

# Westside Industrial Strategy Action Plan WEST LONG BEACH



REDEVELOPMENT AGENCY OF THE CITY OF LONG BEACH



**WEST LONG BEACH**  
**Westside Industrial Strategic Action Plan**

November 12, 2003

Prepared for  
Redevelopment Agency of the City of Long Beach

By MIG, Inc.



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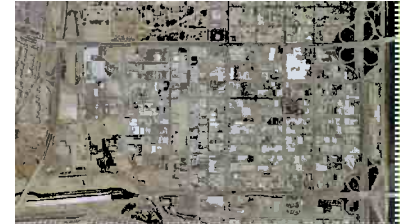
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# Executive Summary

The Westside is well positioned to play a vital role in the local Long Beach economy if it is able to determine how best to position itself as an industrial community with many unique assets. The goal of the Westside Industrial Strategy Action Plan (ISAP) is to identify a viable path for the revitalization of this redevelopment area based on an understanding of current conditions, anticipated future developments, and the ideas of the community as voiced by local stakeholders who have participated in the planning process. The plan is meant to be visionary but to be credible the projects it recommends must also be achievable.



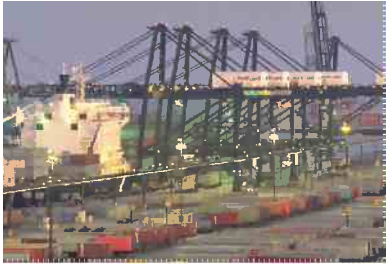
The goals of this strategic planning process have been to:

- Utilize and build upon existing and prior planning efforts while developing consensus among all major stakeholders on the community's vision, goals, and priorities.
- Prioritize actions (projects and programs) to achieve the desired vision for the future
- Identify key steps toward successful implementation of the priority actions, and
- Develop mechanisms for assessing future progress toward implementation of the priority actions.

The planning efforts of the ISAP Task Force from March to September 2002:

- Established an overall **positioning strategy** for the Westside,
- Created a set of **key strategies**, and
- Identified eight **priority projects** on which the PAC should focus its immediate attention.

The market position and the strategies selected to achieve it reflect priorities identified by the community. It details ideas developed by the ISAP Task Force on what needs to be done now, what needs to be addressed at a later time, how those things will get done, and who is going to do them. Importantly, this Industrial Strategic Action Plan is a working document. It is a dynamic tool – with built in flexibility – that will evolve with the Westside Project Area Committee (PAC) and the Long Beach Redevelopment Agency as they grow and change in coming years.



## POSITIONING STRATEGY

The positioning strategy for the Westside developed by the ISAP Task Force reflects their views of what the Westside is like today and their hopes for what it could become in the future. First, it identifies a market niche for the Westside as an industrial incubator for small start-ups in manufacturing and industrial services. Second, it states that the unique assets of the Westside will also enable it to serve as an economic catalyst for more mature, existing businesses that also require a clean, secure, and efficient industrial environment to fully realize latent growth potential. (These assets are described in Chapter II of this report.) Third, it asserts that leveraging trade and technology opportunities created by proximity to the Port of Long Beach and the CSULB Technology Park can further strengthen these complementary roles. Finally, the positioning strategy assumes that the Westside will remain a purely industrial environment, rather than confuse its identity by developing office, retail, or other non-industrial projects.

## KEY STRATEGIES

Members of the ISAP Task Force initially suggested over 50 possible projects. A review and analysis of these proposed projects led to the identification of 11 key strategies which if successfully implemented will enable the Westside community to accomplish the economic development goals suggested by its desired market niche:

### **Manufacturing and Industrial Services:**

Strengthen the industrial character of the Westside by retaining existing manufacturers and attracting new ones.

### **Export and Port-Related Services:**

Build the export development potential of existing and new Westside businesses.

### **Safety and Security:**

Address real and perceived public safety by making the Westside a clean, safe, and welcoming environment.

### **Transportation, Circulation, and Parking:**

Improve access in and out of the Westside for both autos and trucks, and provide for convenient parking, especially for employees and customers of local businesses.

### **Infrastructure Development:**

Ensure that adequate infrastructure is in place to support the growth of existing businesses and other future development.

**Environmental Systems:**

Establish systems to prevent and/or mitigate environmental threats to the economic health and security of the Westside.

**Organizational Relationships and Partnerships:**

Strengthen existing partnerships and develop new ones with organizations whose activities can enhance the growth and development of the Westside.

**Marketing and Economic Development:**

Develop a comprehensive public relations, marketing, and communications program to market the Westside as a dynamic industrial community.

**Neighborhood Image and Identity:**

Enhance the image and identity of the Westside as a prosperous industrial community through improved signage, clean-up efforts, and other actions designed to change the perception of the area.

**Organizational Development:**

Provide a sound organizational structure to ensure the effective implementation of the Westside Industrial Strategy Action Plan.

**Community Design:**

Create a more pleasant urban environment through an attractive streetscape program and design guidelines while preserving the industrial character of the Westside.

## PRIORITY PROJECTS

Each of the eleven strategies is supported by a set of proposed projects, but not all projects are considered equally important or urgent. In an effort to establish priorities, the ISAP Task Force initially identified 20 projects that were viewed as important for the economic development of the Westside (see Chapter IV, pages 2-4 for a list of these projects). At its final meeting in August, the ISAP Task Force ranked these projects and by doing so identified its eight top priorities.

- Implement a **truck calming** program as well as programs devoted to parking issues to mitigate the negative effects of truck traffic, trucking companies and trucking related businesses, as well as parking issues on the Westside. These can be achieved in a variety of ways. In support of this goal, the RDA will not sell properties it owns in the interior of the project area to these types of businesses.
- Investigate **diagonal street parking** and other design strategies to the street and alley network to increase the amount of usable parking space. Where it is determined these approaches are incompatible with existing business operations, the RDA will use its tools to mitigate negative impacts to the affected businesses.

- Use results of past environmental studies to upgrade the pump station and to implement other recommendations for **fixing the flooding** problem
- **Upgrade utility infrastructure** to accommodate current and future electrical power and information technology needs
- **Eliminate container storage**, or hide them behind screens away from public view, to reduce visual blight
- **Acquire, remove, and recycle all residences** incompatible within an industrial area. Explore the possible exception of potential live/work studios for industrial/commercial artists. .
- Investigate the possibility of establishing a **Business Improvement District (BID)** to provide security, manage parking, and offer other services.
- **Establish a standing committee of WPAC, Redevelopment Agency, Port of Long Beach, and CSULB Technology Park representatives** to plan and carryout solutions to problems that require a community-wide partnership. A public commitment from the Port of Long Beach to work with the Westside community on carrying out ISAP recommendations is widely seen as the essential key to future progress.

Each of these priority projects is described in more detail below.



### Truck Calming and Parking Program

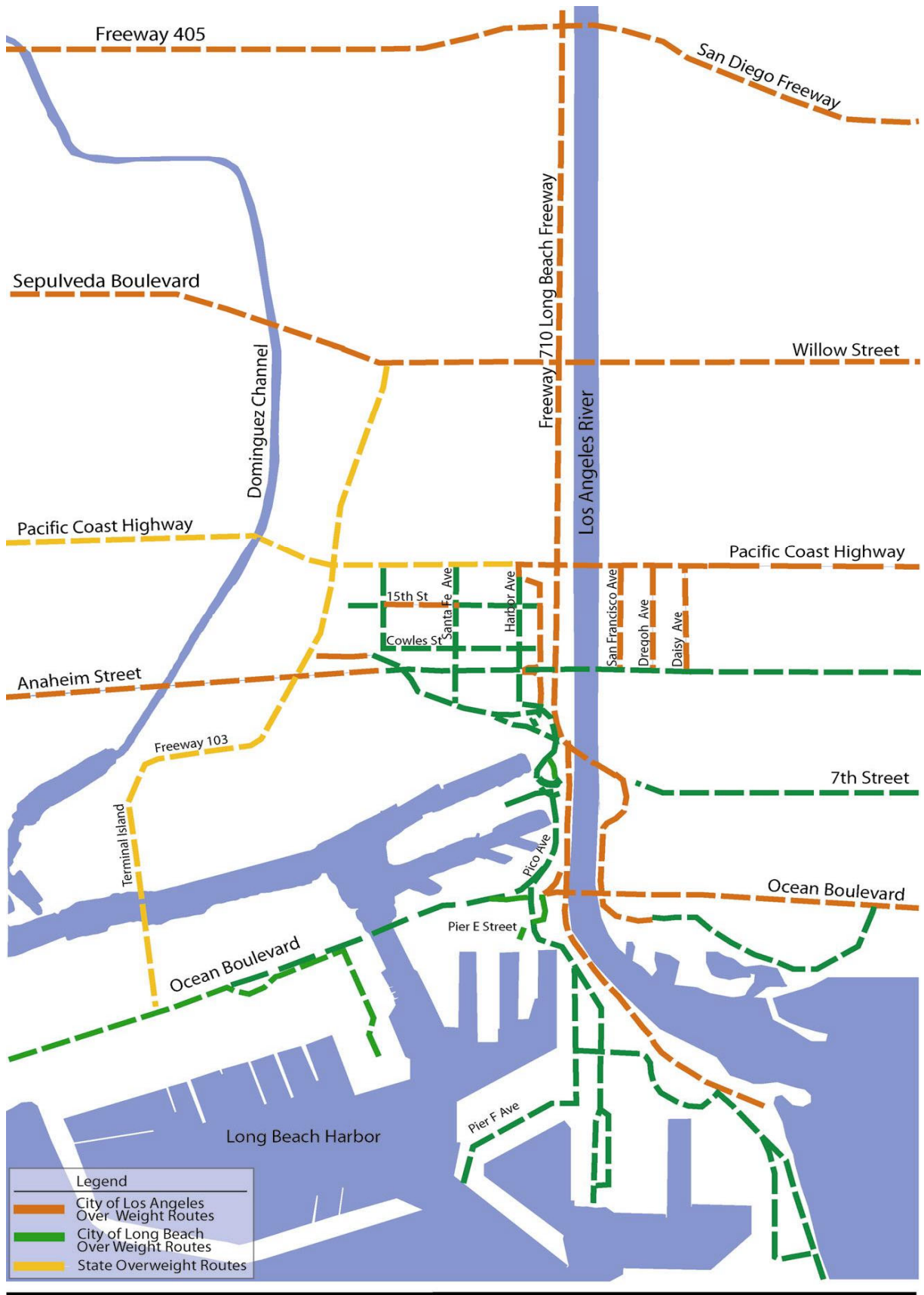
Being adjacent to the Port of Long Beach has subjected the Westside to a near constant influx of large trucks going to and from the Port congesting local streets, creating severe parking shortages, and disrupting local business activities. Currently, many trucks use Westside streets for overnight parking and also for extended periods of daytime parking, negatively impacting other nearby businesses. A variety of strategies were proposed to better manage this truck activity, enabling truck operators to become, as one person put it, “good neighbors” whose presence need not inevitably disrupt the operations of other businesses.

Better enforcement of existing parking and traffic regulations was seen as one first step. However, a citywide ordinance to restrict truck parking was proposed as a better overall solution. Such an ordinance would have to strike a balance between the needs of businesses that depend on truckers and the rest of the business community. A two-hour parking limit that would restrict most truck parking to loading and unloading was considered as one approach, as opposed to an outright parking ban. A truck-parking ordinance would also provide truckers with a financial incentive to use off-street truck parking facilities and by doing so generate a market demand for the development of such facilities. The

goal of this and other proposed solutions is to limit truck access so that most truck traffic within the Westside is there primarily to serve the shipping needs of local businesses. Traffic circulation improvements on surrounding arterials, coupled to truck parking facilities on the perimeter and outside the Westside, will work together to siphon most long-distance truck traffic generated by the Port away from interior streets.







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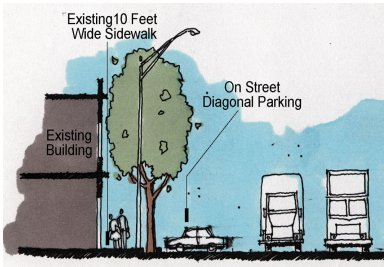
**OVERWEIGHT VEHICLE SPECIAL PERMIT ROUTES  
 WEST LONG BEACH INDUSTRIAL REDEVELOPMENT AREA**

**Westside Project Area Committee**  
 1724 Santa Fe Avenue  
 Long Beach, CA 90813

The Westside community, however, believes these proposed solutions are by themselves insufficient to fully address the truck traffic problem. They believe it is essential for the Port of Long Beach to make a commitment, as the primary source of the truck traffic, to take direct responsibility for this problem by working closely with the Westside community to develop and implement viable, long-lasting solutions to this problem (see below – steering committee as priority). An initial solution is the development of a truck parking facility on Port property near the Westside. Representatives from the Port have previously stated that such a proposal is under consideration.

Since most stakeholders did not want to see an increase in truck activity, they were opposed to the Redevelopment Agency using its public assets to promote the development of truck transportation terminals within the interior of the Westside. Instead, they would prefer to see more manufacturing and industrial services, with transportation companies located on truck routes bordering the project area where they are less likely to conflict with the operations of other businesses. To achieve this goal some have suggested a possible zoning code to limit the number of trucking companies in the area, the exception being pre-existing businesses “grandfathered-by-law.” Many others see this as an infringement on private property rights. Although they too do not want to see more truck generating businesses in the Westside, they still believe private property owners should be legally permitted to develop such businesses if they decide to do so and for that reason are likely to oppose such a zoning code. The zoning code proposal has subsequently been rejected by the WPAC. For similar reasons, although the RDA is to discourage these types of businesses from locating in the interior of the project area, at the same time the RDA is not to affect the usage of private property as legally permitted in the project area.

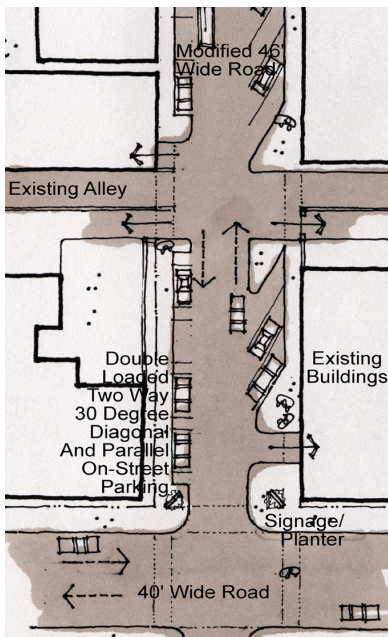
For this reason, most stakeholders want to first focus on those solutions they do agree upon which includes a commitment from the Port of Long Beach to work with the community on solving this problem, a city-wide ordinance to restrict truck parking, and better enforcement of existing parking and traffic regulations.



There was also interest in diagonal street parking (see below –parking supply strategies) and other streetscape design strategies as tools for better managing truck traffic and parking. In addition, streetscape improvements to Santa Fe Avenue such as wider 14-foot sidewalk and landscaping would serve as buffers between pedestrians and the heavy trucks that travel along this important artery. Diagonal parking along one side of the street and slightly smaller lane widths would allow trucks to continue using major corridors like Santa Fe Avenue but at slower speeds more compatible with nearby businesses.

The multi-faceted nature of the truck calming and parking issue will require a cooperative working partnership, including Public Works, the RDA, and the Westside Working Group. Public Works will assume lead responsibility for implementation of recommended strategies, while the RDA will ensure that plans and designs implemented by Public Works reflect the consensus of the Westside community. This inter-organizational partnership will also be required for the success of other key Westside projects.

- Implementation Time Frame:  
Short (less than 2 years)
- Lead Responsibility:  
Public Works
- Cost Estimates: To be determined



### Investigate Parking Supply Strategies

On its own, the Westside can quickly implement some parking strategies. Angled street parking is to be reviewed as one way to provide immediate relief to the existing parking shortage. This and other similar land use design techniques seek to more efficiently allocate use of the public right of way between vehicle traffic, parking, and pedestrians. The number of additional parking spaces that can be created by re-striping depends on the angle (30, 45, or 60 degrees) of the new spaces. In addition, this technique is best applied only to long street blocks uninterrupted by parking lot entrances or side streets. Since Canal and Caspian Streets meet these criteria, they have been selected as a demonstration site to test the application of this concept to the Westside. In this case, these two streets for their entire length between PCH and Anaheim Street may be turned into one-way parallel northbound and southbound streets. This approach, i.e. diagonal parking coupled to newly designed one-way streets, can also be used to facilitate desired changes in truck circulation patterns. For instance,



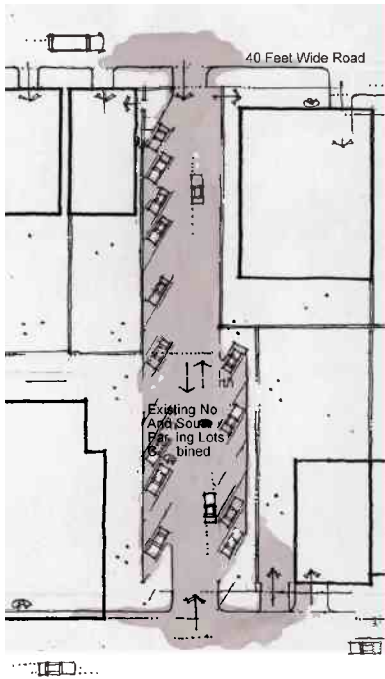
redesigned Canal and Caspian Avenues as one-way northbound and southbound streets along with appropriate wayfinding signs would encourage trucks to use outer perimeter streets such as Harbor Avenue to access Pacific Coast Highway.

Street	Existing Parking Total Spaces	Proposed Parking at 60 degree angle		Proposed Parking at 45 degree angle	
		New Spaces	Total Spaces	New Spaces	Total Spaces
Canal (Northbound)	120	+37	157	+13	133
Caspian (Southbound)	137	+ 41	178	+16	153
<b>Total</b>	<b>257</b>	<b>+78</b>	<b>335</b>	<b>+29</b>	<b>288</b>

If the Canal/Caspian Demonstration Project is implemented, 45-degree angle spaces will add only 29 new spaces to both streets, a 13% increase in the number of spaces. If 60-degree angle parking spaces are used instead, 78 new spaces would be created, a 32% increase (see table above). Given the effort required to make the conversion, the 60-degree alternative is more feasible.

Before the Canal/Caspian Demonstration Project can be launched, it will be necessary to circulate the proposal for comment in a review process that includes the following:

- Distribute drawings to Police, Fire, Street Sweeping, Refuse, and Caltrans for review and comment.
- Obtain an environmental determination on the project
- Circulate an official petition to each of the properties within the area bounded by Anaheim Street on the south, PCH on the north, Harbor Blvd on east, and Santa Fe on the west. A two-thirds level of support of the occupants (with a 90% contact rate) will be required to continue the process.
- Hold a community workshop on the issue so all interested parties will have the opportunity to get their questions about the project and process answered.
- Submit the completed petition to City Council for approval of the one-way traffic and diagonal parking. The one-way street portion of the project will require an Ordinance, two readings, and a 30-day recording period.
- Final approval by Traffic & Transportation Bureau
- Obtain a contractor, Public Works permit, and Caltrans encroachment permit and begin construction.



This review process enables the community to modify proposed street designs as needed to ensure their compatibility with firms that depend on these streets to carry out their day-to-day operations. At this time, a conceptual plan has been improved and a striping implementation plan is on its way.

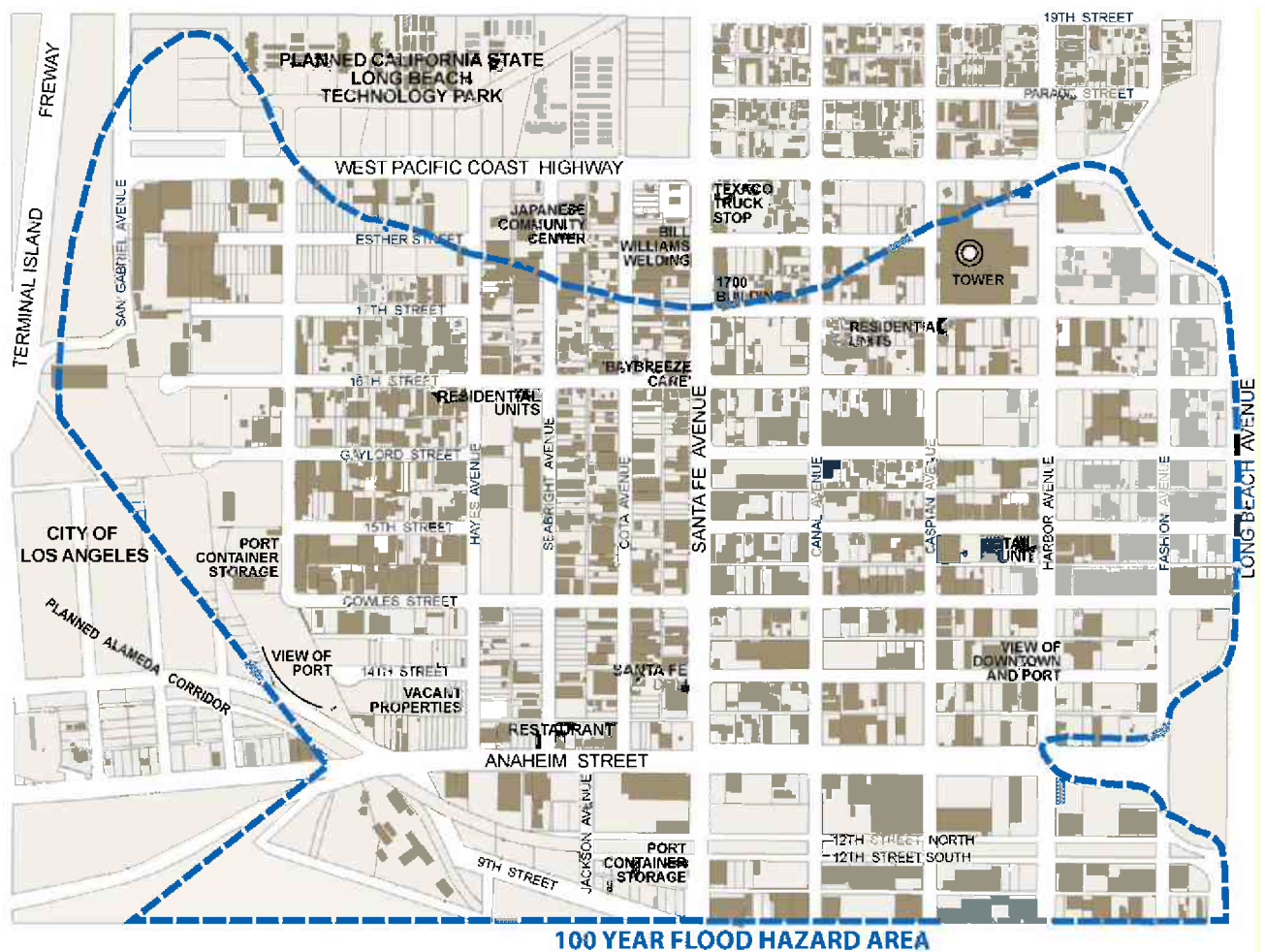
In addition to creating new parking spaces, diagonal street parking designed specifically for automobiles would make it much less likely that trucks would park in areas clearly meant only for cars. This design strategy coupled to the proposed establishment of a depot for fueling, parking, and other truck services near the Anaheim Street and Terminal Freeway Interchange would further encourage trucks to use routes and facilities less likely to disturb businesses within the heart of the Westside.

