measures how the supply of available housing meets the demand for different types of housing. Housing policy analyses usually consider vacancy rates of 5 to 6% for rental units and 1.5 to 2% for ownership housing as reasonable. These vacancy rates offer a variety of choice for residents, incentive for developers, and adequate price options for consumers. Like Los Angeles County, Torrance's housing vacancy rate is very low, averaging 2.7% for rentals and 1.1% for ownership units, reflecting the city's built-out nature. In many built-out cities a low vacancy rate indicates difficulty in finding housing or moving up in the housing market and can force prices up.

A vacant home for sale in Torrance
Source: The Planning Center, 2007

Nonresidential Development

Weighing in at 5.7 percent of the city's total assessed valuation, Exxon Mobil dominates Torrance's non-residential development. It employs about 800 people, covers 750 acres, and processes about 155,000 barrels of crude oil each day to produce nearly 10 percent of the gasoline sold in California.

At 2.5 million square feet of gross leasable floor area, Del Amo Fashion Center is Torrance's largest retail center. According to an online, June 13, 2007 BuisnessWeek article, Del Amo is the fifth largest shopping mall in the US, and second in California to South Coast Plaza in Costa Mesa.

Toyota Motor Sales USA and American Honda Motor Company are the largest offices in Torrance, and, together, account for over 3.5 percent of the city's assessed valuation.

Del Amo Mall, Torrance
Source: The Planning Center, 2007

Commercial Development

Retail properties account for almost half of the value of commercial development in Torrance, and regional shopping centers make up the largest part of the retail. The importance of regional shopping centers in Torrance suggests that the city should strive to enhance Torrance's position as a regional shopping destination. A key factor in the success of regional retail is access to the region's households. Maintaining and improving circulation in the city provides value not only to residents but also to the municipal revenue generators that regional retailer are. At the same time, the city needs to continuously impress upon the owners of the regional retail destinations the need to upgrade and transform their facilities as consumer preferences continue to evolve. The city should also be prepared to do its part to work with the owners to facilitate transformation.

Office buildings account for just over a third of the value of commercial properties, with the majority in standard offices (in contrast to medical, dental, and veterinary professional buildings). Real estate brokers typically divide office buildings into classes A, B, and C, with A being the best quality and supporting the highest rents. As a general indicator, we can consider offices less than 10 years old as class A, those from 11 to 25 as class B, and older offices as class C. Using this categorization, 6.4% of Torrance's office supply would be class A, 49.2% class B, and 44.4% class C. Although current data does not allow for a direct correlation, nearly a third of the South Bay's office stock could be considered class A.

As office based economic sectors continue to grow faster than manufacturing, the quality of the city's office space will have an increasingly important impact on economic development. Furthermore, corporate America continues to embrace green building technology and LEED certification as businesses become more sensitive to their environmental impact and their environmental reputation. As a result, major corporations will likely, over time, divest themselves of older office buildings that cannot be upgraded or retrofitted with new environmental technology. With an average age of 37.2 years, Torrance's office stock may not be poised to compete well in the future market for office space.

Office space in Torrance
Source: The Planning Center, 2007

Table 2 - Commercial Assessed Value by Type, Torrance, 2007

	Building Size (Square Feet)	Number of Properties	Total Assessed Value	Portion of Total Valuation
Retail				
Retail Stores	369,283	343	342,936,812	8.8%
Department Stores	339,536	3	29,661,272	0.8%
Supermarkets	206,715	8	36,869,120	0.9%
Neighborhood and Community Shopping Centers	5,276,818	69	448,723,796	11.5%
Regional Shopping Centers	6,016,307	69	791,861,278	20.4%
Restaurants and Cocktail Lounges	495,704	116	129,439,459	3.3%
Banks and Savings and Loans	524,831	26	94,128,445	2.4%
Subtotal	13,229,194	634	1,873,620,182	48.2%
Offices				
Office Buildings	9,377,405	343	1,114,963,360	28.7%
Professional Buildings	1,967,362	153	247,616,186	6.4%
Subtotal	11,344,767	496	1,362,579,546	35.1%
General Commercial				
General Commercial	31,656	4	2,939,653	0.1%
Retail Store with Office or Residential	1,417,302	180	143,930,514	3.7%
Hotels and Motels	1,512,829	30	259,585,644	6.7%
Services and Repair Shops	38,093	15	3,946,723	0.1%
Gas Stations with and without Convenience Stores	57,075	34	41,292,865	1.1%
Auto and Vehicle Sales	983,525	124	132,079,243	3.4%
Nursery or Greenhouse	9,534	4	1,099,171	0.0%
Subtotal	4,050,014	391	584,873,813	15.0%
Commercial Parking Lots	3,193,770	137	66,113,217	1.7%
Total	31,817,745	1,658	3,887,186,758	100.0%

Source: The Planning Center, 2008, using Assessing Data

Industrial Development

Industrial property accounts for only about half the assessed valuation as commercial property does, but at nearly $2 billion it exceeds the value of retail property, office property, and general commercial property when considered separately.

Warehousing, distribution, and storage use nearly half of the city's industrial building space, but generate less than 40% of the total industrial assessed valuation. General and light manufacturing accounts for the majority of the industrial assessed valuation.

Exxon Mobile Refinery
Source: The Planning Center, 2007

Table 3 - Industrial Assessed Value by Type, Torrance, 2007

	Building Size (Square Feet)	Number of Properties	Total Assessed Value	Portion to Total Building Area	Portion of Total Valuation
General/light Manufacturing	10,628,587	277	1,002,823,718	44.2%	50.7%
Heavy Manufacturing	1,992,918	17	212,258,869	8.3%	10.7%
Warehousing, Distribution, and Storage	11,426,934	270	755,081,122	47.5%	38.2%
Subtotal	24,048,439	564	1,970,163,709	100.0%	99.7%
Industrial Parking Lots	365,979	15	6,873,912		0.3%
Total	24,414,418	579	1,977,037,621		

Source: The Planning Center, 2008, using Assessing Data

Mobility

At the geographic heart of the South Bay, Torrance occupies a key location between two major transportation hubs—Los Angeles International Airport and the Ports of Los Angeles and Long Beach. Not surprisingly, the city's highways and major thoroughfares shoulder the transportation burden for many of the region's commuters. As local commute times lengthen and surface street congestion increases, the need to provide more options for mobility becomes important.

The availability and affordability of transportation options shapes not only the way in which we navigate our physical environment, but also the environment itself. Encouraging alternative modes of transportation can yield positive impacts to individual physical health, reduces environmental impacts, and increase social connectivity.

Pedestrian and Bicycle Circulation

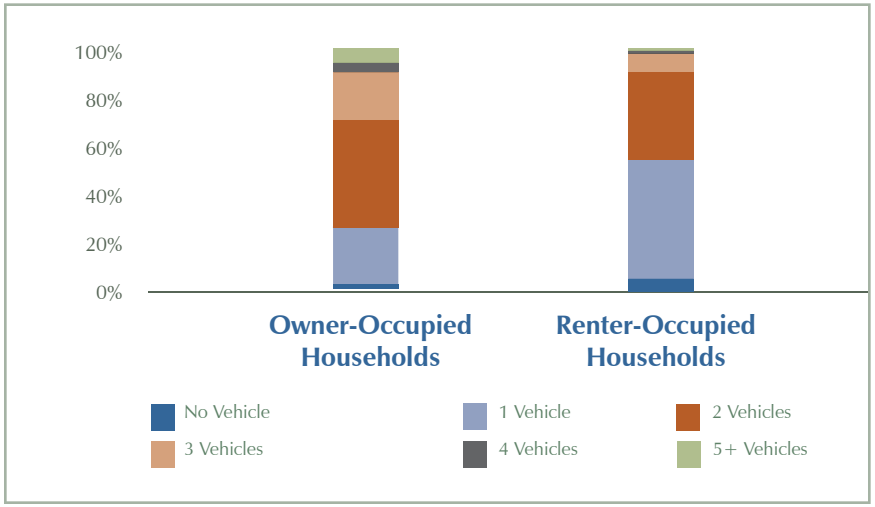
The city has conducted a Safe Routes to School study to assess pedestrian safety, and currently employs crossing guards at school sites to ensure student safety during the start and end of the school day. Torrance also has a bicycle master plan.

Bike lane on Torrance Boulevard
Source: The Planning Center, 2007

Household Automobile Ownership

The majority of households in Torrance and Los Angeles County own at least one vehicle. In Torrance and the county most owner-occupied households (41% and 42%, respectively) own two vehicles. Approximately 2% of Torrance and 3% of county owner households do not own a vehicle. Owning a vehicle proves to be more difficult for renter households, 5% and 16% of which do not have access to a vehicle. Most renter households own one vehicle (49% and 46%), which may relate to the share of renter households occupied by one person (41% in Torrance, 32% in the County).

Figure 13 - Automobile Ownership by Tenure in Torrance, 2005



Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2005

Transit

Torrance Transit serves over 4.5 million passengers annually, with a daily average of approximately 12,500 users. Throughout the South Bay, 53 diesel-fueled buses run on 8 fixed weekday routes. Lines 5, 7, and 9 provide service within the City of Torrance, and 5 routes provide regional connections to Los Angeles (Lines 1 and 2), Long Beach (Line 3), Metro Blue Line Artesia Station (Line 6) and Los Angeles International Airport (Line 8). The municipal system also services Gardena, Redondo Beach, Lomita, Carson, and numerous other communities within the South Bay.

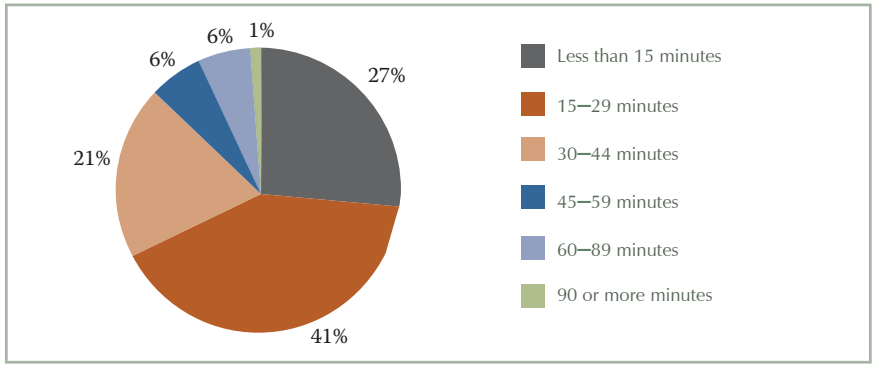
Torrance Transit also offers a taxi service exclusively for the city's disabled and senior residents. The city's transit system participates in the EZ Transit regional pass program, which provides access to 12 different bus systems in Los Angeles County. Torrance Transit's 40-foot buses run on clean diesel fuel that produces lower emissions, thereby lessening the affect on air quality.

The Municipal Area Express provides weekday bus service to approximately 91,100 South Bay commuters working in the El Segundo employment center. Local participating cities contribute money, usually Proposition A or C Local Return dollars, to fund the system's operating and capital costs. The Metropolitan Transportation Authority supplements these contributions with other revenues and grant monies.

Commuting Time

Travel time to work affects quality of life. Long commutes detract from the time one can spend with family and friends, and can be an unproductive time, especially for those commuting by single-occupancy vehicle. In 2005 most Torrance residents not working from home commuted between 15 and 29 minutes to work. Of the extreme commutes, approximately 27% of employed Torrance residents traveled less than 15 minutes to work and 1% traveled 90 or more minutes to work. Employed persons in Torrance that do not work from home generally have shorter travel times to work than those in Los Angeles County. In 2005 68% of Torrance employed persons and 54% of county employed persons traveled less than 30 minutes to work.

Figure 14 - Commuting Patterns for Torrance Residents by Travel Time to Work, 2005



Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2005

Interstates and Highways

One interstate and four state highways run through Torrance. Interstate 405 cuts diagonally across the northeast portion of the city. Highways 1 (Pacific Coast), 91 (Artesia Boulevard), 107 (Hawthorne Boulevard) and 213 (Western Avenue) also travel through Torrance.

Source: The Planning Center, 2007, Draft Torrance Community Resources Element, 2007

Streets

Within Torrance, the city owns and maintains 293 miles of roadways, 26 miles of alleys, and 37 bridges. The public works department maintains 270 miles of curbs and gutters and 250 miles of sidewalks.

Airport

Torrance's airport, Zamperini Field, is located in the southern portion of the city. The airport property consists of 500 acres, of which 140 acres are leased for non-aeronautical purposes. The remaining 360 acres are available for aeronautical purposes. Zamperini Field is a busy operation with approximately 205,000 takeoffs or landings to date. Approximately 98,000 of those were round-trip flights that originated at Zamperini Field. While Torrance's airport is used primarily for private aircraft, it also has a variety of fixed base operators available for flight instruction, aircraft repair, and charter flights. Robinson Helicopters, the largest manufacturer of private helicopters in the United States, is also headquarterd at Zamperini Field.

Zamperini Field

Traffic

The South Bay Cities Council of Governments' 2003 infrastructure assessment found that of 108 South Bay intersections with Levels of Service E or F (at full capacity or over capacity) Torrance had 32, 29.6% of the total. Interestingly, the city had 10.2% of the total intersections studied, indicating that traffic in Torrance is worse than in other South Bay cities. To a certain degree, Torrance's traffic problems result from its location: it is the city between those other, less congested cities and the freeways.

To address traffic congestion, the city is currently implementing the following capital improvement projects:

- Del Amo Boulevard Extension

  The proposed project would extend Del Amo Blvd. between Crenshaw Boulevard on the east and Maple Avenue on the west, and it would also widen an existing segment of Del Amo Boulevard between Maple Avenue and Prairie Avenue. The extension/widening of Del Amo Boulevard would include the construction of a new four lane roadway, potentially with a bicycle lane on the south side, construction of a new bridge over the Burlington Northern Santa Fe railroad tracks, realignment of a portion of a branch railroad, construction of retaining walls, drainage improvements, relocation of utilities and relocation/reconstruction of affected off-site facilities.

- Sepulveda Blvd. Rehabilitation & Water Main Replacement

  This project will construct improvements to Sepulveda Boulevard between Hawthorne Boulevard and the west City limit. Work will include the installation of a 12-inch water main, pavement reconstruction and overlay, replacement of damaged or "uplifted" concrete curb, gutter and sidewalk and traffic capacity enhancements at the intersections of Hawthorne Boulevard, Anza Avenue and at Palos Verdes Boulevard.

- Torrance Blvd Rehabilitation

  This project will construct improvements to Torrance Boulevard between Sartori Avenue to the west City limit, approximately 3.5 miles. Work will include the installation of new storm drains and catch basins, pavement reconstruction and overlay, and replacement of damaged or "uplifted" concrete curb, gutter and sidewalk. The project budget is $3,912,000 for the street rehabilitation and $903,000 for the storm drain improvements. It is anticipated that the design phase will be completed in May 2008 and construction will begin in fall 2008.

- 190th Street Rehabilitation

  The south half of 190th Street between Hawthorne Boulevard and our west city limit is owned by the City of Torrance, while the north half is owned by the City of Redondo Beach. The City of Torrance has budgeted $1,650,000 to design and construct improvements to its half of 190th Street. Work will include pavement reconstruction and overlay, and replacement of displaced curbs, gutters and sidewalk. It is anticipated that the design phase will be completed in March 2008 and construction would begin in summer 2008.

  Los Angeles County's Department of Public Works has been working with both the cities of Torrance and Redondo Beach to improve capacity and circulation at the intersections of 190th Street/Anza Avenue and 190th Street/Inglewood Avenue. Improvements include providing dual

westbound left-turn lanes and a designated eastbound right-turn lane at Anza Avenue and dual eastbound left-turn lanes at Inglewood Avenue. Also included are upgrades to synchronize the traffic signals on the 190th Street corridor through Torrance, Redondo Beach, and cities further to the east. Work is anticipated to begin in March 2008 and should be completed in summer 2008.

The City of Redondo Beach began construction on its half of 190th Street in October 2007 and should be completed by December 2007.

Public Facilities

Quality public facilities provide a variety of opportunities and amenities to Torrance residents. The city's cultural, educational, and recreational facilities coupled with their historic resources and water infrastructure lay the groundwork for a strong built environment, serving resident needs.

Torrance City Hall
Source: The Planning Center, 2007

Cultural Facilities

Torrance has two primary cultural facilities: The Torrance Cultural Arts Center (TCAC) and the Torrance Art Museum (TAM). The 85,000-square-foot (including outdoor plazas) TCAC provides space for public and private events. The Center houses meeting and banquet rooms, visual and performing arts studios, a 502-seat theatre, two spacious outdoor plazas, and a Japanese garden. General Services estimates 30,000 people use TCAC each year. Parking for TCAC is limited and often makes attending cultural functions at the facility difficult.

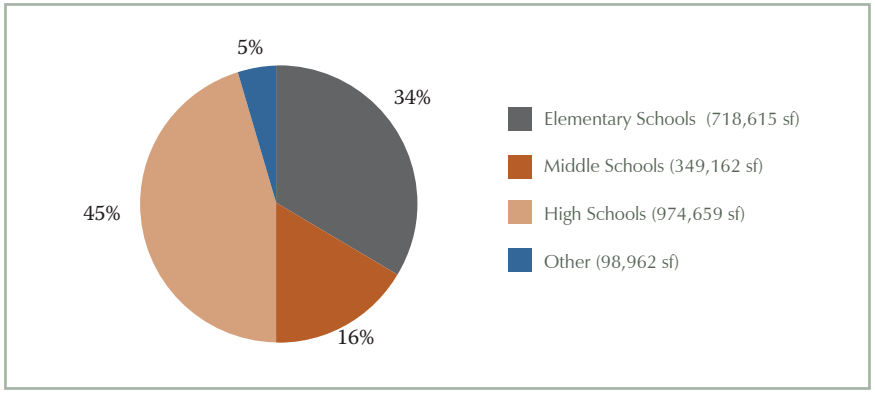
TAM is 9,000 square feet with 4,000 square feet of exhibition space. There are three separate galleries, which change every two months for five exhibit cycles per year. The main exhibit hall is 3,000 square feet and showcases group shows. Gallery 2 is 750 square feet and is used primarily for installation exhibits. The third gallery provides space exclusively for South Bay artists. TAM is actively pursuing accreditation and is looking to improve its relationship with the Torrance Unified School District.

Torrance Cultural Arts Center and the Torrance Art Museum
Source: The Planning Center, 2007

Educational Facilities

Torrance Unified School District (TUSD) has a 21-square-mile jurisdiction and operates 17 elementary schools, 8 middle schools, 5 high schools (one of which is a continuation school), 3 adult learning centers, and one child development center. The total estimated square footage of educational facility space (buildings only) is 2,141,398 square feet. The Southern California Regional Occupational Center provides entry-level and advanced job training and employment assistance.

Figure 15 - Square Footage of TUSD Schools by Education Level, 2007



Source: The Planning Center, 2008, using data from the Torrance Unified School District, 2008

Active Recreation Facilities

Torrance provides various active recreation opportunities, ranging from softball and soccer fields to basketball courts to exercise paths at neighborhood, community, and regional parks. The city also owns special-use facilities, such as the 8-court Las Canchas Tennis Facility and 9-hole Sea-Aire Golf Course, which are operated by private concessionaires. Charles H. Wilson Park, one of the city's two regional parks, contains a new sports complex with an indoor gymnasium, batting cages, a roller rink, and a skate park. The Victor E. Benstead Plunge hosts the municipal swimming facilities.

The Plunge, Torrance

Historic Resources

The city's 1978 Historic Resources Inventory designated 120 structures significant resources. Three of these structures are listed on the National Register of Historic Places: Torrance High School (1983), Southern Pacific Railroad bridge (1989), Fern Avenue School (1992). The city is in the process of drafting an ordinance that will allow property owners to take advantage of the state Mills Act tax abatement program for historic structures.

The Torrance Historical Society administers its own Landmark Plaque program, started in 1983. It places bronze plaques on Torrance landmarks that demonstrate architectural value, have served a role in the city's growth, or have a connection to a famous person in Torrance's history. To date, 13 landmarks display such plaques. The Historical Society also offers walking tours of downtown Torrance, part of the original Torrance tract designed as a model garden-industrial city in 1912 by landscape architects John C. Olmstead and Frederick Law Olmstead Jr.

