

EXHIBIT A

**CENTRAL LONG BEACH REDEVELOPMENT PROJECT AREA
FIVE-YEAR IMPLEMENTATION PLAN**

October 1, 2004 - September 30, 2009

Mid-Term Review Update

**CITY OF LONG BEACH
REDEVELOPMENT AGENCY**



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*The mission of the Redevelopment Agency of the
City of Long Beach is to improve the blighted areas of Long Beach, revitalize
neighborhoods, promote economic development and the creation of jobs, provide
affordable housing and encourage citizen participation*

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**Central Long Beach Redevelopment Project
Five-Year Implementation Plan
October 1, 2004 – September 30, 2009**

Mid-Term Review Update

I. INTRODUCTION

Health and Safety Code Section 33490 requires redevelopment agencies to adopt implementation plans for each project area every five years. On November 8, 1999, the Redevelopment Agency of the City of Long Beach adopted an implementation plan for the Central Long Beach Redevelopment Project for the period 2000-2004. The Redevelopment Agency held public hearings to review the Implementation Plan for the Central Long Beach Redevelopment Project on July 28, 1997. Between the second and third year after adoption, the redevelopment agency must hold a public hearing on the implementation plan. The redevelopment agency may make amendments to the plan at this time or at other times if required.

This document is the Central Redevelopment Project Area's Implementation Plan for the period of 2005-2009. Upon adoption by the Redevelopment Agency, it will replace the prior Implementation Plan for 2000-2004.

An implementation plan must describe the redevelopment agency's specific goals and objectives for the project area during the five-year period of the plan. It must also include the specific programs, including potential projects and estimated expenditures that an agency proposes to make during the five-year period. The plan must contain an explanation of how the programs will eliminate blight within the project area and implement the agency's low and moderate-income housing obligations. An implementation plan is a policy and program document; it does not identify specific project locations. If the implementation plan includes a project that will result in the elimination of low or moderate-income housing, the implementation plan must identify proposed locations suitable for the replacement dwelling units.

This Implementation Plan is composed of two major components: a redevelopment component and a housing component. The redevelopment component: (1) revisits the goals and objectives of the Redevelopment Plan; (2) defines the Agency's strategy to achieve these goals and objectives; (3) presents the programs, including potential expenditures that are proposed as a means to attain the Plan's goals and objectives; and (4) describes how the goals and objectives, programs and expenditures will eliminate blight within the Project Area. The housing component also addresses statutory requirements for the production of affordable housing, including inclusionary housing. The housing component shows how the Agency's goals and objectives for housing will be implemented and how the statutory requirements for the set aside and expenditure of tax increment for housing purposes will be met.

II. BACKGROUND

The Central Long Beach Redevelopment Project Area (Project Area) was originally adopted on September 21, 1993. Under A.B. 598, special enabling legislation enacted following the civil disturbances in 1992, during which the majority of local damage occurred in the Project Area. Structural damage to Project Area buildings during the civil disturbances totaled over \$19 million dollars, or 91 percent of the City total. After 1993 property values declined and the Project Area generated no income.

On March 6, 2001, the Redevelopment Agency Board and City Council approved the readoption of the Project Area. Subsequently, property values have increased and the Project Area has begun to generate income that can be used to support redevelopment activities.

The Project Area consists of 2,619 Acres, 100 % of which can be classified as urbanized. It is generally located in southern Long Beach, south of the I-405 (San Diego) Freeway and north of downtown, and east of the I-710 (Long Beach) Freeway and west of Redondo Avenue. The Project Area includes major north-south portions of Long Beach Boulevard, Pacific and Atlantic Avenues, and major east-west sections of Willow Street, Pacific Coast Highway, Anaheim and Seventh Streets. Also included are major portions of Martin Luther King Jr. Avenue and Alamitos Avenue, as shown in Attachment 1, which is a copy of the project area map.

The Project Area is characterized by severely deteriorated residential areas; large underutilized buildings located along Long Beach Boulevard, formerly occupied by auto dealerships; by deficient buildings which house retail outlets with limited market potential and by environmental problems. The Project Area has inadequate public facilities and is in need of public improvement, it lacks neighborhood-serving uses, limited public open spaces, few recreational opportunities and inadequate utilities. The overall purpose of the redevelopment effort is to re-direct and concentrate commercial facilities in significant centers and along major arterial corridors, while accommodating residential needs and preserving existing neighborhoods.