Angled street parking can also be used in conjunction with other related design strategies to further increase the parking supply. This includes the proposal to reconfigure various alleys as shared parking facilities, creating in effect interior parking lots that would reduce some of the demand for on-street parking. Another suggested strategy is to develop mini-parking lots for automobiles on what are now vacant lots scattered throughout the Westside. Construction of a multi-story parking structure on City-owned property may be a long-term strategy worth consideration. Public Works will assume lead responsibility for implementation; RDA will ensure follow through and completion.

- Implementation Time Frame:  
Short (less than 2 years)
- Lead Responsibility:  
Public Works
- Cost Estimates:  
\$6,500 to \$8,000 (Canal and Caspian demonstration)

### Fix Flooding Problem

Much of the Westside lies within a 100-year flood plain and is also subject to some flooding following heavy rainstorms. The possibility of future Westside flooding creates uncertainty in the minds of new businesses and others considering investments in the area. Beyond the uncertain risk of future flood related damage to property and other assets, it raises insurance costs and building code structural requirements beyond what otherwise would be required. To help mitigate this uncertainty, it has been suggested that a study be conducted with the goal of setting benchmark flood mitigation levels. These benchmarks are derived from an analysis of past flood patterns on the Westside and can be used to develop a comprehensive flood-control strategy. This knowledge would in turn help reduce flood-related insurance costs and building code requirements.



To avoid future flooding of local streets, the Westside business community has also had a longstanding desire for a new pump station and to see other past recommended solutions for fixing the flooding problem implemented. In 1987 and 1991, studies were carried out to review the storm drain system and other flood control issues facing the Westside, resulting in several recommendations. Most of the high priority drainage improvements identified in these reports have been constructed, but others remain, including installation of additional pumps. The latter first required an increase in line capacity, which has only recently been completed. The table appearing in Appendix D identifies all the remaining improvements, including the pump station, and their estimated costs.

The Public Works Department and the RDA will soon lay out a planned course of action. Public Works will assume lead responsibility for implementation; RDA will ensure follow through and completion. The final plan for fixing the flooding problem is expected to be in next years RDA budget for the Westside.

- **Implementation Time Frame:**  
Short (less than 2 years)
- **Lead Responsibility:**  
Public Works
- **Cost Estimates:**  
\$2,775,000, including \$300,000 for pump station upgrades. (An additional 15% will be required for design, 15% for construction management, and 15% for contingency)



### **Upgrade Utility Infrastructure**

Although the Westside business community desires to see new economic growth, they believe existing, industrial infrastructure serving the area needs to be upgraded and expanded to accommodate this growth. In particular, the electrical power requirements of Westside businesses are exceeding the existing capacity of the local power network, reinforcing the possibility that some of these companies may be compelled to relocate to satisfy their business expansion needs. As a first step, the Westside community should work with the RDA and the local utility companies to assess the full extent of this power gap. This will provide the information needed to develop a cost-effective plan for upgrading and expanding the system. Such a plan should include timelines for the retrofit of older utility lines. It was also recommended that all future utility upgrades require the undergrounding of these new

utility services. Similarly, it was suggested that any future plans already in place to underground utilities will create opportunities to upgrade them at the same time.

The information technology infrastructure is also considered antiquated, but the need to upgrade those systems is less urgent at this time. Nevertheless, this is another important issue that could be tackled by the community-wide working group described in the priority listed below. In particular, there may be opportunities to pursue joint initiatives with the CSULB Technology Park. Once the Westside Working Group, including the RDA, develops a utility infrastructure plan, Public Works will assume lead responsibility for implementation; RDA will ensure follow through and completion.

- Implementation Time Frame:  
Medium (2 – 5 years) to Long Term (more than 5 years)
- Lead Responsibility:  
Westside Working Group
- Cost Estimates: To be determined

### **Container Storage and Illegal Dumping**

The storage and abandonment of empty shipping containers on properties in and around the Westside have added to visual blight by turning portions of the community into what some describe as a dumping ground. Further adding to the visual blight is illegal dumping of tires, mattresses, and trash on the Westside. Both problems detract from the goal of creating a positive image for the Westside as a modern, clean, and efficient industrial community.

There are three suggested strategies for dealing with the container storage issue. First, more effective enforcement of existing zoning codes that address container storage is required. Currently, such storage is supposed to be temporary and limited to no more than 72 hours at a time. In addition, no more than two containers are supposed to be stacked on top of each other. At this time, it appears that these codes are not being enforced. Another approach would continue to allow container storage on Westside properties, but only if the containers were hidden behind screens away from public view. Finally, some have proposed the outright banning of container storage from the Westside. This might require a change in the zoning code for the Westside or even a citywide ordinance that would exclude container storage from all parts of the city, outside the Port itself. There is a strong desire to see the Port of Long Beach accept more responsibility for this problem by





working directly with the Westside to develop and implement solutions. This issue suggests the importance of establishing an institutional arrangement between the Westside and the Port of Long Beach for coordination and communication on all matters of mutual interest, such as the formal working group (standing committee) described below.

This Westside Working Group, with the continuing advice and assistance of the RDA, will also address the illegal dumping issue. They will start by first working with city staff to clarify which city agency or agencies currently have responsibility for dealing with this problem. They can then work on developing an ongoing, periodic clean-up program as well as devising efforts to stop illegal dumping in the first place. This effort can include the development of a program that will enable local businesses to take over and enclose vacant alleys, reducing the availability of areas that now invite illegal dumping.

- Implementation Time Frame:  
Short (less than 2 years) to Medium (2 – 5 years)
- Lead Responsibility:  
Westside Working Group
- Cost Estimates:  
To be determined



### **Remove In-Compatible Residences**

During World War II a large number of temporary housing units were constructed that eventually became permanent residential units. In 1975, the first redevelopment effort was undertaken with one of its major goals being the removal of these residences in favor of more modern industrial facilities. Although most of these old homes have been removed and their residents relocated, some of these temporary homes still remain at scattered sites throughout the Westside. These remaining properties include single-family residences, multi-family residences, mixed-use buildings, and four motels. To successfully remake itself as a clean, safe, and efficient industrial environment, the Westside still needs the RDA to acquire, remove, and recycle all these remaining residences. Since the RDA, however, no longer has the power of eminent domain, it can only do so when their current owners put up these properties for sale. To speed up the process of removing incompatible residences, additional strategies can be pursued. This includes development incentives and other options that the private sector can use to assist local businesses in achieving this goal.

However, the RDA has and will continue to offer relocation assistance to those homeowners and tenants who choose to sell their residential

properties to the RDA. Some members of the PAC have shown interest in creating live/work studios for commercial artists working with industrial materials compatible with the Westside community goal of maintaining a clean, safe, and efficient industrial environment. While this may not be consistent with the goal noted above, i.e. the removal of non-conforming residences, the PAC may want to seriously explore its potential with the community at large. At this time, working artist studios are not allowable. A community consensus will provide the support needed to make the necessary changes to both the General Plan and the underlying zoning ordinance. Although this question is not within RDA control, it will help pursue the zoning code changes.

- Implementation Time Frame:  
Short (less than 2 years) to Medium (2 – 5 years)
- Lead Responsibility:  
RDA
- Cost Estimates:  
Acquisition - \$6,427,350  
Relocation - \$1,086,175  
Demolition - \$268,180

### **Investigate Whether to Form a Business Improvement District**

A Business Improvement District (BID) is a voluntary private association of property and business owners within a specific geographic district who assess themselves to fund services that benefit the district as a whole. Over 1000 BIDs have been established throughout the United States and Canada to finance services to improve the economic vitality of downtowns and other business districts. The consistent success of BIDs around the nation suggests the potential for a BID to benefit the Westside as well. The purpose of this initial project is not to form a BID at this time. Instead, the purpose is to simply investigate the feasibility of establishing a BID as an organizational tool funded and managed by the Westside business community to achieve its long-term revitalization needs.

The type of services to be provided by a Westside BID will be determined by the members of the BID. For instance, a Westside a BID can be charged with the responsibility of ensuring public safety by contracting for private security. Such a service would be designed to complement, not replace, the efforts of the Long Beach Police Department, which must deploy its limited resources in response primarily to only the most urgent and severe episodes. However, private



security patrols funded by a BID can provide the extra visibility required to deter crime, creating in the process a more safe and secure community.

The BID mandate can also extend to other possible services, such as parking management. In particular, a proposal to create mini-satellite parking lots from vacant lots on the Westside will require an organizational entity of some kind to maintain the lots. The most likely candidate for this community-wide responsibility is a BID. The BID can also assume responsibility for graffiti removal or other projects as determined by members of the association. It was stated a BID that could provide new services wholly distinct from those now provided by the city, such as marketing and promotion of the Westside. In essence, a BID can provide the coordinated approach needed to ensure the success of improvement efforts and by doing so enhance the overall image of the Westside and the value of its properties. The BID formation process is outlined in Appendix C.

- Implementation Time Frame:  
To carry out the study - Short (less than 2 years)  
To form BID - Short to Medium (2 to 5 years)
- Lead Responsibility:  
PAC
- Cost Estimates:  
To be determined



Aerial perspective of the proposed CSULB Technology Park. Source: Cal State University Long Beach Technology

**Westside Industrial Coordinating Committee/  
Community-Wide Partnership (Westside Working Group)**

Although the Westside has a strong and active business community, without the support and cooperation of the Port of Long Beach, the CSULB Technology Park, the West Long Beach Association (WLBA) and other neighbors, its future vision for the area cannot be fully realized. In particular, how the Port of Long Beach operates in the future is seen as the essential factor for dealing with excessive truck traffic, container storage, and other challenges confronting the community. There is concern that real progress on these and other issues will be limited if the Port is not an active participant with the Westside community in the development and implementation of solutions.

The Port of Long Beach has already taken steps in this direction by sending representatives to the meetings of the Industrial Strategy Action Plan Task Force, as has the Technology Park. This precedent can lay



the foundation for an ongoing, collaborative, partnership. This could be in the form of a formal working group, a standing committee of WPAC, Agency staff, Port, Tech Park, and WLBA representatives authorized by the City Council to meet on a regular basis to deal with these and other issues. As a new inter-organizational committee, they will have the responsibility of working together to plan and carry out solutions on all matters of mutual interest. Building this formal, community-wide partnership is viewed as a high priority and one that will make it much more likely that other priorities identified in the Industrial Strategy Action Plan are dealt with successfully.

- Implementation Time Frame:  
Short (Less than 2 years)
- Lead Responsibility:  
RDA
- Cost Estimates:  
To be determined

### Final Comment

For more detailed information about the strategies that emerged from this strategic planning process as well as other projects identified by the ISAP Task Force, please refer to the following two chapters in the main body of the report:

- Chapter III – Strategic Plan Framework, and
- Chapter IV – Strategic Action Plan Implementation



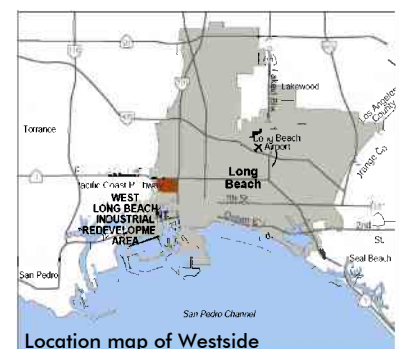
# I. Introduction

A thriving business community of small manufacturers, industrial firms, and many other small businesses, the area known as the Westside is an important economic asset for the City of Long Beach. Although not as visible as the Port of Long Beach or Downtown Long Beach, the Westside industrial community provides an important economic benefit for the city as a whole. In fact, some have described the “gritty businesses” that make up industrial communities as “the real backbone of cities”\*. By relying upon and supporting a mutual network of suppliers delivering needed materials, services, and skills, small industrial firms help create the markets that make for a diverse and healthy urban economy. Typically, industrial firms also pay higher wages and provide better benefits than firms in the service economy and by doing so offer a more substantial entry point for immigrants and other newcomers trying to climb the economic ladder. For these and other reasons the loss of industrial space to new offices, residences, and retail in many cities around the country, has been described as shortsighted, as the economies in these other cities may prove less resilient during the next inevitable economic downturn.

When the City of Long Beach launched its redevelopment program on the Westside to protect and promote one of its remaining industrial communities it was in recognition of these economic realities. This Industrial Strategy Action Plan builds upon that past effort and by doing so will help to further develop and strengthen a healthy industrial environment that in coming decades will continue to add significant value to the economy and life of Long Beach.

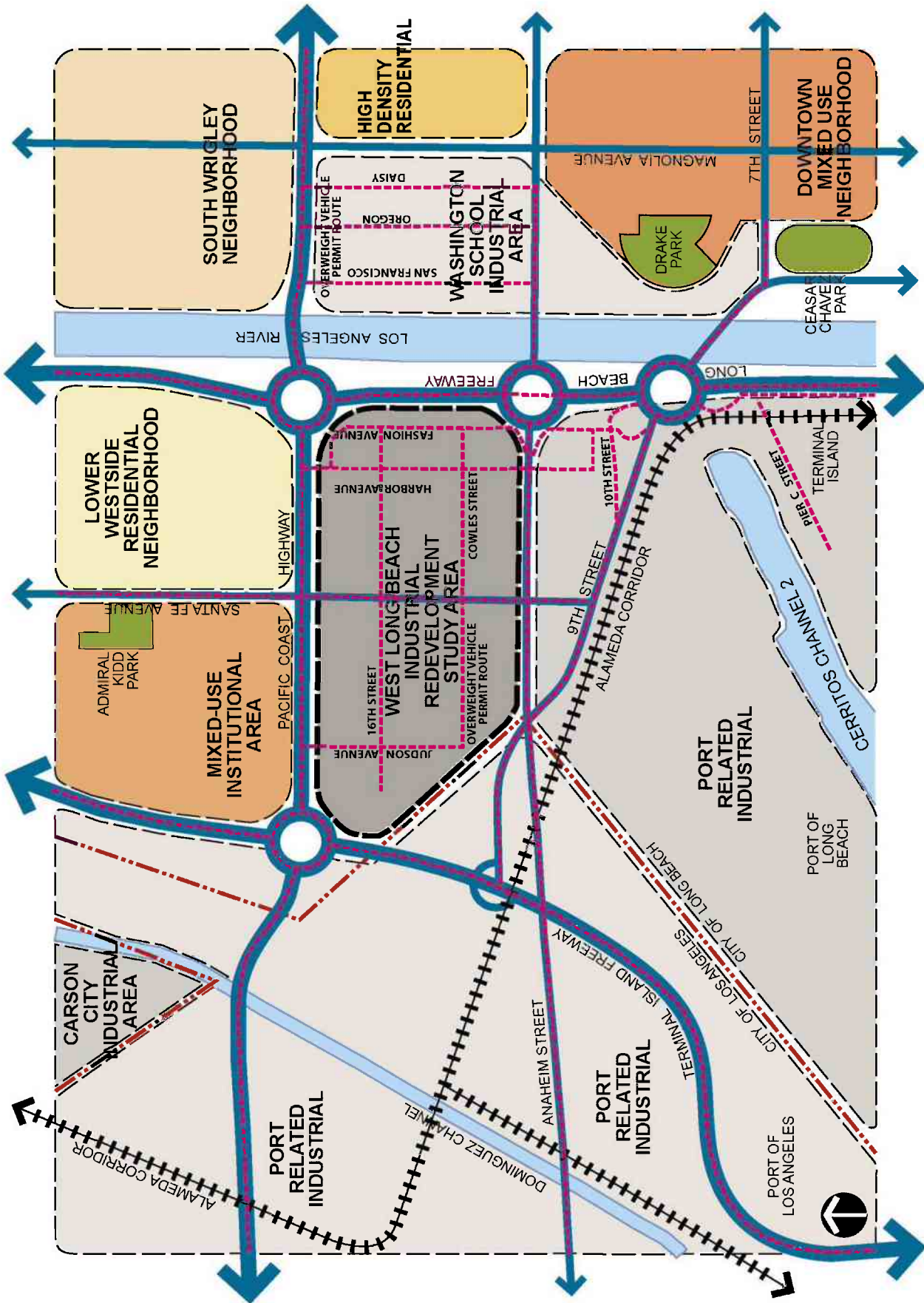
## REGIONAL CONTEXT

Located in the southwest portion of the City of Long Beach, the Westside is situated just above the nearby Port of Long Beach and to the west of Downtown Long Beach. It is bounded on the south by Anaheim Street, on the north by Pacific Coast Highway, on the east by the Los Angeles River, and on the west by the City boundary (with Los Angeles). It consists of approximately 350 acres that form the northern section of the larger West Long Beach Industrial Redevelopment Project Area. This larger portion of West Long Beach, referred to as



*\*Boston Mayor, Thomas Menino, as cited by Neal Peirce, Washington Post Writers Group*

FIGURE I-1



# REGIONAL CONTEXT

## WEST LONG BEACH INDUSTRIAL REDEVELOPMENT AREA

the “Port Area,” lies south of Anaheim Street. Encompassing approximately 1,081 acres, the Port Area is within the Long Beach Harbor District where the primary landowner, the Long Beach Harbor Department, operates the Port of Long Beach.

Although the Westside is primarily an industrial community, there is some retail along three major traffic corridors that are largely commercial in nature. Two of these corridors, Pacific Coast Highway and Anaheim Street, run in an east-west direction, respectively defining the northern and southern boundaries of the area. The third corridor, Santa Fe Avenue, runs north and south through the center of the community, effectively dividing it in two halves.

## COMMUNITY PROFILE

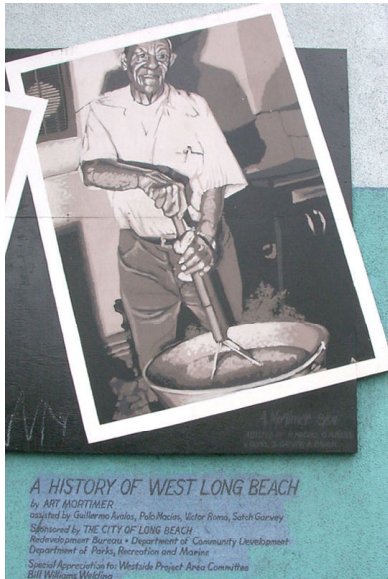
Within the geographic boundaries of the Westside community, there are currently 361 employers doing business with an estimated 2600 employees. Only seventy-eight of these employers can be classified as “large,” i.e. having 10 or more employees each. Manufacturing is the predominant business activity, with nearly 25% of all employers engaged in one form or another of this industrial activity. Moreover, over one-third of these manufacturers are among the 78 “large” employers with 10 or more employees.

Although manufacturing defines the community, an even larger number of companies are classified as service providers. They represent nearly one third of all 361 employers, but most of these businesses are relatively small and over 40% in this category are providing auto or other repair services. Among the other employers, 19% are in retail trade, 10% wholesale trade, nearly 8% in construction, and 6% are engaged in transportation or related activities. The few remaining employers that do not fit these larger categories are engaged in a variety of miscellaneous activities including communications, utilities, finance, oil and gas extraction, and agricultural production.



Most of the businesses in Westside are “small” employers having fewer than 10 employees.





The history of Westside area is artistically illustrated in a series of murals that can be seen on the Westside.

## HISTORY OF WEST LONG BEACH REDEVELOPMENT AREA

The history of the Westside has been influenced by the development of the adjacent Port Area and the Port of Long Beach, which was founded in 1911. Before that time, the Port Area and what would eventually become the original Inner Harbor was primarily an area of mudflats near the mouth of the Los Angeles River. The early growth of the Port of Long Beach was followed in the 1930's by an oil boom in the same area, further shaping the development of the Westside. As a result of these two developments, both the Port Area and the Westside have been utilized for both industrial uses and port related businesses.

During this early period, zoning ordinances permitted the development of very small, narrow lots and established local streets in a rigid grid framework typical of that era. In the decades that followed, this fine grain development remained relatively unchanged; shaping the unique character of the industrial community that has grown up within it.

During World War II a large number of temporary housing units were constructed that eventually became permanent residential units. In 1975, the first redevelopment effort was undertaken with a major goal being the removal of these residences in favor of more modern industrial facilities. Although many of these residential structures have been removed, the process has been slow and some of these old, temporary homes still remain in scattered sites in the Westside.

Since adoption of the *West Long Beach Industrial Redevelopment Plan* in 1975, over \$160 million in redevelopment activities have been applied to the Westside. (See Appendix A for a chronology) This amount includes nearly \$32 million in capital improvements such as new or improved roadways and alleys, water and sewer lines, and storm drains. Another \$26 million has been used for land acquisitions.