Torrance High School
Source: Old Torrance, 2007

Wastewater

The Los Angeles County Sanitation Districts Nos. 5 and 30 (South Bay Cities) collect residential, commercial, and industrial wastewater from Torrance's local sewer infrastructure. The city's wastewater flows through the county's main trunk lines and connects to the regional treatment facility, the Joint Water Pollution Control Plant (JWPCP) in Carson. The 220-acre JWPCP treats approximately 320 million gallons of wastewater daily and currently operates near capacity. The county sanitation district is updating the 2010 facilities plan for its Joint Outfall System, which may include a new $2 billion tunnel and ocean outfall system to meet the increasing demand at JWPCP.

Torrance maintains 287 miles of sewer lines and 9 sewer lift stations. Within Torrance, the city conducts an annual maintenance program in which all city-owned sewer mains are cleaned. The city also implements a sewer spill procedure to contain and recover spills, thereby reducing environmental impacts.

Joint Water Pollution Control Plant, Carson

Stormwater

With no natural drainage systems, the city manages 51.25 miles of closed storm drains and 1 mile of open channel. To inform the public of the adverse impacts of disposing items in the storm drains, the city marked all 1,236 storm drain inlets and signed 66 public access points to creeks, channels, and other water bodies with a "no dumping" message. In 2006, the city removed 23.71 tons of debris from catch basin clean-outs.

In an effort to reduce impacts to the storm drain system at individual sources, the city inspects over 750 commercial and industrial facilities, distributes fact sheets to businesses, and issues best management practices relevant to the type of establishment. In 2006, Torrance and the Santa Monica Bay Restoration Commission initiated the Clean Bay Certification program, to recognize restaurants that prevent pollution from entering the storm drain system. For new developments, the city advises project applicants of the Standard Urban Storm Water Mitigation Plan requirements.

Torrance storm water management techniques
Source: The Planning Center, 2007

Community Design

The quality of public and private outdoor spaces shapes our impression of a community. A carefully considered, artfully crafted, and well maintained built environment contributes to a city's desirability and prosperity. Effective and appealing community design can serve as a catalyst to improve public safety, encourage economic investment, and generate community pride.

Street Lighting

SCE owns and maintains all street lights in Torrance. The city has installed energy-efficient light emitting diode (LED) lighting at all of its 120 signalized intersections. Torrance also retrofitted Artesia Boulevard name signage with LEDs and installed safety lights at all signalized intersections to reduce glare.

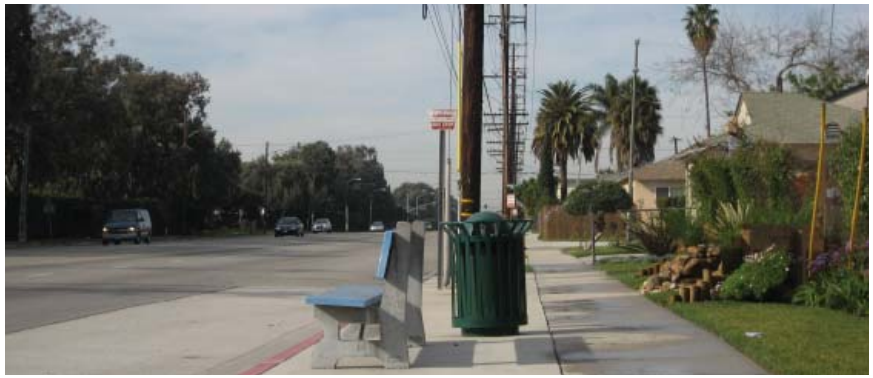
Various street lighting options in Torrance
Source: The Planning Center, 2007

Streescaping

The city recently designed and installed new median landscaping and entry signs on Torrance's main arterials, Artesia and Hawthorne Boulevards, to define an attractive, identifiable gateway to the city. Based on these successful improvements, the city plans to replace an asphalt median on Western Avenue, another major arterial, with trees, shrubs, and groundcover, and explore developing a master landscaping plan citywide for all streets and medians. The city has also increased its planting budget to incorporate more plant material and help create a distinctive appearance citywide.

The city installs, inspects, and maintains over 70,000 traffic signs throughout Torrance, including street name signs at over 2,000 intersections, hazard markers, guardrails, and signs in city-owned parking lots. A sign survey is currently underway to create an accurate sign inventory of Torrance.

In May 2007 the city published its Architectural Design Guidelines, to assist property owners in the restoration, renovation, and preservation of residential structures of special significance to the city's heritage.



Streetscape in North Torrance
Source: The Planning Center, 2007

LEED Buildings

Torrance is home to Toyota Motor Sales' South Campus office development, which received a Leadership in Energy and Environmental Design (LEED) Gold certification in 2001. Covering 624,000 square feet, the facility boasts construction from 95% recycled-content materials, installation of a 501 kilowatt rooftop photovoltaic system, incorporation of a recycled water system, and a hydrogen fueling and service station. Other sustainable design features include 90% employee access to natural daylighting, potable water reduction through use of efficient interior fixtures and waterless urinals, incorporation of pervious paving, and use of finishes with low volatile organic compound contents.

Honda's recently minted Acura Design Studio was designed to receive LEED certification, and one other project within the city, the Miyako Hybrid Hotel, is registered with the US Green Building Council in pursuit of LEED certification.

Toyota South Campus
Source: LPA, Inc., 2007

Redevelopment

The city's redevelopment agency revitalizes blighted parts of Torrance by encouraging new economic investment through tax increment financing. three of Torrance's designated redevelopment project areas—Industrial, Downtown, and Skypark represent $746,425,116 in total assessed valuation (Meadows Park data not available).

Table 4 - Performance of Torrance Redevelopment Project Areas, 2005

Project Area	Redevelopment Activities	Assessed Property Valuation
Industrial Redevelopment Project Area	American Honda Motor Company built its national headquarters on the 76-acre former US Steel facility and an adjacent 25-acre acquisition. Torrance Center I, at the city's eastern boundary, replaced large heavy-industrial facilities with a gateway commercial office project. Torrance Center II, located on the former ARMCO property, is a 36-acre master-planned, mixed-use development project, and new home to Eastgate Plaza, Yaohan Market, and Sunrider International Company's 188,000-square-foot headquarters.	Base Assessed Valuation: $113,008,991 (1982) Increment Assessed Valuation: $397,716,853 (2005)
Meadow Park Redevelopment Project Area	Predominately a light industrial area, redevelopment as commercial office space and business parks include the Torrance Airport Business Center, Madison Airport Center, Atrium Business Center, and Bayco Financial Center. Current businesses at Meadow Park include One-Stop Windows & Doors, Dunk Antiques & Restoration, Caleb Technology, Inc., Woodruff Corporation, SAC-TEC, Measurement Analysis Corp., Spacecraft Machine Products, Rodman Aviation, Kopykake, William Bounds, Ltd., US Hybrid, Del Amo Construction, East-West Bank, Keller Williams, Century 21, ReMax, Big O Tires, and Coco's Bakery and Restaurant.	Not available

Table 4 - Performance of Torrance Redevelopment Project Areas, 2005

Project Area	Redevelopment Activities	Assessed Property Valuation
Downtown Redevelopment Project Area	Development of the $44 million Historic Downtown Redevelopment Project, a joint public/private effort by the redevelopment agency, ANA Real Estate U.S.A., and Inc./Gascon Mar, Ltd. Three sites in the redevelopment project area's commercial sector will feature 28,000 square feet of retail area, three residential complexes containing 179 condominium units, and provide 529 parking spaces in surface and subterranean lots. The first phase of the project, The Plaza, is completed. Residential projects include Brisas del Prado, Brisas del Mar, and an affordable housing project known as Brisas del Sol. A senior citizen apartment complex known as Coleman Court and several new residential projects are also emerging. The Commercial Rehabilitation Program provides financial assistance to property owners and businesses to make needed improvements to the exterior of their buildings, up to $40,000 per property. Renovated buildings include the El Prado Apartments and the Newberry Building.	Base Assessed Valuation: $28,599,000 (1980) Increment Assessed Valuation: $149,876,968 (2005)
Skypark Redevelopment Project Area	The 30-acre Skypark Office & Medical Center, a mixed-use commercial development, features extensively landscaped gardens and water features. Skypark, much like Meadow Park, is going through a transformation—medical uses are becoming the trend and surpassing general office use, which dominated the center at its inception. Current businesses located at Skypark include two restaurants: TGIF and Olive Garden, and various industrial and general offices, medical offices and banks: Honeywell International, Prudential, HealthCare Partners, South Bay Family Medical Practice, Bay Cities National Bank, and Cathay Bank.	Base Assessed Valuation: $2,131,820 (1980) Increment Assessed Valuation: $55,091,484 (2005)

THE BUILT ENVIRONMENT CONCLUSIONS

The built environment consists of human-made structures and systems that provide the physical infrastructure necessary to support a community. Components of the built environment, such as residential and non-residential development, transportation, public facilities, and community design, shape the human experience in both private and public realms. A community's built environment must respond to the changing needs of the population it serves or it becomes inefficient and inadequate.

Torrance residents have a shorter commute time than most other people Los Angeles County

Key Findings

Travel Time to Work
The majority of Torrance residents' commute to work is less than 30 minutes, the lowest average communte in the South Bay.

Historic Resources
City and local historical society have documented and recognized important sites and structures. Three Torrance structures are on the National Register of Historic Places: Torrance High School, Southern Pacific Railroad bridge, and Fern Avenue School.

Streetscaping
Implementing a strategic priority, the city has constructed landscape gateways at two important arterials, Artesia and Hawthorne.

LEED Buildings
Toyota, Honda, and the Miyako Hybrid Hotel are demonstrating how businesses can acheive environmental buildings in a developed community.

Challenges

Housing Affordability

In 2005, 15% more of Torrance households overpayed for housing than in 2000. Severe overpayment (spending more than 50% of household income) particularly affects renter households.

Solid Waste Disposal

Torrance is out of compliance with a state mandate to achieve a waste diversion rate of 50% by 2000. The city has realized a 40% diversion rate (2004), which is still below the South Bay's average of 46%.

LOCAL ECONOMY

The conventional model of regional growth holds that a region with a growing economy will retain more young people when they finish high school and college and will attract more migrants. In contrast, people living in a stagnant or declining economy are more likely to leave that region in search of better employment opportunities. Similarly at the local level, many people view a prosperous economy as going hand-in-hand with great community in which to live.

Indeed, many of the inputs to making great communities—an active and involved citizenry, a well-managed city government, a diverse population, and a balance of jobs, housing, services, and amenities—also enable a community to develop and support a prosperous economy. Torrance, like many cities, actively promotes economic development because better and higher paying jobs expand choice for residents and expanding the local economy creates new opportunities for existing businesses. Furthermore, increased revenues enable the city to maintain and expand amenities the community desires.

This section describes the structure of the local economy, indentifying the strengths and weaknesses that face the strategic planning committee. It also describes how the local economy has performed. Finally, this section explains some of the programs that the city implements to promote economic development.

Economic Structure

From global business giants like ExxonMobil, Honda, and Toyota, to mom-and-pop retail shops, a wide diversity of businesses call Torrance home, employing over 100,000 Southern Californians in 2004. With 27.1 percent of the area businesses and 26.2 percent of jobs (excluding Los Angeles city), Torrance functions as the economic capital of the South Bay.

Structure of the Local Economy

To assess the structure of a local economy and to recognize its strengths relative to the region, economists typically compare the employment in each sector of the local economy to that in the region. For this section, the region consists of the cities of the South Bay area, not including Los Angeles. We also provide comparisons to Los Angeles County.

- The construction sector employers relatively fewer people in Torrance (2.1% of total jobs) than in the region and the county (3.5% and 3.3%). With fewer construction jobs, the city's economy is poised to better withstand the current economic slowdown than the region and the county.

- The manufacturing sector is relatively less important in Torrance (14.3% of total jobs) than it is in the region (20.7%), but it provides more jobs in both areas than it does in the county (12.7%). Those manufacturing firms that export goods should expect to benefit—increasing their production and their payroll—if the dollar continues to fall.

- The wholesale trade, transportation, and warehousing sectors employ more people in the region (12.5% of total jobs) than in Torrance and the county (10.5% and 10.0%). A slowing US economy and continuing declines in US-dollar value will threaten jobs in these sectors, which distribute domestic and imported goods.

- The finance and insurance sector employs more people in Torrance (3.7%) than in the region (2.7%) but less than in the county (4.5%). This distribution suggests that Torrance serves as the regional financial hub while Los Angeles serves as the financial center for Southern California and southwest US.

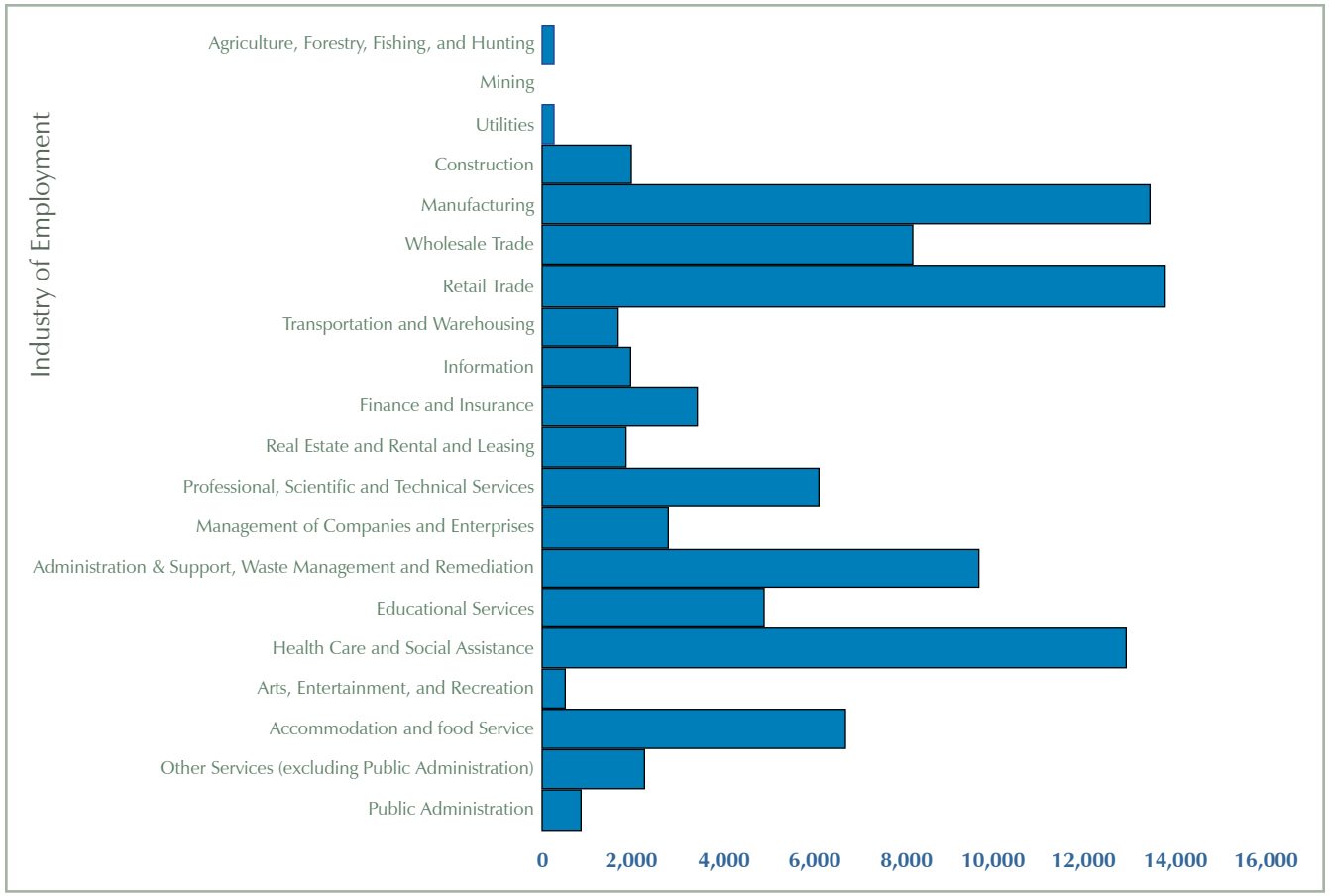
- The administration & support, waste management, and remediation sector employs more people in Torrance (10.3% of all jobs) than in the region and the county (7.4% and 6.6%). Employment services (i.e. temporary employment agencies) add most of these extra jobs. Typically, temporary employment agencies suffer from recessions, yet benefit earlier from subsequent economic recovery.

- The health care and social assistance sector employs more people in Torrance (13.8% of all jobs) than in the region and the county (8.0% and 9.8%). The location of two large hospitals in Torrance accounts for most of the increase in jobs. The baby-boom generation's retirement and aging will generate significant growth in health care employment and services. Torrance central location in the South Bay and the two hospitals position it well to capitalize on the long-term growth potential in health care.

- Although the arts, entertainment and recreation sector represents a rather small part of local and regional economies, it employs fewer people in Torrance (0.6% of total jobs) than it does in the region and the county (1.5% and 2.0%). Perhaps this sector represents a potential area for economic growth in Torrance.

- Finally, the public administration sector (local, state, and federal government and special districts) employs fewer people in Torrance (0.9%) than in the region and the county (1.0% and 3.2%).

Figure 16 - Total Number of At-Place Jobs, Torrance, 2004



Source: The Planning Center, 2007, using data from the US Census Bureau's Longitudinal Employer-Household Dynamics program

Labor Force and Employment

The California Employment development Department estimates that Torrance, in 2006, had a resident labor force of 81,400 people, of whom 79,600 (97.8) were employed. For 2006, Torrance's unemployment rate (2.2%) was lower than the average rate for South Bay cities (2.9%) and lower than the county's rate (4.7%).

The US Census Bureau estimates that, in 2004, only 21.2% of the city's employed residents held a primary job in Torrance. Only 13.1% of jobs in the city employed local residents. Indeed, more residents worked in Los Angeles city than in Torrance. This ratio of where workers have jobs is not uncommon. It points out two issues local economic planning must confront. First, a majority of workers commute across local jurisdictions, whether out of preference or as a result of job and career changes. Secondly, having a labor force with job skills in a particular sector can provide an economic development incentive for attracting new businesses in those sectors.

The Los Angeles Economic Development Corporation reports Census Bureau data showing that, of residents in South Bay cities, Torrance's commuters have the shortest commute times—whether by private vehicle or public transportation. Interestingly, those Torrance residents who walk or cycle to work seem to be willing to commute farther than walkers and cyclists in other South Bay cities: 22.7 minutes on average compared to, for example, an average of 12.6 minutes in the beach cities and 6.3 minutes on the Palos Verdes peninsula.

Several economic sectors exhibit a discrepancy between their share of local jobs and the share of local workers. Nearly three times as many Torrance residents work in transportation and warehousing than the portion of jobs in this sector. The concentration of many of the jobs in the port area and the lack of available land for warehouses in the city probably explain most of this difference. The city has a net export of education sector (does not include public schools) workers and a net import of health care and social assistance workers.

Salaries and Wages

In 2005, the average annual wage paid by jobs in Torrance was $42,253, slightly below the South Bay average of $44,402.

Jobs Housing Balance

One of the hot topics in community planning is achieving a jobs-housing balance. The toll of commuting—on personal health, on the environment, on the public coffers to build and maintain roads and freeways, and on the time costs to overall economic performance—leads many to advocate for locating jobs closer to where people live.

Numerically, Torrance has achieved a rough correlation between jobs and housing. While this balance might be good fiscal and land planning policy, the data suggest that in Torrance, as in most communities, the majority of workers commute elsewhere to work.

Addressing this situation requires developing housing suited to the types of jobs in the community, attracting new jobs suited to the skills and occupation of existing residents, or a combination of both. In the modern economy, however, many workers no longer advance their careers by moving up the corporate ladder at one company, but rather by moving up the ladder in a new company. Changing jobs, though, does not always require changing homes. Middle-aged and older workers and homeowners tend to move less frequently than younger workers and renters. Thus, improving the jobs housing balance may be desirable for expanding choice, but it also might not reduce much commuting.

Economic Performance

Although the economic structure is important, the real question is how does the economy perform? Does it generate tenants and owners for commercial property? Does it increase property values and generate retail sales growth? Does it produce new investment and higher salaries?