III. BLIGHTING CONDITIONS

During the process to readopting the Project Area in 2001 the conditions of blight were determined through parcel-by-parcel field surveys that focused on deterioration and assessed the exterior condition of each structure and site within the Project Area. In addition to assessing structural and site conditions, the study identified the presence of structure-related blighting conditions other than deterioration, such as age and obsolescence, faulty exterior arrangement and interior spacing, and defective design.

The following blighting conditions were noted in one or both of the aforementioned surveys, and the Strategic Guide for Development of the Central Strategic Area (Strategic Guide) confirms they remain blighting influences that require correction. The Agency Board adopted the Strategic Guide in June 2005.

Buildings and Structures

1. **Deterioration and dilapidation** were noted to a moderate to substantial degree in 20 percent of all blocks within the Project Area. In addition, 78 percent of the total blocks are moderately to substantially impacted by structures that exhibit deferred maintenance.
2. **Defective design and character of physical construction** remain a significant blighting influence Area-wide and 29 percent of the blocks contain faulty alterations such as illegal garage conversions, evidenced by characteristics of inadequate ventilation and light, or the use of faulty materials. These defects may have existed from the time a given building was constructed, or they may have evolved through subsequent modifications as building use changed over time. Conditions include failure to meet modern building standards established to ensure the health and safety of building occupants. Buildings of unreinforced masonry and "bootlegged" additions are examples found in the Project Area. The additions reflected poor craftsmanship utilizing scrap material, with little regard to integration with the original design. Exterior plumbing and electrical utility systems are also a blighting influence in this classification, since they reflect haphazard craftsmanship.

Furthermore, the bootlegged additions reduce on-site parking that has significantly impacted street parking. This is evidenced in the residential areas between 7th and 10th Streets east of Alamitos Avenue.

3. **Age and obsolescence**, including physical layout of properties, remain a problem. Fifty percent of the Project Area's building stock was built before 1950, of which 23 percent was constructed from 1920-29, while 1,346 buildings, or 12 percent of the total, was constructed prior to 1920. In total, 40 percent of the blocks within the Project Area contained structures that were obsolete.

An example of obsolescence is found on Long Beach Boulevard, where the once thriving automobile dealerships have been made obsolete by modern "auto malls", which are usually located adjacent to freeways. Atlantic Avenue, Pacific Avenue, Anaheim Street and Pacific Coast Highway, among other commercial areas, are

outdated commercial strips with no off-street parking and outdated commercial outlet design.

4. **Shifting use** is a characteristic of the Project Area and other areas that are stagnating or in decline. Symptoms are buildings or commercial outlets shifting from one use to another because of an increase in turnover in business operations and tenancies, usually because of numerous marginal start-ups and subsequent failures. Shifting may also occur when buildings are converted from original uses to uses inconsistent with their original design. Shifting uses indicate that private enterprise is either unwilling or unable to invest sufficient capital to construct or rehabilitate properties to meet modern space or market requirements.
5. **Incompatible uses**, characterized by incompatible residential, commercial and industrial uses located in close proximity, are prevalent in the Project Area. 41 percent of the blocks in the Project Area contain incidents of incompatibility. This leads to negative visual impacts and environmental problems such as excessive noise, traffic and environmental hazards. Major examples are residential - industrial land use conflicts, as well as oil drilling activities adjacent to residential uses.

Most incompatible uses occur along major commercial thoroughfares such as Long Beach Boulevard, Atlantic Avenue, Pacific Coast Highway, and Anaheim Street; within industrial areas along Daisy and Orizaba Avenues and areas north of East 31st Street where oil drilling is prevalent.

6. **Faulty interior arrangement and exterior spacing** include conditions of insufficient floor area, inadequate building setbacks and inadequate parking. Many buildings constructed in the Project Area over the years to older building and zoning standards, were built with little or no regard for buildings on adjacent parcels. Structures with inadequate setbacks tend to limit light and ventilation. Inadequate off-street parking impacts both commercial and residential sections of the Project Area.
7. **Vacancies** characterize areas in decline, and continue to be a significant problem in the Project Area. Vacant and abandoned structures are typically unsafe and may encourage criminal activity such as vandalism and squatting. They may also represent a fire hazard. The negative visual impact of vacant buildings serves as an impediment to revitalization and reinvestment.