In 1994, the Redevelopment Agency adopted its first Five-Year Implementation Plan. In that same year, PHH Fantus consulting was retained by the Agency to conduct a location and site assessment and to identify strategies to stimulate business investment in the Westside. Although many of its recommendations have been implemented (see Appendix B for a table that summarizes their status), many of the opportunities and constraints on development that were identified at that time still remain.

A second Five-Year Implementation Plan was adopted in 1999. However, as a result of litigation settled in September 1981, the Agency's ability in exercising its power of eminent domain was substantially constrained within the West Long Beach Redevelopment Area. Later, beginning in 2000 several meetings were held between Agency staff and the Westside Project Area Committee (PAC) to improve communications and working relationships. Those meetings provided the foundation for the effort in 2002 to develop an Industrial Strategy Action Plan that would identify priorities and guide future redevelopment activities in the Westside.

## EARLIER PLANNING EFFORTS

This document is not the first planning effort specifically for the Westside, and is intended to build upon previous planning efforts. Chief among these is the *Location and Site Assessment and Redevelopment Strategy: Westside Redevelopment Area* completed by PHH Fantus Consulting in 1995. As already noted above, much of its analysis remains true today. General observations included the following:

- The export potential of the Westside community is largely unexplored.
- Existing companies constitute the best source of new business investment.
- An opportunity exists to develop in an urban setting a clean, safe, and efficient industrial community that can compete with more expensive, suburban campus style environments.

This potential opportunity was based upon a number of competitive advantages enjoyed by the Westside:

- Many stable, existing businesses with potential for growth
- Access to the Ports of Long Beach and Los Angeles
- Abundant basic labor at competitive rates
- Exceptional support infrastructure for export and small business development
- Enterprise Zone and Redevelopment Incentives

At the same time, the Westside would need to successfully address a variety of competitive weaknesses if it were to achieve its potential:

- Delays, complications, and business risk introduced by development regulatory and permitting processes
- Relatively high rates of property crime and an overall public image as a high crime area

- Economic uncertainty stemming from possible surface and/or groundwater contamination
- Reasonable, but not highly competitive real estate prices
- An uncertain area image threatened by remaining visual blight
- Inadequate traffic flow despite proximity to nearby highways

Given all these factors, the Fantus report suggested that the Westside's strongest potential niche consisted of:

- Small manufacturers and providers of manufacturing services
- Transportation-related companies
- Support services to the existing manufacturing base in California and the nearby Ports
- Export markets for existing Westside manufacturers
- The redevelopment needs of individual small companies (as opposed to very large economic enterprises)

This analysis formed the basis for many recommendations that were implemented in subsequent years but whose full application may remain incomplete.

In addition to the 1995 Fantus Report, a number of other planning efforts have been underway that may impact the Westside community in coming years. These include the *Port of Long Beach Facilities Master Plan*, developed to consider various strategies for managing its growth through the year 2020. A joint *Port of Long Beach/Port of Los Angeles Transportation Study* completed in 2001 to consider how projected growth in cargo shipments will impact the surrounding roadway and rail network. The *California State University at Long Beach Research and Technology Park Traffic Impact Analysis* was completed in 1998. Currently, the *I-710 Major Corridor Study* is considering 12 possible alternatives to improve traffic flow and relieve traffic congestion along the Interstate that runs adjacent to the Westside. Results from all of these documents were considered in the development of the Industrial Strategy Action Plan. However, the most important and critical source of information was input from the Westside Project Area Committee (PAC) and other community stakeholders that took place in the form of four task force workshops held during the spring and summer of 2002.

## INDUSTRIAL STRATEGY ACTION PLAN PLANNING PROCESS

Development of the Industrial Strategy Action Plan (ISAP) required a strong level of community involvement. For this reason the City of Long Beach Redevelopment Agency (RDA) organized an Industrial Strategy Action Plan Task Force to participate in and guide the planning process. Such community-wide participation helped to ensure that the ISAP accurately reflected the views and values of the community, as voiced by key leaders from diverse groups on the Westside. Among the community leaders making up the Westside Action Task Force were representatives from the West Long Beach Project Advisory Committee (PAC), which has long served as a liaison between the Redevelopment Agency and the Westside community. Other members of the Task Force included business owners on the Westside, nearby residents, representatives from the Port of Long Beach and the Cal State University of Long Beach Technology Park, members of the RDA Board, and RDA staff. (See Appendix H for a complete roster of Westside Task Force members.)

The Task Force met in a series of meetings facilitated by staff from Moore Iacofano Goltsman (MIG), a consulting firm retained by the Redevelopment Agency to help with the development of the ISAP. MIG launched the planning effort with a process coordination meeting held with key stakeholders in March 2002. This meeting helped to identify stakeholder expectations for the ISAP as well as key issues and concerns to be addressed as the planning process unfolded over the coming months. Four meetings of the Task Force held between April and August followed this initial conceptual meeting. The first Task Force meeting discussed existing conditions on the Westside, identified opportunities and constraints created by these factors, and considered top priorities among potential projects for addressing these issues. A month later a second Task Force meeting focused on a draft Strategic Action Framework that clarified strategic and project priorities. The third meeting presented an overview of the draft Strategy Action Plan to verify that Task Force members agreed with the general direction of the plan and with specific program and project recommendations. A fourth and final Task Force meeting was held in August to review and refine the Strategy Action Plan. The ISAP planning process will conclude with a RDA Board and public presentation of the Strategy Action Plan.



Feedback from the Westside PAC and other members of the Task Force was integral in shaping the positioning strategy and specific directions outlined in the Strategic Action Plan.

### WHY STRATEGIC PLANNING?

Strategic planning is a process of identifying a community or organization’s strengths, challenges and opportunities, and successfully planning for the future. The result of strategic planning is a framework for decision-making and the allocation of limited resources to achieve goals set forth by a community.

The West Long Beach Industrial Strategic Action Plan (ISAP) reflects priorities identified by the community and provides strategic implementation steps for the near and long term. It details ideas developed by the ISAP Task Force on what needs to be done, how it is going to get done, and who is going to do it. Importantly, this Industrial Strategic Action Plan is a working document. It is a dynamic tool – with built in flexibility – that will evolve with the Westside Project Area Committee (PAC) and the Long Beach Redevelopment Agency as they grow and change in coming years.



The Westside Industrial Strategy Action Plan Task Force, through a series of meetings facilitated by MIG, Inc., provided valuable input that helped shape the positioning strategy and specific directions outlined in the Strategic Action Plan.

The goals of this strategic planning process are to:

- Utilize and build upon existing and prior planning efforts while developing consensus among all major stakeholders on the community’s vision, goals, and priorities.
- Prioritize actions (projects and programs) to achieve the desired vision for the future
- Identify key steps toward successful implementation of the priority actions, and
- Develop mechanisms for assessing future progress toward implementation of the priority actions.

The planning efforts of the ISAP Task established an overall vision, i.e. a market niche for the Westside, and a consensus framework for the community, created a set of key strategies, and identified eight Priority Projects on which the PAC and Agency should focus its immediate attention.

## PLAN ORGANIZATION

This Westside Industrial Strategy Action Plan is organized into an Executive Summary and four chapters:

### **Executive Summary**

The Executive Summary begins with an overview of the Strategy Action Plan. This is followed by a focused portrayal of each of the eight priority projects identified by the ISAP Task Force. This preview then concludes with a review of the various options available to fund the projects identified in the ISAP.

### **Chapter I: Introduction**

This chapter provides background information for the Strategy Action Plan by explaining the importance of industrial communities to the local economy, presenting a profile of the Westside community, describing the history of the redevelopment area, summarizing previous planning efforts, and outlining the **planning process** that led to the development of this document.

### **Chapter II: Foundation**

This chapter discusses the current context within which the Strategy Action Plan will be implemented. These include the many **assets** that create opportunities for revitalization as well as **constraints** that must be addressed to fully realize the potential of the Westside community.

### **Chapter III: Strategic Plan Framework**

This chapter presents the **Vision for the Westside** in the form of an overall market niche and positioning strategy, a **Development Concept** that illustrates envisioned design and physical improvements, a **Strategy Hierarchy** for organizing all recommended strategies, and narrative descriptions of each Strategy.

### **Chapter IV: Strategic Action Plan Implementation**

This chapter provides a list of **Top Priority Actions** as well as **Detailed Action Plans**, with specific goals, strategies, and actions for the categories outlined in the Strategic Plan Framework.

## II. Foundation

### ASSETS & OPPORTUNITIES

#### **Strategic Location**

The West Long Beach Redevelopment Area is ideally positioned to take advantage of its geographic proximity to a variety of major regional facilities and activity centers that will in the future become a major source for its own economic growth and development. In fact, its strategic location will enable West Long Beach to build upon and contribute to at least two of the three major pillars for economic growth in Long Beach – trade and technology.

#### **Proximity to Ports of Long Beach and Los Angeles**

The Westside lies adjacent to what is arguably the most powerful economic engine for growth and jobs here in Southern California, the Ports of Long Beach and Los Angeles. Together, the two ports generate over 500,000 trade-related jobs in the five county region. Over the next two decades that number should dramatically increase as Port traffic is expected to at least double. To handle this surge in demand, the ports recently opened the Alameda Corridor, a 20-mile railroad expressline to the transcontinental rail network east of downtown Los Angeles. They are also investing nearly \$2 billion in capital projects, including five mega-terminals, over the next 10 to 15 years.



The close proximity to the Ports of Long Beach and Los Angeles is a valuable asset to the Westside.

Given its strategic location next to the ports, the Westside can provide businesses and their customers convenient access to trade and related manufacturing activity and this can be a tremendous catalyst for its own economic growth. However, just as the Ports have been taking bold steps to ensure their ability to handle this future growth, the Westside will also need to plan for and invest in the future to be able to fully enjoy the potential advantages that can come from its ability to provide this unsurpassed port access.



Aerial perspective of the proposed CSULB Technology Park. Source: Cal State University Long Beach Technology Park

**Adjacent to CSULB Technology Park**

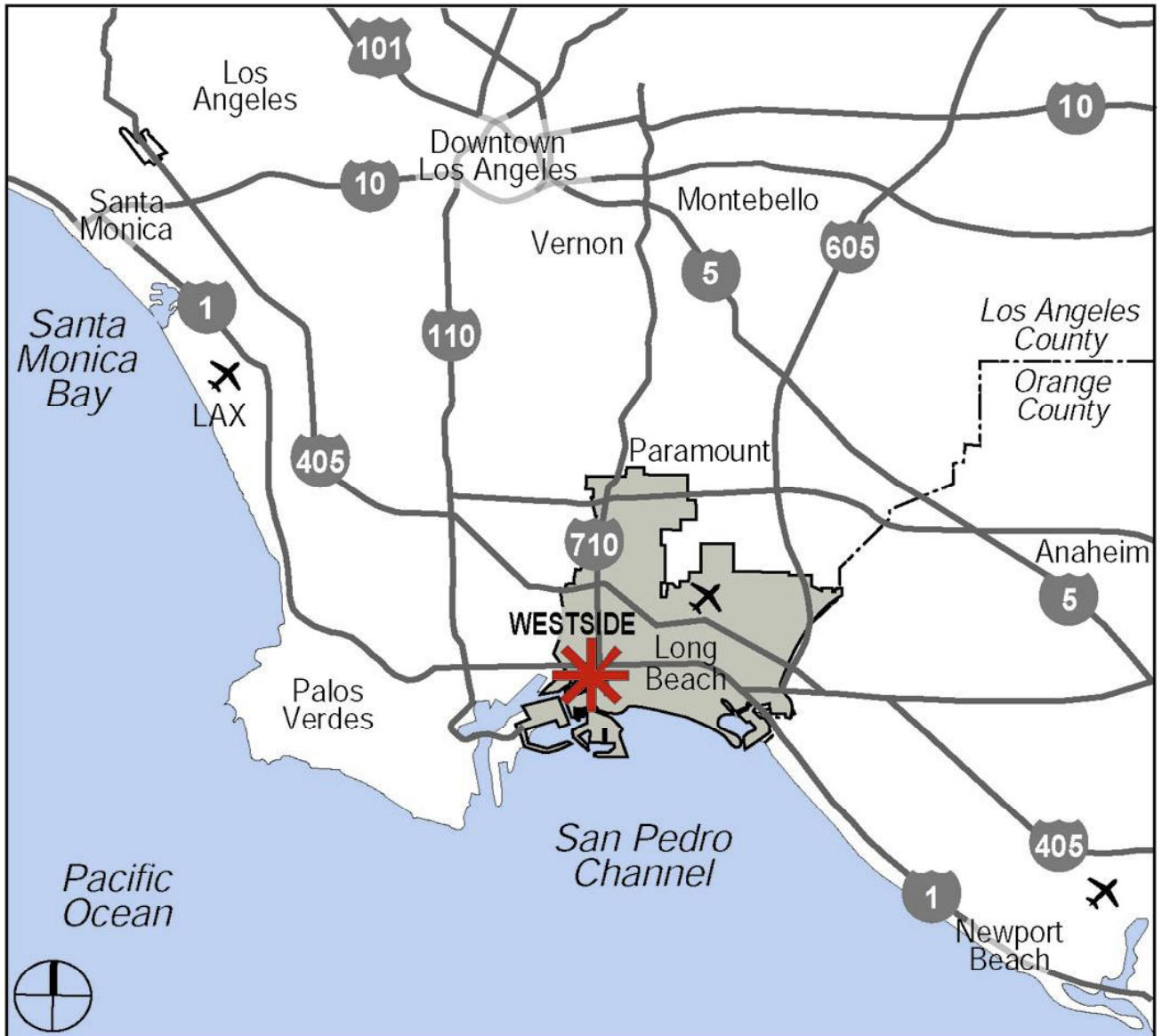
The West Long Beach Redevelopment Area will also be located next to a new university-related research park, the California State University Long Beach (CSULB) Technology Park. Upon its completion, this former U.S. Navy housing site, will provide 400,000 square feet of office space for research and development, office, light manufacturing, warehousing, and institutional/governmental tenants. Designed as a public/private partnership to attract tenants from targeted growth sectors, the Technology Park will offer its tenants access to university services and resources from Cal State Long Beach, including research and educational opportunities. As a “smart park,” it will be wired for high-speed telecommunications.

As an established business community with deep roots in the traditional industrial economy, West Long Beach can create opportunities to work closely with the Technology Park to gain entry into the high technology world. This does not mean it should compete with the Technology Park but should instead explore ways that West Long Beach and the Technology Park can complement each other to further their respective economic development efforts.



Illustrative Plan of the proposed CSULB Technology Park. Source: Cal State University Long Beach Technology Park





Location map of Westside showing its strategic location in Southern California

### **Access to Strong Network of Roads and Freeways**

West Long Beach is bordered on its east side by the Long Beach (710) Freeway and the Terminal Island (47) Freeway to the west. It also lies less than two miles away from the San Diego (405) Freeway to the north. Access to this network of freeways and major arteries, such as Pacific Coast Highway, provides West Long Beach with strong travel connections to LAX, Long Beach and John Wayne Airports, Downtown Los Angeles, and other major destinations throughout Southern California.



**Adjacent to Downtown Long Beach**

The West Long Beach Redevelopment Area is located less than a mile from Downtown Long Beach. As the city’s central core, Downtown Long Beach offers commercial office space as well as many major retail and tourism venues. While for many years downtown Long Beach was not perceived as a very dynamic urban area, its image has been changing and now it is in the process of transforming itself into a vibrant multi-use activity center. This transformation includes the development of many upscale urban- residential projects now underway and proposed. As the downtown area continues to re-invent itself, West Long Beach can position itself to take advantage of its proximity to this newly re-energized urban community to attract business owners and investors considering West Long Beach as a site for new or fast growing companies.



The easy access to the nearby newly re-energized Downtown Long Beach is a valuable marketing asset for Westside to attract potential new investment in new and growing companies.

### Fine Grain Industrial Development

The average lot size in West Long Beach is only 5,000 square feet, far smaller than what is typically now found in most modern industrial parks, especially those in suburban communities. This fine grain industrial development reflects early 20<sup>th</sup> century land use patterns when small industrial craft shops and individual residences occupied much of this area. In other cities around the nation, such mixed-use industrial communities were usually built over and remade for large-scale commercial and industrial enterprises. Fortunately, West Long Beach bypassed this stage of industrial land use development, enabling it to now offer a unique land use configuration ideal for small businesses and industrial start-ups that do not require large amounts of space for their operations.



The existing fine grain industrial development distinguishes Westside as a great location for small businesses and industrial start-ups, while providing it with a unique urban identity



### Well-Established Industrial Community

There are currently 361 companies located in the 350 acres that make up West Long Beach. Many have been here for decades. This well-established industrial community offers prospective investors and new businesses a stable environment in which to nurture growth and a long history that adds to the distinctive character and appeal of the community.



### Development Opportunities

Scattered through out West Long Beach are many vacant lots that can be developed to reinforce or complement the strengths of the existing industrial community. This might mean continuing the current fine grain development of small parcels, developing larger sites to satisfy the growth needs of existing businesses (and attract new larger companies), or promoting mixed-use projects designed to meet the operating needs of both small and large industrial enterprises. In this way, these vacant areas can provide a degree of flexibility depending upon the long-term development strategy preferred by the community.



### Public Amenities

In part because of its proximity to the Port of Long Beach, there is several truck fueling stations located along or near major arteries in West Long Beach. In addition, West Long Beach is well served by public transit. Long Beach Transit operates six different bus routes operating along Anaheim Street, Santa Fe Avenue, and Pacific Coast Highway that link West Long Beach to the downtown civic center, regional light rail (the Blue Line), and other elements of the regional transit network.



Development opportunities along the waterfront, such as the proposed Mixed Use Waterfront Development (top left) will add vital energy to West Long Beach. Source: Monte Vista Development 2001.



## MAJOR ISSUES & CHALLENGES

While the Westside has many opportunities for revitalization, it will take an integrated, broad-based effort to make the most of these assets and to overcome the many challenges also facing the area. Some of these challenges include:

### **Port of Long Beach Expansion**

Expansion of the Port of Long Beach to accommodate accelerating growth in trade constitutes a potential dual edged sword for the Westside. Although the Westside should strive to pursue development strategies that can capitalize on its proximity to the Port, its nearness to the Port also subjects it to potentially damaging side effects. This includes the near constant influx of large trucks going to and from the Port congesting local streets, creating severe parking shortages, and disrupting local business activities. The storage and abandonment of empty shipping containers on properties in and around the Westside have added to visual blight by turning portions of the community into a dumping ground. There is also concern about how the Port intends to develop properties near the Westside and whether these plans will be compatible with Westside actions to renew itself as a modern industrial community. All of these issues suggest the critical need for the Westside community to establish a close working relationship with the Port to the mutual benefit of both.





### Public Safety and Security

The presence of homeless and other street people has created a perception of the Westside as an unsafe place in which to work or conduct business. Vacant alleys and other abandoned properties have provided opportunities for homeless encampments. Graffiti, illegal dumping, gang activity, and a reported increase in property crimes further reinforces the Westside’s image as a high crime area. Local law enforcement officers do patrol the area but they are too few in number to achieve the visible presence required to establish a firmer sense of security.



### Transportation and Parking

Although the Westside is accessible via major freeways like the Long Beach (710) Freeway, this critical artery is already severely congested by Port related and other traffic. In coming years, congestion along this freeway will almost be certain to intensify. Within the Westside, narrow local streets create traffic circulation problems and limited off-street parking contributes to a severe parking shortage. The latter has only grown worse as adjacent local cities have imposed on-street parking restrictions. These transportation and parking difficulties are likely to act as a constraint on Westside redevelopment efforts unless workable solutions can be devised through both independent initiatives and in partnership with other organizations and communities.



### Constraints on Economic Development

Existing, growing businesses on the Westside are experiencing difficulty finding needed expansion space in the redevelopment area and may be compelled to relocate outside Long Beach to accommodate their growth needs. If left uncorrected, this trend could limit the future economic value of the Westside to the City of Long Beach. At the same time, there is also a desire on the part of existing Westside businesses to make certain that future economic developments are compatible with existing businesses and can be sustained by local infrastructure. For instance, there is a wish to discourage any new labor-intensive businesses without adequate on-site parking which could otherwise further strain the Westside's limited parking supply. Moreover, business owners want to preserve the present industrial character of the community by not encouraging commercial developments that might attract non-industrial users seeking professional office space, artist studios, or retail outlets. These constraints will require that the Westside engage in careful strategic planning and implementation to ensure it finds the right focus for its economic development program.

### Antiquated Industrial Infrastructure

The existing industrial infrastructure on the Westside needs expansion and upgrade to meet the growth needs of current businesses and to attract new small industrial companies. For instance, electrical power requirements of Westside businesses are exceeding the existing capacity of the local power network, reinforcing the possibility that these companies may be compelled to relocate. The communications infrastructure is also considered antiquated. Plans to underground utilities may create an opportunity to upgrade them at the same time, as well as the possibility of linking up with the existing fiber optics line that will serve the new CSULB Technology Park.







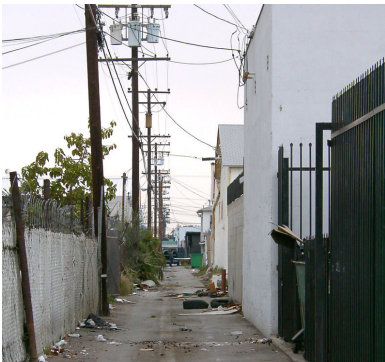
### Environmental Hazards

The possibility of localized flooding during rainstorms and uncertainty about groundwater contamination is a potential negative for new businesses and investors considering the Westside. Not only does much of the redevelopment area lie within a 100-year flood plain, the water table appears to be rising as a result of heavy Port construction activities. The ground water contamination is a legacy of decades of oil field and unregulated industrial development that further adds to the negative image of the Westside.