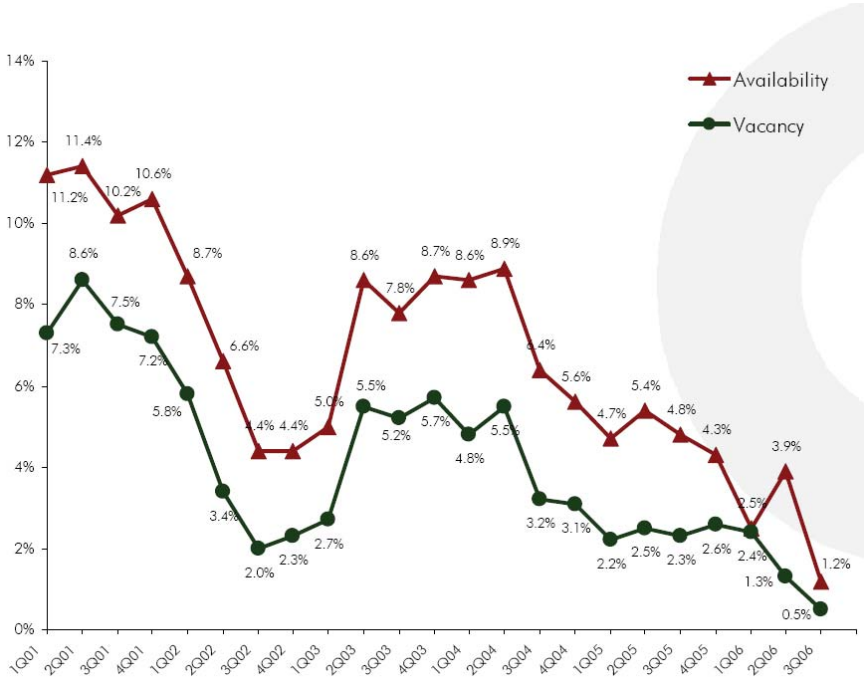
Industrial Vacancy Rates

With occasional ups and downs, the industrial vacancy rate in the South Bay area has been declining since 2001. In Torrance, the industrial vacancy rate climbed somewhat in early 03, and has been declining since late 04.

The very low vacancy rate for industrial (0.5 percent) is similar to the pattern in much of Los Angeles and Orange counties. In these counties, beset by a lack of land available for new industrial development and land costs that price industrial users out of the market, there are currently only 4.3 million square feet of industrial space in development. In contrast, the Inland Empire currently has 25.9 million square feet in development.

Throughout the US, the manufacturing sector has provided fewer and fewer jobs. However, automation and increases in productivity have generated much of the job loss. In actuality, the manufacturing sector of the US economy continues to grow and increase its production. While manufacturing may generate fewer jobs, communities still need to plan for the growth and expansion of industry.

Figure 17 - Industrial Availability vs. Vacancy, 10,000 Square Feet and Larger by Quarter, Torrance, 2006



Source: CB Richard Ellis, 2006, South Bay Economic Forecast Conference, 2006

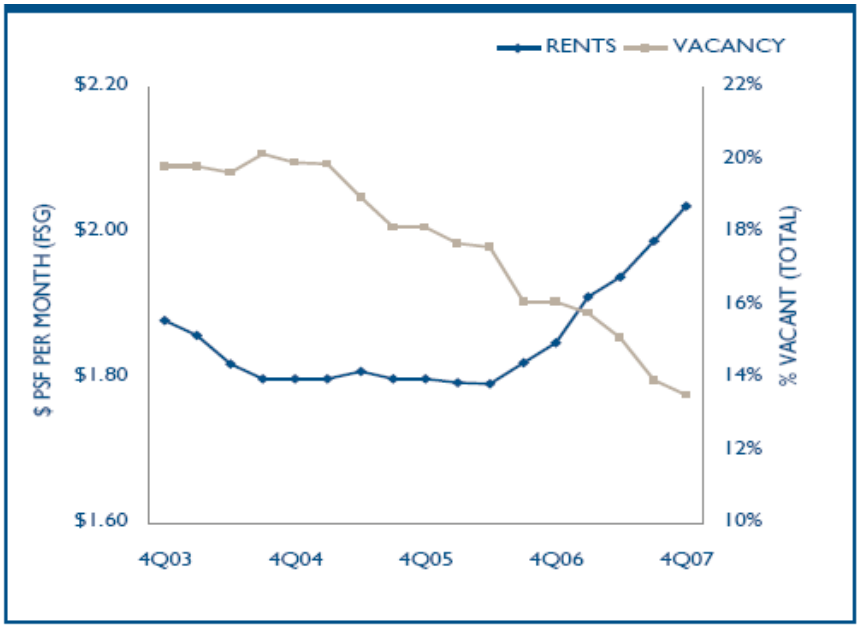
Office Vacancy Rates

According to Colliers International's South Bay Office Market Report for the fourth quarter of 2007, "ample availability, still relatively low rental rates, and tight market conditions in the adjacent West Los Angeles market continued to stimulate strong demand for office space in the South Bay. This combined with a lack of construction completions to cause vacancy rates to fall to 13.6%. While this is higher than the 8% to 11% range considered "healthy", it is a vast improvement over vacancy rates that touched 20% just three years ago. This tightening also led to the sixth quarter in a row of climbing rental rates. Asking rental rates were up 10.2% over a year ago. Even with these increases, however, space remained a bargain when compared against rates in adjacent markets."

In the Torrance area, the office vacancy rate climbed slightly, and has been declining since early 2005, falling to 9.5% in the fourth quarter of 2007. At that time Torrance average leasing rate was $2.33 per square foot, higher than South Bay markets other than El Segundo.

As with industrial, a challenge for built-out communities like those in the South Bay, is to accommodate the growth and development of office-based businesses in order to maintain the vitality of the local economy. Placing greater value on green building technology and LEED certification, corporate America can be expected to slowly begin disinvesting itself and moving away from older office space. Developed communities that want to remain economic relevant will have to find ways to promote and encourage the upgrading of older and not so old office buildings.

Figure 18 - Historical Vacancy vs. Rents, South Bay, Q4 2003 - Q4 2007



Source: Colliers International, South Bay Market Report—Office—Fourth Quarter 2007.

Property Values

From 2006 to 2007, Torrance's total assessed property value increased by $1,476,303,704 (6.7%), from $20,705,039,985 to $22,181,343,689. Torrance's portion of the South Bay's total assessed value, 20.8%, was nearly the same as its share of the total land area, 20.9%. In terms of assessed value per land area, Torrance ranked second only to Redondo Beach, and was 24.4% higher than the entire South Bay.

For 2007, the average assessed value of improved residential properties was $379,962, commercial $2,315,434, and industrial $3,433,022. The average sales price of residential properties increased 7.7%, from $606,299 in 2006 to $653,197 in 2007 (for sales recorded through August 10, 2007). On average, residential properties in Torrance last sold 15 years ago, in 1992.

Table 5 - Property Values in Torrance and the South Bay, 2007

Rank	City	Total Assessed Value ($) per Square Mile
12	Carson	670,769,060
8	El Segundo	821,833,493,
9	Gardena	776,020,408
7	Hawthorne	881,925,608
11	Hermosa Beach	737,387,115
10	Inglewood	739,253,879
5	Lawndale	915,353,790
6	Lomita	893,209,032
3	Manhattan Beach	1,048,392,930
4	Palos Verdes Estates	1,008,017,664
14	Rancho Palos Verdes	622,180,988
1	Redondo Beach	1,701,188,694
15	Rolling Hills	365,667,885
13	Rolling Hills Estates	629,202,600
2	Torrance	1,079,909,625
	Total South Bay	867,893,009

Source: The Planning Center, 2008, using assessed value data from the Los Angeles County Assessor's 2007 Annual Report, and land area data from the US Census Bureau

Retail Sales

Taxable retail sales in Torrance increased by almost $1.2 billion (58.2%), from $1.98 billion in 1994 to $3.13 billion in 2006. In inflation adjusted terms, real taxable retail sales in Torrance increased 18.6% from 1995 to 2005 (years with comparable data), less than the South Bay's real increase of 36.6% and Los Angeles County's real increase of 36.6%.

While Torrance continues to experience growth in retail sales, its rate of growth is lower relative to the area and the County. Even accounting for its slightly lower rate of population growth, Torrance is gaining less than its neighbors: both the South Bay's and County's rate of retail sales growth was 3.5 times higher than their population growth rates from 1995 through 2005, but Torrance's retail growth was only 1.9 times higher than its population growth.

Figure 19 - Real (Inflation-adjusted) Annual Retail Sales Growth, Torrance, South Bay Cities, and Los Angeles County, 1995 to 2005

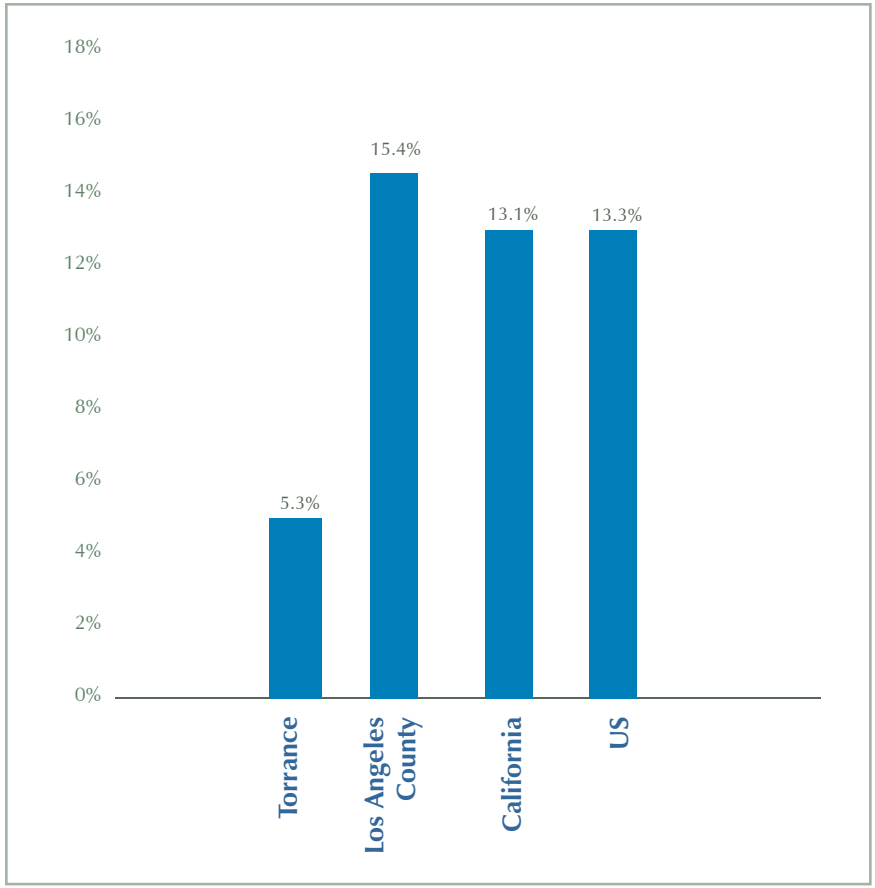
Source: The Planning Center, 2007, using taxable retail sales data reported by the Los Angeles Economic Development Corporation and inflation data from the US Bureau of Labor Statistics

Poverty

The federal government defines the poverty level based on household size, and presence of children and the elderly, but without consideration to geographical location. In 2006, the poverty line was $16,079 for a family of three. Clearly, this level of income provides a different standard of living in Los Angeles than it does in, say, Arizona of Utah. This is the definition, however, that we have to work with.

In 2006, 5.3% of Torrance's population lived at or below the poverty line. Comparable poverty rates include 15.4% in Los Angeles County, 13.1% in California, and 13.3% in the United States.

Figure 20 - Percent of Population At or Below Poverty, Torrance, Los Angeles County, California, and the US, 2006



Source: The Planning Center, 2007, using data from the US Census Bureau, 2000

New Investment

New investment in a community represents the potential for new municipal revenues. More importantly, new investment demonstrates respect for the market stability and expected value appreciation in a community. On average over the past five years, property owners and developers have invested $171,781,012 per year, with about half in new construction and half in additions and alterations.

Comparisons are difficult because less developed communities tend to have more new development and developed communities, like Torrance, tend to have more additions and alterations. Over the past 10 years, however, Torrance has issued about 20 percent of all residential building permits in the South Bay, and accounted for, on average, 22.4 percent of the value of non-residential construction.

Salaries and Wages

In 2005, the average annual wage paid by jobs in Torrance was $42,253, slightly below the South Bay average of $44,402 and Los Angeles County's $42,620. In contrast to the jobs data, the median household income in Torrance in 2006, $68,324, was 33 percent higher than that in Los Angeles County, $ 51,315.
The data do not fully explain this discrepancy. As of 2006, 62.5% of Torrance's population was employed, higher than the county's rate of 60.4%. This small difference in employment rates might explain some of the difference. That most Torrance residents work in jobs outside of the city, however, probably explains most of the relative difference between wages of local jobs and household earnings of residents.

Economic Development

Torrance actively seeks to improve the performance of the local economy through its economic development efforts. The city directly provides some services, described in the economic development programs section below. The subsequent section describes the regional organizations and agencies with whom the city works to provide services to local businesses.

Economic Development Programs

The city has established the following goals for its economic development programs:

1. Enhance Employment Opportunities
2. Increase the City's Revenue and Tax Base
3. Create a Healthy and Balanced Community and Improve the Quality of Life
4. Ensure Economic Stability and Long-Term Self-Sufficiency

Some of the activities and programs the city implements to achieve these goals include:

Business Visitation—City staff visit local businesses to better understand local economic conditions and to provide services to businesses.

Promotion—City staff attend various conferences to represent Torrance and promote the community as a business location.

Public Relations—The Economic Development Team sends welcome letters to businesses, advertises available City services, and provides City information and referral resources, as well as various Economic Development collateral pieces for business retention and investment.

International Reach—City staff work to foster international dialogue and cooperation and to advocate for Torrance as a center for world corporate headquarters.

Incentives—Incentives are provided to have a project move forward that might not otherwise proceed. Incentives may also include assistance with recruitment and training of new or existing employees, or a subsidy for City taxes and/or fees through the City's Economic Investment Fund. The Economic Investment Fund (EIF) was established as a mechanism to assist businesses in relocating to or expanding in the City of Torrance. Incentives require a binding contract, accountability and oversight. Actual incentive provided can vary and will depend on purpose of incentive. Incentives can include:

- Financing
- Land/Land Write Downs
- Tax Rebates/Tax Credits
- Paying/Waiving of Fees
- Workforce Training/Retraining Funds
- Streamlined Process
- Infrastructure Support
- Subsidized construction tax
- Subsidized employee tax
- Subsidized building permit fees
- Expedited permitting
- Credits for new employees

Partners

The city must also works with economic development partners, who have responsibility for many key inputs for economic expansion. Torrance, like most municipalities, lacks the resources to accomplish all its economic development goals on its own. Furthermore, many activities and programs require a regional approach. Some of the key partners are:

Torrance Area Chamber of Commerce—The Torrance Area Chamber of Commerce is a membership organization of approximately 1000 businesses. Its mission is to create a strong local economy by being the voice of business before government, providing networking opportunities to its members, promoting the community and taking political action.

El Camino College—El Camino College, located on a 126-acre campus near Torrance, enrolls more than 25,000 students each semester with a curriculum of over 850 academic and career programs. The College also host the Small Business Development Center which facilitates the creation, expansion and retention of businesses through the provision of one-on-one counseling, workshops, assistance with obtaining access to capital, and referrals to other valuable resources for prospective and existing business owners. It also assists with business plans, marketing, financial questions and other business issues.

South Bay Economic Development Partnership—The South Bay Economic Development Partnership is a cooperative effort of the cities of the South Bay. The partnership assists with marketing the South Bay area to prospective businesses.

South Bay Cities Council of Governments—The SBCCOG is a joint powers authority of 16 cities: Carson, El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lomita, Manhattan Beach, Palos Verdes Estates, Rancho Palos Verdes, Redondo Beach, Rolling Hills, Rolling Hills Estates, Torrance, and the Harbor City/San Pedro communities of the City of Los Angeles. Its mission is to: Promote cooperation between municipalities of the South Bay area of Los Angeles County in the discussion of area-wide issues of mutual interest; Support member cities' proposals that further the objectives of South Bay Cities' Council of Governments; Seek solutions to issues of common concern through joint studies and cost-effective, multi-jurisdictional programs ; Provide a forum for communication and representation on behalf of the South Bay subregion with other governing bodies and organizations in the South Bay, as well as facilitate the exchange of ideas and information; and Increase visibility and awareness of the South Bay as an outstanding place to live, work and play/

Pacific Gateway Workforce Investment Network—The Pacific Gateway Workforce Investment Network is a business-led board with the primary responsibility for oversight of the Workforce Investment Act and the One-Stop Career Center System in Lomita, Long Beach, Signal Hill, Torrance, and the communities of Harbor City, Harbor Gateway, San Pedro, and Wilmington. It is committed to developing a system that will provide local job seekers and youth with the skills and opportunities they need to survive in today's workplace.

Los Angeles Economic Development Corporation—As the region's premier business leadership organization, the LAEDC's mission is to attract, retain and grow business and jobs in the regions of Los Angeles County, as well as to identify trends and affect positive change for the local economy. The LAEDC also offers free Business Assistance services such as site selection, workforce resources, incentive packages, permits, licenses, zoning or local industry analyses for companies expanding or relocating in LA County.

HUMAN AND SOCIAL CAPITAL

High volumes of human and social capital create productive and cohesive communities. "Human capital" refers to the stock of skills and technical knowledge that people can contribute. Education, health care, and the provision of social services can increase human capital. "Social capital" describes the stock of social trust, norms, and networks of reciprocity members of a community can access to solve common problems. Cultural institutions, civil society organizations, community-based safety organizations (e.g., neighborhood watch programs), local gathering spots (e.g., libraries), and democratic involvement opportunities all work together to build social capital in a community.

Torrance's levels of human and social capital position it well to tackle community challenges.

People

Demographic factors, including the relationships between income, household composition, age, race and ethnicity, and birth rates establish existing—and affect future—housing needs, educational and recreational facility demands, and community serving programming needs.

Source: The Planning Center, 2007

Population

The City of Torrance is one of 88 cities in Los Angeles County and one of 16 cities in the South Bay Cities Council of Governments. From 2000 to 2007 Torrance's population grew by 7.7%, similar to the growth that occurred in the county (8.5%). More population growth occurred in Torrance during that time period than in 80% of South Bay cities. In 2007 Torrance was the most populated city in the South Bay, with 23% of the region's total population.

Table 6 - Torrance, South Bay Cities, and Los Angeles County Population Increase, 2000–2007

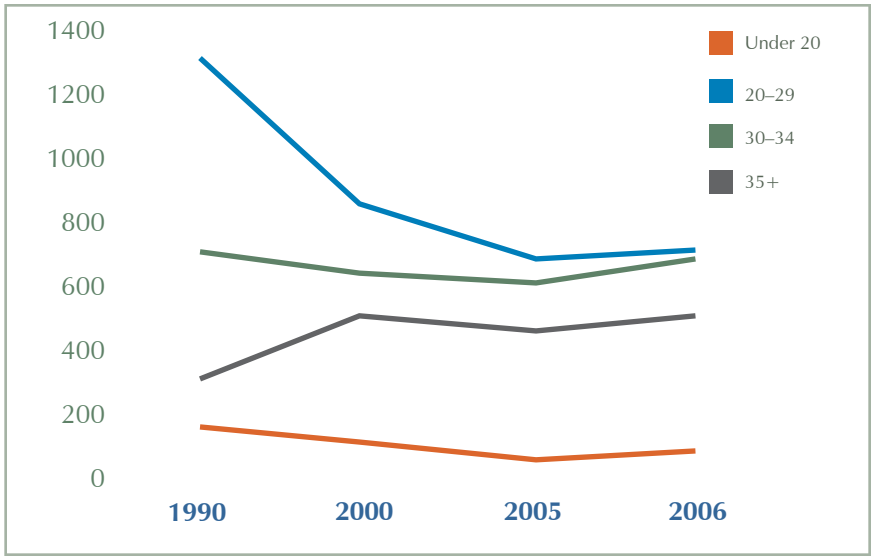
Location	2000	2007	Increase	
			Number	Percent
Torrance	137,946	148,558	10,612	7.7%
South Bay Cities	591,669	630,982	39,313	6.2%
County of Los Angeles	9,519,330	10,331,939	812,609	8.5%

Source: The Planning Center, 2007, using data from CA Department of Finance 2000 and 2007

Birth Rates

Between 2000 and 2006 birth rates in Torrance fluctuated, decreasing by 7.9% from 2000 to 2005, and then increasing by 7% in 2006. Birth rates in all age ranges increased in 2006, only slightly for mothers under 20 and most noticeably for mothers ages 30 through 34. Available birth rate information for Los Angeles County (2004) evaluated against information for Torrance from the nearest year possible (2005) reveals comparable birth rates for women ages 20 to 29 and more births to Torrance women over age 30 by approximately 30%. Young motherhood is less likely in Torrance than in the county; 29% more births to women under age 20 occurred in the county.