Properties

8. **Parcels of irregular shape and inadequate size** dominate in some sections of the Project Area, leading to economic dislocation, deterioration and disuse. This situation is commonly the result of historical subdivision and development patterns as well as shifting economic and commercial trends. Adequate parcel size and dimension are necessary if land is to be effectively developed and used. Minimum lot sizes are required to make development and redevelopment attractive to investors. Parcels must be large enough to accommodate modern building types, setback areas, parking and circulation requirements.
9. **Ownership patterns** within a block are a critical indicator of the private sector's ability to upgrade their properties or to undertake new development. Many commercially zoned areas in the Project Area are made up of narrow or shallow lots, requiring the assembly of two or more lots to accommodate expansion or new development. Such lots are often under individual ownership, making private assembly difficult and time-consuming. Higher density or updated development is unlikely without a major land assembly effort.
10. **Inadequate public improvements, facilities and utilities** inhibit private owners and developers in their efforts to upgrade or develop their properties. These conditions characterize the majority of the Project Area.
11. **Lack of or deteriorated sidewalks, curbs, and gutters** pose potential safety, flooding, and health problems to the Project Area. The lack of and poor condition of the infrastructure is a deterrent to investment and reinvestment if comparable areas with more updated improvements are found elsewhere.
12. **Storm drain, street, and alley conditions** throughout the Project Area are demonstrably poor. These conditions cause both negative impacts on the day-to-day lives of those living and doing business in the Project Area, as well as serving as an impediment to potential investors.
13. **Traffic, circulation, and parking deficiencies** are significant blighting factors in the Project Area. Several east-west streets in the southern portion of the Project Area are narrow, which hampers circulation. High traffic volumes on Anaheim Street, Pacific Coast Highway and Long Beach Boulevard also present circulation difficulties. Substandard alleys, especially in some residential areas, serve to impede access. Their condition restricts access for large delivery vehicles and emergency vehicles, and makes two-way traffic difficult. Parking on the major commercial corridors is limited.

14. **Overhead utilities** are typically found in the alleys behind major Project Area arterials and, similar to inadequate lot size and depth; restrict the character of development, which can occur without relocation or under grounding. Overhead lines also adversely impact the Area's appearance and investment potential by looking cluttered and outdated.
15. **Sewer system deficiencies** in the Project Area are aggregating at a faster rate than maintenance can occur or new sewers can be built.

Social Conditions

16. **Rapid population growth** in the Project Area has led to a severe overcrowding condition. Currently the Project Area's population totals 96,800 people, which is 23,700 people per square-mile compared to 9,149 people per square-mile for the rest of the City. This situation has also strained the existing public service delivery system, which is struggling to keep up with the increased demand for services in the Project Area. The new population is much younger overall than the City average, leading to problems with gangs, drugs and related criminal activities. Educational levels are also lower than City averages, indicating a trend toward a growing disparity between the educated and the less-educated residents.
17. The **lower median income** of Project Area residents, as compared with the City median is a significant blighting influence. The Project Area's per capita income is \$11,100 compared to \$20,700 for the rest of the City. This relatively low income has adversely affected the Project Area in three ways. First, Project Area residents have little disposable income to maintain or improve their properties; secondly, it is common for more than one household to share a dwelling unit so it is affordable; and finally, low Project Area incomes makes business attraction challenging and new business survival tenuous.
18. **An inadequate amount of open space** is currently provided for Project Area residents. City standards call for 8 acres per 1,000 residents, which equates to approximately 800 acres required for the Project Area. Including parks immediately adjacent to Project Area boundaries, only 61 acres of parks are available for Project Area use.
19. **Crime rates** are comparatively higher than those of the City and significantly higher for most serious crimes. Gangs and drugs are blamed as major contributors to the crime problem in the Area. The perception of the Project Area as a dangerous place to

live and work discourages in-migration of relatively affluent residents, new business owners and investors, and often makes favorable financing difficult to obtain.

Economic Conditions

20. **Impaired investments** in the Project Area are generally characterized by the following indicators: negative taxable retail sales tax trends, low commercial building permit activity, high business turnover and low stability, high commercial vacancy rates, a large number of vacant and underutilized lots, and wholesale relocation of the new auto sales business out of the Area.