### Image and Identity

The image and identity of the Westside is not well established which limits its economic development potential. Although the Redevelopment Project Area was initially established to help remove residences in the area considered incompatible with its industrial character, many of these old residential properties still remain on isolated sites scattered throughout the area. Visual blight in the form of vacant lots and alleys, graffiti, trash, and inappropriate storage of shipping containers reinforces this negative image, as does the failure of some property owners to meet current city building code requirements. A lack of services and amenities such as quality restaurants and banking services further limits the areas appeal to prospective employers and workers. To successfully remake itself as a clean, safe and efficient industrial environment, the Westside must improve its overall appearance and develop a cohesive, cooperative branding and marketing plan to change perceptions of the area as a viable economic community.





# III. Strategic Plan Framework

## INTRODUCTION

The core of the strategic planning effort is reflected in this section of the document. Information collected throughout the process has been developed, refined, and organized into the framework on the following pages. The result is an easy-to-use reference for understanding, prioritizing, measuring, and monitoring the actions set forth by the Strategic Action Plan.

Five elements comprise the Strategic Framework:

1. A **Future Vision for the Westside**, which outlines an overall market niche and positioning strategy for the Westside.
2. **Development Concepts** for the Westside, which graphically and descriptively illustrate envisioned physical and programmatic improvements for the study area.
3. A **Strategy Hierarchy**, which organizes 11 strategy categories into primary, secondary, and supporting strategies.
4. **Action Strategies**, which descriptively illustrate each strategy category within the hierarchy; and
5. A list of **Top Priority Actions**, determined by the Westside Project Advisory Committee and Industrial Strategy Action Task Force to be the most important steps toward achieving the goals for the Westside.

## FUTURE VISION FOR THE WESTSIDE

Participants in the industrial strategy planning process developed a positioning strategy for the Westside that built upon the existing assets of the area and reflected the long-term direction they felt best represented the interests and needs of the community:

### **Westside Long Beach....**

With its notable mix of small parcels at reasonable prices for industrial real estate, the Westside can **offer the industrial community a distinctive product** unique in Southern California. It need not compete for companies drawn to expensive, campus like suburban industrial parks. Instead, the Westside is ideally positioned to function as **an industrial incubator for small start-ups in manufacturing and industrial services**. Its unique assets can also serve as **an economic catalyst for more mature, existing businesses** that also require **a clean, secure, and efficient environment** to fully realize latent growth potential. **Leveraging trade and technology opportunities created by proximity to the Port of Long Beach and the CSULB Technology Park** can further strengthen these complementary functions.

The Westside should also strive to remain **a purely industrial environment**, rather than confuse its identity by attempting to also offer an eclectic mix of other uses such as office and retail developments or live/work studios for artists. This strategy will enable it to avoid either labor and/or parking-intensive businesses that may overtax the local transportation and parking infrastructure. Moreover, by maintaining its industrial integrity, the Westside will be able to heighten its market profile as **an industrial hothouse for start-up and growing manufacturers**.



## DEVELOPMENT CONCEPT

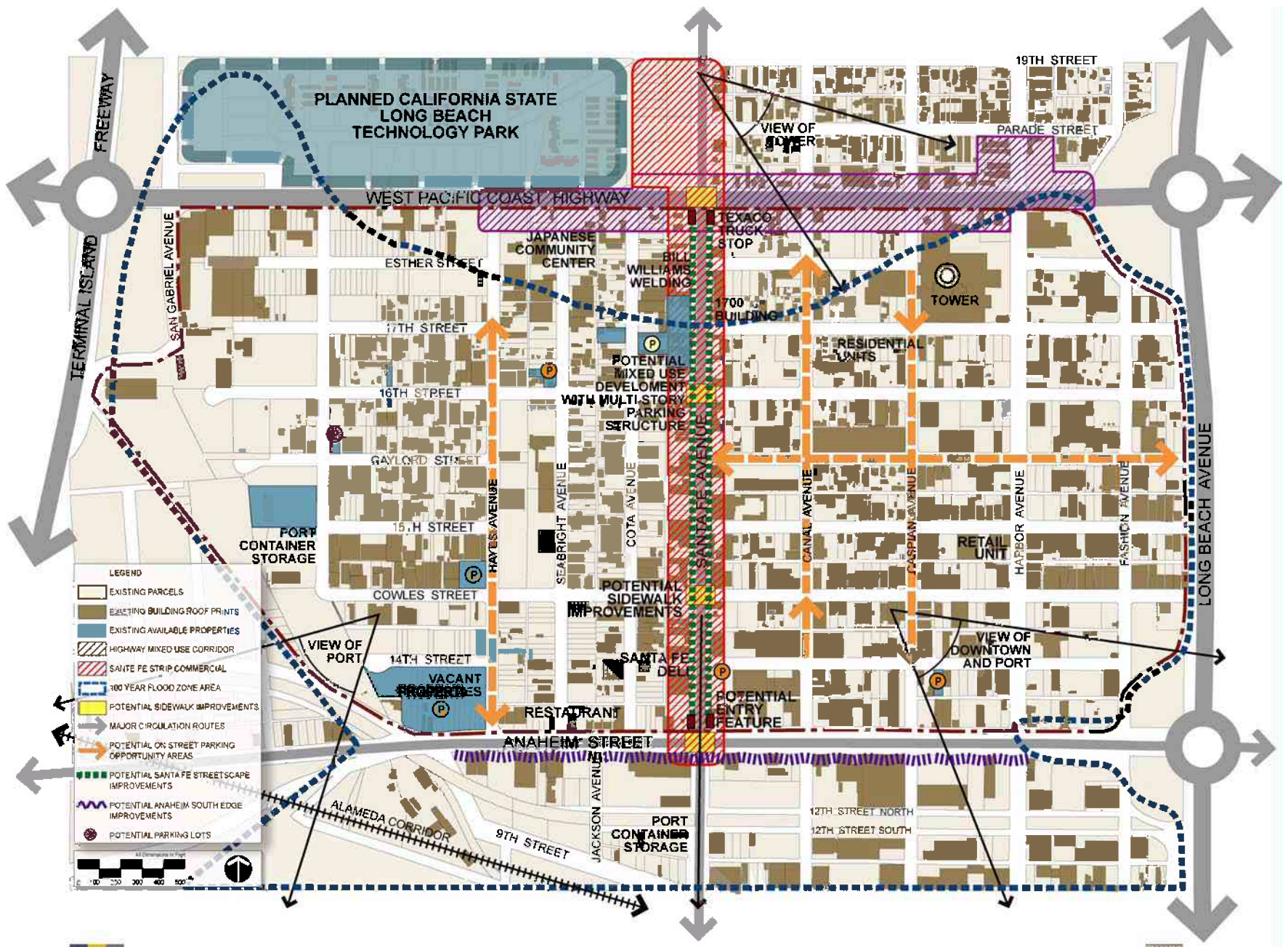
The Development Concept is an essential component of the Industrial Strategy Action Plan. Developed and refined throughout the planning process, the Development Concept (as expressed in the Existing Conditions and Opportunities Map on the following page) displays how the various projects and programs that feature a design component work together to serve the larger goals of the Strategic Action Plan to the benefit of the overall community.

From an urban design perspective, a chief issue is to create a sense of community for the whole area that can enhance its marketability and encourage further economic development. As already noted, the many small parcels that makeup much of the area are ideal for small industrial businesses and new start-ups. In contrast to the uniformity of large suburban industrial parks, the varied architectural style of these small industrial buildings neatly arrayed along the streets of the Westside creates an interesting, vibrant work environment. Along some individual blocks these characteristics have encouraged a lively, energetic atmosphere, as portrayed by the colorful mural on Cota Avenue. For various reasons, however, this vitality does not extend to all blocks. To remedy this situation, unifying design elements and features can be used to create a sense of cohesion that can also impart an identity to the entire community. Most likely it has been for similar reasons that there has been a longstanding desire on the part of many Westside stakeholders to restore the SnugTop water tower as the most visible symbol of their community.



Restoring the SnugTop water tower as a visible symbol of the Westside community is an important development improvement.

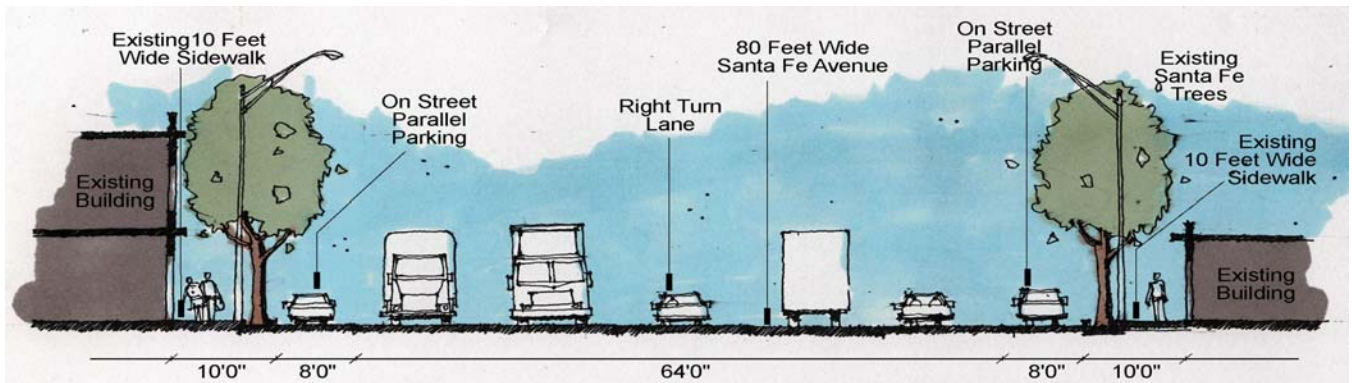
FIGURE III-1



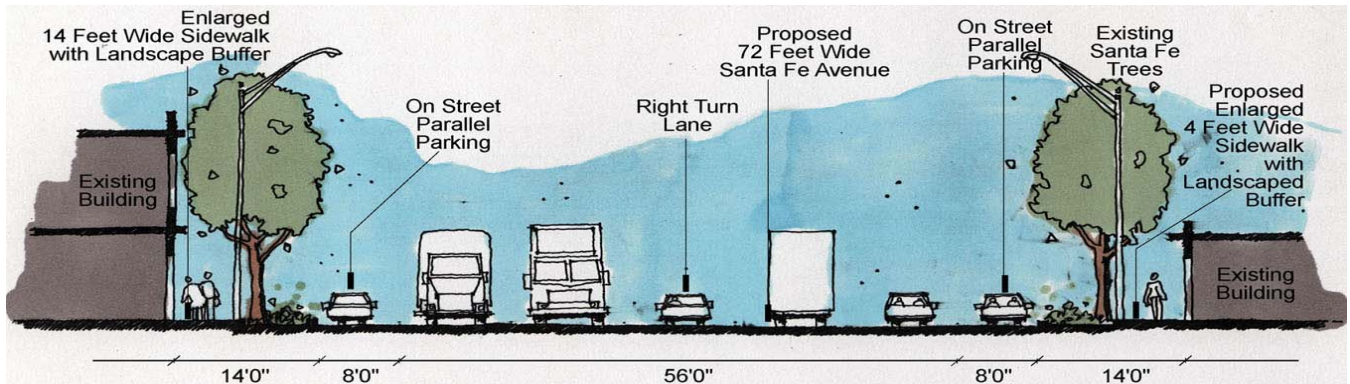
**EXISTING CONDITIONS & OPPORTUNITIES**  
**WEST LONG BEACH INDUSTRIAL REDEVELOPMENT AREA**



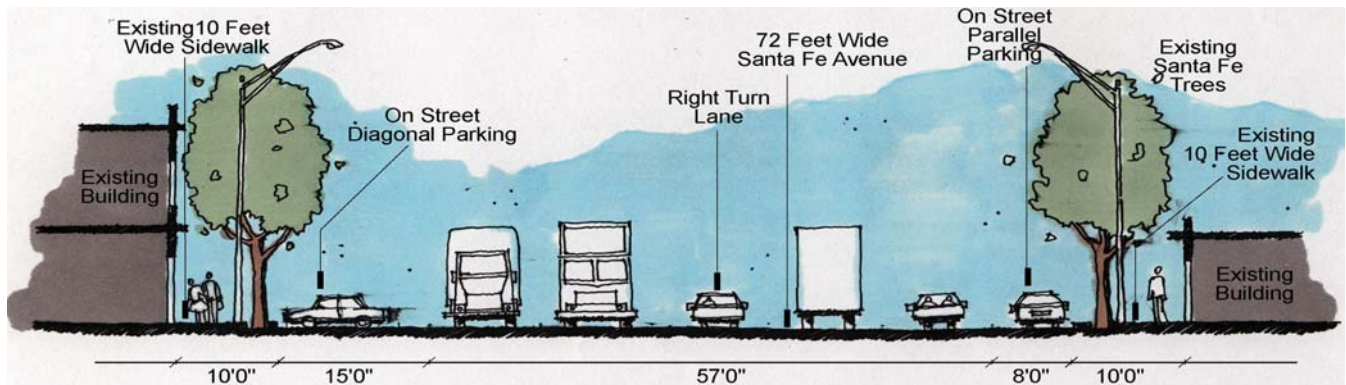
As the major north/south axis of the Westside, improvements to Santa Fe Avenue would enable it to serve more effectively as the strong, central spine that pulls the community together. For instance, monument signs or other entry features at the north and south ends of the avenue could serve as gateways to the Westside community. Streetscape improvements such as wider 14-foot sidewalk and landscaping would serve as buffers between pedestrians and the heavy trucks that travel along this important artery. Diagonal parking along one side of the street and slightly smaller lane widths would allow trucks to continue using Santa Fe Avenue but at slower speeds more compatible with nearby businesses.



Existing Santa Fe



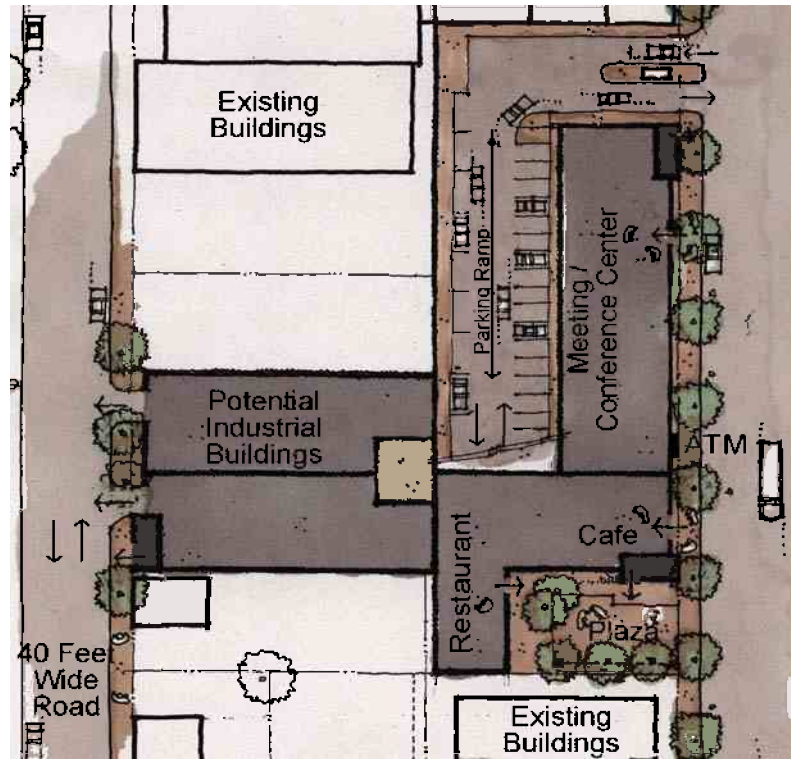
Proposed Santa Fe (Option 1)



Proposed Santa Fe (Option 2)



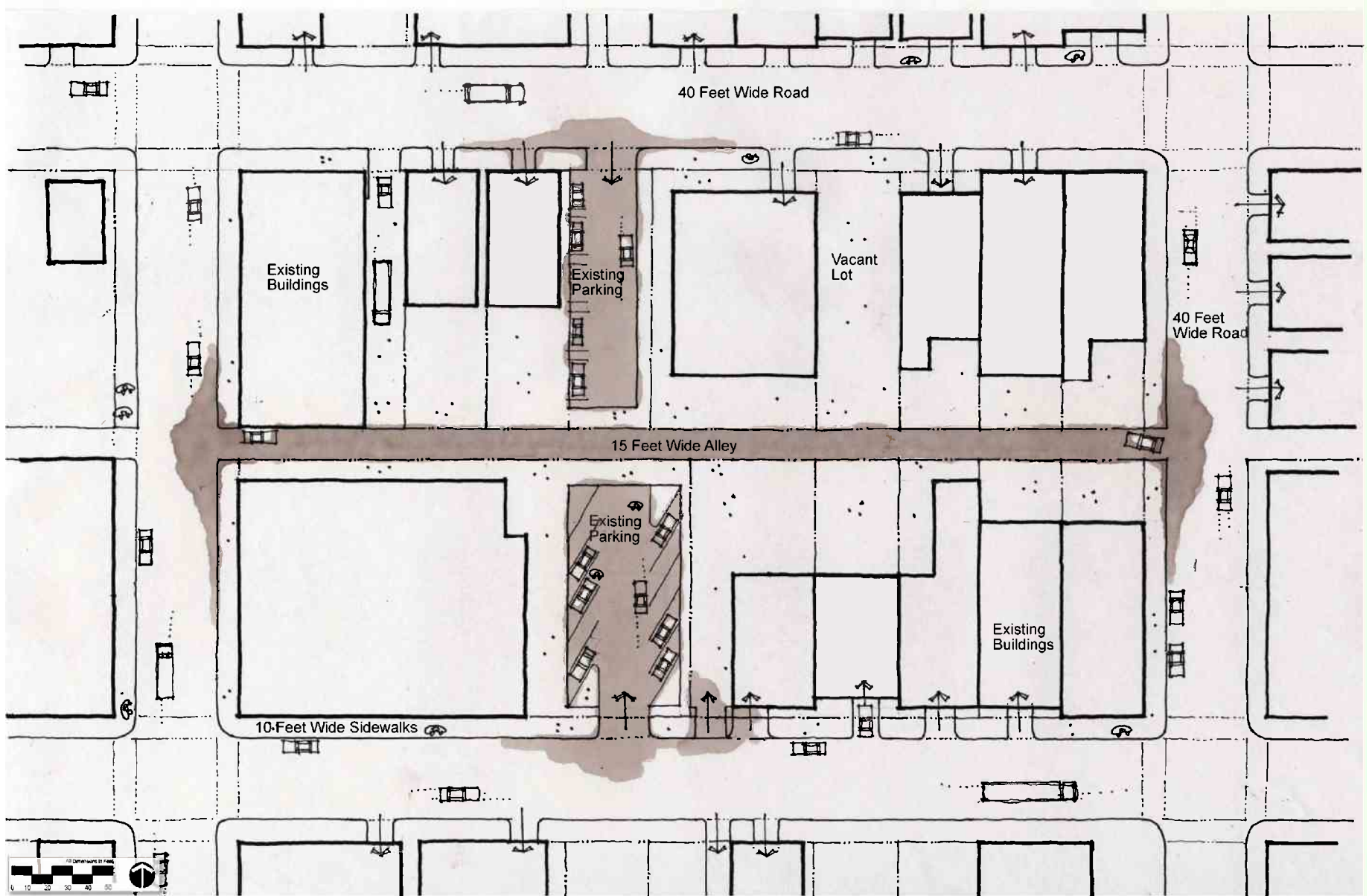
A multi-use two or three story facility that combined space for industrial firms along with a community center, café, or other services could serve as a central gathering place for the Westside community. Using a site in this manner could serve as a unifying force for the entire community. Depending on its location and precise configuration, such a structure could also provide parking for as many as 100-300 cars.



Proposed multi-use two-three story building

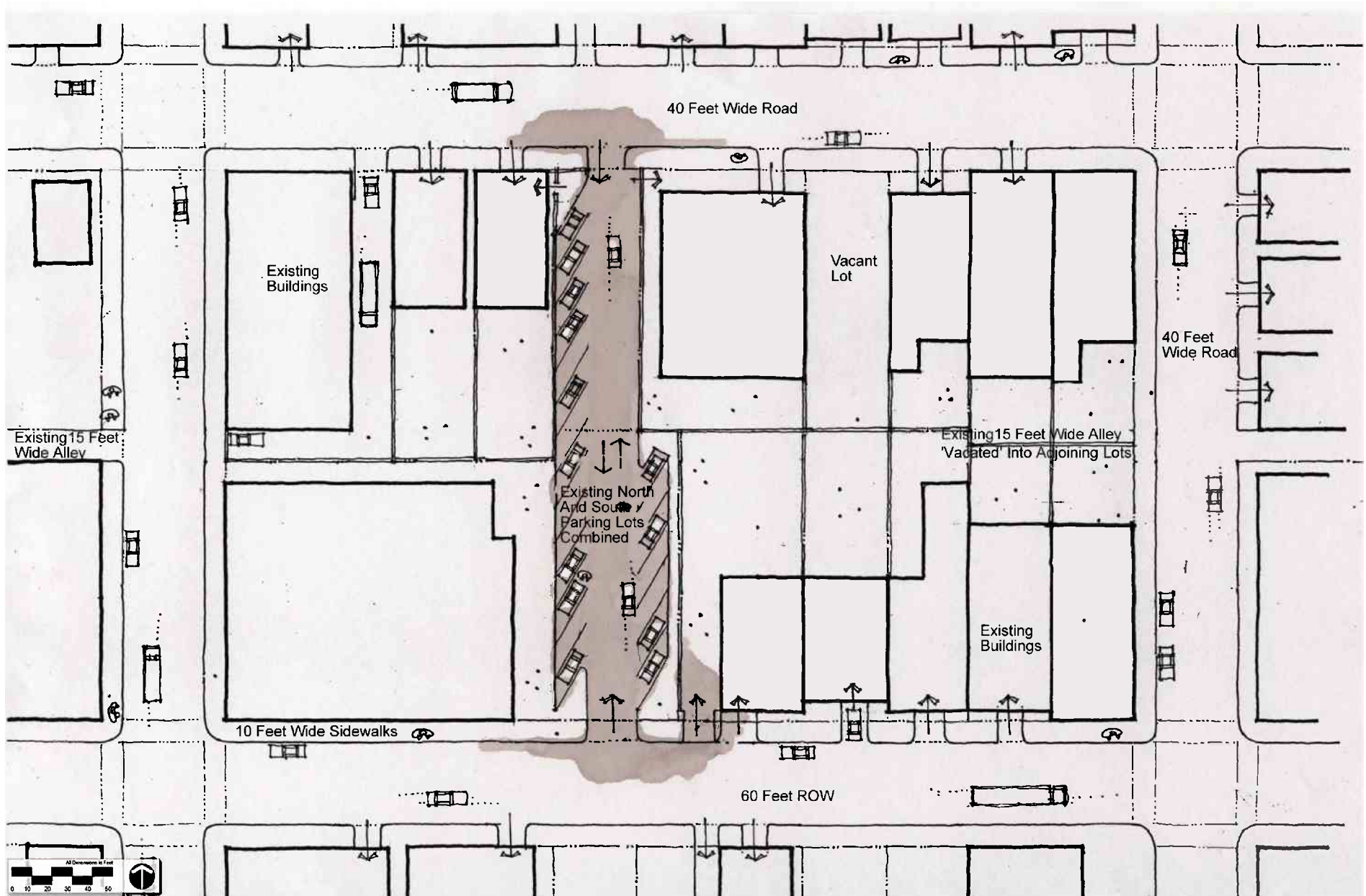
Various design strategies to expand the parking supply could also serve to increase community wide interaction. For instance, the proposal to reconfigure various alleys as shared parking facilities would require all affected property owners to work together to make the change possible. Moreover, these redesigned alleys would create in the form of an interior parking lot what in effect would also be a courtyard that would promote interaction and connective relationships between the businesses and people on that block. Another proposal to use the remaining vacant lots on the Westside as mini-satellite parking lots could also further promote community wide-interaction. Such community-wide facilities would require an organizational entity of some kind to maintain the lots. This could be the responsibility of a newly formed Westside Business Improvement District (BID) but such an organization would by its very nature require that property and business owners work together to support and fund it.