Figure 21 - Torrance Live Births by Age of Mother, 1990 - 2006

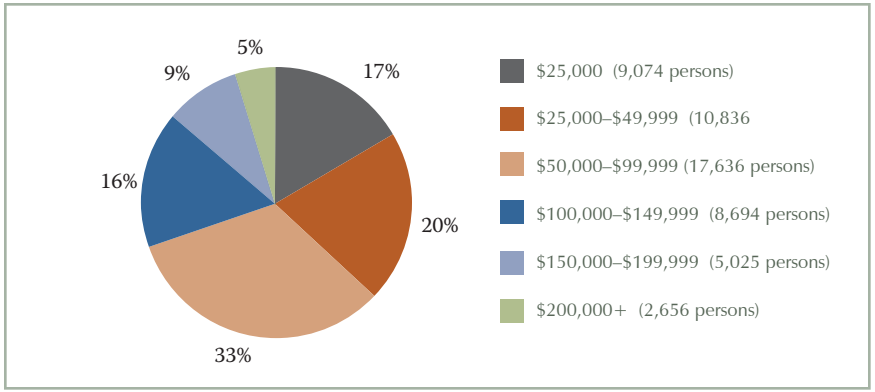


Source: The Planning Center, 2007, using data from the CA Department of Public Health, 2006

Income Distribution

In both 2000 and 2005 the Torrance median household income exceeded the county median household income by approximately 1.4%. Since 2000, Torrance's median income increased from $56,489 to $66,999. By 2005 the number of households earning below $99,999 decreased and households earning over $100,000 increased. Using income thresholds established by the state for 2005, and assuming a household size of four persons, approximately 37% of Torrance households are lower income households. Lower income households earn less than 80% of the 2005 Los Angeles County median ($55,100) and typically face challenges to homeownership and other large expenditures. However, the majority of Torrance households (63%) earn more than the 2005 Los Angeles County median income.

Figure 22 - Torrance Income Distribution by Income Group, 2005

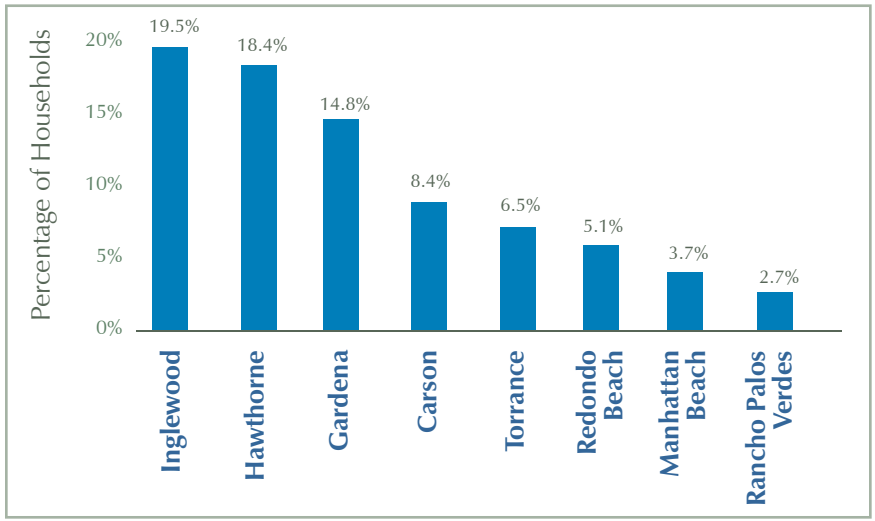


Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2005

Poverty

Impoverished households lack the economic resources necessary to meet fundamental needs such as quality food and adequate housing. Poverty is less prevalent in Torrance than in the South Bay region and Los Angeles County. In 2000, approximately 10% of South Bay households and 6.5% in Torrance earned an annual income below the poverty level established by the US Bureau of the Census for that year. Of South Bay cities with over 10,000 households, the three cities with fewer impoverished households than Torrance are coastal communities. Available poverty data for 2005 only covers the cities of Torrance, Carson, Hawthorne, and Inglewood. In 2005 the poverty rate in Torrance remained unchanged at 6.5%, while increases to 10.2% and 22.2% occurred in Carson and Hawthorne, respectively. In 2005 Inglewood experienced a decrease to 18%.

Figure 23 - Percentage of Impoverished Households for Torrance and South Bay Cities with 10,000 or More Households, 2000



Source: The Planning Center, 2007, using data from the US Census Bureau, 2000

Household Composition

The relationship of household members contributes to the types of housing and services needed. For example, single person and nonfamily households create demand for adult education and recreation programs, and may be served well by rental housing, whereas family households with minor children create demand for K-12 school facilities, playgrounds, and may increase demand for single family homes. From 2000 to 2005, both Torrance and Los Angeles County experienced decreases in married couple families and increases in other family households and nonfamily households. Nonfamily households include a householder living alone or with unrelated persons. Unrelated persons may be cohabitating to afford housing.

Table 7 - Torrance Household Composition, 2000-2005

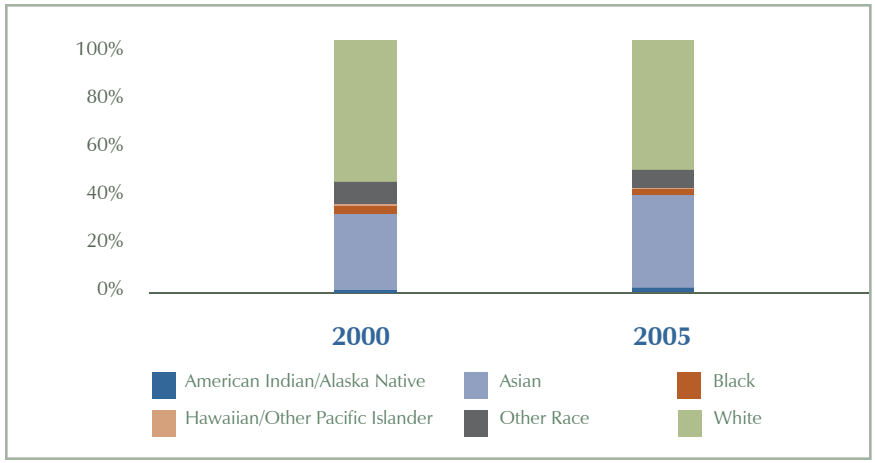
Household Type	2000		2005		Change	
	Number	Percent	Number	Percent	Number	Percent
Married Couples with Children Under 18	13,559	24.9%	12,312	22.8%	-1,247	-9.2%
Married Couples without Children Under 18	15,205	27.9%	13,601	25.2%	-1,604	-10.5%
Other Family Housholds	7,571	13.9%	8,017	14.9%	446	5.9%
Total Family Househols	36,335	66.6%	33,930	62.9%	-2,405	-6.6%
Non Family Households	18,205	33.4%	19,991	37.1%	1,786	9.8%
Total Households	54,540	100%	53,921	100%	-619	-1.1%

Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2000 and 2005

Racial and Ethnic Diversity

From 2000 to 2005 Torrance, like most other South Bay cities, experienced decreases in white residents. However, white residents remain the racial majority in these areas, with the exception of Carson, Hawthorne, and Inglewood. Torrance is more Asian than other South Bay cities and Los Angeles County. From 2000 to 2005 Torrance experienced a 16% increase of its Asian population, which represents the largest nonwhite racial group in Torrance (33%). Asians comprise 13% of the county population. From 2000 to 2005 the county became less racially diverse; its white population increased by 8%. This increase in white residents may be the result of an increasing number of persons who are racially white and ethnically Hispanic. The county, at 44%, is more Hispanic than Torrance, at 14%.

Figure 24 - Torrance Racial Diversity, 2000 and 2005

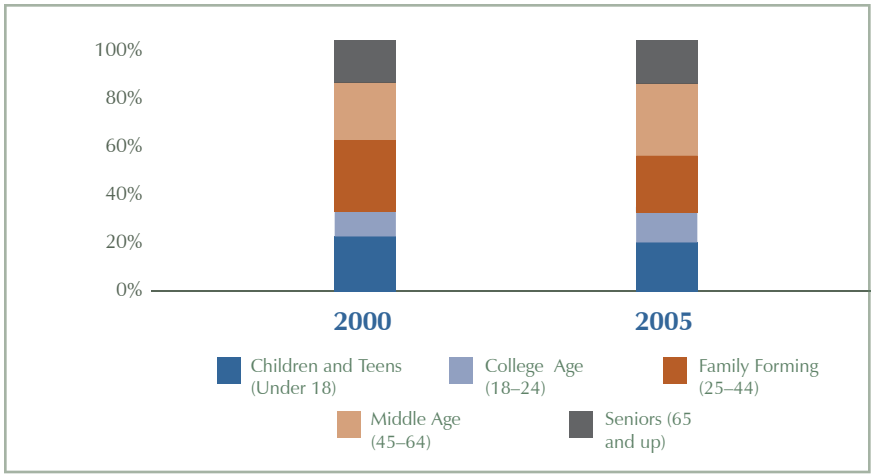


Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2000 and 2005

Age Distribution

Age composition is an important factor in determining demand for types of housing, health care, and community facilities. Torrance and Los Angeles County populations are growing older. From 2000 to 2005 the median age in Torrance increased from 38 to 41, older than the county's median, which increased from 32 to 34. In 2005, Torrance's largest percentage of residents fell within the family-forming and middle-age (45 to 64) groups, which both make up approximately 28% of the population. Family-formers and younger middle-agers are typically those who have minor children and therefore correlate to the under 18 group, which comprises 22% of the city's population. Consistent with county age growth and reflective of the baby boom generation, middle-aged adults were the fastest-growing group, increasing by 31% in Torrance and 20% in the County.

Figure 25 - Torrance Age Distribution, 2000 and 2005



Source: The Planning Center, 2007, using data from the US Bureau of the Census, 2000 and 2005

Developing Human Capital

Because people cannot be separated from their knowledge, skills, health, or values, they inherently possess various levels of human capital. Schooling, higher education opportunities, health care, general social services, and age-specific programs all develop human capital.

Torrance's residents continue to take advantage of a variety of lifelong educational programs. Access to social services and quality health care also helps to improve human capital.

School District Performance

School district performance indicators provide a basis for understanding and comparing student achievement. The Standard and Poor's indicators presented here seek to provide an appropriate method for understanding student achievement by adjusting raw scores based on special circumstances districts face, such as types and number of special needs students and location.

TUSD performs at or above the South Bay and state averages on Return on Spending Index (RoSI) and Reading and Math Proficiency (RaMP) indicators. RoSI scores for the district are higher once they are adjusted for special needs and geographic location, meaning Torrance is doing better than its raw score, given students needs and location. The district's average RaMP score is slightly above the region's but well above the county's and the state's. The district's special needs groups do not perform as well as the district as a whole. While this is in line with the region, the challenge is to bring special needs groups up to the district's average.

Table 8 - School District Performance in Torrance and the South Bay, 2006

Indicator	Torrance			Comparative		
	2004	2005	2006	South Bay Average	County	State
RoSI* (2006)	9.7	10.7	10.9	9.6	6.4	7.4
RoSI Needs	11.7	12.9	13.1	11.7	8.6	9.7
RoSI Geographic	12.6	14.4	14.6	12.9	8.6	9.7
RaMP* Average (2006)	61.5	65.5	67.6	66.2	45.8	49.3
Economically Disadvantaged	42.0	41.1	49.5	49.5	34.9	34.8
English Language Learners	30.4	24.0	48.3	40.5	23.2	24.3
Students with Disabilities	32.7	36.7	38.7	37.1	19.3	21.1
Enrollment (2005)	25,229	25,447				

*RoSI: A measure of the average number of RaMP points that a school district or state achieves per $1,000 spent per student on core operations. Although the index is not specifically a measure of marginal return, it is a proxy for exploring the relationship between achievement and spending.
**RaMP: An aggregate measure of achievement across the subjects of reading/English language arts and math.
Source: The Planning Center, 2007, using data from Standard and Poor's, School Data Direct Online, 2006 and

Higher Education Enrollment

El Camino College (ECC), located at the convergence of Torrance, Gardena, and Lawndale, is the primary local higher education provider for Torrance residents. More students enrolled at El Camino College are from Torrance than from any other single community. The percentage of ECC students from Torrance has remained stable from 2004 to 2006 despite ECC's overall enrollment declining 5.7%.

In 2005 ECC profiled itself on several academic performance measures against five comparable California community colleges (Cerritos College, Long Beach City College, Mt. San Antonio College, Pasadena City College, and Santa Monica College). The academic performance of El Camino College students compared with those of its closest peers is fairly consistent and central. Exceptions to this general observation include one year persistence, where ECC consistently rates towards the top and degree/transfer "completion rate," where ECC ranks third. ECC also ranks third in the rate of UC transfers. The area where ECC performs the lowest is under course success—ECC success and retention rates are second from the bottom (Graff, El Camino College, 2006).

Table 9 - Percentage of El Camino College Students Residing in Torrance, 2004–2006

	2004		2005		2006	
	Students	Percentage of Total Enrollment	Students	Percentage of Total Enrollment	Students	Percentage of Total Enrollment
El Camino College	4,646	18.4%	4,592	18.7%	4,579	19.1%
Total Enrollment	25,296		24,492		23,928	

Source: The Planning Center, 2007, using data from California Community College Chancellor's Office, El Camino College, 2007

Adult Education Performance

Adult education helps people improve their quality of life. Torrance Adult School has three locations: Griffith Center, Hamilton Center, and Hull Center. The majority of students enroll in courses supported by the California Department of Education (adult basic and secondary education, adults with disabilities, career technical education, English as a second language, home economics, health and safety, older adults, and parenting classes). The Torrance Adult School also manages a Community Education division, entirely supported by student fees, which includes personal interest courses ranging from arts and crafts to financial and business opportunities.

The Torrance Adult School offers 300 classes per term and serves between 20,000 and 25,000 adults per year (down 5,000 students over the past 10 years). The majority of students are seniors (55 and up). English as a second language courses have traditionally been the most popular. However, as property values in the area have increased, enrollment in ESL classes has declined. Instead, residents are enrolling more heavily in home improvement and financial management courses.

Education is a lifelong experience

Health Care

Torrance is home to two *Solucient* "Top 100 Hospitals": the Torrance Memorial Medical Center and the Little Company of Mary Hospital. Torrance Memorial Medical Center has 377 beds; is home to burn, cancer, and heart care centers; and is fully accredited. It also has more health insurance contracts than any other medical center in the region. The Little Company of Mary Hospital is a not-for-profit Catholic health care center and has 434 beds.

Los Angeles County Harbor-UCLA Medical Center is just outside the city's boundaries but provides medical services to Torrance residents.

Torrance Memorial Medical Center

Social Services

Torrance does not have a city-managed social services department. Residents have the opportunity to receive social services from Los Angeles County's Department of Public Social Services (DPSS). DPSS provides services to residents in need of financial assistance to meet their basic needs for food, housing, child care, in-home care, and/or medical assistance. Programs include in-home services, food stamps, Medi-Cal, and general relief.

Torrance's Community Service Commissions cover the broad area of human and social needs, from consumer affairs to medical care and physical health. The commission's additional responsibility is to cooperate with the Senior Citizens and Youth Councils for a balanced community. There is a specific Social Services Advisory Committee whose goal is to research, develop, and disseminate information useful to people living with physical or mental disabilities. Torrance also runs a home improvement program for qualifying low-income city residents. The program includes limited plumbing work, electrical work, fence repair, and installation of bars or ramps for the disabled.

Youth and Senior Programming

Torrance provides multiple resources for its youth: a youth-oriented community center, a diverse array of after-school and summer programs, recreational activities, and supportive services to complement general services provided by the city. The ATTIC Teen Center is a public center for high school students, providing meeting space and offices facilities for the Options program. Options offers ATTIC participants peer counseling, life session training, post-graduate decision making, health education, academic tutoring, job training, classes, sports, tournaments and access to computers. Torrance also has a "youth council" which advises the City Council.

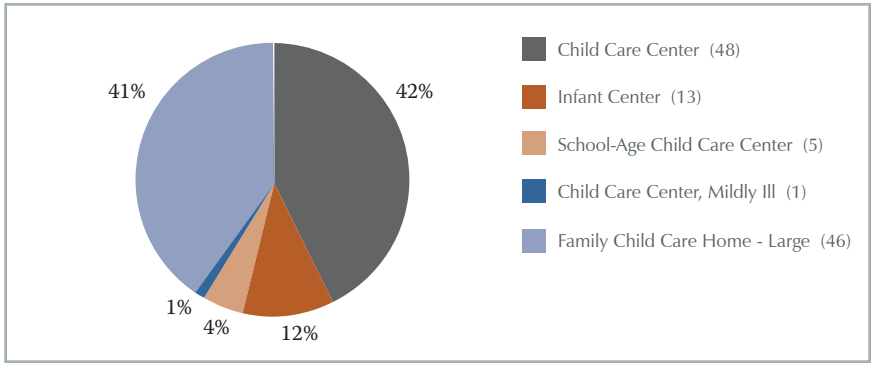
Several Torrance centers focus on providing health, education, and social services to Torrance's aging population. The Bartlett Center is the primary senior center with additional programs provided at the Herma Tillim Center, Ken Miller Recreation Center, and Walteria Park. Seniors can participate in special-interest classes, weekday hot lunches, fitness classes, games, and singing groups. The centers often feature speakers on a variety of topics. Information on legal and financial issues, social services (including Medicare, Medi-Cal, and Social Security), transportation, and other needs are also available.

The ATTIC and senior programs offer age-specific activities for Torrance residents

Child Care

With 8,970 persons under the age of 5 living within the city, child care is an important issue for Torrance. The city has 113 licensed child care locations, which care for infants through school-aged children. There are 4,409 licensed child care spaces available within the city. The 48 primary child care centers provide 3,039 spots, 76% of the total. Large family child care homes provide 610 spots (15%), infant centers provide 215 spots (5%), school-age child care centers provide 172 spots (4%), and the city's only infant center provides 13 spots (1%).

Figure 26 - Torrance Child Care Centers by Facility Type, 2007



Source: The Planning Center, 2007, using data from the California Department of Social Services, 2007

Building Social Capital

Social capital is an intangible resource community members can draw upon to solve collective problems. It consists of social trusts, norms, and networks that can alleviate societal problems. Public involvement in civic life increases social capital. Civic engagement encourages feelings of reciprocity between community members and facilitates coordination, communication, and collaboration. A community's social capital is only as strong as its civic life.

A dense network of civic programs builds and maintains social capital in Torrance. The variety of these programs indicates that Torrance has a rich network of capital; their fluctuating year-to-year support indicates that it is a fragile web that should be supported as Torrance continues to grow.

Attendance at Cultural Institutions

Torrance has two primary cultural institutions, TCAC and TAM. TCAC attracts 30,000 patrons a year for both public and private events. Attendance at TCAC has been consistent from 2002 through 2007. The facility operates at capacity for a majority of the year. Limited parking facilities restricts attendance at TCAC if there are several large programs at a time (theatrical performance, wedding reception, etc).

The Torrance Art Museum, formally the Joslyn Fine Arts Gallery, has seen a dramatic shift in attendance since becoming TAM in October 2005. The highest attendance for Joslyn was 1,200 persons per year. TAM has attracted over 5,000 per year both years since its opening. While the total attendance was larger in 05–06 than 06–07, the number of visitors per hour was higher in the 06–07 season.