IV. REDUCTION OF BLIGHT THROUGH PAST ACTIVITIES

The Agency has worked to correct these blighting conditions through a number of successful efforts, such as:

1. Capital and Public Improvement Programs

- The development of the **East Village Arts Park** located at 150 Linden Avenue.
- The development of the **Officer Daryle W. Black Memorial Park** located at 2023 Pasadena Avenue.
- The development of landscaped medians along **Martin Luther King Jr. Boulevard**.
- The complete refurbishment and replanting of existing medians along **Santa Fe Avenue**.
- The development of the new state-of-the-art **Mark Twain Library**.
- Provided funding for land acquisition to allow for the future development and/or expansion of the following parks:
 - Drake
 - California Recreation
 - Orizaba
 - Pacific Right of Way Bike Trail
 - Rosa Parks

2. Corridor Revitalization Programs

- **East Village Artist Live/Work Program:** Partnering with various property

owners, constructed twenty-four live/work units throughout the East Village. The units are adaptive reuse of vacant or underutilized commercial space within existing buildings in the East Village.

- **East Village/Downtown Zoning Revisions:** In a joint effort with the Planning Department completed the revision of the Planned Development Ordinance (PD30) to allow more compatible uses within the Arts District.
- **Renaissance Square:** As a joint effort, the City of Long Beach, Department of Commerce – Economic Development Administration (EDA), United States Department of Housing and Urban Development (HUD) and the Atlantic Community Economic Development Corporation (ACED), constructed **Renaissance Square**, a 12,000-square-foot retail/service center at 1900 Atlantic Avenue. The facility will house Union Bank of California on the ground floor and a center to support working families on the second floor.
- **The Willow Commercial Center Façade Improvements:** In the process of undergoing extensive exterior and on-site improvements to *The Willow* retail center located at Willow Street and Caspian Avenue.
- **Long Range Planning**
 - **Central Strategic Guide For Development:** In collaboration with the Arroyo Group, Keyser Marston Associates and a 60-person Steering Committee, the Redevelopment Agency completed a document that unifies the land use recommendations of all existing development guides in the Central Project Area with eight new commercial centers. This document was adopted in June 2005 and will direct the redevelopment of the Central Project Area for the next 10 years.
 - **Design Guidelines:** As a complement to the Central Strategic Guide for Development, Design Guidelines for the Central Project Area were also developed. The Design Guidelines are intended to help implement the goals, design standards and guidelines set forth in the Strategic Guide for Development by providing examples of design strategies and principles that will aid in setting the minimum threshold of good design for all projects.

- **Requests for Qualifications/Owner Participation Agreement Solicitations**
 - Initiated Owner Participation solicitations for the developable site located on the southeast corner of **Anaheim Street and Atlantic Avenue**.
 - Initiated Owner Participation solicitations for the **American Marketplace** developable site.
 - Initiated Owner Participation solicitation for **Atlantic Avenue and Vernon Street** developable site.
 - Initiated Owner Participation solicitations for the **East Village Von's** developable site.
 - Initiated Owner Participation solicitations for the **Shoreline Gateway** developable site.
 - Initiated Owner Participation solicitation for **The Willow Commercial Center Façade Improvement**.

3. Neighborhood Revitalization Program

- Worked with the **Neighborhood Code Enforcement Program** and provided additional funding to focus more resources on the Pacific Avenue and Hellmann area neighborhoods.
- Provided funding and assistance in securing a State grant for the development of a new **Mark Twain Library** at a new site, which allowed for the expansion of **Mac Arthur Park**.
- Provided funding for the acquisition and development of the **Officer Daryle W. Black Memorial Park** located at 2023 Pasadena Avenue.

4. Affordable Housing Programs

- **Atlantic Avenue Phase 3 and 4** purchased 21 properties on Atlantic Avenue between 20th Street and Hill Street in cooperation with the Long Beach Housing Development Corporation (LBHDC), to develop additional affordable housing.
- Obtained funding and commenced construction of the **Long Beach Senior Housing Project** located at Atlantic Avenue and Vernon Street.

The implementation of certain activities, the improvement of structures and the construction of new developments provided short-term and long-term job opportunities. In

the short term, the construction of Renaissance Square, Lofts on 4th, St. Mary Long Beach Boulevard Entrance and the park developments created numerous construction-related employment opportunities.

V. IMPLEMENTATION PLAN GOALS & OBJECTIVES

Over the term of the Implementation Plan, the Redevelopment Agency will focus on the following goals for Central Long Beach Redevelopment Project Area while implementing the Strategic Guide recommendations. Linkage of each goal with conditions of blight within the Project Area is demonstrated in the matrix attached and labeled Attachment 2.

- **Goal Number 1:**

The elimination of blighting influences and the correction of environmental deficiencies in the Project Area, including, among others, small and irregular lots, obsolete and aged building types, incompatible and uneconomic land uses, and inadequate or deteriorated public improvements and facilities.