FIGURE III-2



**Alley Strategy**  
**Existing Conditions**

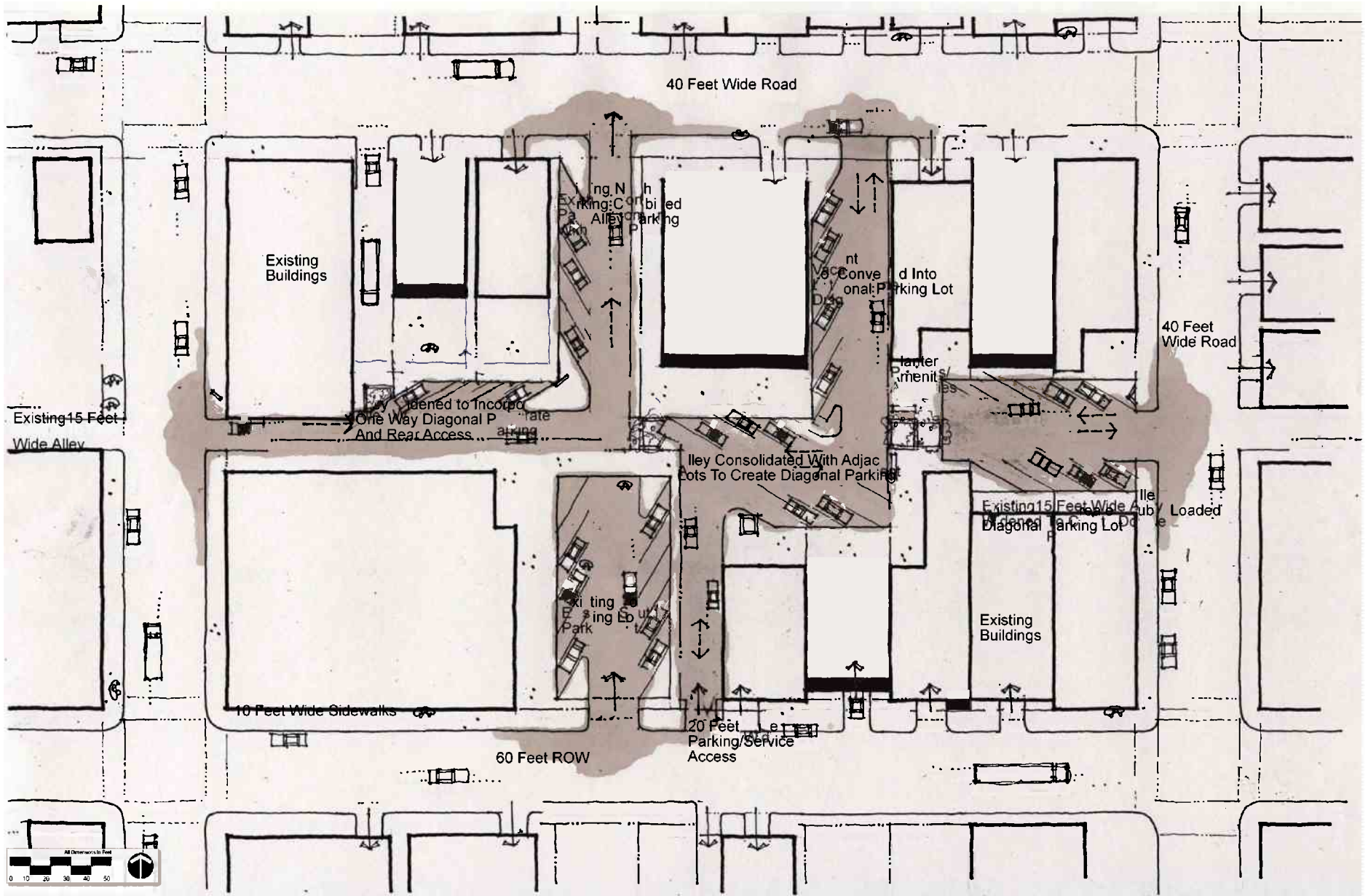
FIGURE III-3



**Alley Strategy**  
**Option A: Alley Vacation**

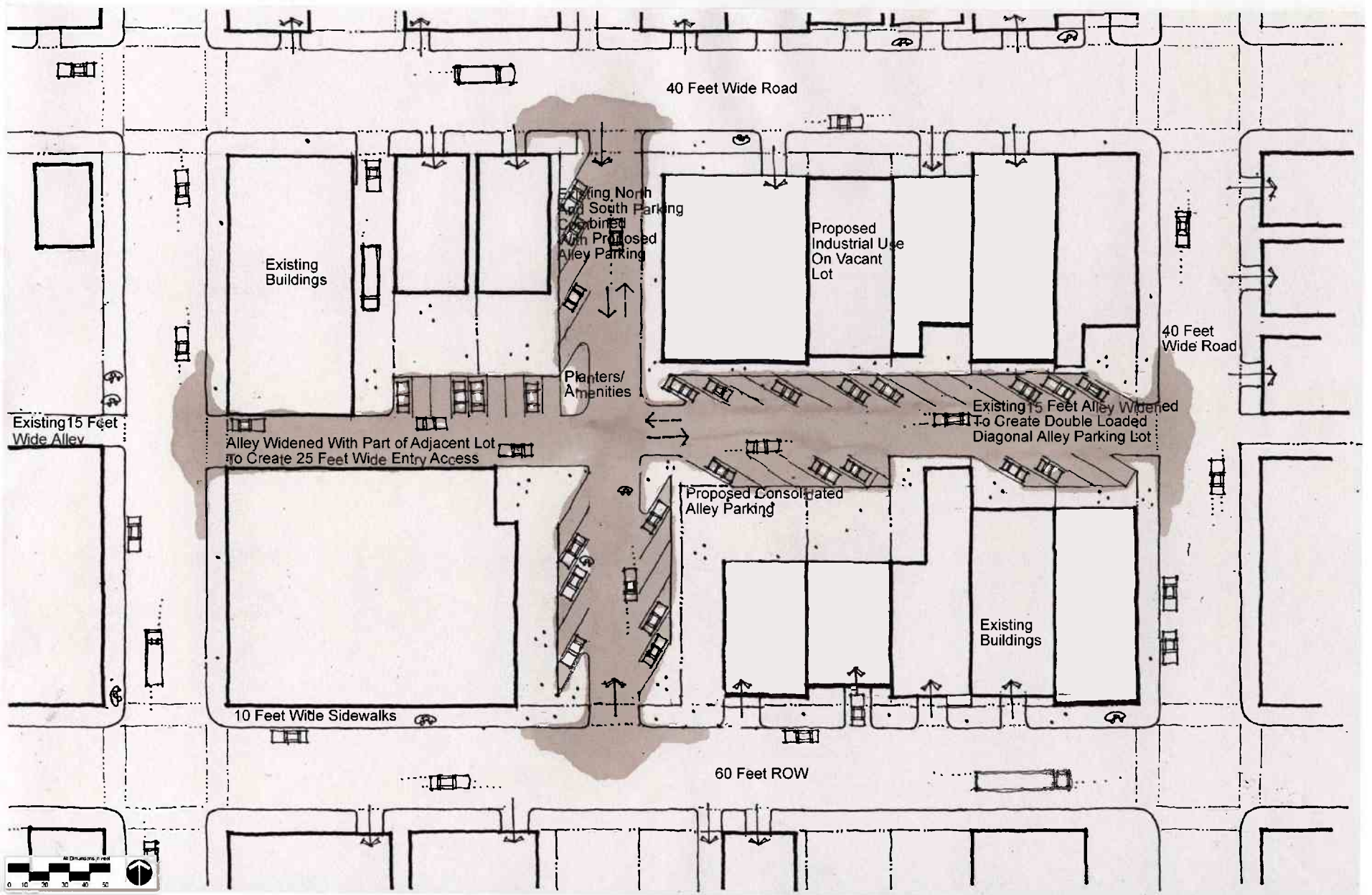


FIGURE III-4



**Alley Strategy**  
**Option B1: Parking Reuse**

FIGURE III-5

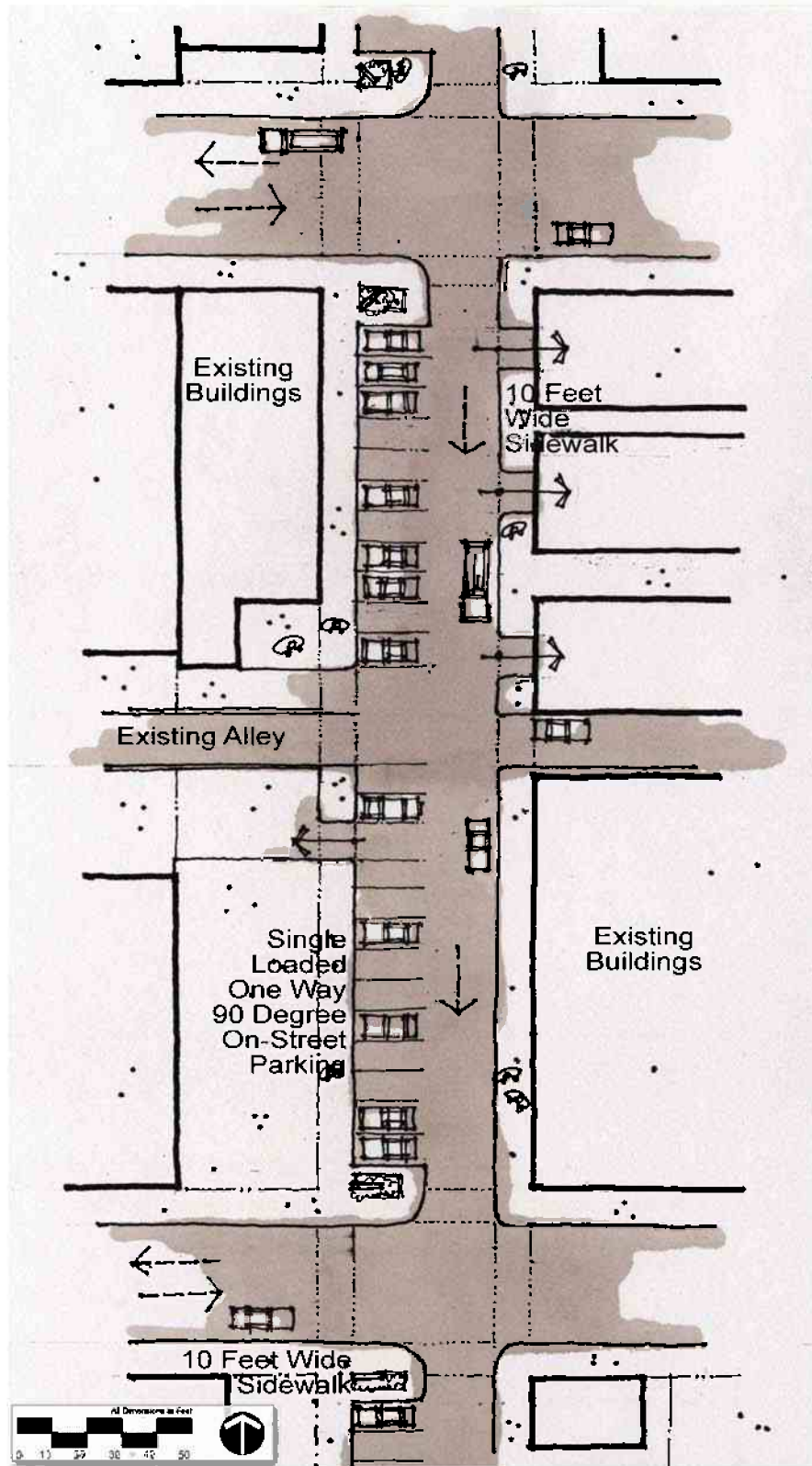


**Alley Strategy**  
**Option B2: Parking Reuse**

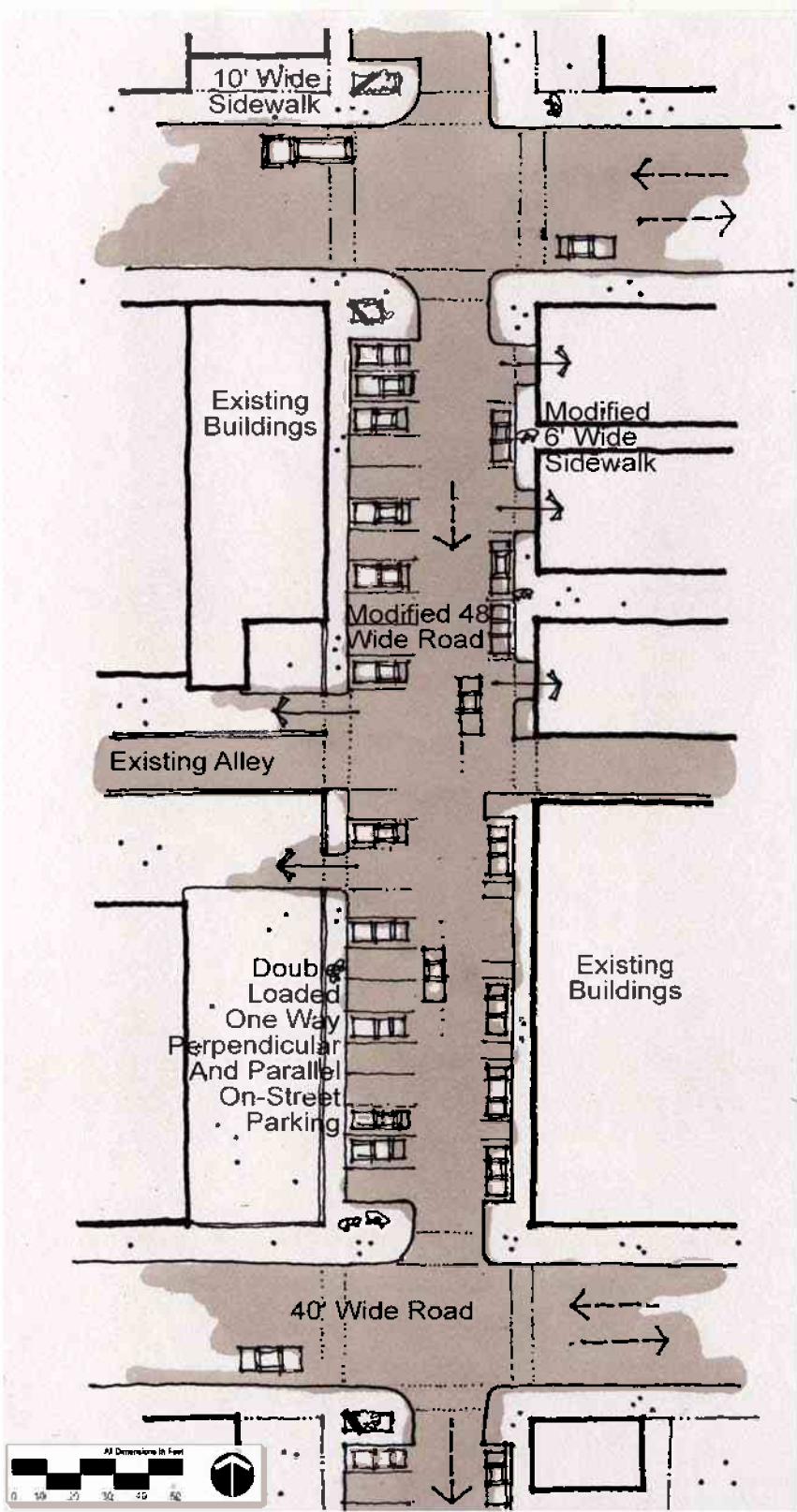


Design strategies can also be used to better manage the many trucks that impact the community. Given the proximity of the Port and the nature of Westside economy, trucks are now and in the future will always be a major part of the Westside landscape. The goal should be to better manage truck activity in a way that they can be good neighbors and not negatively impact the operations of other businesses in the community. In part, this can be accomplished with better enforcement of existing parking and traffic regulations. In addition, diagonal street parking (shown in Figure III-2) designed specifically for automobiles would make it much less likely that trucks would park in areas clearly meant only for cars. This design strategy coupled to the proposed establishment of a depot for fueling, parking, and other truck services near the Anaheim Street and Terminal Freeway Interchange would further encourage trucks to use routes and facilities less likely to disturb businesses within the heart of the Westside.