Table 10 - Torrance Art Museum Attendance, 2005–2007

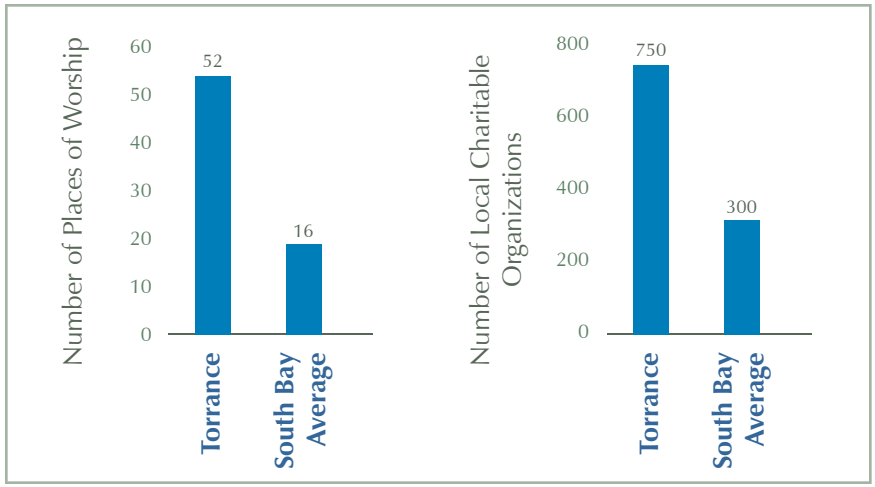
	October 2005–September 2006	October 2006–October 2007	Change
Number of Exhibits	7	7	N/A
Number of Visitors	5,980	5,029	–951
Number of Hours Museum Open	1,129	948	–181
Number of Visitors per Hour Open	4.9	5.3	+.40

Source: Torrance Art Museum, 2007

Civil Society Organizations

Civil society refers to the sphere of voluntary associations and informal networks of a community in which individuals and groups participate. Churches, neighborhood organizations, cooperatives, charities, unions, clubs, and social movements are all components of a strong civil society. Torrance has a much higher number of places of worship and local charities than the South Bay average, indicating a relatively strong civil society. There are two types of club organizations in Torrance: clubs affiliated with the city (Torrance Charter Clubs) and clubs managed by private individuals or groups. Torrance has eight Charter Clubs in the areas of Aikido, fine arts, arts and crafts, dog obedience, fencing, Judo, Kendo, and Naginata. There is also a strong network of independent groups managed by city residents.

Figure 27 - Civil Society Organizations in Torrance and the South Bay, 2007



Source: The Planning Center, 2007, using data from AT LA-Religion, 2007, and The Charity Guide, 2007

Neighborhood Watch

The city's neighborhood watch program started strong in 1997 but has diminished throughout the past decade. For the program, Torrance is divided into 200–300 blocks by the police department. Each block is organized by a block captain who communicates regularly with residents and police. An effective neighborhood watch program teaches citizens how to help themselves by identifying and reporting suspicious activity in their neighborhood. In 2007 the Torrance police department made 6–7 arrests based on calls from residents involved in neighborhood watch. The police department recognizes the potential benefits of the program and has made it a programming and budgeting priority for 2008.

The Torrance Police Department facilitates the neighborhood watch program
Source: The Planning Center, 2007

Library Holdings and Circulation

The City of Torrance provides library services and an extensive network of digital resources to its residents. The Torrance Public Library has five branches. While total holdings increased three percent between the 2005–2006 and 2006–2007 fiscal years, the increase in total circulation is negligible. Library use is growing slightly slower than Torrance's population.

Table 11 - Torrance Public Library Holdings and Circulation, 2006–2007

Institution	05–06 FY	06–07 FY	% Change
Holdings (Print, Audio, Video)	585,855	604,263	3.0%
Circulation	1,147,146	1,152,570	0.5%

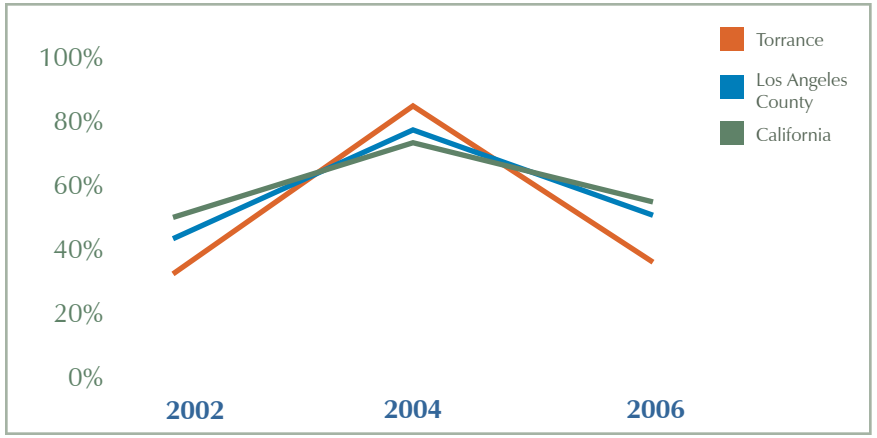
Source: The Planning Center, 2008, using data from the 2005–2006 and 2006–2007 California Public Library Surveys

Katy Geissert Civic Center Library
Source: The Planning Center, 2007

Voter Registration and Voting Rates

In 2006 Torrance had a higher average voter registration rate (84%) than Los Angeles County and California (69% and 70% respectively). A significantly lower percentage of Torrance registered voters go on to cast a ballot in non-presidential election years than the county or the state. However, in the 2004 presidential election a much higher percentage of Torrance registered voters participated than at the other two levels. While all three jurisdictions saw their voting rates increase in the 2004 election, the gap between registered voters and voting rates in Torrance was more than double the difference at the county or state levels.

Figure 28 - Percentage of Torrance, Los Angeles County, and California Registered Voters who Voted in 2002, 2004, and 2006



Source: The Planning Center, 2007, using data from Office of the Torrance City Clerk, 2006 and the California Secretary of State Office, 2002, 2004 and 2006

Social Pathology

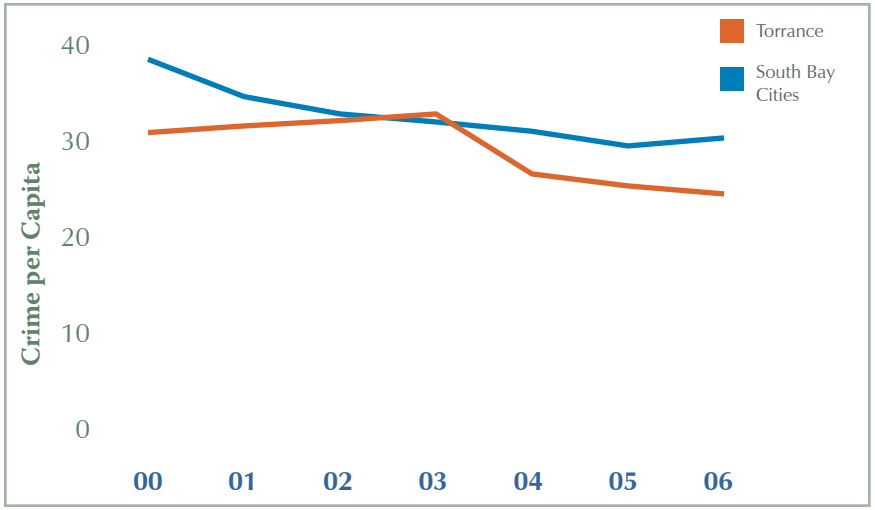
Social factors that generally foster individual instability and societal disorganization are studied to identify potential sources of social problems. Governments and private organizations provide resources and programs to prevent and combat social problems. They include crime, at-risk youth, and homelessness programs.

The Torrance Police Department
Source: The Planning Center, 2007

Crime Rates

Crime rate measures the occurrence of crimes committed each year, expressed per 1,000 persons (per capita). The figure below includes both violent crime (murder, aggravated assault, etc.) and property crime (burglary, motor vehicle theft, etc.) rates. Using the year 2000 as a base measurement, Torrance experienced an annual increase of property crimes that peaked in 2003. While property crime steadily declined, violent crime fluctuated. Torrance's lowest violent crime rate between 2000 and 2006 occurred in 2004. Overall, from 2000 to 2006 crime in Torrance peaked in 2003 and then declined more rapidly than other South Bay cities, collectively.

Figure 29 - Crime Rates per Capita in Torrance and South Bay Cities, 2000–2006



Source: The Planning Center, 2007, using data from the Federal Bureau of Investigation, 2000 through 2006

At-Risk Youth

The US Department of Justice generally defines at-risk youth as children inclined to delinquency due to risk factors such as poverty, availability of drugs, familiarity with gang members, early academic failure, family conflict, and lack of adult supervision. These youth may be at-risk of dropping out of school, becoming pregnant, engaging in criminal and gang activity, abusing drugs and alcohol, and becoming homeless. Programs directed toward at-risk youth typically provide opportunities to make friends, become educated about issues that impact teens, gain work experience, and interact with adult mentors. Torrance annually provides Workforce Investment Act Youth funds for a comprehensive youth development program that targets low-income youths in the Los Angeles Unified School District system. Torrance also provides funding resources for The Attic, an adult-supervised activity center for 14 to 18 year olds attending Torrance public schools. The Torrance Juvenile Diversion Program is a coordinated effort of the Torrance Police Department, Torrance Unified School District, and other local agencies that provides wilderness experiences, fire-setting intervention, and individual and family mental health counseling.

The Attic Teen Center; the Gratitude Retreat transitional housing facility.
Source: The Planning Center, 2007

Homelessness

Homeless persons and families are those who lack a fixed and adequate residence. The homeless typically have a primary nighttime residence in a refuge not designed for human habitation or in a supervised temporary living environment such as an emergency shelter, welfare hotel, or transitional housing facility for those with special needs (drug and alcohol rehabilitation, mental health treatment, childcare, etc.). The city's Housing Office refers persons in need to local service providers. In Torrance, Gratitude Retreat, a transitional housing facility, provides housing for approximately 20 men recovering from drug or alcohol dependency, five hotels provide 123 temporary living quarters for the homeless, and the Salvation Army provides adult day care for a maximum of 40 persons. His House, a local service provider sponsored by the Salvation Army, estimated 20 to 30 homeless persons in Torrance for the city's 2001 housing element. In 2008 His House estimates that there are a minimum of 100 homeless in Torrance on any given day while the 2007 Greater Los Angeles Homeless Count estimates approximately 300. The actual number of homeless persons in Torrance may be in between those estimates. Due to the transient nature of persons without permanent housing, it is difficult to accurately count them. While homelessness in Torrance appears to be increasing, the number of homeless people in Los Angeles County as a whole is estimated to be decreasing.

BUILDING HUMAN AND SOCIAL CAPITAL CONCLUSIONS

Building human capital is the community's production and distribution of knowledge. Building social capital refers to supportive networks that serve a communal good and foster personal and communal achievement. A community's existing and projected demographic characteristics and social problems influence the types and scales of social infrastructure, such as educational facilities and community-based organizations, appropriate for building human and social capital.

Key Findings

Adult Education Opportunities
The Torrance Adult School offers 300 classes a term and serves between 20,000 and 25,000 adults a year. Courses offered include English as a second language, arts and crafts, and finance and business.

Civil Society Organizations
Torrance has a much higher number of places of worship and local charities than the South Bay. Torrance also has a strong network of clubs affiliated with the city and independent groups managed by private individuals or organizations.

Crime Fighting
Crime rates in Torrance are declining. Between 2000 and 2006 crime in Torrance peaked in 2003 and then declined more rapidly than other South Bay cities.

School District Performance
The Torrance Unified School District outperforms the South Bay average, the county, and the state.

Torrance neighborhood watch; Nativity Catholic Church in Old Torrance.
Source: The Planning Center, 2007

Challenges

Neighborhood Watch

Neighborhood watch participation has decreased since the program's inception. Although overall crime has decreased lately, maintaining neighborhood viligance will challenge the community.

Homelessness

The city's homeless population increased from approximately 30 persons in 2000 to an estimated minimum of 100 persons in 2007. The Salvation Army provides adult day care, food, clothing assistance, and emergency services in Torrance. One transitional housing facility (serving males only) and no permanent supportive housing is located in the city.

A homeless man at a Torrance bus stop; Torrance library signage
Source: The Planning Center, 2007

LOCAL GOVERNANCE

The city governments resources—its finances and its people—will determine how well the city can achieve the goals that the Strategic Planning Committee will set. The following sections describe the city's revenues, expenditures, and fiscal management.

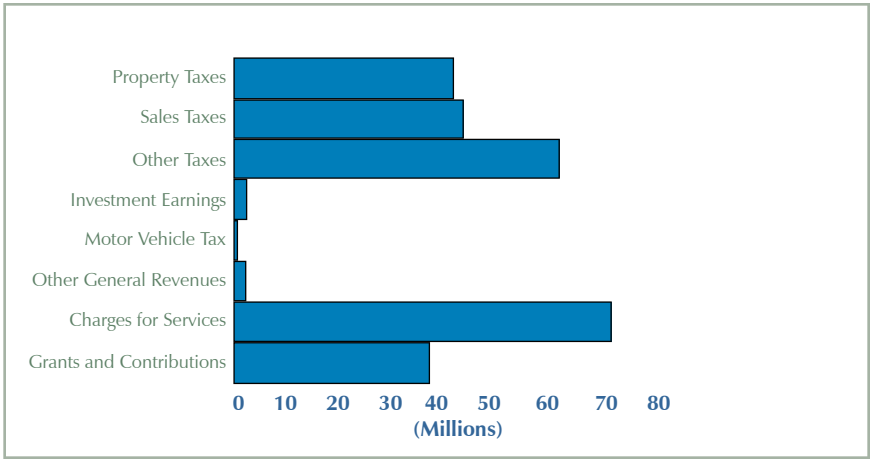
Budget

A detailed accounting analysis of city finances is beyond the scope of this report. However, a basic understanding of the city's revenues and expenditures should underlie discussions of strategic goals.

Revenues

From the fiscal year ending in 2002 through fiscal year 2007, the city's total revenues increased by $43,569,000 (19.7%), or, on average, 3.7% per year. Adjusting for inflation, however, the real increase in revenues over this time was $6,267,830, or 0.5% per year.

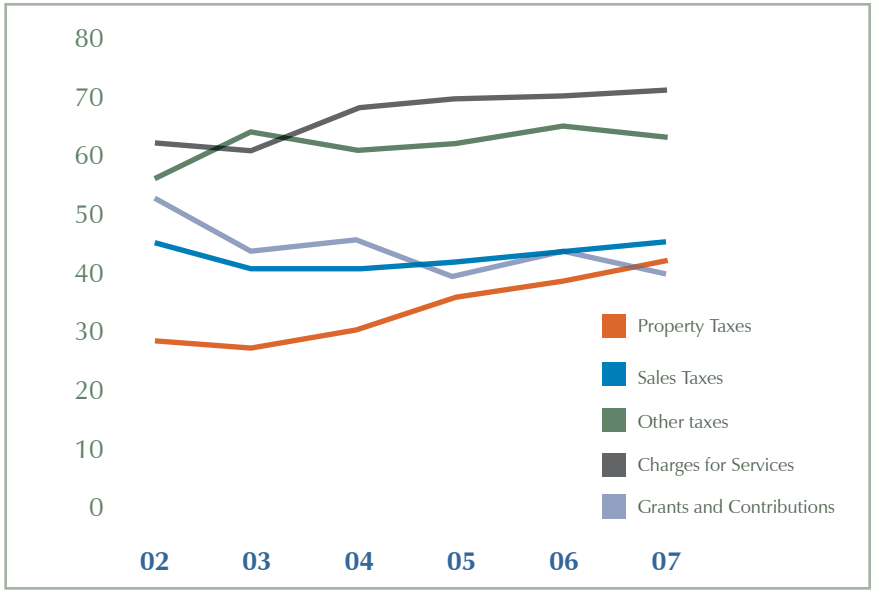
Figure 30 - Municipal Revenue by Major Source, Torrance, Fiscal Year Ending in 2007



Source: The Planning Center, 2007, using data from the City's Consolidated Annual Financial Repor

Of all revenue sources, charges for service contributes the most to the city's total revenues, 26.5%. Sales taxes in real (inflation-adjusted) dollars have risen slightly over the past four years, but still remain below their 2002 level. Property taxes have increased, fueled primarily by appreciating property values and new investment.

Figure 31 - Municipal Revenue Trends in Real (Inflation Adjusted) 2007 Dollars in Torrance, 2002 through 2007



Note: To illustrate the relative importance and size of revenue sources, the data represented above indicate the sales and property taxes adjusted as if the "triple flip" instituted pursuant to the California Economic Bond Recovery Act did not apply.

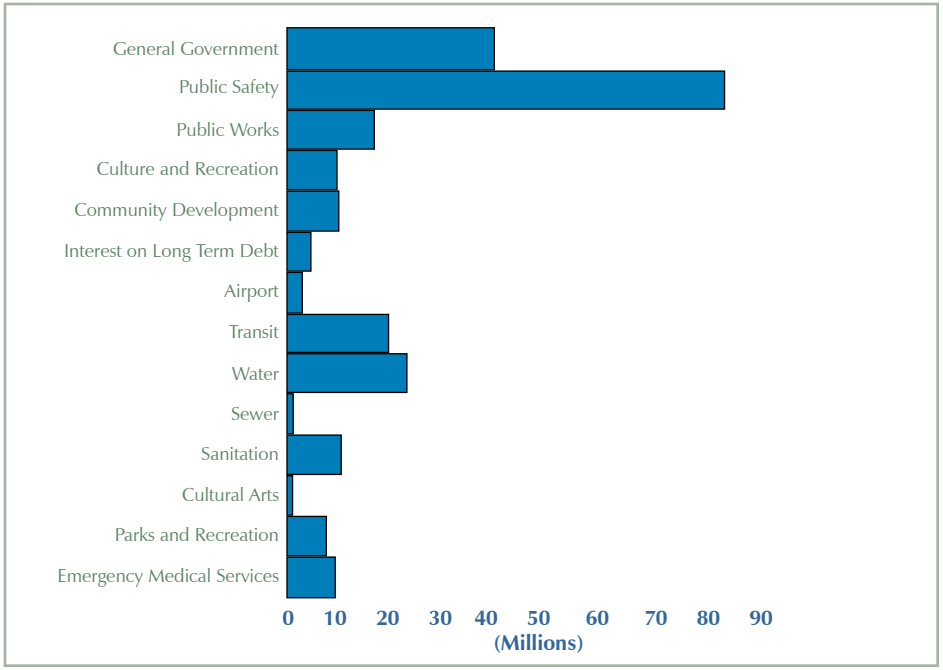
Source: The Planning Center, 2007, using data from the City of Torrance and inflation-adjustment data from the US Bureau of Labor Statistics

Expenditures

From the fiscal year ending in 2002 through fiscal year 2007, the city's total expenditures increased by $ 44,701,000 (22.2%), or, on average, 4.1% per year. Adjusting for inflation, however, the real increase in revenues over this time was $ 10,815,646, or 0.9% per year.

As with most cities, Torrance largest outlay goes to public safety, 33.4% of all spending (36.7% when including emergency medical services). Over the past four years, spending on public safety (excluding emergency medical services) has increased, in real (inflation-adjusted terms) by 1.6% per year, faster than the real growth in both revenues and expenditures. Emergency medical services spending increased by an even larger 3.3% per year over this period.

Figure 32 - Major Municipal Expenditures by Function, Torrance, Fiscal Year Ending in 2007



Source: The Planning Center, 2007, using data from the City's Consolidated Annual Financial Report

Fiscal Management

The city operates under a biennial budget, with a five-year capital budget. It is generally agreed that a biennial budget is a better fiscal management tool than annual budget. The city develops five and ten year projections when preparing its budget.

From fiscal year 05/06 to fiscal year 07/08, the city has increased its budgeted reserves $4,569,798. The annual growth of the city's reserves, 12.2% greatly exceeds the levels of revenue and expenditure growth.
The state's continuing budget sagas and their affect on local resources makes projecting future revenues and expenditures problematic. Based on the levels of total revenues and expenditures over the past five years, the city's revenues should continue to exceed expenditures over the next ten years.

Staffing

The total number of full and part-time employees has decreased from 1,801 in 2005 to 1,754 in 2007.