- **Goal Number 2:**

The assembly of land into parcels suitable for modern, integrated development with improved pedestrian and vehicular circulation in the Project Area.

- **Goal Number 3:**

The replanning, redesign and development of portions of the Project Area which are stagnant or improperly utilized.

- **Goal Number 4:**

The strengthening of the economic base of the Project Area and the community by the installation of needed site improvements to stimulate new residential, commercial and industrial expansion, employment and economic growth.

- **Goal Number 5:**

The expansion and improvement of the community's housing supply, particularly housing available to low and moderate income persons and families.

- **Goal Number 6:**

The improvement of the quality of life in Project Area Neighborhoods.

VI. PROPOSED AGENCY PROGRAMS & POTENTIAL PROJECTS

- **Shoreline Gateway:** The acquisition of 2.2 acres located at the northwest corner of Ocean Boulevard and Alamitos Avenue for the development of 358 for-sale condominium units and 20,000 square feet of retail space.
- **Ronald McDonald House:** The acquisition of property located at the Vernon Street and west of Atlantic Avenue and collaboration with the Ronald McDonald House of Charities of Southern California for the construction of a Ronald McDonald House.
- **Atlantic Avenue and Willow Street:** The acquisition of property for the construction of a new mixed-use development and the expansion of public open space.
- **Wrigley Village Streetscape Enhancement Master Plan:** The development of a streetscape master plan for Wrigley Village which examines streetscape improvements such as landscaping, pedestrian street lighting, median landscaping, and façade improvements.
- **Atlantic Avenue and Anaheim Street:** The adaptive reuse of a vacant Art Deco building and the addition of a vibrant commercial use on an existing site.
- **Drake/Chavez Park Expansion:** Strategy to develop new or expand existing open space opportunities within the Project Area.
- **Pacific Right-of-Way Bike Trail Development:** The acquisition of the undeveloped portions of the former Pacific Electric Railroad right-of-way, is planned for the development of a proposed Pacific Electric Railroad right-of-way bike trail project.
- **15th Street and Alamitos Avenue Open Space Development and Intersection Improvements:** The development of open space and intersection improvements.
- **California Recreation Senior Center:** The expansion of the park and development of a new senior center.
- **Magnolia Industrial District Street Enhancement Program:** Development of a street enhancement program to improve the infrastructure deficiencies in the Magnolia Industrial District.

- **Alamitos Corridor Streetscape Enhancement:** A streetscape enhancement along Alamitos Corridor that assesses and proposes improvements such as landscaping, pedestrian street lighting, median landscaping, and public art.
- **Willmore Historic Home Relocation:** The rehabilitation of three relocated vintage residences.
- **Orizaba Park Expansion:** The development of an additional acre for the park expansion and the construction of new playground equipment.
- **Pine and Pacific Coast Highway:** The redevelopment of blighted properties to allow for a new commercial development.

The following narratives describe the proposed programs and potential projects to be undertaken in the Central Long Beach Redevelopment Project Area during the five years covered by the Implementation Plan. A summary of the linkage of these programs and potential projects with conditions of blight within the Project Area is included in the matrix attached and labeled Attachment 3. Estimated Expenditures are shown in Attachment 4.

Capital and Public Improvements Program

The Agency proposes to continue to include projects within its Capital and Public Improvements Program designed to improve the Project Area's infrastructure. These projects may include street and streetscape improvements, water distribution system improvements, sewer and storm drain improvements, repair and under grounding of utilities, construction or rehabilitation and upgrading of police, fire, public health, educational and other public facilities buildings and public parking lot improvements.

Blighting Conditions Addressed: Depending upon the specific project undertaken under this program, one or more of the conditions of blight noted on Attachment 3 will be addressed by the Capital Improvement Program. Each reflects a shortfall between current demand for public improvements and the level of service provided. As capital improvements are made, the shortfall or gap between adequate levels of service and then current levels will be reduced.

Corridor Revitalization Program

The Agency plans to implement this program in a variety of ways. These may include projects such as business assistance and expansion, building and facade improvement assistance, the Central Area Clean-up Project (identification of substandard sites and subsequent clean-up, beautification or demolition), formation of business improvement districts, and the promotion of new and continuing private

sector investment. In addition, the Agency will continue, as opportunities arise, to participate in major land use management efforts designed to encourage commercial activities. These may include design for development, development strategies, and advice to the City's Planning and Building Department regarding appropriate zoning for commercial corridors, the development of architectural design guidelines, and the completion of other related land use studies.