FIGURE III-7

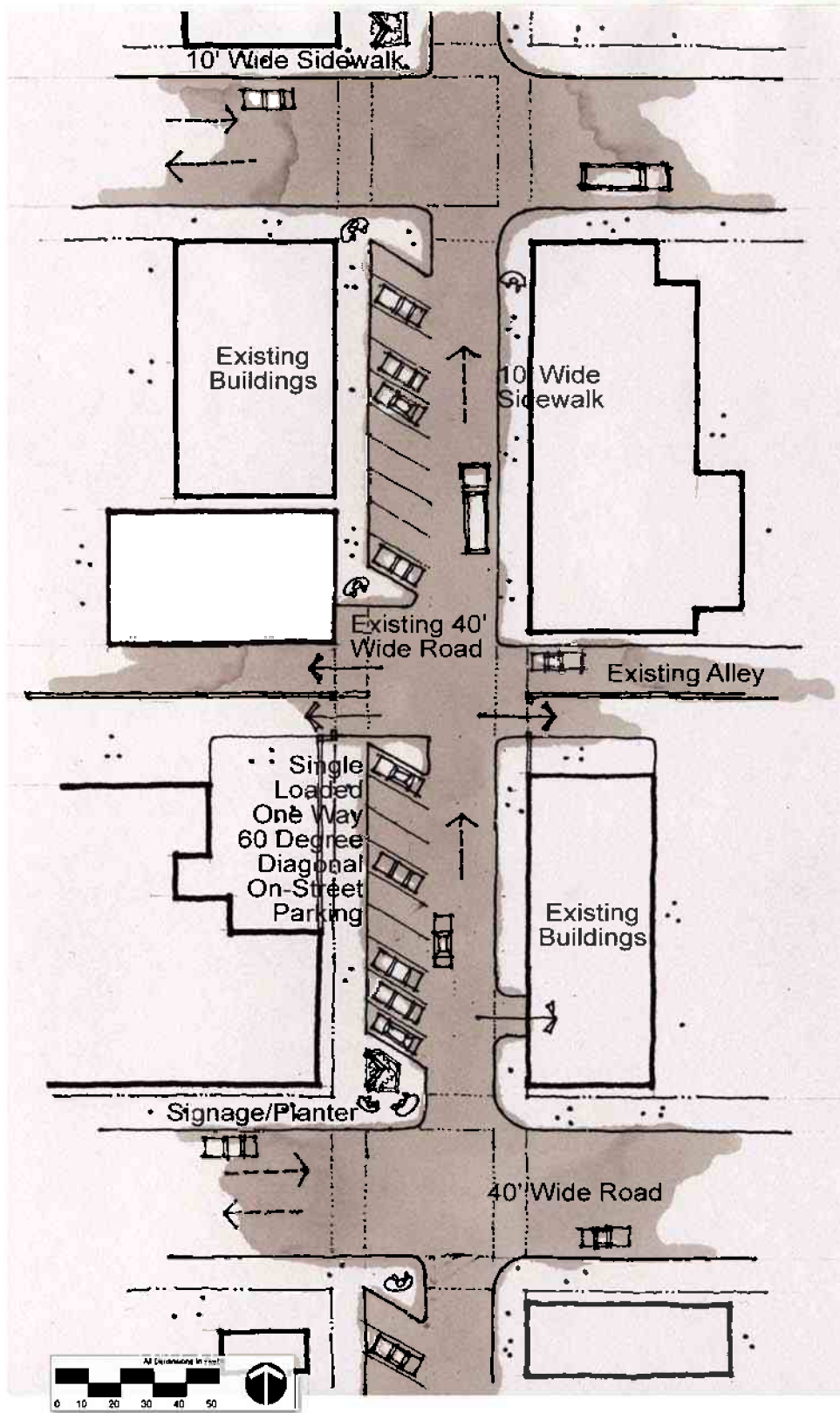


## Parking Strategy Option 1A



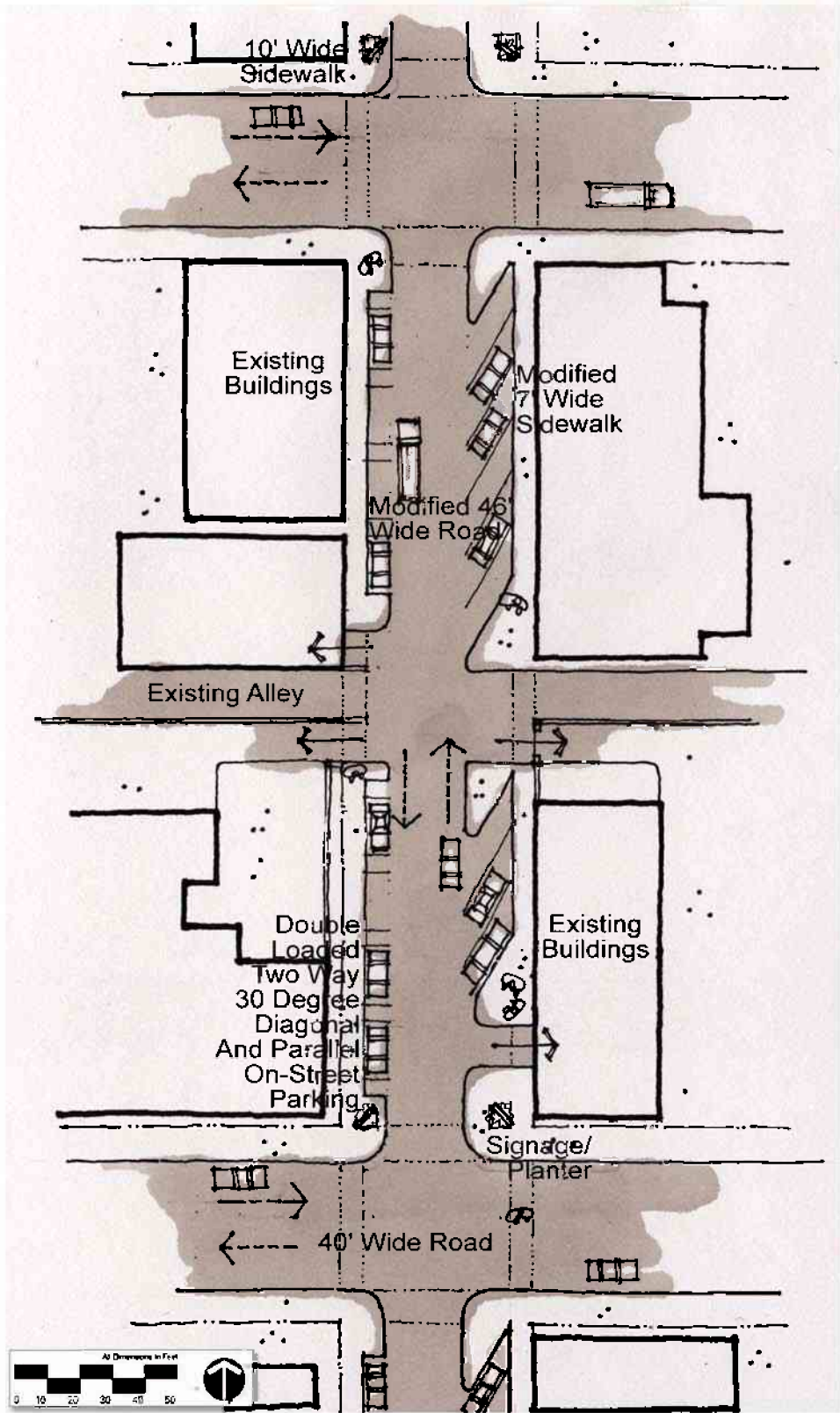
# Parking Strategy Option 1B

FIGURE III-7



## Parking Strategy Option 2A

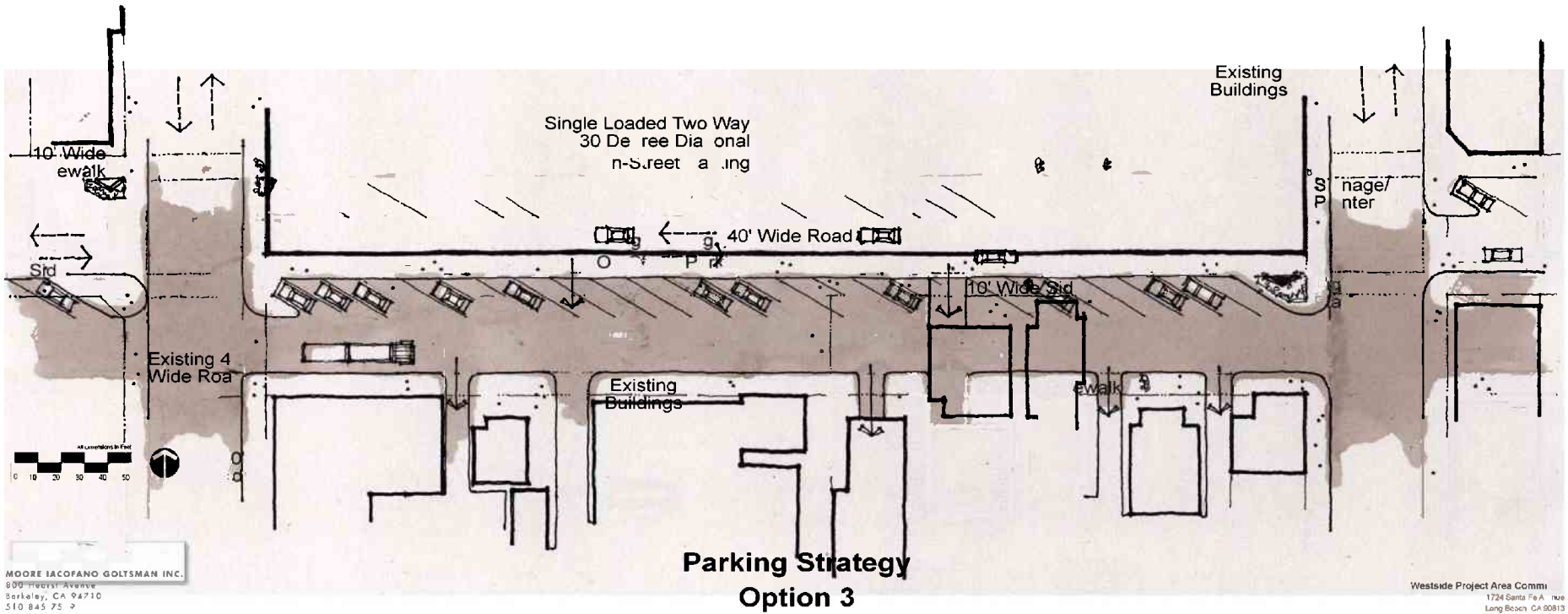




# Parking Strategy Option 2B

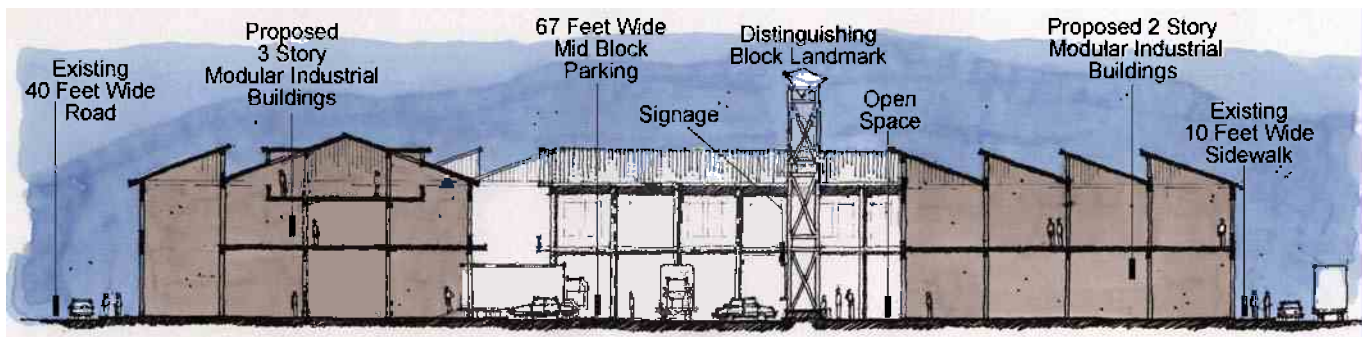


FIGURE III-9



**Parking Strategy  
Option 3**

Diagonal parking coupled to newly designed one-way streets can also be used to facilitate desired changes in truck circulation patterns. For instance, redesigning Canal and Caspian Avenues as respectively one-way northbound and southbound streets along with appropriate wayfinding signs would encourage trucks to use outer perimeter streets such as Harbor Avenue and Santa Fe Avenue to access Pacific Coast Highway or Anaheim Street.



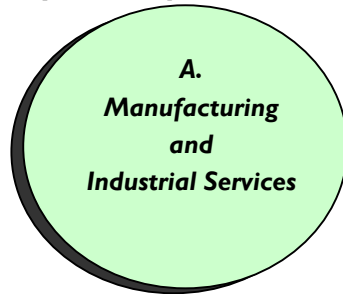
Other recommended design and physical improvements may take more time before they are implemented but should remain as a viable part of any long-term economic development program for the Westside. For instance, a three, story modular industrial building that could easily be re-configured to serve the space needs of small start-ups or larger, expanding firms has been proposed. Such a project is designed to support the market position of the Westside as an industrial incubator for small industrial startups while also offering expansion space for existing businesses. However, existing market rental and lease rates on the Westside for industrial and commercial space may not yet support the cost of constructing such a structure. If the Westside community succeeds in implementing many of the other lower cost strategies recommended in the Strategic Action Plan that then strengthens the market position of the Westside, then demand for additional space is likely to increase the financial viability of higher density industrial developments.

Overall, the Westside Development Concept builds on the existing grid of intersecting streets and small land parcels rather than replacing them with more uniform, larger scale developments. Such consolidation would undermine the unique qualities of the community. Rather, by emphasizing the specific benefits of existing land use patterns, the Westside can offer to the industrial real estate market a product well-suited for the demands of a changing economy that recognizes the value of small industrial and export-related businesses.

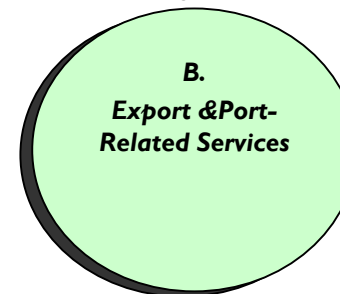
POSITIONING STRATEGY

The Westside is ideally positioned to function as an industrial incubator for small start-ups in manufacturing and industrial services. Its unique assets will also enable it to serve as an economic catalyst for more mature, existing businesses that also require a clean, secure, and efficient industrial environment to fully realize latent growth potential. Leveraging trade and technology opportunities created by proximity to the Port of Long Beach and the CSULB Technology Park can further strengthen these complementary functions.

**Primary Development Strategies:** Major new development opportunities that are the highest priority for achieving the goals of the West Long Beach Industrial Strategy Action Plan.



1. Support the expansion of existing businesses by helping them to acquire other nearby parcels as they become available.
2. Enable local businesses to take over vacant alleys
3. Enable growing Westside companies to relocate to larger sites elsewhere in Long Beach
4. Encourage new developments on vacant lots and infill
5. Establish a modular industrial building at a key location to serve as an incubator for small and expanding businesses
6. Establish a multi-use industrial building



1. Explore and build the export development potential of existing and new Westside businesses
2. Promote economic benefits to be gained from proximity of the Westside to the Port of Long Beach
3. Work with the Port of Long Beach to identify mutually beneficial economic development opportunities

**Requisite Strategies:** Actions that are necessary to ensure success of the primary strategies



1. Provide private security to prevent crime through increased visibility; possibly via a BID
2. Develop a citywide plan to remedy homeless problem
3. Aggressively address graffiti, petty crimes & other nuisances



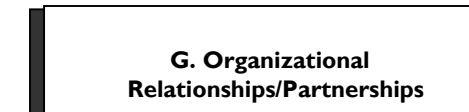
1. Implement a truck calming & parking strategy including an ordinance banning all truck parking except for loading & unloading
2. Provide angled street parking along selected streets to increase the amount of usable parking space
3. Develop mini-satellite parking lots on what are now vacant lots.



1. Upgrade utility infrastructure to accommodate current and future power needs
2. Upgrade utility infrastructure to accommodate future telecommunications opportunities
3. Take advantage of existing plans to underground utilities to concurrently upgrade & expand capacity



1. Use results of past studies to upgrade the pump station & to implement other recommended solutions to fix flooding
2. Work to include West Long Beach in the Basin Plan for groundwater contamination
3. Review past flood-related studies to identify specific hazards & recommend possible solutions

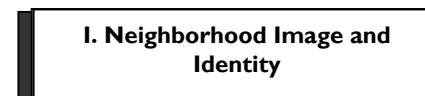


1. Establish a Westside Industrial Coordinating Committee to plan and carryout solutions that require a community-wide partnership
2. Coordinate & communicate with the Port of Long Beach in all matters of mutual interest
3. Establish a partnership with the CSULB Technology Park

**Supporting Strategies:** Actions that support the primary and requisite strategies.



1. Create an industrial development marketing program to attract new businesses that fit the target market desired by the Westside community.
2. Develop collateral materials to promote the strategic value and unique qualities of West Long Beach as an industrial market



1. Eliminate container storage visual blight by enforcing all existing codes, screening containers, and/or banning container storage on Westside properties
2. Acquire, remove, and recycle all remaining residences while also providing relocation assistance to homeowners and tenants
3. Implement a signage and wayfinding program to establish a cohesive identity for the Westside
4. Implement a Building Improvement Loan Program to assist property owners with code compliance
5. Implement a Building Improvement Loan Program to replace or screen properties that need assistance
6. Establish banking services within the Westside community



1. Investigate the possibility of establishing a Business Improvement District (BID) to provide security, manage parking, enhance the image of the Westside, or provide other services
2. Estimate cost per business for BID membership and services
3. Determine if BID membership fees could be partially defrayed by employee and/or truck parking feeds



1. Implement a Streetscape Program & apply other aesthetic improvements to key locations
2. Continue the Façade Improvement Program
3. Modify development standards to allow greater height and intensity as an incentive for property owners
4. Provide the community with a public space (park) to benefit local workers

## STRATEGIES - GOALS AND DESCRIPTIONS

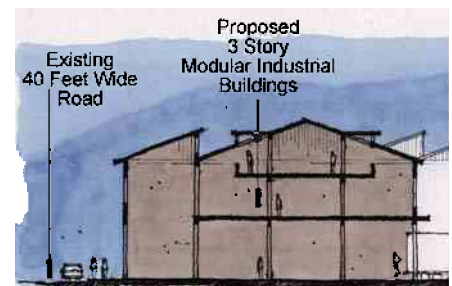
### A. Manufacturing and Industrial Services

**Goal: Strengthen the industrial character of the Westside by retaining existing manufacturers and attracting new ones.**

Manufacturing is among the most visible and successful economic elements in the Westside today. A prerequisite in the Westside's redevelopment strategy will be the capacity to retain existing manufacturers and attract new ones by creating conditions in which small and medium-sized industrial companies can grow and prosper. Although there is presently a stable base of existing manufacturers, this could change if the larger more successful companies remain unable to find needed expansion space on the Westside. If these expansion needs can be successfully accommodated, however, it would also create opportunities for new enterprises to move into the small spaces recently vacated by larger manufacturers, strengthening the role of the Westside as an industrial incubator.

A healthy industrial community will consist not solely of companies engaged in pure manufacturing but will also encompass a cluster of economically inter-related enterprises offering needed industrial support services. These may include logistic services, parts and equipment suppliers, repair services, procurement support, and other key services depending on the needs and opportunities present in the community. In addition, other specialized services are likely to emerge depending upon the specific industry (or industries) predominate in the area. Although the Westside already includes a large number of industrial service companies, the nearby presence of the new technology park should create additional opportunities for such enterprises. New start-ups in specialized industrial services are especially likely to be attracted to the small scale properties offered by the Westside and so represent a key target market for future economic growth.

Since it will be difficult to fully anticipate the precise mix of small and medium-sized industrial businesses that in future years will conduct business on the Westside, a flexible economic development strategy is essential and this flexibility should be reflected in the design of any new industrial properties. This might be accomplished by creating modular structures to continue the existing high-density land use pattern but which can be easily reconfigured if smaller scale industries choose to later expand. There are opportunities to develop such modular structures on existing vacant lots or on other sites now used for



Building modular 2-3 story industrial structures on any new properties could cater to expansion needs of existing smaller scale industries.





Westside’s economic strategy could include industrial studios for commercial artists as it exists in West Berkeley Industrial Area

container storage and other under valued functions. Expansion space can also be created by allowing the construction of higher story industrial buildings in selected areas of the Westside.

A flexible economic development strategy could also encompass commercial artists whose work with materials and processes most resembles that of the surrounding industrial community. However, any new businesses drawn to the Westside must be compatible with the existing industrial character of the community. Industrial studios designed by commercial artists for exclusive use as workspaces clearly fits this strategy, but the residential component of true live/work studios, favored by some artists, may not be attainable without community support or at minimum requisite zoning changes. To avoid impinging on existing businesses steps must also be taken to ensure local infrastructure has the capacity to sustain new industrial growth.



Port of Long Beach

## B. Export and Port-Related Services

**Goal: Build the export development potential of existing and new Westside businesses.**

The Westside industrial community is ideally positioned to take advantage of its proximity to what is arguably its greatest economic resource – the Port of Long Beach. Existing Westside manufacturers could greatly expand their growth potential by developing overseas markets, according to past studies a largely untapped opportunity. New Westside businesses with export potential will also be eager to exploit the possibilities created by immediate access to the Port. In addition, a wide variety of Port-related service providers are likely to thrive on the Westside, including freight forwarders, customs brokers, import and export specialists, ship provisioners, and trucking companies. Care should be taken to locate these types of enterprises, especially trucking companies, in areas where they will not disrupt the activities of other existing businesses and can be adequately supported by the local infrastructure.

It will also be useful to work with the Port to identify economic opportunities that would be mutually beneficial. These might include services and products required to support Port operations and customers that cannot be situated on Port property.



### C. Safety and Security

**Goal: Address real and perceived public safety by making the Westside a clean, safe, and welcoming environment.**

In 1999, the Long Beach Police Department opened a new police substation on Santa Fe Avenue directly adjacent to the Westside. The sub-station was seen as a step forward toward increasing visible police presence in the area. Work remains, however, in changing the perceptions and realities of the Westside.

The vision of a safe and secure Westside in which to do business must build upon and complement the efforts of the Long Beach Police Department. Ideally, the police would maintain as many officers as possible on uniform patrol throughout the Westside. In reality, they must deploy their limited resources to respond to the most urgent and severe episodes. To ensure public safety and security a partnership is required between the police and the business community. This could take the form of private security patrols funded by a Business Improvement District (BID) designed to provide the extra visibility required to deter crime.

It also will be important to support citywide programs to reduce homelessness and eliminate substandard conditions such as vacant alleys that contribute to the problem. Programs must also be established to aggressively address graffiti, broken windows, and other building and safety code violations that add to visual blight and contribute to an unsafe image.



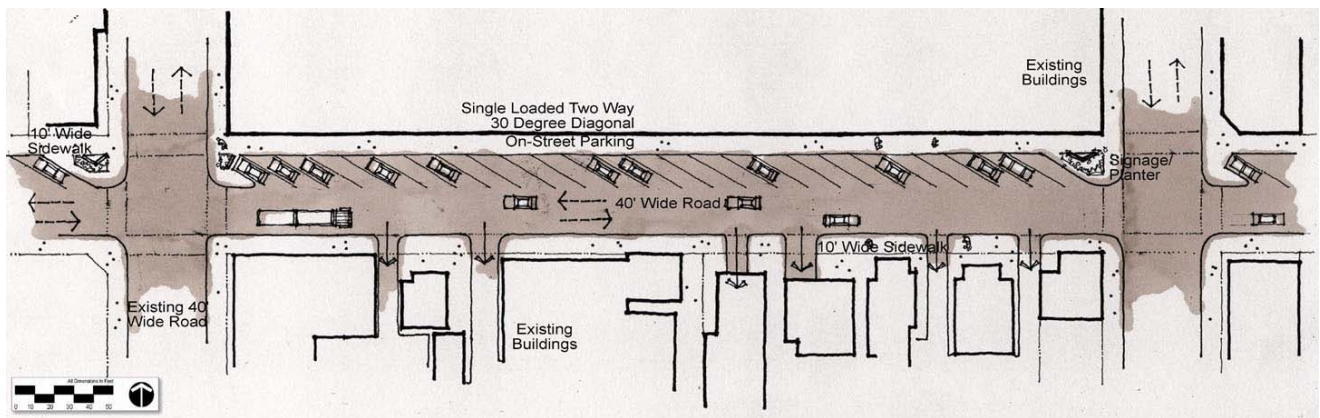


### D. Transportation, Circulation, and Parking

**Goal: Improve access in and out of the Westside for both autos and trucks, and provide for adequate and convenient parking, especially for employees and customers of local businesses.**

The Westside is located within the nexus of an area the focus of numerous transportation and circulation studies, including ones sponsored by the Ports of Long Beach/Los Angeles, the CSULB Technology Park, and the current I-710 Major Corridor Study. Results from these studies can be brought together as part of an integrated analysis that specifically addresses the transportation and parking needs of the Westside. Such a study would form the basis for a comprehensive transportation, circulation and parking strategy designed to improve accessibility, expand the parking supply, and mitigate the effects of truck traffic and parking on the Westside.