Table 12 - Staffing in Torrance, 2007

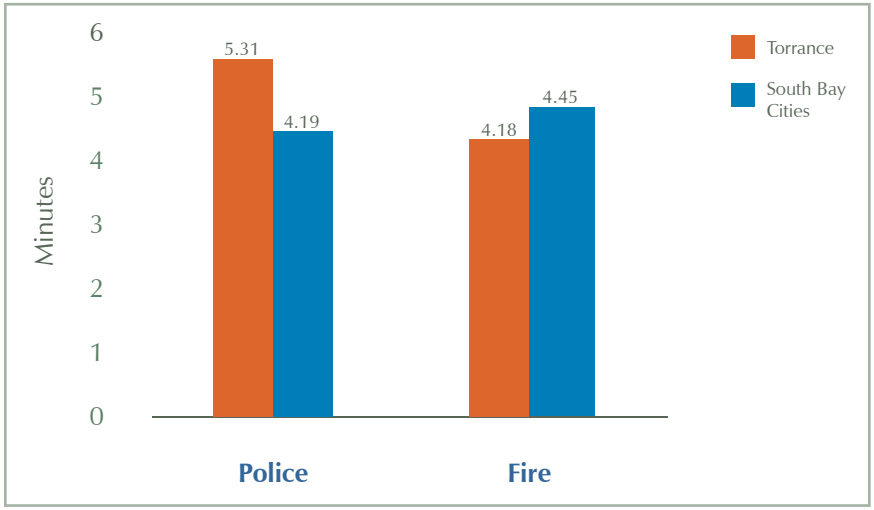
	2005	2006	2007
General Government	292	279	290
Public Safety	508	525	531
Public Works	140	141	139
Community Services	511	463	470
Community Development	75	73	71
Airport	5	5	5
Transit	133	131	127
Water	23	29	25
Sewer	21	21	16
Cultural Arts center	50	46	52
Workforce Investment Nerwork	43	34	28
TOTAL	1801	1747	1754

Source: The Planning Center, 2008, using data from the City of Torrance

Emergency Response Times

Short emergency response times are critical to saving lives. Using data collected from cardiac arrest cases, a *USA Today* investigation showed that people who were saved were shocked on average within 5 minutes 30 seconds. Those who were not saved were not shocked until, on average, 6 minutes 42 seconds (Robert Hanashiro, 5/20/05). The average police response time for Torrance in 2005 was a full minute longer than the south bay cities' average, but still within the critical 6-minute mark. Fire response in the city was faster than the region's average, in part due to the city having its own fire department. The Torrance Fire Department's goal is to respond to 95% of calls within 7 minutes; as of September 2007 the department was responding to 93% of calls within 7 minutes.

Figure 33 - Average Police Response Times in Torrance and the South Bay, 2005



Source: The Planning Center, 2007, using data from the LAFCO for Los Angeles County South Bay Municipal Service Review, 2005

Performance Evaluation. How well has the city implemented the previous strategic plan?

PERFORMANCE EVALUATION

As the strategic planning committee reviews and updates the strategic plan, the question naturally arises, what has the city done with the previous strategic plan? This section answers that question.

The Planning Center prepared a questionnaire for each city department asking how they specifically implemented their portion of the 184 goals and subgoals from the previous strategic plans. Each department's written responses, all lengthy and substantive, are included in their entirety on the attached CD ROM. Readers of this community profile are encouraged to read through these responses; they will probably be pleasantly surprised at the extent to which their city government has been working on the community's strategic priorities.

Results

The Planning Center finds that, of the 184, the city has not made substantial progress on four. These four are:

> Involvement of communications professionals from the business community. (Strategic Priority: Communications and Civic Involvement; Goal: Opportunities for civic and public/private collaboration and partnerships).

Although the city has expanded opportunities for community members to be involved in local government, we did not find an active program to recruit communications professionals from the business community. We do find that the city has actively worked towards the broader goal to expand opportunities for civic and public/private collaboration and partnerships.

> Regional coordination for the provision of social services among all public, private, non-profit, religious interests, and other groups. (Strategic Priority: Personal Growth and Enrichment of the Individual; Goal: Personal and public responsibility).

The city has expanded regional cooperation on many fronts and many social services are provided regionally. We did not find, however, that there was an active program to promote regional coordination for the provision of social services among all service providers. We do find that the city has actively worked towards the broader goal of personal and public responsibility.

> Utilization of income-producing properties to the highest potential. (Strategic Priority: Reliable Revenue Base and Effective Asset Management; Goal: Effective land management program of city-owned property).

We did not find that the city had implemented a specific program to use each income-producing property to the highest potential. We did find, however, that the city had worked towards the broader goal of effective land management of city-owned property.

> Assessment and implementation of appropriate traffic calming strategies. (Strategic Priority: Traffic and Transportation; Goal: Transportation system compatible with the residential community).

The city has instituted traffic calming measures and has taken steps to address traffic on residential streets. We did not find a comprehensive program to implement traffic calming measures on residential streets. We did find, however, that the city has worked towards the broader goal of a transportation system compatible with the residential community.

Key Accomplishments

Some of the key accomplishments that city departments reported for implementing the strategic plan are:

Strategic Priority 1:
APPEARANCE, CHARACTER, AND QUALITY OF THE COMMUNITY

GOAL: A distinctive appearance for Torrance that reflects the character, heritage and high standards of the community.
The city constructed new gateways on two major arterials, Artesia and Hawthorne.

GOAL: An urban design that preserves the balanced land uses in Torrance.
Hawthorne Boulevard Corridor Specific Plan adopted July 23, 1996 after first strategic plan.

GOAL: Preservation of the heritage of the historical sites in Torrance
Council resolution recognizes the original Torrance Tract as Old Torrance Founded 1912. In 2007, over 20 Old Torrance Founded 1912 signs were installed throughout the Torrance Tract and architectural design guidelines were adopted. Staff is preparing an ordinance for a voluntary historic preservation program that takes advantage of the Mills Act tax abatement programs.

Strategic Priority 2
COMMUNICATION AND CIVIC INVOLVEMENT

GOAL: A full range of information sources on local issues for citizens within the community.
Planning—notification increased from 300 to 500 feet; notification by post, paper, and mail.
Fire prevention notified all businesses in Torrance via business license renewal and Chamber of Commerce notification regarding fraudulent fire inspectors.

For human resource recruitment, classification and compensation matters, applicants can apply for City of Torrance jobs online; they can also complete interest cards for those jobs to be recruited in the future.

Recently the city implemented an electronic voting system for legislative proceedings. As the council considers issues, video monitors display the item, and later display the council's votes. Although not yet implemented, the city is preparing to launch a citywide calendar. This calendar will be accessed through the city's website, allowing departments to publish their events and activities on one central calendar. Torrance-based non-profits will also be able to publish their events as approved by the city. Visitors will be able to expand or limit the amount of calendar categories to view. Visitors will also be able to download events into their desktop calendar, receive reminders, and print events.

CitiCABLE has continued its long tradition of award-winning Torrance-based content. There are several programs produced to capture life as it exists in Torrance, documenting life as it happens. The weekly news show This Week in Torrance covers the majority of events that happen in the city. The Sports Desk covers high school sports weekly. Spotlight Torrance profiles artists, covers performances, and promotes events. Common Cents gives an inside look at Torrance businesses. Around Town in 15 highlights fun places to go, and interesting things to do in Torrance. Community Cooking and Art Studio give Torrance residents a chance to share their culinary and artistic skills. In addition to the series programming, CitiCABLE also covers events such as the Armed Forces Day Parade and Celebration, Fourth of July, dedications, and veterans affairs.

In 2005 the city launched a complete redesign of the entire website to make information easier to locate, increase content, and improve timeliness. The redesign included a universal "look and feel" along with the addition of content management software. The software allows changes to be made at the department level instead of relying on one webmaster. The empowerment of staff to edit and publish their own content has allowed for a more efficient and cost effective way to manage information. The website has grown from 33,000 to 400,000 visits per month, made by 80,000 unique visitors.

The city has implemented phase I of the computerized work management system that facilities a repository for citizen submissions made through the city's website online Citizen Request system. Requests made through the citizen request system become a work request in the city's work management system and are forwarded to the appropriate department for follow-up and resolution. (Phases II and III to incorporate assets and job costing are on the books but have not yet begun.

Individual e-mail communication with staff members has allowed citizens to communicate at their convenience during non-business hours. This process has also reduced delays associated with traditional mail times.

Strategic Priority 3
ECONOMIC DEVELOPMENT

GOAL: Business Retention and Expansion

New lifestyle component at Del Amo Fashion Center.

City adopted an economic development strategy.

Strategic Priority 4:
INFRASTRUCTURE

GOAL: Planning, design, construction and maintenance of an efficiently functioning infrastructure

The fleet services division automated its fuel management system. Enhancements to this system are planned within the next six months that will add features such as wireless fuel transaction authorization for police patrol vehicles and transit buses. As the police car or bus drives up to the fuel island, the system will automatically detect the vehicle number, record the current odometer reading and activate the fuel pump without the officer or bus operator having to use a magnetic strip card

GOAL: Environmental Management

Our storm drain maintenance program consists of cleaning the debris from all city-owned storm drain catch basins annually. The positive environmental impact for rainy season 2006/07 was removing 23.71 tons of debris from the storm drain system.

Strategic Priority 5
PERSONAL GROWTH AND ENRICHMENT OF THE INDIVIDUAL

GOAL: Leader in Educational Opportunities

Many of the programs and classes provided at the Madrona Marsh Nature Center are educational and are part of the curriculum for El Camino and Harbor colleges, and California State Universities Dominguez Hills and Long Beach. In addition, many of our educational/volunteer programs include opportunities for people of all disabilities. Staff arranges special tours for people with disabilities as well as develops volunteer programs to accommodate all citizens with special needs.

Strategic Priority 6
RELIABLE REVENUE BASE AND EFFECTIVE ASSET MANAGEMENT

GOAL: A Conservative Fiscal Investment Strategy

From fiscal year 05/06 to fiscal year 07/08, the city has increased its budgeted reserves $4,569,798. The annual growth of the city's reserves, 12.2% greatly exceeds the levels of revenue and expenditure growth.

Strategic Priority 7
RESPONSIVE, ACCOUNTABLE, AND COST-EFFECTIVE GOVERNMENT

GOAL: Effective operational standards, planning, and efficient delivery of services.

The communications and information technology department uses computer software that facilitates remote PC access and control. This software allows IT technical staff to remotely log on to a user's PC and diagnose problems without having to be at the user's location.

GOAL: Cost effective ways of doing business.

The city surveys customers for the Torrance Cultural Arts Center, which provides valuable feedback on facilities, equipment, and staff. Such information has assisted in a wide variety of applications, ranging from renovations to routine purchases and personnel training. Periodic reviews of market rates at competitive rental facilities also ensure that the city is providing a value-oriented service to citizens using the cultural arts center.

Strategic Priority 8
SAFE AND SECURE COMMUNITY

GOAL: Protect persons and property from crime.

Implementation of focus-based policing; created area traffic officer positions; increased staffing at the mall; provides school resource officer to Torrance Unified School District; established a cold case homicide unit; established an animal control program.

GOAL: A community that is prepared for disasters.

Updating the city's emergency plan; All city departments have updated their department disaster plans; Updated the city's hazard mitigation plan; Annual citywide emergency drills.

Strategic Priority 9
TRAFFIC AND TRANSPORTATION

GOAL: Safe and efficient movement of traffic.

Deploying a citywide Intelligent Transportation System (ITS). This technology includes a Traffic Control System, closed caption TV, and a traffic management center. Many signals have been or are earmarked to be coordinated with a synchronization plan.

Pedestrian circulation plan required for large projects; warning lights installed for marked crosswalks near schools and senior center; safe routes to school study; crossing guards near schools.

Forecast. The forecast provides projections for key community indicators.

Forecast

Projections typically use the phrase, "If present trends continue, then X will happen." The key to a projection, then, is the current trend. Understanding trends and projections will help the strategic planning committee appreciate the direction in which Torrance is heading. If the community does not like that direction, questions should be asked—Can we change directions; if so, how; and what will it take to make change happen?

Finally the community needs to know that not all trends will continue as anticipated. The last chapter, Environmental Scan, discusses several topics that might change the factors underlying current trends.

Water

As noted in Section 1, the reliability of the Los Angeles Basin's water supplies is subject to not only the climate, but also to the legal ramifications of environmental protection policies and judicial decisions. With an increased emphasis on the impacts of global climate change, public policy initiatives are beginning to focus increasingly on water conservation and reclamation. If these trends continue, Torrance cannot rely too heavily on imported water supplies. Accordingly, the city will need to continue concentrating on increasing the use of reclaimed water and to optimize its groundwater allocation rights.

According to the Water System Master Plan (2002), hydraulic modeling results indicated very few deficiencies within the existing infrastructure system under current and future conditions. Although the suggested improvements focused on replacing aging infrastructure in phases, the need for additional water storage is crucial. As Torrance looks to increase its local recycled water and groundwater production, the need for increased storage becomes vital to maintaining the city's water supply security.

Table 1 - Torrance Municipal Water Department Projected Water Supply and Demand, Multiple Dry Water Years 2006-2010

Water Sources	2006	2007	2008	2009	2001
Supply	**Normal Years**		**Dry Years**		
Imported	27,190	26,870	26,080	25,770	25,450
Other Suppliers	11,060	11,070	11,080	11,090	11,100
Total Supply	38,250	37,940	37,160	36,860	36,550
Normal Year Supply	38,250	37,940	37,640	37,330	37,020
% Normal Year Supply	100%	100%	98.7%	98.7%	98.7%
Demand	**Normal Years**		**Dry Years**		
Imported	19,680	19,710	22,090	20,490	21,860
Other Suppliers	11,060	11,070	11,080	11,090	11,100
Total Supply	30,740	30,780	33,170	31,580	32,960
Normal Year Demand	30,740	30,780	30,830	30,870	30,920
% Normal Year Demand	100%	100%	107.6%	102.3%	106.6%
% of Year 2005 Demand (30.070 AF)	102.2%	102.4%	110.3%	105.0%	109.6%
Supply / Demand Difference	7,510	7,160	3,990	5,280	3,590

Source: The Planning Center, 2007, using data from the 2005 Urban Water Management Plan

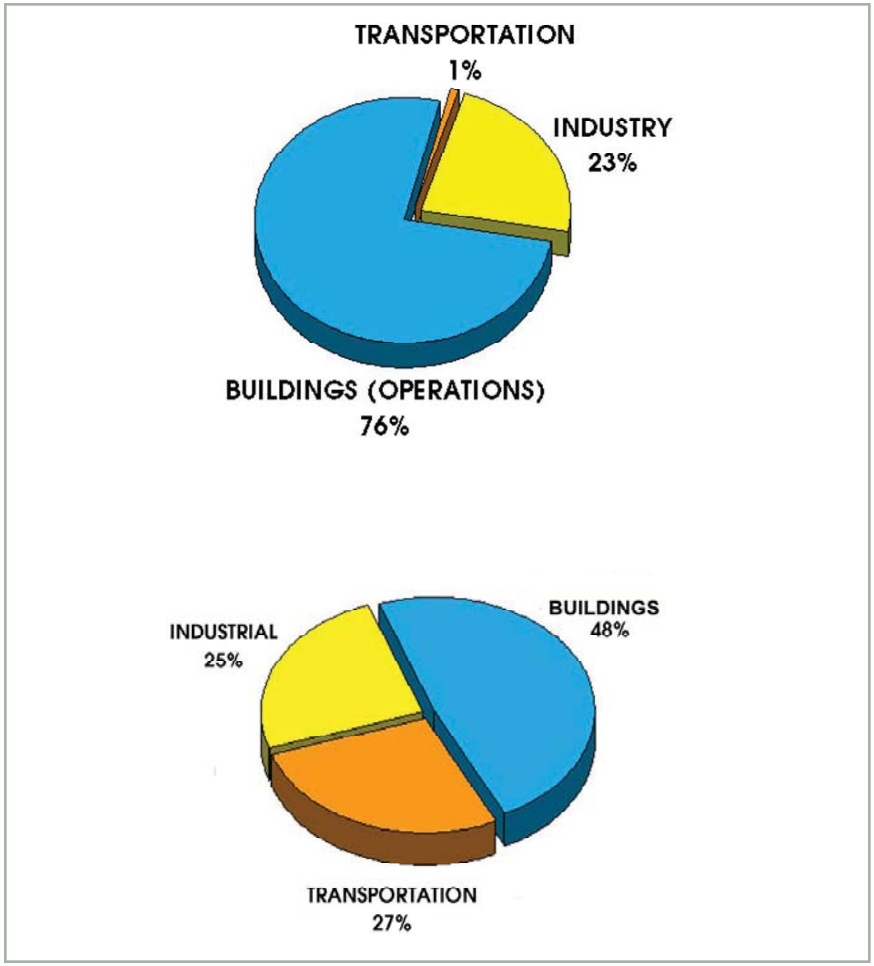
Energy

Although SCE will invest in its generation, transmission, and distribution infrastructure to meet service demand, managing the city's energy use will continue to be a key strategy to address the regulatory requirements anticipated under AB 32.

Energy generation, which is primarily based on the combustion of fossil fuels, has a direct nexus to global warming. Therefore, reducing reliance on this type of energy will mitigate the consequences associated with global warming. Based on Figures 1 and 2, focusing on improving the energy performance of buildings (e.g., heating, cooling and lighting) iscritical to reducing our dependence on fossil fuels.

There are a number of energy use strategies aimed at high building performance that are based on design, innovation, and technology. Among these are maximizing solar orientation of buildings, developing land on a compact footprint and increasing densities, and incorporating conservation methods (e.g., lighting retrofits with Compact Fluorescent Lights and Light Emitting Diodes, programmable thermostats, energy efficient appliances, high R-value insulation). On the supply side, energy generation in the future will look increasingly to alternative, renewable sources, including wind, solar, biomass, and geothermal power.

Figure 1 - United States Electricity Consumption



Source: Energy Information Administration Statistics (Architecture 2030)

Housing Development

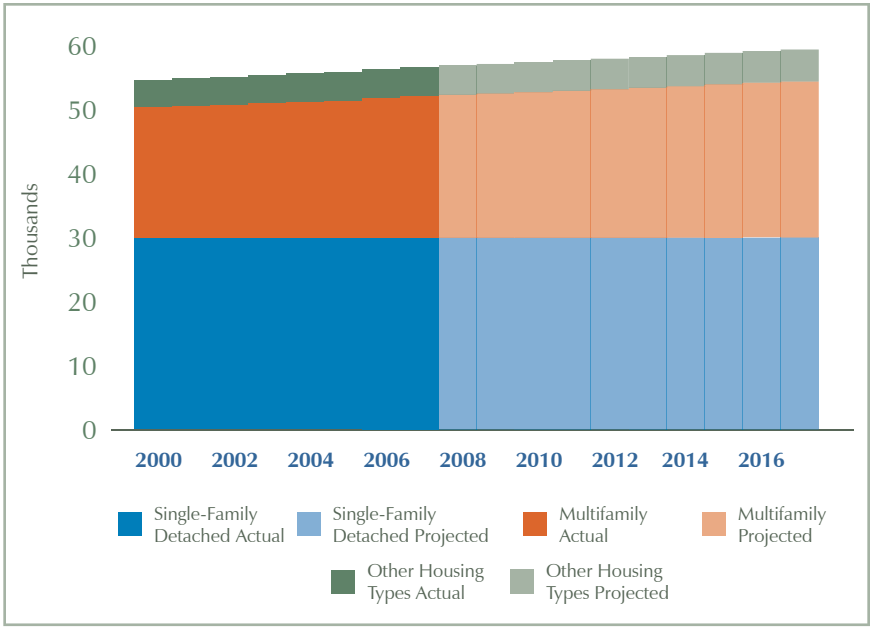
With limited land area for redevelopment, Torrance has still witnessed housing growth. If the 2000 to 2007 trend in the total number of households living in Torrance continues, the city will grow by 1,948 households, or 3.4% over the next ten years. The cities of the South Bay will, overall, add a total of 6,580 (including Torrance).

If trends in housing construction over this same period also continue, single-family detached housing would also increase, but only by 2.4% (724 new units). The majority of new housing, 62.8%, would be multi-family housing—apartments and condominiums (1,224 new units). Single-family attached housing and mobile homes, which showed no growth from 2000 through 2007, would likely not increase over the next ten years, if present trends continue.

The real question is whether current trends will continue. As discussed in the environmental scan chapter, Southern California will likely measure it's recovery from the housing slump in years. While the strong push for development has receded temporarily in most communities, over the long term the region will continue to grow, and demand to build new housing will return.

Assuming that single-family detached housing develops at a gross density of 6 dwelling units per acre, and multi-family dwelling units at 20 units per acre, accommodating the projected housing growth would require 182 acres of land for development. With only 100 acres of vacant land remaining, the housing development trend in Torrance is only sustainable if new development is achieved through redevelopment, if allowable densities change, or if new housing is developed upward (i.e. higher density with taller buildings).