Blighting Conditions Addressed: The Commercial Revitalization Program will address physical blight such as deterioration, dilapidation and deferred maintenance. Additionally, this will aid corridor and neighborhood revitalization efforts.

Neighborhood Revitalization Program

An ongoing program implemented in conjunction with the City's Neighborhood Services Bureau, the Neighborhood Improvement Program includes rebates and loans for improvement of existing deteriorated residential properties, a security component, graffiti removal and prevention, the creation of Neighborhood Preservation Areas and the issuance of Certificates of Conformance, and related efforts.

Blighting Conditions Addressed: The Neighborhood Improvement Program will address physical blight such as deterioration, dilapidation and deferred maintenance. Additionally, new investments and economic opportunities will be encouraged through a general improvement in the area's appearance.

Affordable Housing Program

Existing programs to increase the supply of affordable housing will continue. Please refer to Attachment 5 entitled Affordable Housing Compliance Plan for a detailed program description. Expenditure of housing set-aside funds is to be governed by the terms set forth in Redevelopment Agency Resolution No. R.A. 20-93, adopted on August 23, 1993, which states, in part, that "the Agency will assure that expenditures for low- and moderate-income housing in the Project Area will not be less than the amount contributed to the housing fund from the Project."

Blighting Conditions Addressed: The Affordable Housing Program will address the various forms of physical blight linked to the Program in Attachment 3. In addition,

blighting conditions such as housing in inappropriate locations and overcrowding may be impacted.

VII. INCLUSIONARY HOUSING COMPLIANCE PLAN REQUIREMENT

An Inclusionary Housing Compliance Plan has been prepared pursuant to Section 33413(b)(4) of the California Health and Safety Code. Section 33413(b)(4) requires all

redevelopment agencies to adopt an Inclusionary Housing Compliance Plan to meet the inclusionary housing requirements of Sections 33413(b), and that the Housing Compliance Plan be part of the Five Year Implementation Plan required by Section 33490. The Inclusionary Housing Compliance Plan prepared pursuant to Section 33413 (b) (4) is included in the Affordable Housing Compliance Plan attached hereto as Attachment 5.

VIII. AFFORDABLE HOUSING PROGRAM EXPENDITURE PLAN REQUIREMENT

Section 33490(a)(2)(A) of the California Health and Safety Code requires that part of the Five-Year Implementation Plan address Sections 33334.2, 33334.4 and 33334.6, and the Agency's Low-and Moderate-Income Housing Fund. Generally, the Agency transfers all of the 20% set-aside funds from each redevelopment project area into the City's Housing Development Fund. This money is used by the nonprofit Long Beach Housing Development Company to assist in the production of affordable housing as required by California Health and Safety Code. The Affordable Housing Program is administered by the Long Beach Housing Development Company. An Affordable Housing Program Expenditure Report Plan prepared pursuant to Section 33490 (a)(2)(A) is included in Attachment 5, Affordable Housing Compliance Plan.