On its own, the Westside can quickly implement some strategies, such as angled street parking, to provide immediate relief to the existing parking shortage. This and other similar land use techniques seek to more efficiently allocate use of the public right of way between vehicle traffic, parking, and pedestrians. Other more broad-based strategies will require that the Westside work closely with the Port of Long Beach, the Technology Park, the City of Long Beach, and other pertinent agencies. Such a partnership has the potential to create synergies enhancing the beneficial impacts stemming from strategies implemented as part of a coordinated transportation improvement program. For instance, angled street parking designed exclusively for automobiles would have a tendency to “push” truck traffic out of the Westside, while a Port-sponsored truck depot located near but outside the Westside would have the parallel, reinforcing effect of “pulling” truck traffic away from the area.



Angled parking is a potential design solution that can provide immediate relief to existing parking shortage.

### E. Infrastructure Development

**Goal: Ensure that adequate infrastructure is in place to support the growth of existing businesses and other future development**

Since creation of the West Long Beach Redevelopment Project Area in 1975, the Redevelopment Agency has implemented numerous public improvements in the area. These have included various improvements to streets, sidewalks, streetlights, sewers and storm drains. Despite these many public improvements and its numerous assets as an industrial community, including proximity to the Port of Long Beach, future development in the Westside may still be constrained by the availability of adequate industrial infrastructure.

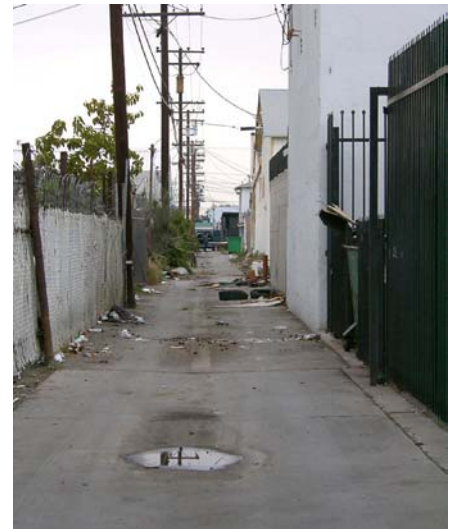
To accommodate development the Redevelopment Agency must work with the Westside and local utility companies to upgrade the existing infrastructure. Priority should be given to expanding the capacity of the local power system to meet the electrical power requirements of growing manufacturers and to upgrade the communications infrastructure to satisfy the high speed needs and broad-band standards of new technologies.



### F. Environmental Systems

**Goal: Establish systems to prevent and/or mitigate environmental threats to the economic health and security of the Westside**

Much of the Westside lies within a 100-year flood plain and is subject to some flooding following heavy rainstorms. There is also considerable groundwater contamination resulting from decades of industrial and other uses. Both of these environmental factors increase risks associated with business and property development. As a healthy environment is an essential component of long-term sustainable economic development, the Westside business community will need to work with the Redevelopment Agency to identify specific environmental hazards and develop strategies for their prevention and/or mitigation.



### G. Organizational Relationships/Partnerships

**Goal: Strengthen existing partnerships and develop new ones with organizations whose activities can enhance the growth and development of the Westside.**

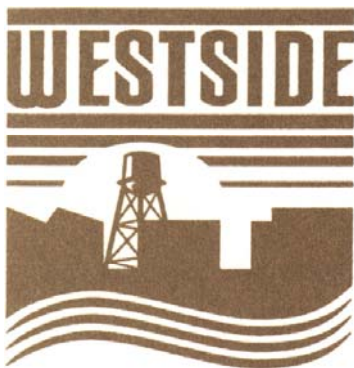
Although the Westside has a strong, active business community, it cannot by itself fully achieve its future vision for the area without the support and cooperation of its neighbors. It is especially important to establish key partnerships with those organizations, such as the Port of Long Beach, whose help the Westside needs to resolve shared transportation, security, and other concerns. For this reason, it is will



Planned CSULB Technology Park

be important to establish an institutional mechanism of some kind to coordinate and communicate with the Port of Long Beach on all matters of mutual interest. In the short term, the Port Security Task Force represents a possible entry point for the Westside to establish a common interest with the Port that sets a new collaborative tone. Over time, an even broader, partnership encompassing both ports, the cities of Los Angeles and Long Beach, and other harbor area communities should be formed to provide the organizational critical mass needed to plan and carry out solutions that deal with particularly complex and severe problems impacting the harbor area.

Completion of the Industrial Strategic Action Plan will also enable potential partners, such as the Port of Long Beach and the CSULB Technology Park, to more easily see how they can work with the Westside to pursue mutual goals. The same principle applies to the Redevelopment Agency and the many community and neighborhood associations that share a common desire to improve West Long Beach for businesses and residents alike. Building the organizational capacity of all current and potential partner groups alike is a high priority.



## H. Marketing and Economic Development

**Goal: Develop a comprehensive public relations, marketing, and communications program to market the Westside as a dynamic industrial community**

A targeted, pro-active public relations and communications campaign is needed to raise the market profile of the Westside to attract the kinds of businesses that will fulfill its vision as an industrial hothouse for start-up and growing companies in manufacturing, industrial services, and port-related services. Many potential new businesses and investors that otherwise would fit well with the existing industrial character of the Westside may overlook it as a possible location in favor of more visible suburban, industrial parks. Moreover, some of the unique qualities of



the Westside, such as small lots and fine grain development, may not at first be viewed as attractive assets until the potential benefits can be featured in a skillfully crafted communications and public relations program targeted to those enterprises whose specific needs are tailor-made for the unique qualities provided by the Westside. Such a campaign can also have the desired effect of steering away potential enterprises whose activities may overly tax the local infrastructure or clash with existing businesses.

## I. Neighborhood Image and Identity

**Goal: Enhance the image and identity of the Westside as a prosperous industrial community through improved signage, clean-up efforts, and other actions designed to change the perception of the area.**

Specific public improvements can support the Westside’s vision and development objectives. For instance, a new signage and wayfinding program can help create a cohesive, “brand” identity for the Westside, while also enabling customers and other visitors to more easily recognize and navigate the area. Restoring the water tower as a highly visible Westside icon and landmark can signal the presence of more fundamental but less visible positive changes taking place inside the community. Establishing banking services within or near the Westside would further reinforce the image of the Westside as a prosperous and thriving business community. It was suggested that a financial institution could be located in close proximity to the police substation or to the new technology park.

The image and identity of the Westside will also be improved by eliminating visible signs of physical deterioration through improved building code enforcement, aggressive and prompt graffiti and trash removal programs, and other actions intended to erase visual blight. This includes working closely with the Port of Long Beach and others to eliminate or screen container storage in and near the Westside. Offering relocation assistance to the few remaining residential properties will reinforce the identity of the Westside as a purely industrial community.

## J. Organizational Development

**Goal: Provide a sound organizational structure to ensure the effective implementation of the Westside Industrial Strategic Action Plan**

After developing a strategic action plan lies the effort required to implement the plan and with it the energy to transform its vision into reality. This often requires the development of organizational capacity, including adequate staff and financial resources to successfully carry out



Restoring the SnugTop water tower is an important step in creating a highly visible icon for Westside.



Designing new signage & symbols as seen in West Berkeley Industrial Area will improve Westside image & wayfinding program.



plan action items. For this reason, the Westside business community should investigate the possibility of establishing a Business Improvement District (BID) (See Appendix C for outline of a BID formation process).

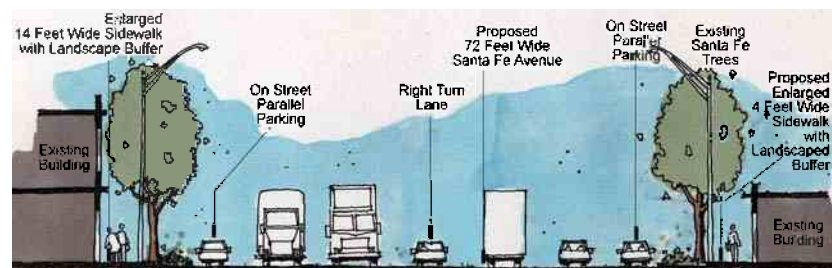
A BID is a voluntary private association of property and business owners within a specific geographic district who assess themselves to fund services that benefit the district as a whole. In the Westside, a BID could be charged with the responsibility of ensuring public safety by contracting for private security. Its mandate could also extend to parking management, graffiti removal, marketing and promotion of the Westside or other plan action items as determined by members of the association. A BID can provide the coordinated approach needed to ensure the success of improvement efforts and by doing so enhance the overall image of the Westside and the value of its properties.

### K. Community Design

**Goal: Create a more pleasant urban environment through an attractive streetscape program and design guidelines while preserving the industrial character of the Westside**

The Westside has many distinctive features that if linked by a unifying design element can create a unique identity and sense of place. In some areas, the fine-grain land use pattern helps foster a level of vitality often absent from larger-scale industrial properties. Design guidelines should strive to promote that lively atmosphere throughout the Westside.

For instance, a streetscape improvement program along Santa Fe Avenue and other major arteries can create a more pleasant environment while also extending that sense of vital identity to other parts of the Westside. Although many of the simple one and two-story industrial buildings that characterize the area have recently been remodeled, others could be enhanced through a continuation of the façade improvement program. It may also be helpful to modify design standards to allow for greater height and intensity of development along major arteries such as Anaheim Street enhancing their function as defining edge boundaries for the Westside.



Proposed streetscape improvements along Santa Fe Avenue

## IV. Strategy Action Plan Implementation

### PRIORITY PROJECTS

The actions in this section comprise the first phase for implementation of the Westside Strategy Action Plan. Resource constraints make it impossible to implement all the action strategies outlined in the Plan. Therefore, it is important to start with the projects that are most likely to have the greatest impact for the Westside and possess the highest leverage potential. For this reason, the ISAP Task Force has identified eight priority projects on which Westside stakeholders should focus their immediate attention:

- Implement **truck calming programs**, as well as programs devoted to parking issues to mitigate the negative effects of truck traffic, trucking companies, and truck related businesses as well as parking issues on the Westside.
- Investigate **diagonal street parking** and other design strategies to the street and alley network to increase the amount of usable parking space.
- Use results of past environmental studies to upgrade the pump station and to implement other recommendations for **fixing the flooding** problem.
- **Upgrade utility infrastructure** to accommodate current and future electrical power and information technology needs.
- **Eliminate container storage**, or hide them behind screens away from public view, to reduce visual blight.
- **Acquire, remove, and recycle all residences** incompatible with an industrial area, but with the possible exception of potential live/work studios for industrial/commercial artists.
- Investigate the possibility of establishing a **Business Improvement District (BID)** to provide security, manage parking, and offer other services.
- **Establish a standing committee of WPAC, Redevelopment Agency, Port of Long Beach, and CSULB Technology Park representatives** to plan and carryout solutions to problems that require a community-wide partnership.

A more detailed description of each of these priority projects can be found in the Executive Summary of this report.

### Relation of Priority Projects to Strategic Plan Framework

During the course of the strategic planning project, the ISAP Task Force identified 11 key strategies to guide future economic development of the Westside. These strategies were described in detail in the preceding chapter (*Chapter III – Strategic Plan Framework*). Each of these eleven strategies is supported by a set of proposed projects. Altogether, there were over 50 possible projects identified by the ISAP Task Force. The *Detailed Action Plans* that follow starting on page 32 categorizes proposed projects in terms of each strategy and identifies the likely time frame and lead responsibility for implementation.

Since not all projects are considered equally important or urgent, a smaller set of 21 projects was drawn from the larger pool of 50 projects. During its September meeting the ISAP Task Force ranked these 21 projects and by doing so identified its top eight priorities, as highlighted above. To provide a complete picture for future reference, the table below identifies all 21 of these projects, listing the eight priority projects at the top.

## TOP PRIORITY PROJECTS

### WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN

Strategy/Action	Action Plan Code	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Cost Estimates (under development)
Top Priority Projects				
Implement truck calming & parking strategies	D1	Short to Med	Public Works	TBD
Investigate diagonal street parking & other design strategies to the street and alley network to increase the amount of usable parking space.	D2	Short	Public Works	Canal & Caspian demonstration - \$6,500 to \$8,000
Use results of past studies to upgrade the pump station & to implement other recommended solutions to fix flooding.	F1	Short to Med	Public Works	\$2.75 M for storm water system, includes \$300K for pump station
Upgrade utility infrastructure to accommodate current & future power needs & prepare for future telecommunications opportunities.	E1	Med and Long	Westside Working Group	TBD
Eliminate container storage visual blight by enforcing existing codes, screening containers, and/or banning container storage on Westside properties.	I1	Short to Med	Westside Working Group	TBD
Acquire, remove & recycle all remaining residences incompatible within an industrial area, with the possible exception of potential live/work studios for industrial/commercial artists,	I2	Short to Med	RDA	Acquisition: \$6.4M Relocation: \$1.1M Demolition: \$268K
Investigate the possibility of establishing a Business Improvement District (BID) to provide security, manage parking, and offer other services	J1	Short	PAC	TBD

Strategy/Action	Action Plan Code	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Cost Estimates (under development)
Establish a standing committee of WPAC, Redevelopment Agency, Port of Long Beach, and CSULB Technology Park representatives to plan and carryout solutions to problems that require a community-wide partnership	G1	Short	RDA	TBD
<b>Other Important Projects</b>				
Support the expansion of existing businesses by helping them to acquire other nearby parcels as they become available	A1	Ongoing	RDA	TBD
Enable local businesses to take over and utilize vacant alleys.	A2	Short to Med	Public Works	TBD
Implement a signage program to establish a cohesive Westside identity.	I3	Short to Med	RDA	TBD
Implement a Building Improvement Program to assist property owners with code compliance.	I4	Short to Med	PAC	TBD
Build the export development potential of existing and new Westside businesses.	B1	Ongoing	Economic Development	TBD
Implement a streetscape improvement program at key locations.	K1	Med. to Long	RDA	Est. \$700 K – per 1,000 linear feet both sides on each side of street
Establish banking services within the Westside community.	I6	Short to Med	Westside Working Group	TBD
Establish a modular industrial building at a key location to serve as an incubator for small & expanding businesses.	A5	Long range	RDA	TBD
Provide the community with an attractive public space (park) to benefit local workers.	K3	Med	RDA	TBD
Create an industrial development marketing program to attract new businesses that fit the Westside target market	H1	Short	Economic Development	TBD



CHAPTER IV: STRATEGY ACTION PLAN IMPLEMENTATION

Strategy/Action	Action Plan Code	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Cost Estimates (under development)
Encourage new developments on vacant lots & infill to enhance market position as industrial incubator for start-ups & mature manufacturers.	A4	Ongoing	RDA	TBD
Implement a Building Improvement Loan Program to replace or screen properties that need assistance.	I5	Short to Med	RDA	TBD

## ***Strategy Action Plan Implementation***

### DETAILED ACTION PLANS

#### **A. Manufacturing and Industrial Services**

**Goal:** Strengthen the industrial character of the Westside by retaining existing manufacturers and attracting new ones.

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
A1 Support the expansion of existing businesses by helping them to acquire other nearby parcels as they become available	Ongoing	RDA	TBD
A2 Enable local businesses to take over and utilize vacant alleys	Short to Medium	Public Works	TBD
A3 Enable growing Westside manufacturers to relocate to larger sites elsewhere in Long Beach – North Long Beach, CSULB Technology Park	Ongoing	RDA	TBD
A4 Encourage new developments on vacant lots and infill to enhance market position as industrial incubator for start-ups and mature manufacturers	Ongoing	RDA	TBD
A5 Establish a modular industrial building at a key location to serve as an incubator for small and expanding businesses	Long	RDA	TBD

## B. Export and Port-Related Services

**Goal: Build the export development potential of existing and new Westside businesses.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
B1 Explore and build the export development potential of existing and new Westside businesses	Short to Medium	Economic Development	TBD
B2 Promote economic benefits to be gained from proximity of the Westside to the Port of Long Beach.	Ongoing	PAC	TBD
B3 Work with the Port of Long Beach to identify mutually beneficial economic development opportunities	Ongoing	Westside Working Group	TBD

## C. Safety/Security

**Goal: Address real and perceived public safety by making the Westside a clean, safe, and welcoming place.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
C1 Provide private security to prevent crime through increased visibility, possibly via a BID (see action J.1)	Short	PAC	TBD
C2 Work with other community groups to develop a citywide plan to remedy the homeless problem.	Medium	PAC	TBD
C3 Review city policy and procedures for police staffing	Short	PAC	TBD
C4 Establish a program to aggressively address graffiti, petty crimes, and building and safety code violations	Medium	PAC	TBD
C5 Improve coordination with the Harbor Patrol	Short	Westside Working Group	TBD
C6 Improve street lighting	Medium	Public Works	TBD
C7 Work with other business and neighborhood groups to lobby the City for more security resources.	Short	PAC	TBD

## D. Transportation, Circulation and Parking

**Goal: Improve access in and out of the Westside for both autos and trucks, and provide for adequate and convenient parking, especially for employees and customers of local businesses.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
D1 Implement truck calming & parking strategies <b>(Top Priority)</b>	Short to Medium	Public Works	TBD
D2 Investigate diagonal street parking & other land use design techniques to the existing street and alley network to increase the amount of usable parking space <b>(Top Priority)</b>	Short	Public Works	Canal & Caspian Demonstration -\$6500 to \$8000
D3 Develop mini-satellite parking lots on what are now vacant lots	Short to Medium	RDA	TBD
D4 Investigate a Business Improvement District to improve and manage parking for employees, customers, and shippers. (see J1)	Medium	PAC	TBD
D5 Develop a secure, off-street truck parking facility located near but outside the Westside (& a potential BID revenue source)	Medium	Westside Working Group	TBD
D6 Construct a multi-story parking structure on City-owned property	Long	RDA	TBD
D7 Conduct a truck circulation & parking study to identify current truck routes, choke points, & potential solutions	Short	Public Works	TBD
D8 Participate in the I-710 Major Corridor Study to provide solutions that will benefit the Westside	Short-Long	Westside Working Group	TBD



## E. Infrastructure Development

**Goal: Ensure that adequate industrial infrastructure is in place to support the growth of existing businesses and other future development.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
E1 Upgrade utility infrastructure to accommodate current and future power needs. <b>Top Priority)</b>	Short-Medium	Westside Working Group	TBD
E2 Upgrade utility infrastructure to accommodate future telecommunications opportunities <b>(Top Priority)</b>	Medium -Long	Westside Working Group	TBD
E3 Take advantage of existing plans to underground utilities to concurrently upgrade and expand capacity	Short-Medium	Westside Working Group	TBD
E4 Explore opportunities with CSULB to tap the Pacific Coast Highway fiber optics line serving the technology park	Short – Medium	Westside Working Group	TBD
E5 Keep utility companies and service providers informed of Westside development efforts.	Ongoing	Westside Working Group	TBD

## F. Environmental Systems

**Goal: Establish systems to prevent and/or mitigate environmental impacts to the economic health and security of the Westside.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
F1 Use results of past studies to upgrade the pump station and to implement other recommended solutions to fix flooding <b>(Top Priority)</b>	Short to Medium	Public Works	\$2.75 for storm water system, includes \$300K for pump station
F2 Work to include West Long Beach in the Basin Plan for groundwater contamination.	Short	RDA	TBD
F3 Review past flood-related studies to identify specific hazards and recommend possible solutions.	Short	RDA	TBD

## G. Organizational Relationships/Partnerships

**Goal: Strengthen existing partnerships and develop new ones with organizations whose activities can enhance the growth and development of the Westside.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
G1 Establish a standing committee of WPAC, Redevelopment Agency, Port of Long Beach, and CSULB Technology Park representatives to plan and carryout solutions to problems that require a community-wide partnership. The RDA has the lead responsibility for establishing the Westside Working Group	Short Ongoing	RDA	TBD
G2 Coordinate and communicate with the Port of Long Beach in all matters of mutual interest	On-going	RDA	TBD
G3 Establish a partnership with the CSULB Technology Park	Short Ongoing	RDA	TBD
G4 Work closely with other Redevelopment Areas and the Redevelopment Agency	Ongoing	PAC	TBD
G5 Seek an opportunity to work with the Port Security Task Force	Short/ Medium	RDA	TBD
G6 Explore the potential to create a harbor area partnership encompassing both ports, cities, and other communities	Medium	RDA	TBD
G7 Present the Industrial Strategy Action Plan to other organizations, city and neighborhood groups	Short	PAC	TBD

## H. Marketing and Economic Development

**Goal: Develop a comprehensive public relations and communications program to market the Westside as a dynamic industrial community.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
H1 Create an industrial development marketing program to attract new businesses that fit the target market desired by the Westside community.	Short	Economic Development	TBD
H2 Develop collateral materials to promote the strategic value and unique qualities of the Westside as an industrial market.	Short-Medium	Economic Development	TBD
H3 Develop and cultivate media channels to explore better ways to communicate with the community and promote the Westside	Medium	Economic Development	TBD

## I. Neighborhood Image and Identity

**Goal: Enhance the image and identity of the Westside as a prosperous industrial community through improved signage, clean-up efforts, and other programs designed to change the perception of the area.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
I1 Eliminate container storage visual blight by enforcing existing codes, screening containers, and/or banning container storage on Westside properties <b>(Top Priority)</b>	Medium	Westside Working Group	TBD
I2 Acquire, remove, and recycle all remaining residences while also providing relocation assistance to homeowners and tenants <b>(Top Priority)</b>	Short to Medium	RDA	Acquisition: \$6.4 M Relocation:\$1.1 M Demolition: \$268K
I3 Implement a signage and wayfinding program to establish a cohesive identity (and to reinforce the Westside's overall marketing and communications strategy)	Short to Medium	RDA	TBD
I4 Implement a Building Improvement Loan Program to assist property owners with code compliance.	Short to Medium	RDA	TBD
I5 Implement a Building Improvement Loan Program to replace or screen properties that need assistance	Short to Medium	RDA	TBD
I6 Establish banking services within the Westside community	Short to Medium	Westside Working Group	TBD
I7 Paint the water tower to restore the most visible symbol of West Long Beach	Short to Medium	PAC	TBD



## J. Organizational Development

**Goal: Provide a sound organizational structure to ensure the effective implementation of the Westside Industrial Strategy Action Plan.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
J1 Investigate the possibility of establishing a Business Improvement District (BID) to provide security, manage parking, enhance the image of the Westside, or provide other services <b>(Top Priority)</b>	Short	PAC	TBD
J2 Estimate the cost per business for BID membership and services	Short	PAC	TBD
J3 Determine if BID membership fees could be partially defrayed by employee and/or truck parking fees.	Short	PAC	TBD

## K. Community Design

**Goal: Create a more pleasant urban environment through an attractive streetscape program and design guidelines while preserving the industrial character of the Westside.**

Strategy/Action	Time Frame Short = < 2 yr. Med = 2 - 5 yrs. Long = > 5 yrs.	Lead Responsibility	Estimated Costs
K1 Implement a streetscape improvement program & apply other aesthetic improvements to key locations	Medium to Long	RDA	TBD
K2 Continue the façade improvement program	Ongoing	RDA	TBD
K3 Modify development standards to allow greater height and intensity as an incentive for property owners	Medium	RDA	TBD
K4 Provide the community with a public space (park) to benefit local workers.	Medium	RDA	TBD

## Appendix A

# WESTSIDE REDEVELOPMENT AREA CHRONOLOGY

### Westside History

- July 1975 West Long Beach Industrial Project Area adopted. The Project Area is located on the western boundary of the City and is bordered by Pacific Coast Highway on the north, Ocean Boulevard on the south and the Los Angeles River on the west. The Project Area consists of 1,350 acres, approximately 80% of which is south of Anaheim and falls within the Long Beach Harbor District.
- July 1975 Litigation initiated challenging the validity of the Project Area adoption.
- Dec. 1976 Agency and City entered into a reimbursement agreement that obligated Agency to reimburse City for Westside Public Works capital improvement projects.
- Sept. 1977 Agency and City entered into reimbursement agreement that obligated Agency to reimburse City up to \$7,514,324 for Westside Public Works capital improvement projects.
- July 1980 Westside Project Area loaned \$6,770,831 to Downtown Project Area.
- Sept. 1981 Litigation settled with the following terms:
- Agency relinquished right of eminent domain on certain properties.
  - Certain Street and Storm Drain improvements received first priority for expenditure of tax increment.
  - Agency agreed to fund Project Area Committee for duration of Redevelopment Plan.
  - Agency agreed to pay attorney's fees totaling in excess of \$176,000.
- July 1982 Agency and City enter into agreement for Agency to reimburse City up to \$22,399,848 in Westside Public Works capital improvement projects between Anaheim and Pacific Coast Highway (Agreement No. 16337). This Agreement superseded prior reimbursement agreements
- Jan. 1983 Agency and City amended reimbursement agreement for Agency to reimburse City up to \$22,999,848 in Westside Public Works capital improvement projects between Anaheim and Pacific Coast Highway (Agreement No. 16337a).
- June 1986 Agency and City amended reimbursement agreement for Agency to reimburse City up to \$33,130,352 in Westside Public Works capital improvement projects between Anaheim and Pacific Coast Highway (Agreement No. 16337b).
- July 1987 Agency and City enter into agreement for Agency to reimburse City up to \$30,085,000 in Westside Public Works capital improvement projects between

Anaheim and Pacific Coast Highway (Agreement No. 19894). This Agreement superceded prior Agreement No. 16337.