Figure 2 - Housing Trend and Projection, Total Number of Housing Units by Type of Housing, Torrance, 2000–2017



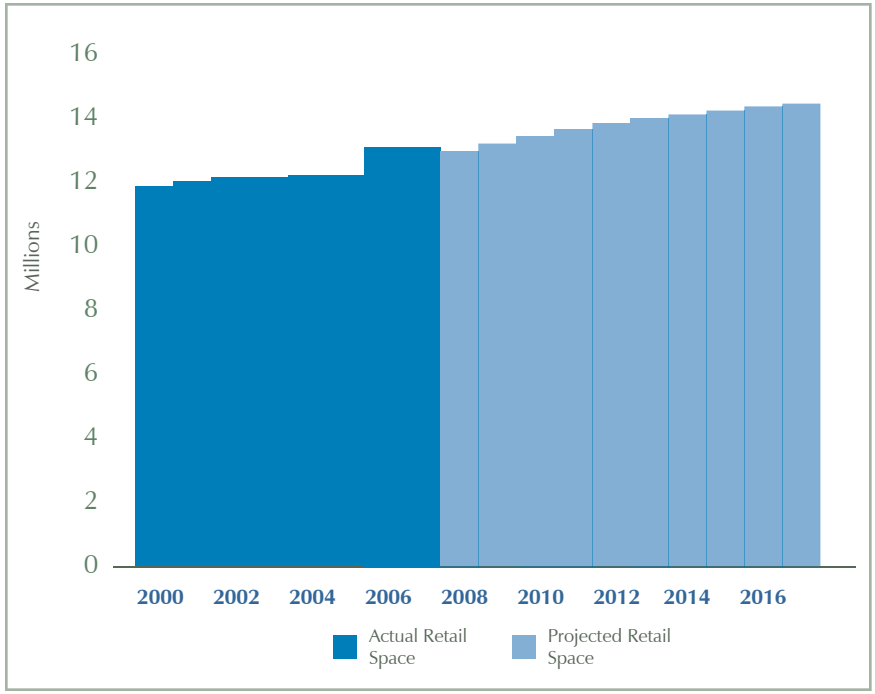
Source: The Planning Center, 2007, based on housing unit data from the California Department of Finance

Retail Development

Assessing records indicate that the total building space used for retail sales in Torrance increased by 1.3 million sq. ft. (11.3%) from 2000 through 2007. This figure includes both new development and conversion of uses to retail. Based on the past trend, Torrance should add another 1.7 million sq. ft. of retail space over the next 10 years. This growth rate equals an annual increase of about 1.4%, which, while larger than the annual population growth projection for Torrance (0.3%) and the South Bay (0.2%), is roughly similar to the projected annual increase in real (inflation-adjusted) retail sales growth (1.4%).

Once again, the question is whether or not this trend is sustainable. The economic section projects the increases in actual retail sales and discusses the likelihood of that trend continuing. In regard to the built environment, 1.7 million square feet of retail space could require from 75 to 150 acres of land. Although some of the increase could come from the conversion of existing non-retail buildings, achieving this level of development will necessitate the expansion of existing retail facilities (expanding vertically, or converting surface parking to structured parking and expanding horizontally), changes in allowable densities (intensification of existing uses), or redevelopment of non-retail uses into new retail developments.

Figure 3 - Estimated and Projected Retail Building Space in Square Feet, Torrance, 2000–2007 and 2008–2017



Source: The Planning Center, 2007, based on housing unit data from the California Department of Finance

Office Development

Assessing records indicate that the total building space used for offices in Torrance increased by 490,000 sq. ft. (4.5%) from 2000 through 2007. This figure includes both new development, additions, and conversion of other uses to offices. Based on the past trend, Torrance should add another 870,000 sq. ft. of office space over the next 10 years. This growth rate equals an annual increase of about 0.6%.

As the regional and national economies continue to transition from a manufacturing base to a services base, jobs will increasingly be found in offices, hospitals, and education facilities. The low growth rate in office space, along with the age and quality of existing office space previously discussed, raise the question of how well poised Torrance is to maintain its claim as a major player in the regional economy of the future.

Industrial Development

Torrance could add 741,707 square feet of industrial building space over the next ten years, based on the current trend. However, that new industrial building space would likely be for warehousing and storage rather than manufacturing. Warehousing, storage and distribution make up part of the logistics sector of the economy, one of the more dynamic sectors in Southern California. These uses, however, tend to generate less municipal revenues and less employment per square foot than manufacturing uses. How the city encourages the reuse and redevelopment of industrial areas will affect the structure of the local economy.

Employment

Several methodologies are available to forecast future employment. At the local level, however, the lack of detailed employment data over time limits the accuracy of future forecast. The forecast presented below uses data from the US Census Bureau's Longitudinal Employer-Household Dynamics program to determine Torrance's share of Los Angeles County's employment by sector and the California Employment Development Department's long-term projections of employment by industry.

Over the next ten years, the local economy should grow by 13.4 percent, adding 13,000 jobs. Health care will realize the largest job gains, followed by Administration (primarily temporary workers), Retail trade, Educational services, and Accommodation and food services. Although each sector includes a wide variety of subsectors, the average wage in each of these high growth sectors is less than the overall average wage.

The Manufacturing, Information, Finance and insurance, Professional, scientific and technical services, and Management of companies and enterprises sectors all pay above-average wages. Excluding manufacturing, which will likely continue to decrease in jobs, the above-average wage sectors will only add 1,538 jobs to the local economy over the next ten years, 11.8% of the total employment growth.

In contrast, of Torrance's employed residents, 19.1% currently work in the sectors with above average wages (once again excluding manufacturing). The discrepancy between the average wages of jobs in Torrance and the wages of Torrance's residents will continue and widen, if present trends continue.

Table 2 - Property Values in Torrance and the South Bay, 2007

Employment Sector	Employment Estimate, 2007	Employment Projection, 2017	Increase	Percent
Natural Resources	281	273	-7	-2.6%
Utilities	260	283	23	8.7%
Construction	2,029	2,191	162	8.0%
Manufacturing	12,967	11,395	-1,571	12.1%
Wholesale Trade	8,443	9,275	832	9.9%
Retail Trade	14,442	16,711	2,269	15.7%
Transportation and Warehousing	1,749	1,935	186	10.6%
Information	2,046	2,258	212	10.4%
Finance and Insurance	3,542	3,776	234	6.6%
Real Estate and Rental and Leasing	1,948	2,245	297	15.3%
Professional, Scientific, and Technical Services	6,402	7,317	916	14.3%
Management of Companies and Enterprises	2,849	3,025	176	6.2%
Administration & Support, Waste Management and Remediation	10,365	13,005	2,640	25.5%
Educational Services	5,351	6,949	1,598	29.9%
Health Care and Social Assistance	13,811	17,118	3,308	24.0%
Arts, Entertainment, and Recreation	569	620	51	8.9%
Accommodation and Food Services	7,130	8,580	1,450	20.3%
Other Services (excluding public administration)	2,352	2,572	219	9.3%
Public Administration	909	984	76	8.3%
Total	97,444	110,515	13,071	13.4%

Source: The Planning Center, 2008

Taxable Retail Sales

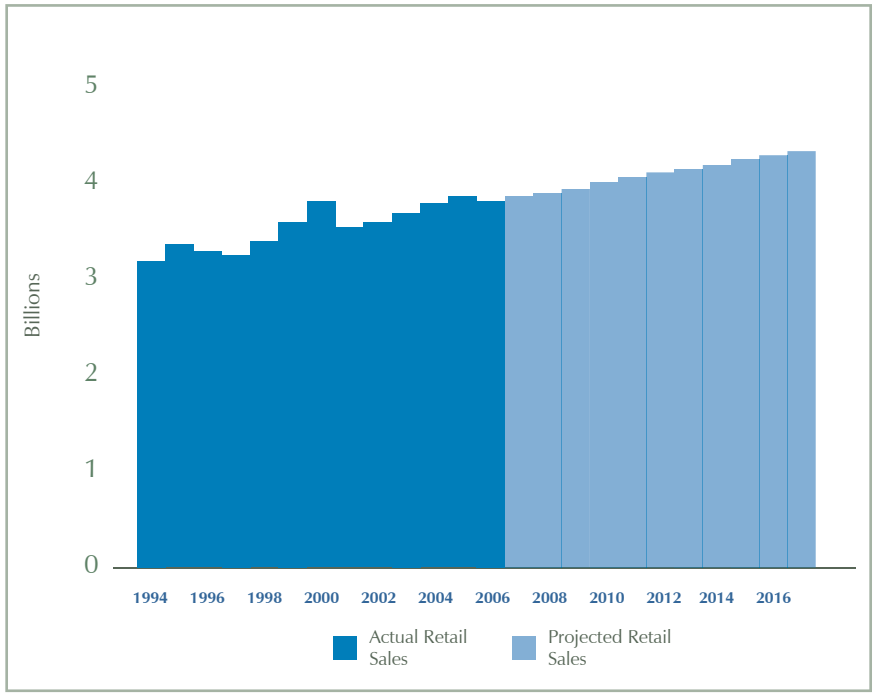
If present trends continue, taxable retail sales in Torrance will increase $502,280,391 in real (inflation-adjusted) 2007 over the next ten years. This growth equates to a 1.4% per year increase, larger than the annual population growth projection for Torrance (0.3%) and the South Bay (0.2%).

Over the short-term the regional and national economies will likely slow, reducing or eliminating any increase in retail sales. Over the long-term, however, retail sales should grow at a rate similar to the long term trend.

Retail sales, however, can only grow faster than population if the trade area from which consumers come to Torrance to shop grows, if real household incomes rise, or if households change their spending habits to increase the portion of their income spent on consumer goods. None of these events seem likely. Expanding the trade area would require new retail facilities or new retailers, but, with little land available for development, there is little expectation of a large new shopping center. Secondly, real (inflation adjusted) incomes have been increasingly slowly for many years. Finally, average household debt has been increasing, reducing the ability of households to spend more.

Although present trends suggest that Torrance should expect increased real consumer spending, achieving that increase could prove difficult. The city could work with the owners of retail centers to encourage them to update the facilities and provide new retail concepts. The city could also work to improve access from the regional population to the city's regional shopping destinations. Finally, the city can work to attract new retailers to Torrance.

Figure 4 - Taxable Retail Sales Trend and Projection, Torrance, 1994–2006 and 2007–2017



Source: The Planning Center, 2007, using retail sales data from the California Board of Equalization, as reported by the Los Angeles Economic Development Corporation

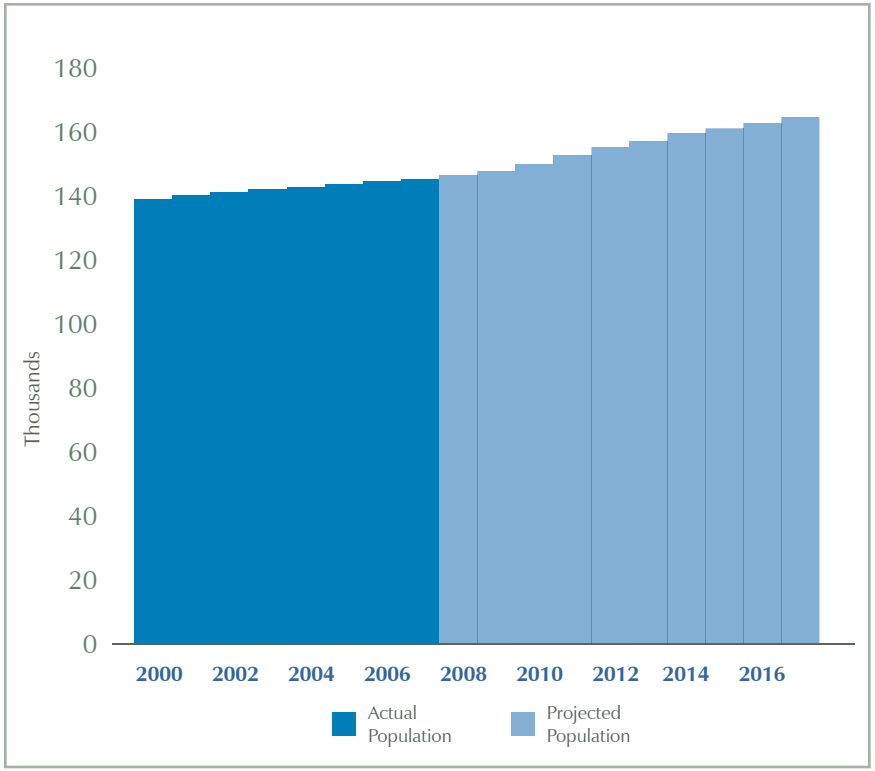
Population

From 2000 to 2007 Torrance's population grew by 7.7%, to a total population of 148,558. If current trends continue, Torrance's population will reach 164,579 by 2017.

The number of new housing units needed for the projected population growth depends on the average household size. Unlike the more common trend, the average household size in Torrance increased from 2.506 persons per household in 2000 to 2.633 in 2007. The increase may sound small and trivial, but if the trend continues, the average household size will be 2.835 in 2017. Without the increase in household size, nearly 4 times more new housing units would be required over the next ten years, 6,085 versus 1,627.

The real question, and one which available data do not answer, is whether the increase in household size derives from changes in the way Torrance residents are choosing to live, or if it results from an increase in overcrowding. The 2010 census will provide the next opportunity to better understand the dimension of this increasing household size.

Figure 5 - Estimated Population, Torrance, 2000–2007 and 2008–2017



Source: The Planning Center, 2007, based on housing unit data from the California Department of Finance

Age Distribution

Age distribution contributes to vital services and facilities needed to adequately serve the population. Torrance's population is growing older. From 2000 to 2005 the median age in Torrance increased from 38 to 41. In 2005, Torrance's largest percentage of residents fell within the family-forming (25 to44) and middle-age (45 to 64) groups, including approximately 28% of the population each. Reflective of the baby boom generation (those born from 1946 to 1964), middle-aged adults were the fastest-growing group, increasing by 31%. If this aging trend continues the city will need to prepare to increase services appropriate for an aging population such as senior transportation, geriatric health services, and affordable senior housing.

Projections of age distribution trends show dramatic decreases in family-forming and college-age persons (18 to 24) persons in Torrance. Increases will occur in the under 18, middle-age, and senior (65+) age groups. Growth projected for middle-age and senior groups correlate to the baby boom generation.

Household Composition

Household types influence the demand for particular types of facilities, services, programs, and development types. From 2000 to 2005, Torrance experienced decreases in married couple families and increases in other family households and nonfamily households. In 2005 the family households made up the majority of Torrance households, comprised of 23% married couples with minor children, 25% married couples without children, and 15% other family households. Nonfamily households, which are individuals living alone or with unrelated persons, made up 37% of Torrance's households.

If current trends continue, married couples without minor children will decline in Torrance, while projections show increases in nonfamily households, married couples with minor children, and other family households.

Budgeting

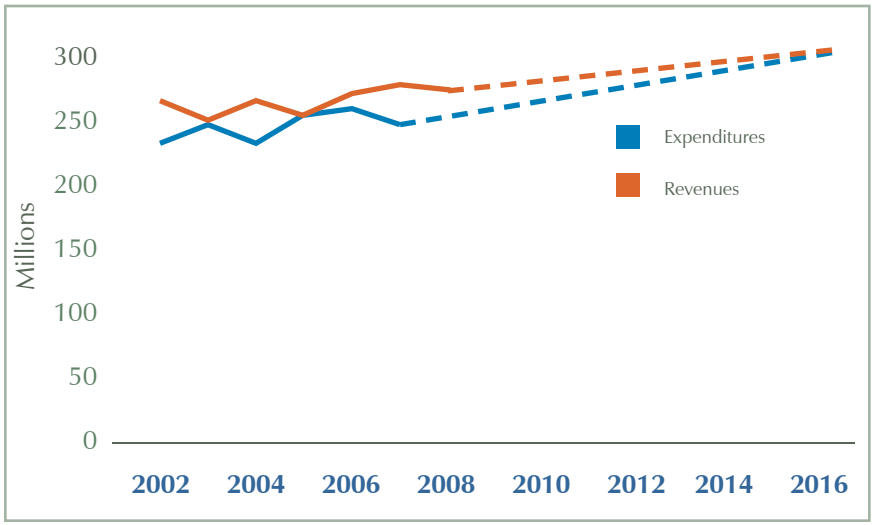
Changes in financial reporting, changes in the state's allocation of resources to local governments, and the affects of single large projects make projecting the city's budgeting trajectory difficult. Nevertheless, having some idea of where the city's budgets are heading provides useful information.

The projections provided below are based on the city's total revenues and expenditures across all funds, as reported in the Comprehensive Annual Financial Report. The projections assume that present trends continue. However, with the current state budget crisis, it is impossible to know the impacts to local financial resources.

From 2002 through 2007, the city's total real (inflation-adjusted) revenues increased by $6,267,830 or 2.4%. The city's total real expenditures increased by $ 10,815,646 or 4.6%. In 2007, total revenues exceeded total expenditures by $19,164,000 or 7.2%.

If present trends continue over the next ten years (2007 through 2017), the city's total revenues would increase by $14,539,754 (in current 2007 dollars) or 5.5%. Total expenditures would increase by $32,424,180 or 13.2%. In 2017, revenues would continue to exceed expediters, by $1,279,575, or 0.5%.

Figure 6 - Project Budget Balance, Torrance 2002–2017



Source: The Planning Center, 2007

Environmental Scan. The environmental scan describes regional and national trends that might affect how well the city can implement the updated strategic plan.

Environmental Scan

The strategic plan will guide city actions to achieve the community's goals. Many trends and issues beyond city hall's control will affect how and what the community can accomplish. This chapter discusses the aging and retirement of the baby boom generation, the national economy, global climate change, and governmental mandates.

DEMOGRAPHIC AND BABY BOOMERS

After World War II, the number of births in the US increased substantially above its long-term norm, peaked around 1957, and showed a sharp decline from 1964 to 1965. Starting in 1980, the number of births then began to climb once again, as the baby boomers began starting families.

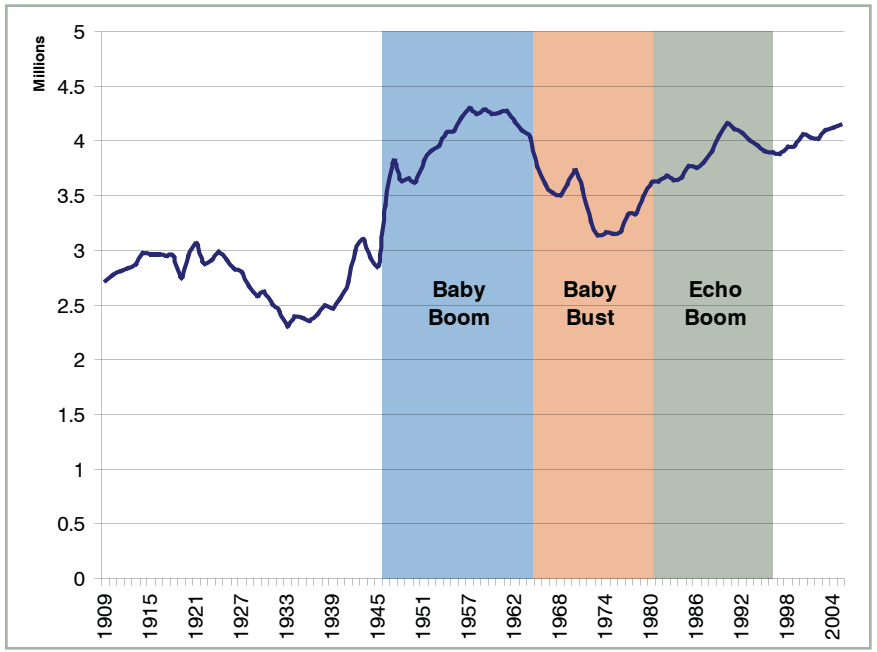
Although many commentators and academics debate whether or not the baby boomers represent one or more social generations, the 20-year period does create a demographic bubble. The subsequent fifteen-year period, when the birth rate dipped below the long-term average (down to the depression-era rate), produced significantly fewer people. This period is often referred to as the baby bust, or, more commonly, as generation X. Finally, the generation born from 1980 to 2000, with more births than during the previous baby bust period, is often referred to as the echo boom, or generation Y. Although the basic fertility rate has not changed much since 1973, the increasing number of women in the child-bearing years has resulted in the increase in total number of births in the echo boom.

This demographic pattern of baby boom, baby bust, and echo boom poses several challenges for the US, the state, the region, and yes, even the city of Torrance. Some of these important challenges are the aging of the baby boom generation, the coming labor shortage, and, for Southern California, the challenge of employing echo boomers.

Aging Baby Boomers and Retirement

In 2008, the first baby boomers become eligible for early retirement. As this demographic group has shaped every stage of life is has passed through, it will now put its own spin on retirement.