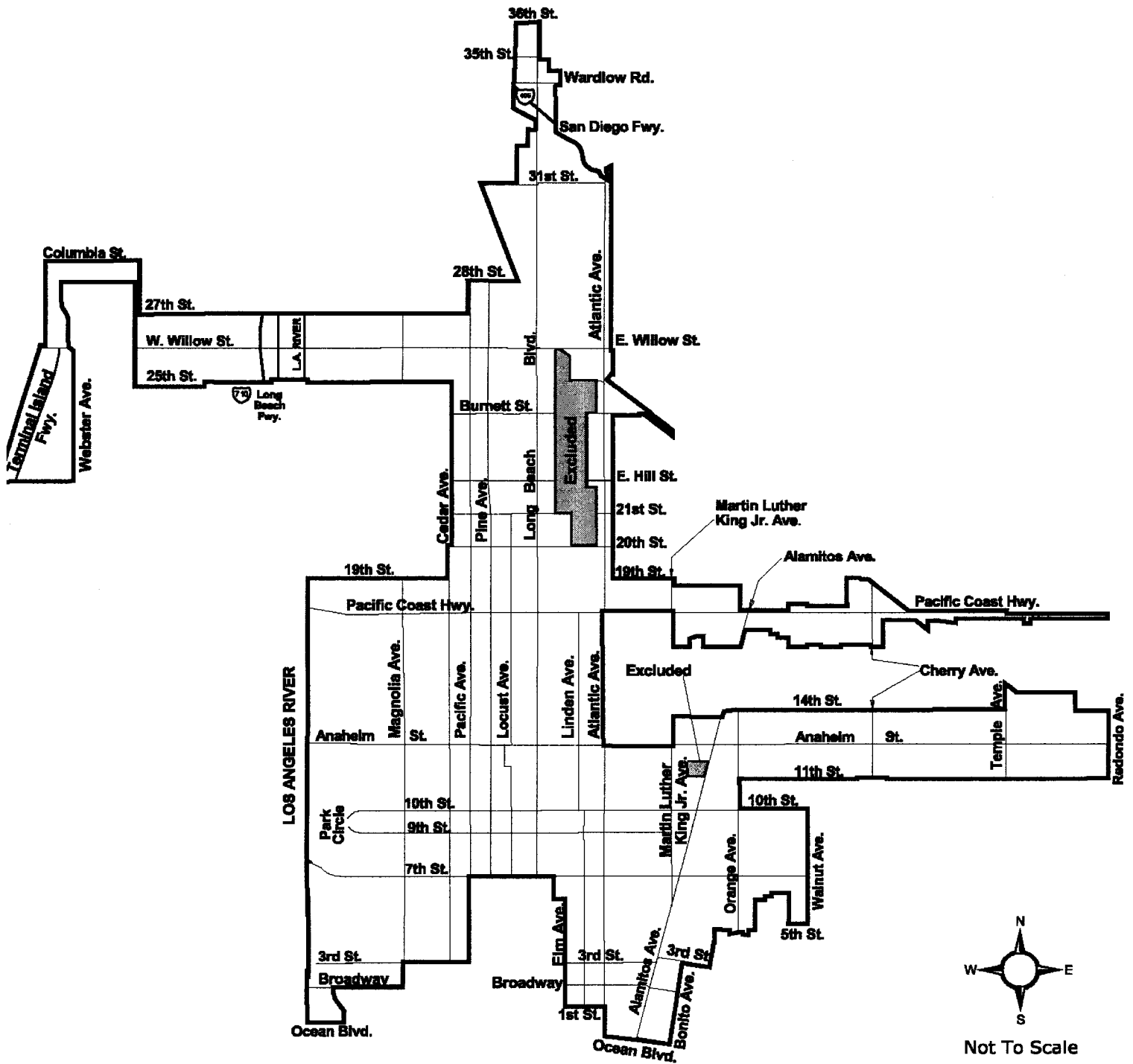
IX. CPAC STRATEGIES

During the preparation of the implementation plan for Central Redevelopment Project Area, the Central Project Area Committee (CPAC) reviewed draft plans and provided extensive comments. The CPAC took the position that the primary goal of redevelopment activities should be to improve the quality of life in the project area. They want redevelopment to create neighborhoods that are highly desirable as places to live and neighborhoods that attract new residents and businesses. Their recommendations most often talk of specific strategies. The strategies recommended by CPAC are listed below. Depending on time and funding availability, the Redevelopment Agency will work with CPAC to use these strategies in the Design and Implementation of the programs listed in Section VI. Where appropriate the Redevelopment Agency and CPAC may develop some of these strategies into separate programs. In addition, to better support the agency, the CPAC has created neighborhood task forces that aid in providing specialized advice on individual projects that are proposed within the project area.

X. CPAC Recommendations:

1. Continue to create individual community master plans and/or guides to development.
2. Rehabilitate and find new uses for historic properties. Create a new historic resources survey of the project area. This should result in the creation of a historic preservation overlay district.
3. Create a master infrastructure plan for the Central Project Area (ex. North PAC). This will include new streetscape improvement; mature street trees, sidewalk repair, and under-grounding of utilities, as well as other related improvements.
4. Work with other City Departments to address litter problems by creating solutions such as education and the provisions for additional public trash receptacles where needed.
5. Encourage façade improvements along major corridors in the central area.
6. Work with LBUSD to create joint use programs where schools may be used for community purposes and parks and libraries may be used for school activities.
7. Design programs and work with other City Departments to reduce density in overcrowded areas.
8. Create opportunities to live and work in the same community. Provide incentives to employers to hire local residents.
9. Promote the creation of greater homeownership opportunities. The balance of new residential developments should be toward owner occupant versus rental.
10. Use certificate of conformance program to improve neighborhoods. Create a public awareness program that may involve advertising and dissemination of information through the community organizations.
11. Encourage pedestrian friendly development and reconsider traffic patterns to encourage pedestrian friendly areas.
12. More arts components in local development, using local artists.
13. Educate residents how to use all City code enforcement programs to improve neighborhoods.
14. Better coordinate the use of existing parking lots to avoid the need to construct more parking. Additional parking opportunities should be created for impacted areas.