- June 1988 Westside Project Area loaned \$1,000,000 to Poly High Project Area.
- Nov. 1989 Westside Project Area agreed to reimburse Port of Long Beach \$30,000,000 for public improvements constructed by the Port in the Port's portion of the Project Area.
- Nov. 1991 Westside Project Area loaned \$2,000,000 to Downtown Project Area (for Janns/Pine Square).
- Dec.1992 Agency raised \$31,060,000 in bond proceeds through the sale of 1992 Tax Allocation Bonds.
- Nov. 1994 Pursuant to AB1290, Agency adopted first Five-Year Implementation Plan.
- Jan. 1995 Agency completes the Location and Site Assessment and Redevelopment Strategy: Westside Redevelopment Area (PHH Fantus Report).
- April 1995 Westside Project Area loaned \$860,635 to Downtown Project Area (Chestnut Garage).
- June 1995 Westside Project Area loaned \$12,700,000 to Los Altos Project Area (Los Altos Shopping Center).
- July 1995 Westside Project Area loaned \$226,340 to West Beach Project Area, \$54,711 to Poly High Project Area, \$728,581 to Downtown Project Area, and \$1,616,528 to Central Project Area. [Total of \$2,626,160 for Long Beach Unified School District (LBUSD) Transportation Facility, LBUSD Administrative Building and Metropolitan Transit Authority Parking Structure at Wrigley Marketplace.]
- Sept. 1996 Agency attempted to issue additional Westside Tax Allocation Bonds and filed a complaint in Superior Court to validate the proposed bond issue.
- Sept. 1996 The Westside Industrial Council (WIC) filed a cross-complaint challenging the Agency's spending of Westside Tax Increment outside the Project Area.
- Jan. 1998 The Superior Court granted summary judgment in favor of the Agency on the complaint for validation.
- May 1998 The Superior Court granted summary judgment in favor of the Agency on WIC's cross-complaint.
- Jan. 1999 The Superior Court granted a single and final judgment in favor of the Agency on both the validation complaint and WIC's cross-complaint. Thereafter the WIC filed an appeal with the Court of Appeal.

- Nov. 1999 Agency adopted second Five-Year Implementation Plan.
- June 2000 City Manager hired new Community Development Director.
- Aug. 2000 The Court of Appeal affirmed the Superior Court's judgment in both the validation and cross-complaint issues.
- Sept. 2000 The Court of Appeal's decision became final.
- Mar. 2001 Daniel Iacofano facilitates first of several communication meetings between Agency staff and Westside PAC in an effort to improve communications and working relationships.
- Mar. 2002 Daniel Iacofano facilitates first of several Westside Task Force meetings between Agency staff and Westside PAC in an effort to develop an Industrial Strategy Action Plan



**Appendix B**  
**WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN**  
 Recommendations from Past and Current Studies

PREVIOUS RECOMMENDATIONS		STATUS	CURRENT RECOMMENDED PROJECTS
<b>A. MANUFACTURING AND INDUSTRIAL SERVICES</b>			
Develop a small manufacturing business incubator program	Completed Incubator Market and Feasibility Study (1995) which led to the CSULB Technology Park		Encourage new developments on vacant lots and infill and sale of property to enhance market position as industrial incubator for start-ups and mature manufacturers
Help businesses rationalize their operations by redeveloping or relocating to more efficient space	Business expansion supported through annual RRP process		Support the expansion of existing manufacturers by helping them to acquire other nearby parcels as they become available
Assemble “larger” sites as opportunities arise			Enable growing Westside manufacturers to relocate to larger sites in Long Beach – North Long Beach, CSULB Technology Park
Manage and promote the Westside as an Industrial Mall	Westside Directory and Westside Newsletter		
Develop elements of HarborGate Industrial Park concept; promote entire Westside as an industrial park	CSULB Technology Park		
Develop a speculative manufacturing/industrial building	CSULB Technology Park		

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
Develop an aggressive marketing campaign to promote the Industrial Mall		
Develop a directory of products and services available	Completed	
Evaluate establishing a new Redevelopment Area to encompass the CSULB Technology Park	Accomplished via the North Long Beach Redevelopment Area	
<b>B. EXPORT AND PORT-RELATED SERVICES</b>		
Implement a targeted Export Development Program for Westside businesses	Researched expansion of Export Development Program; Held workshop on export development (1996)	Explore and build the export development potential of existing and new Westside businesses
Expand the Port's Foreign Trade Zone to include the Westside	Export assistance available through the office at WTC	Promote the Westside as an ideal location for businesses with export potential & Port-related services
		Work with the Port of Long Beach to identify mutually beneficial economic development opportunities
<b>C. SAFETY AND SECURITY</b>		
Develop Westside police sub-station & maximize its visibility	Westside Police Sub-station opened in 1999	Review city policy & procedures for police staffing

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
		Investigate a BID to provide private security
		Utilize BID to implement programs to target graffiti, littering, nuisances
		Work with other community groups to develop a city-wide plan to remedy homeless problem
Alley vacations	Property owners notified; McMullen Oil's alley completed	Allow local businesses to take over and enclose vacant alleys
		Improve street lighting
		Improve coordination with Harbor Patrol
		Work with other community groups to lobby the City for more security resources
<b>D. TRANSPORTATION, CIRCULATION, AND PARKING</b>		
Implement transportation access improvements (upgrade key intersections and Terminal Island Freeway access)	Deferred – Caltrans denied project	Investigate diagonal street parking & other land use design techniques to the existing street & alley network

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
Review parking issues under new industrial zoning codes	Draft zoning regulations reviewed	Investigate a BID to improve & manage parking, & maintain mini-parking lots on what are now vacant lots
		Develop a secure, off-street truck parking facility located near but outside the Westside
		Construct a multi-story parking structure on City-owned parking
		Conduct a truck circulation & parking study to identify current truck routes, choke points, & potential solutions
		Use study results to implement a truck calming & parking strategy
		Participate in I-710 Major Corridor Study to provide solutions that will benefit the Westside
<b>E. INFRASTRUCTURE DEVELOPMENT</b>		
Alley improvements	All alleys paved	Upgrade infrastructure to accommodate new developments
HarborGate street improvements	All HarborGate Master Plan improvements completed	Work with utility companies to upgrade utilities when undergrounding
		Connect with CSULB fiber optics line

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
		Inform utility and service providers of Westside development efforts
<b>F. ENVIRONMENTAL SYSTEMS</b>		
Develop a Master Environmental Plan – make this plan available to any potential business investor	A contaminated site assessment inventory was completed	Upgrade pump station and fix the flooding problem
Implement strategy to work with Water Quality Control Board	Applied for a Brownfields National Grant from the U.S. EPA & follow-up discussions	Include West Long Beach in Basin Plan
Prepare technical reference guide to assist Westside businesses		Review past flood-related studies to identify specific hazards and identify possible solutions
Explore feasibility of rebate program for remediation		
Other	Installed two (2) drainage systems	
<b>G. ORGANIZATIONAL RELATIONSHIPS AND PARTNERSHIPS</b>		
		Strengthen the relationship with the Port of Long Beach (via all task forces)
		Establish partnership with Technology Park to promote complementary economic development programs



PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
		Work closely with other Redevelopment Areas and the Redevelopment Agency
		Seek an opportunity to work with the Port Security Task Force
		Explore the potential to create a harbor area partnership encompassing both ports, cities and other communities
		Present the Industrial Strategic Action Plan to other organizations, city & neighborhood groups
<b>H. MARKETING AND ECONOMIC DEVELOPMENT</b>		
Develop aggressive identity marketing plan, including: - A marketing information portfolio 111(marketing materials and folder) - Ad placement program	New logo and directory completed for the Westside	Create a marketing program to attract small businesses that complement the existing industrial character of the area & do not require a lot of parking
Develop formal real estate marketing plan to target prospects outside Project Area	Hired Matlow Kennedy in past years	Develop collateral materials to promote the strategic value & unique qualities of the Westside as an industrial area
Identify competition and how to position Westside	Received presentation from Matlow Kennedy on historic sales information & market direction	Develop and cultivate media channels to explore ways to communicate with the community and promote the economic potential of the Westside
Get seat on Business Attraction Committee – Long Beach Partnership	No longer exists	

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
Place full-time Business Retention Specialist in the Westside & implement a formal business retention program	Business Retention Specialist hired in 95 but discontinued due to no demand	
Assign dedicated staff (ombudsman) to help Westside businesses navigate regulatory processes	Exists in ED for use by Westsiders	
<b>I. NEIGHBORHOOD IMAGE AND IDENTITY</b>		
Develop "brand identity" for the Westside, including:		
Area identification signage to enhance visibility of the Westside: - Monument signs - Snug Top Tower	Logo done and monument sign design completed but not private sites available for placement	Implement the signage & wayfinding program to establish a cohesive identity
Develop Westside PAC logo	Completed	Paint the water tower to restore the most visible symbol of the Westside
Promote the Westside under a single name	Name chosen	Work with the Port of Long Beach to reduce container storage on Westside properties
Consider changing name of PAC to Westside Business Association	PAC decided not to its change name	Provide relocation assistance to homeowners and tenants to eliminate all remaining residences
Offer an Interior Renovation Program in parallel with the existing Façade & Landscaping programs	Interior renovation considered responsibility of private owners	Assist property owners having difficulty meeting building code requirements

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
		Encourage the development of a wider variety of restaurants and other services
		Launch an aggressive graffiti and trash removal program
<b>J. ORGANIZATIONAL DEVELOPMENT</b>		
		Investigate the possibility of establishing a Business Improvement District
		Estimate the cost per business for BID membership and services
		Determine if BID membership fees could be partially defrayed by employee and/or truck parking fees
<b>K. COMMUNITY DESIGN</b>		
		Implement a streetscape improvement program & apply other aesthetic improvements to key locations
		Continue the façade improvement program

PREVIOUS RECOMMENDATIONS	STATUS	CURRENT RECOMMENDED PROJECTS
		Modify development standards to allow greater height and intensity as incentive for property owners
		Set aside open space to be used as a park for employees
<b>L. REGULATORY PROCESS IMPROVEMENTS</b>		
Use the PD Zone proposal to expedite modernization of Long Beach's Industrial Zoning	Industrial rezoning completed (Nov. 1995)	
Streamline development permitting processes and assist smaller Westside businesses in dealing with them	One stop center in Building and Planning	
Develop a pre-permitting process for appropriate agency properties		
Streamline the land sales/lease process to allow review of single-bidder proposals for private-sector business investment	Land Sales process revised (1995); Work with PAC to revise Acquisition Policy - Done	
Mandate inspection staff to actively help businesses to comply with requirements & successfully expand		

## Appendix C

### **BUSINESS IMPROVEMENT DISTRICT FORMATION PROCESS**

- **Develop BID formation timetable – identify procedural and legal timing requirements and back date from there.**
  - Determine annual deadline for submission of new assessments to local assessors; all steps in the process must be completed by that date.
  - Plan on at least 18 months to carry out and complete the formation process
- **Identify private sector champion(s) for a BID; establish private sector core leadership base**
  - A formal steering committee to guide BID formation process
  - Sales team to mobilize support for the BID
- **Secure funds to cover BID formation costs**
  - Challenge grants from local governments
  - Soft loans against the future proceeds of the BID
  - Community development block grants
  - In-kind contributions
- **Establish BID “study area” boundary**
- **Create a real estate and business database**
  - Primary stakeholder mailing list
  - Develop BID assessment methodology to determine BID costs and benefits
  - Petition tracking system
- **Build consensus for proposed BID services**
  - Establish stakeholder priorities (focus groups, one-on-one meetings, direct mail surveys, forums or town hall meetings)
  - Base-level of service and fair-share negotiations with local government
  - Establish draft services (e.g. private security, cleanup crews, etc.) based on stakeholder priorities
- **Develop an assessment methodology and BID business plan**
  - Determine budget to provide proposed service(s)
  - Calculate assessments resulting from budget
  - Create draft BID business plan (modify service plan (if needed to reduce assessments))
  - Have city attorney review plan



- Hold public workshops to review the plan
- Prepare final BID business plan
  
- **Design BID Governance structure**
  - Local elected council or board
  - BID advisory board
  - BID Management organization
  
- **Build support to create the BID**
  - Train steering committee to sell the BID to other business and property owners
  - Identify supporters, undecided, opposition, unknowns
  - Create marketing materials (newsletters, talking point summaries, informational forums) to explain BID
  - Launch petition drive
  
- **Prepare elected officials**
  - Keep local government officials informed & engaged throughout the formation process
  - Guide steering committee through council approval
  
- **BID Start-up process**
  - Determine organizational structure
  - Start-up funding
  - Executive director search
  - Operational planning (e.g. contract out for services or deliver in-house, etc.)

## Appendix D WESTSIDE STORM DRAIN IMPROVEMENTS

### COST ESTIMATE FOR STORM DRAIN DEFICIENCIES IN THE WESTSIDE AREA

ITEM NUMBER	DESCRIPTION	LOCATION	QTY	UNIT	UNIT COST	ITEM TOTAL
1	Remove existing 15" RCP & construct 18" RCP	Anaheim St. at Fashion Ave.	600	LF	\$130.00	\$78,000.00
2	Remove existing 18" RCP & construct 21" RCP	Fashion Ave. s/o 14 <sup>th</sup> St	150	LF	\$140.00	\$21,000.00
3	Remove existing 24" RCP & construct	Fashion Ave. s/o 12 <sup>th</sup> St.	300	LF	\$150.00	\$45,000.00
4	Remove existing 21" RCP & construct 27" RCP	9 <sup>th</sup> St. w/o Canal Ave.	450	LF	\$150.00	\$67,500.00
5	Remove existing 27" RCP & construct 30" RCP	Harbor at Anaheim & Fashions/o 11 <sup>th</sup> St.	400	LF	\$170.00	\$68,000.00
6	Remove existing 30" RCP & construct 36" RCP	Harbor Ave. s/o Anaheim	400	LF	\$200.00	\$80,000.00
7	Remove existing 36" RCP & construct 42" RCP	Gaylord St. between Caspian & Harbor	450	LF	\$210.00	\$94,500.00
8	Remove existing 39" RCP & construct 42" RCP	Gaylord St. between Harbor & Fashion	600	LF	\$210.00	\$126,000.00
9	Remove existing 36" RCP & construct 45" RCP	10 <sup>th</sup> St. between Harbor & Fashion	500		\$230.00	\$115,000.00
10	Remove existing 66" RCP & construct 78" RCP	9 <sup>th</sup> St. w/o Santa Fe to Judson Ave	3600	LF	\$350.00	\$1,260,000.00
11	Remove existing 72" RCP & construct 84" RCP	Santa Fe Ave. s/o 9 <sup>th</sup> St. to pump sta.	1300	LF	\$400.00	\$520,000.00
12	Add new pump and modification to existing pumps at the Cowles street pump station next to the L.B. Fwy.		1	EA	\$300,000.00	\$300,000.00
					TOTAL	\$2,775,000.00

**RCP = Reinforced Concrete Pipe**

## Appendix E

# WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN TASKFORCE

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# WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN TASKFORCE

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# WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN TASKFORCE

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# WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN TASKFORCE

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# WESTSIDE INDUSTRIAL STRATEGY ACTION PLAN TASKFORCE

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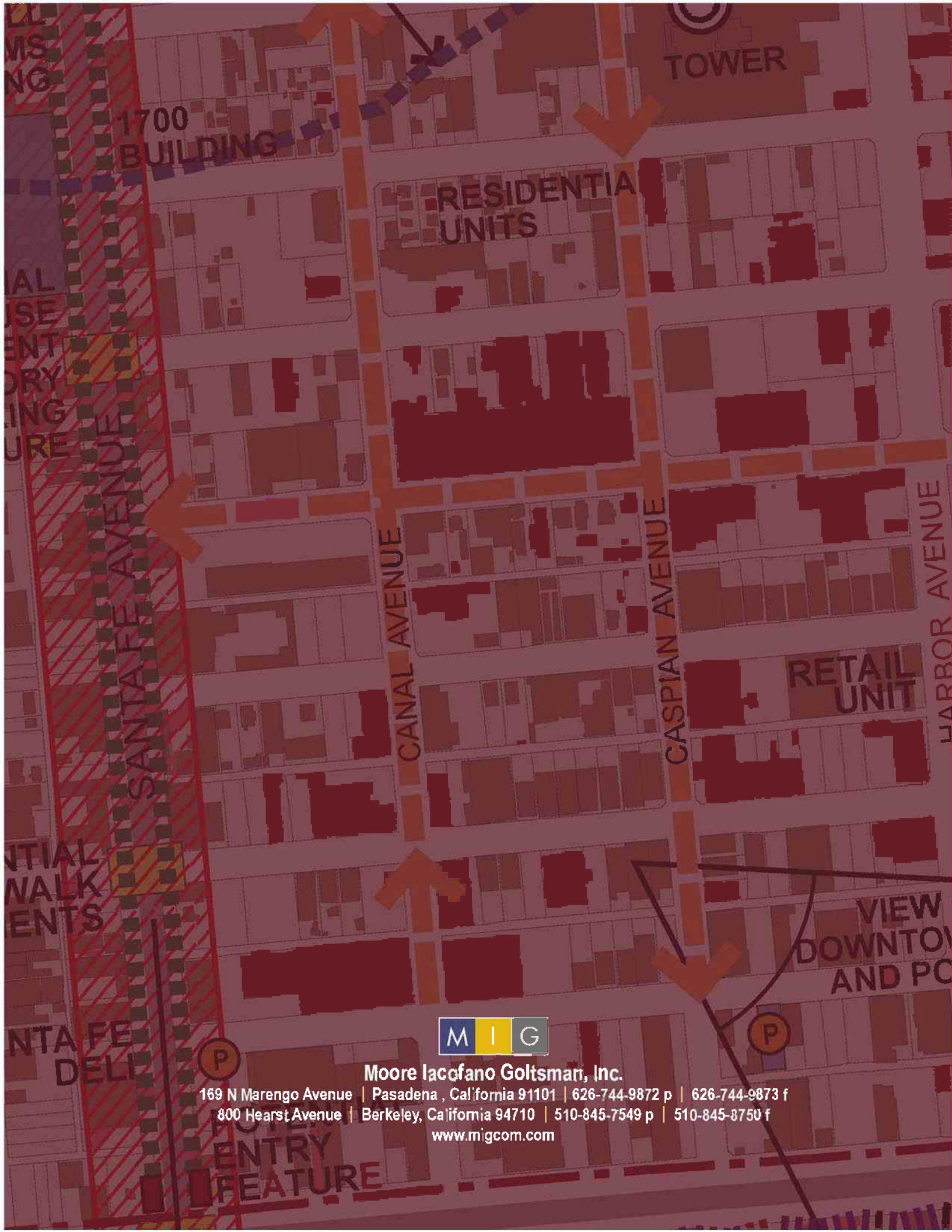
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