Figure 1 - Total Number of Births and Generational Definitions, US, 1909–2005



Source: The Planning Center, 2007

Retirement

Current surveys suggest that boomers, on average, intend to work about 3 years longer than previous generations. Will boomers work much longer? Will they get up and move when they retire as some in previous generations did? Will they retire, only to open their own businesses? Will they swell the ranks of civic volunteers? No one really knows the answers to these questions. Even where survey research has been conducted, it is, at best, only a reflection of what the survey respondents felt they would probably do. But when the time comes to retire, baby boomers may change their minds and fool all of the surveyors.

Wealth Transfer

One key difference will be boomer's wealth. Their real earnings are higher than that of previous generations. More importantly, though, their parents' generation was the first in the US to, en masse, become homeowners and create widespread family wealth. As this generation passes on, many are leaving this wealth to their children and grandchildren. The baby boomers are becoming the recipients of the largest inter-generational transfer of wealth in history. No one really knows how this wealth will affect baby boomers' choices for and after retirement.

Medical Care

What is known is that this country is woefully unprepared to deal with the cost of medical care as baby boomers age. Although one often hears talk about social security, it is much better funded than Medicare. More importantly, as this generation enters the ages that require the most medical care, the US will face an acute lack of skilled nurses, doctors, hospital beds, and most other things related to health care.

So, what does this mean for Torrance?

With a larger portion of its population in the baby boom generation (36.3%) than Southern California (29.2%) and the US (29.6%), Torrance will be affected by a greater degree by boomer choices about retirement, relocation, and how to spend their "golden years". With two major hospitals, however, Torrance is well poised to capitalize economically on the aging of the baby boom generation. The key issue, however, is that no one really knows what will happen to retiring boomers and the situation warrants continued monitoring.

The Coming Labor Shortage

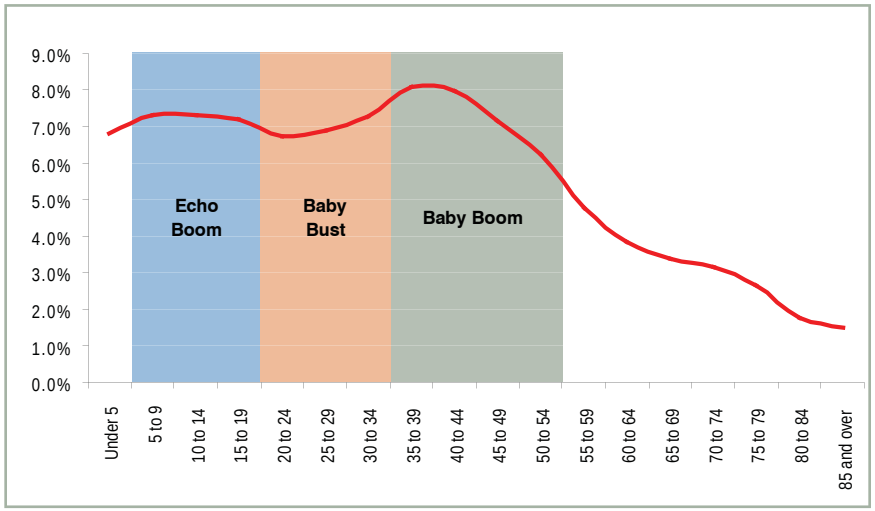
The 15-year baby-bust generation in the US has 6.4 million fewer people (a 9.8% decrease) than the 15-youngest ages in the baby boom generation. Even the echo boom has 3.9 million fewer people than the baby boom generation (and they are 20 years younger, 20 year less experienced). As boomers move into retirement, the US labor force does not have enough workers to fill their jobs.

The US economy faces a monumental challenge over the next 20 years. The US will either have to bring in more skilled and educated immigrants, or the economy will have to become 9.8% more productive, or else more US jobs will be shipped overseas. As boomer retirement progresses, one can expect American jobs to chase American workers. Those communities that have the quality of life to attract the highest educated and highest skilled workers will also attract the jobs that need those highly skilled and highly educated workers. As in the late 1990s, proximity to available labor will be the most important factor for business location decisions.

While the coming labor shortage will beset the nation and force businesses to compete nationally for workers, Southern California's demographics position it well for the coming labor competition. The five counties in the Los Angeles region have a relatively smaller percentage of their population in the baby boom generation than the US has, and slightly more in the baby bust generation than the US. In fact, Southern California's population includes more people in the baby bust generation than in the 15 youngest years of the baby boom generation. Regionally, the economy does not face the same problem as the nation: not having enough workers to fill the existing jobs. The region is well positioned to compete for jobs in the future.

Torrance, on the other hand, has an even larger share of its population in the baby boom and even smaller share of its population in the baby bust and echo boom generations. Although the bulk of Torrance's baby boomers are 10 to 15 years from retirement, the community needs to begin considering how to position itself to compete within Southern California as jobs increasingly search out employees in the future.

Figure 2 - Portion of the Population by Age Group and Generational Definition, United States, 2000



Source: The Planning Center, 2007, using data from the US Census Bureau

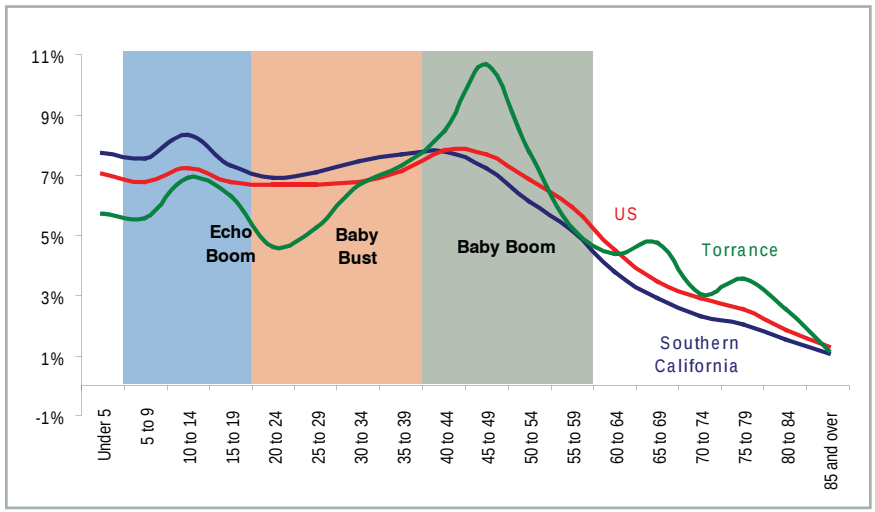
Employing the Echo Boomers

Finally, Southern California must find ways to provide education and job training to its echo boom generation. As businesses find themselves chasing workers to fill jobs, the large younger population in Southern California will serve as a natural draw. The jobs in question, however, will require skills and education (most regions will have a ready supply of under-educated and low-skill workers, potentially a greater supply than demand). For the region to capitalize on the baby boom retirement it must provide the educated and skilled labor force that employers will seek; warm bodies will not be enough.

It is during the teens and twenties when most individuals are best suited for education and learning skills, changing career tracks, and making life adjustments. During this time individuals are most able to significantly improve their earnings potential. As people age, start families, and generally settle down, they typically see less dynamic growth in their incomes.

While Torrance lacks a large pool of echo boomers, becoming a place that provides skills and education can help the city adjust once its baby boomers begin to retire.

Figure 3 - Portion of the Population by Age Group and Generational Definition, United States, 2005



Source: The Planning Center, 2007

THE ECONOMY

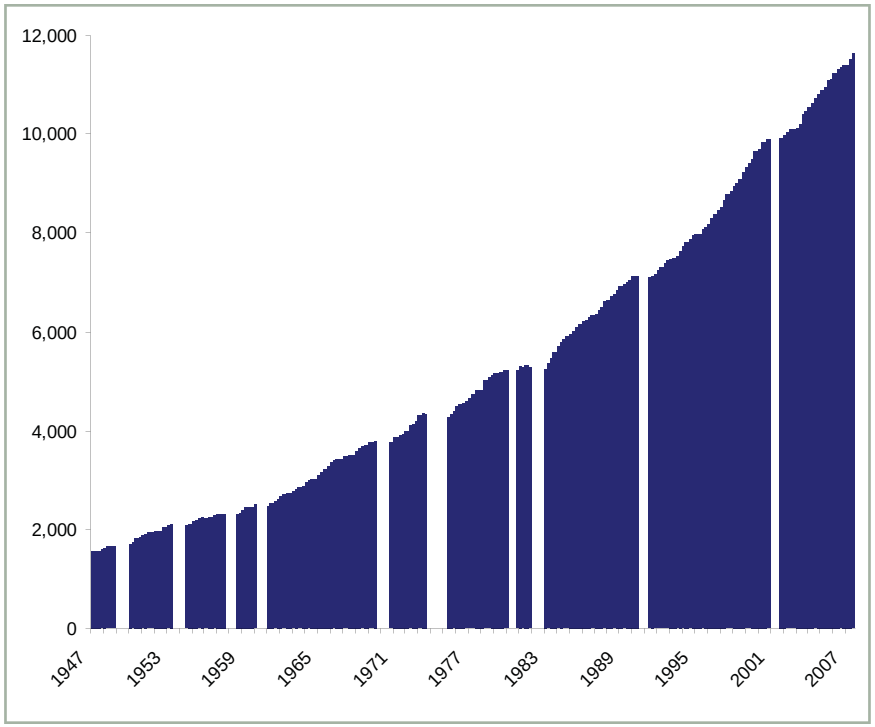
The performance of the economy may affect the goals the strategic planning committee identifies and will definitely drive the city's ability to achieve those goals.

The US economy is currently slowing down. Nationally, economic production, as measured by the gross domestic product (GDP), tends to grow at about 3 percent per year. In some periods it grows slower or faster, but over the long term the trend is about 3 percent per year.

Current economic thinking suggests that the national economy will slow to under 2 percent, picking up, perhaps, in the latter part of 2008 and into 2009. Whether or not the economy will technically go into a recession, the slowdown could temporarily reduce investment in the Torrance, lead to reductions in hirings and cutback in employment, and dampen consumer spending, resulting in reduced municipal revenues.

Dips in growth and recessions are part of our economic history and, for most, part of our memories. While we do not know whether the economy will enter recession or when economic activity will pick back up, the long term trend of about 3 percent growth will prevail.

Figure 4 - United States Quarterly Economic Performance, GDP in Real (Inflation-Adjusted) 2000 Dollars and Recessions, United States, 1947 through 3rd Quarter 2007



Source: The Planning Center, 2007, using data from the US Bureau of Economic Analysis

THE HOUSING SLOWDOWN

From a monthly high of 2,229 units in March 2006, completion of new housing units nationally declined to 1,391 in September 2007, a decrease of 37.6 percent. Two factors have contributed to the housing slowdown.

Speculation

First, speculation drove price increases that surpassed the underlying value of the housing assets being produced and outgrew the affordability of households, creating an asset bubble. Since that bubble popped, housing construction has fallen off, and, more importantly, prices haven fallen. While no one knows exactly how far prices will fall, the decline reduces the equity of all home owners.

The effect of the equity loss lessens with the length of time the households have owned their homes (or the length of time since they last borrowed against their equity). The lowered equity value of homeowners reduces their ability to afford the down payment on a new house, especially if they desire to upgrade in size and, consequently, cost. The general decline in housing values could therefore lengthen the housing slowdown: more households will have to put off their next housing purchase until they gain equity through value appreciation and paying down on their mortgage principals.

Bad Banking Practices

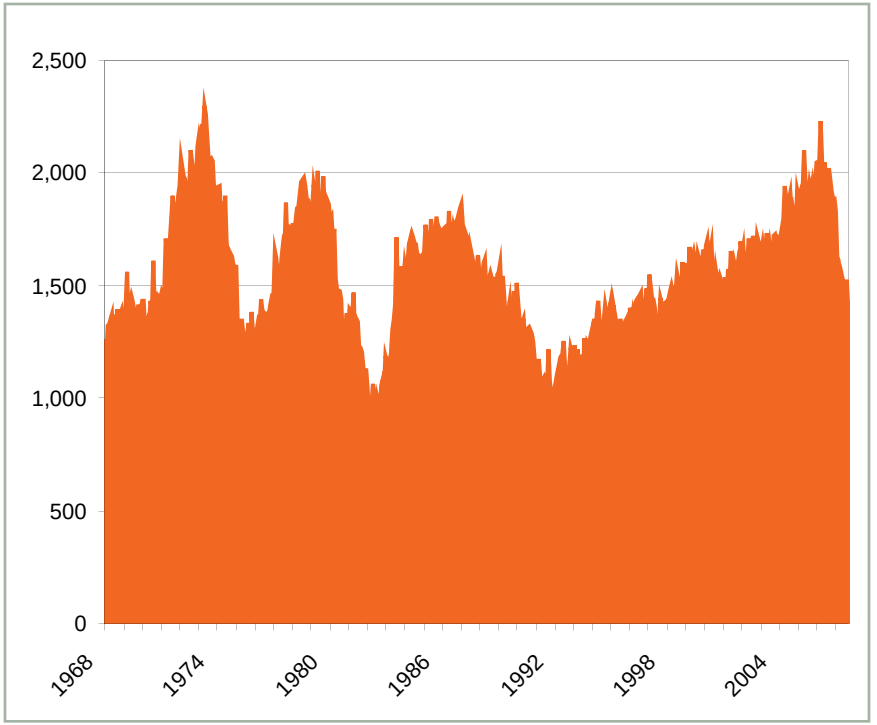
Second, the financial industry exercised poor judgment, extending credit where it should not, hoping to profit from the speculative bubble. While much of the press coverage focuses on subprime mortgages, the bad banking practices extend into all tiers of mortgages and refinancing. Consequently, foreclosures could hit any neighborhood and will affect all communities.

Increasing foreclosures will put more housing units on the market. This increased supply will continue to force down prices. Resetting interest rates on adjustable rate mortgages will continue to create new foreclosures, especially through the third quarter of 2008.

Duration

The current housing slowdown will likely continue for years. Previous housing slumps have lasted, on average, 42 months (May 1973 to October 1975; May 1979 to June 1982; and January 1987 to December 1991). We are about 22 months into this slowdown, which, based on completions, began in March 2006.

Figure 5 - Housing Completions by Month, United States, January 1968–September 2007



Source: The Planning Center, 2007, using data from the US Census Bureau

GLOBAL CLIMATE CHANGE

Climate is changing as a result of human activities. The primary anthropogenic driver of climate change is the emissions of greenhouse gases (GHG) associated with the combustion of fossil fuels. The documented and projected impacts of this and other activities are wide ranging: rising temperatures result in increased energy demand; rising sea levels threaten heavily populated coastal communities (e.g., storms and floods causing erosion and property damage); changes in hydrologic cycles, precipitation patterns, and decreased Sierra snowpack leads to water supply shortfalls. Other adverse impacts include increased intensity of weather (e.g. extreme heat) leading to public health risks (e.g., exacerbated air quality), higher temperatures leading to the disruption of growing cycles and agricultural productivity, and loss of habitat for sensitive species.

Regulatory Responses

While the consequences of global climate change affect society as a whole, cities have the authority and the tools to address the root causes. In particular, California cities enjoy local land use authority to regulate for the health, safety and welfare of their citizenry. Absent a nationwide initiative or regulatory framework proposed by the federal government, California has been leading the country's efforts to combat the consequences of global climate change, and has solicited the support of local municipalities to follow suit.

At the state level, the passage of AB 32, the Global Warming Solutions Act of 2006 and the issuance of the Governor's Executive Order S-3-05 brought global climate change to the forefront of the public policy debate. The landmark legislation, which calls for a reduction of the state's greenhouse gas emissions to 1990 levels by 2020, will require the state to cut emissions by 30% over projected levels. Led by the Air Resources Board, state agencies are examining potential policies and programs to meet the reductions cap, and developing a comprehensive emissions-reduction plan by January 1, 2009.

Legal responses

Although the regulatory framework to implement AB 32 has yet to be established, it has not precluded the State's Attorney General and some environmental organizations from taking legal action against cities and counties which allegedly fail to adequately address global climate change impacts in their environmental review processes. Both development projects and public policy documents, such as general plan updates, have been the subject of this type of litigation. There is no indication that similar legal challenges will abate any time soon.

Implementation Measures to Mitigate Impacts of Climate Change

Because of such scrutiny and the uncertainty of the forthcoming regulations, many California cities are examining their internal operations and development processes as a precautionary measure. Municipal governments are also joining efforts such as the US Mayors' Climate Protection Agreement and the Sierra Club's Cool Cities program to demonstrate their commitment to making changes at home. Some are looking to implement land use planning strategies to reduce the impact of, and adapt to, global warming. Focusing on smart growth principles, adopting green building policies, and promoting public transit and alternative modes of transportation, these cities recognize the value of implementing adaptation measures as a risk management strategy. The following are a sample of implementation measures employed to mitigate the impacts of climate change:

- Compact, multi-use development
- Infill redevelopment and adaptive use in built-up areas
- Green buildings (energy efficient design, water and resource conservation, recycled materials)
- Alternative modes of transportation (public transit, bicycling, walking)
- Alternative energy (biofuels, wind, solar, geothermal)
- Enhancing the urban forest, increasing tree canopy coverage to reduce heat island effect

GOVERNMENTAL MANDATES

From the state using local monies to finance its deficits to requirements that local governments clean up stormwater runoff, mandates from government above affect options at the local level.

Responses to Homeland Security

The Department of Homeland Security (DHS) is pursuing initiative to secure high-risk hazardous materials in transit, petrochemical facilities, and freight lines, among other forms of sensitive industries and related infrastructure. In 2007 approximately 30% of the $242 million Homeland Security Grant allocation to California went to secure the Los Angeles/Long Beach area.

At present the TPD collaborates with the DHS, other local law enforcement agencies, and the FBI through a Joint Terrorism Task Force. Additionally, the police department employs certified instructors of Law Enforcement Response to Terrorism (LERT) techniques. The curriculum for LERT training was created by SB 1350, which established the Responders Emergency Act to Combat Terrorism in 2002. Appropriate training of local security forces and maintaining communication with anti-terrorism agencies at the local, state, and federal levels will help the city identify and respond to a potential threat.

The Torrance Police Department (TPD) identified several potential terrorism targets in the community, including the Del Amo Fashion Center, Exxon Mobile refinery, and other petrochemical facilities. In the next 10 years the unique assets that make the city a potential target for terrorism may necessitate additional security precautions in Torrance than in other communities.

Affordable Housing

Recent amendments to State housing element law indicate that in the next 10 years jurisdictions may be held accountable for the implementation of affordable housing development strategies. For example, AB 1233, effective January 1, 2006, requires jurisdictions without adequate land inventories to meet their Regional Housing Needs Assessment (RHNA) to identify and rezone adequate land within one year of the next planning period (by June 30, 2009 for SCAG members). SB2, adopted in October 2007, requires jurisdictions to strengthen provisions for the homeless, including the identification a zone where emergency housing is a permitted use.

For the 2008–2014 planning period Torrance received a RHNA of 1,828 housing units, only 121 units short of the projected number of units in the city for 2017. Approximately 42% of the RHNA is lower income housing. To identify adequate land to potentially support so many new units, Torrance may have to adopt aggressive housing strategies, scour the city for underutilized residential sites, and intensify redevelopment agency projects. In preparation for the next planning period, the city should initiate communication with Southern California Association of Governments regarding the built-out nature of the city to potentially affect the next RHNA.

Pending Environmental Legislation

Federal: Marine Vessel Emissions Reduction Act (S 1499 – Boxer & Feinstein and HR 2548 – Solis) – would require ships to use cleaner burning, lower-sulfur fuels that reduce heath threatening soot and smog producing emissions when ships are in or near US ports. This bill also would impose tougher emissions standards for marine engines.

State: Clean Car Discount Program (AB 493 – Ruskin) - would require the State Air Resources Board to create and implement a clean vehicle incentive program with one-time rebates given to purchasers of new vehicles that meet low emissions standards. Rebates would be funded by a surcharge on high polluting vehicles.

Clean Alternative Fuel and Clean Vehicle Act (AB 99 – Feuer) - would require the State Air Resources Board, in consultation with other relevant state agencies, to develop and adopt regulations that will ensure that 50% of new passenger vehicles and light-duty trucks sold in California are clean alternative vehicles commencing January 1, 2012. By January 1, 2020, all new passenger vehicles and light-duty trucks sold in California will be clean alternative vehicles.

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