CENTRAL LONG BEACH REDEVELOPMENT PROJECT AREA MAP



Date of Adoption: 9-21-93
Size: 2,619 Acres
— Project Area Boundary

**Central Redevelopment Project Area
Implementation Plan
Attachment 2 – Goals and Objectives Linkage to Blight**

Blighting Condition	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
1. Deterioration and Dilapidation	✓			✓	✓	✓
2. Grounds Maintenance Problems	✓				✓	✓
3. Defective Design and Character	✓		✓		✓	✓
4. Age and Obsolescence	✓		✓		✓	✓
5. Shifting Use	✓		✓	✓		✓
6. Mixed Character	✓	✓	✓			✓
7. Faulty Arrangement and Spacing	✓	✓	✓		✓	✓
8. Vacancies	✓		✓		✓	✓
9. Irregular Parcels	✓	✓	✓			✓
10. Ownership Patterns	✓	✓	✓			✓
11. Public Improvements & Utilities	✓			✓		✓
12. Sidewalks, Curbs and Gutters	✓			✓		✓
13. Storm Drain, Streets and Alleys	✓			✓		✓
14. Traffic, Circulation and Parking	✓	✓				✓
15. Overhead Utilities	✓	✓		✓		✓
16. Sewer System Deficiencies	✓	✓		✓		✓
17. Rapid Population Growth	✓				✓	✓
18. Lower Median Income	✓				✓	✓
19. Housing Growth and Affordability	✓				✓	✓
20. Unemployment Rates	✓					✓
21. Inadequate Open Space	✓	✓	✓			✓
22. Crime Rates	✓					✓
23. Impaired Investments	✓	✓	✓			✓

Central Redevelopment Project Area
Implementation Plan
Attachment 3 – Proposed Programs and Potential Projects Linkage to Blight

Blighting Condition	Capital & Public Improvements Program	Corridor Revitalization Program	Neighborhood Revitalization Program	Affordable Housing Program
1. Deterioration and Dilapidation		✓	✓	✓
2. Grounds Maintenance Problems		✓	✓	✓
3. Defective Design and Character		✓		✓
4. Age and Obsolescence		✓		✓
5. Shifting Use		✓		
6. Mixed Character		✓		✓
7. Faulty Arrangement and Spacing		✓		✓
8. Vacancies		✓		✓
9. Irregular Parcels		✓		
10. Ownership Patterns		✓		
11. Public Improvements & Utilities	✓			
12. Sidewalks, Curbs and Gutters	✓			
13. Storm Drain, Streets and Alleys	✓			
14. Traffic, Circulation and Parking	✓			
15. Overhead Utilities	✓			
16. Sewer System Deficiencies	✓			
17. Rapid Population Growth				✓
18. Lower Median Income		✓	✓	✓
19. Housing Growth and Affordability				✓
20. Unemployment Rates		✓		
21. Inadequate Open Space	✓			
22. Crime Rates		✓		
23. Impaired Investments		✓	✓	

**Central Redevelopment Project Area
Implementation Plan
Attachment 4 – Estimated Expenditures***

Funding Year	Capital Improvement Program	Corridor Revitalization Program	Neighborhood Revitalization Program	Affordable Housing Program
1. Oct. 1, 2004 – Sept. 30, 2005	\$1,500.000	\$ 500,000	\$1,300,000	\$6.70 million
2. Oct. 1, 2005 – Sept. 30, 2006	\$1,500.000	\$8,000,000	\$1,300,000	\$1.02 million
3. Oct. 1, 2006 – Sept. 30, 2007	\$1,700.000	\$5,000,000	\$1,300,000	\$1.04 million
4. Oct. 1, 2007 – Sept. 30, 2008	\$1,700.000	\$ 500,000	\$1,300,000	\$1.06 million
5. Oct. 1, 2008 – Sept. 30, 2009	\$1,700.000	\$ 500,000	\$1,300,000	\$1.08 million

*The tax increment funds after debt service is sufficient to support a bond issue. The expenditures reflect a 30 million bond issue.

Other potential funding sources and projects include the following:

- EDI Grant Funds
- EPA Grants
- HUD Section 108 Funds
- Developer Advances
- CDBG Funds
- Home Program Funds
- Bond Proceeds
- City Advances