



Toward an Inclusive Economy

An Economic Development Strategy for Long Beach

DRAFT EXECUTIVE SUMMARY

Long Beach Area Chamber of Commerce

“If you don’t know where you’re going, any road will get you there...”

Unknown

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GOAL

The goal of this project was to produce a business-driven, industry-cluster based, economic development strategic plan for Long Beach. What made the project “business-driven” was the effort to ensure that the economic development strategy was the result of the input taken directly from industry, business and community leaders who were simply asked to share their views concerning the “future state” of the Long Beach economy. The various Key Actions which follow are derived from the interview process and represent the opinions of the individuals who participated. The project was also intended to be “industry-cluster” based. An industry cluster is generally defined as groups of similar or related firms in a defined geographic area that share common markets, technologies, worker skill needs, and which are often linked by buyer-seller relationships. Long Beach is fortunate to be served by several dynamic industry clusters at work in the economy.

BACKGROUND

Long Beach does not have an economic development strategic plan. The most recent economic development strategy was completed in 1986 with its goals and objectives largely accomplished during the decade which followed. In the recent past, severe City of Long Beach funding limitations and the elimination of both redevelopment and enterprise zone programs by actions of the California Legislature have resulted in massive reductions in local economic development programs and staff support. The Long Beach Area Chamber of Commerce believes the business community has an important and vested interest in the future vitality of the Long Beach economy and, through action of the Chamber’s Board of Directors, authorized the commencement of the strategic planning effort which will be described below.

FOCUS AREAS

Despite well-documented challenges to both the state and regional economies over the past several years, Long Beach retains many industry strengths upon which to build the economic development strategic plan and the recommendations which follow. The following Focus Areas formed the foundation of the economic development strategy:

- A. Build Upon Economic Strengths and Industry Clusters
 - Trade and Transportation
 - Health Care
 - Manufacturing
 - Travel and Tourism
 - Professional and Business Services
 - Arts and Culture
 - Non-profit and Community Services
- B. Develop an Advanced and Emerging Technology Industry Cluster
- C. Support a Healthy Business Environment
- D. Educate, Train and Prepare Workforce for Jobs of the Future
- E. Build a Twenty-first Century Infrastructure
- F. Create a Sustainable City Initiative

STARTING THE PROCESS: REVIEW OF ECONOMIC DEVELOPMENT STRATEGIES, PLANS AND RELATED POLICY DOCUMENTS

The process of developing the economic development strategy began by collecting and reviewing the strategic plans of both public and private organizations which were felt to have completed planning processes that were useful to the current project. Among the most notable plans reviewed were: “The Greater Cleveland Partnership Public Policy Agenda,” the “Regional Economic Strategy for the Central Puget Sound Region,” the Los Angeles Economic Development Corporation’s “Strategic Plan for Economic Development,” and the strategic plans for the Port of Long Beach, Port of Los Angeles and the Science Foundation Arizona. Previous Long Beach strategic plans such as the “Long Beach 2000: The Strategic Plan,” the never completed “Long Beach Jobs and Business Strategy,” and the “Strategic Plan Update for the Port of Long Beach (2009)” were included in the review process.

In preparation for the economic development strategy, the Chamber solicited statements of qualifications from consulting firms which responded to the Chamber’s Request for Qualifications. Following the review of responses, the firm of Moore Iacofano Goltsman or “MIG” was selected and subsequently retained to design and manage the industry participation process. MIG’s efforts were supported and enhanced by the participation of Chamber staff, board members and participating community stakeholders.

STAKEHOLDERS AND INDUSTRY AND COMMUNITY PARTICIPANTS

A project of this scope could not be attempted without the generous contributions of time, talent and/or funding from many organizations and individuals which served as stakeholders and industry and community participants in the process of creating the economic development strategic plan. The following stakeholders contributed funding necessary to complete the economic development strategy: Port of Long Beach, Downtown Long Beach Associates, California Endowment, Toyota, IMC Municipal Consulting/Inco Company and the Long Beach Area Chamber of Commerce.

Industry and Community Participants

Industry and community participants from the following companies and organizations contributed an estimated 70 hours of input through individual interviews and industry focus groups of three- to five-person per session:

Boeing
TABCO/ Toyota
Long Beach Memorial Medical Center/Miller
Children's Hospital
Long Beach Memorial and Community Hospital
Foundations
Los Angeles Economic Development Corporation
Denso Sales California
BNSF Railway Company
Ability Tri-Modal Transportation Services
St. Mary Medical Center
Long Beach Health Department
P2S Engineering
Muni-Fed Energy
Southern California Edison Company
Long Beach Container Terminal
Long Beach City College
California State University, Long Beach
Long Beach Unified School District
Long Beach Non-profit Partnership
Pacific Gateway Workforce Investment Network

Moffatt & Nichol
AECOM
Parsons Brinkerhoff
UHS Insurance Company
ETA Advertising
Chick-Fil-A Restaurant
Maya Hotel
Jobs First Alliance
Long Beach Tech
Port of Long Beach
Port of Los Angeles
Pacific Maritime Shipping Association
Long Beach Ronald McDonald House
United Parcel Service (UPS)
Port Tech LA
City Fabrick
Enterprise Rental Cars
F & M Bank
Union Bank
Coldwell Banker Commercial
INCO Company

PROCESS FOR CONDUCTING STAKEHOLDER AND INDUSTRY PARTICIPATION IN ECONOMIC DEVELOPMENT STRATEGY

As noted above, the goal of the project was to produce a business-driven, industry-cluster based, economic development strategy to help guide the Long Beach economy. The initial set of industry interviews were conducted in October 2012 with individual business leaders who represent the major industry clusters which are the principal “drivers” of economic activity and jobs in Long Beach, and/or which have the potential for increased economic investment and activity in the future. These clusters included: trade and transportation; health care; manufacturing; travel and tourism; infrastructure (planning, engineering, construction); clean technology; digital technology; workforce development, training and education, and; non-profit and community services. The interviews were designed to help understand what the participants felt would be the “future state” of the Long Beach economy, as well as identifying the significant strengths, opportunities and challenges which could help achieve or possibly defeat the achievement of the optimal “future state” of the economy.

In December 2012, a second set of industry interviews were conducted but, during these interviews, rather than a single business leader participating in an interview, focus groups of three to five industry cluster leaders were conducted so as to gain a broader view of each sector and to encourage discussion and dialogue between business leaders. These sessions also proved to be very helpful and it was observed that commonalities began to be discussed which were occurring within industry clusters and which could or would be perceived as affecting the “future state” of the Long Beach economy either in helpful or challenging ways.

In April 2013, a third and final set of industry interviews were conducted during which time all of the individual business leaders who had participated in the October and/or December sessions were invited to attend a presentation describing the initial observations and general findings resulting from the earlier sessions, with a facilitated discussion which followed that focused on the merits of the economic development strategic planning process to that point, reactions to the initial findings of the plan, etc. In attendance were in excess of 30 business leaders who reviewed a power-point presentation and participated in the feedback session which followed. As was the case in the October and December sessions, the input gathered at the April session was recorded, organized and added to the body of work which would serve as the foundation for the preparation of the economic development strategy.

CHALLENGES AND THREATS

- Industry and business leaders are generally optimistic about the future state of the Long Beach economy and they are confident that their companies can continue to succeed here in the community.
- This does not mean there are not challenges. Among them are the business conditions that all businesses face in the state of California caused by high taxes, over regulation, anti-business legislation and a political environment that seems to care little about jobs or the business community
- As to Long Beach, the fact that City economic development efforts have been reduced, coupled with the demise of the tools of redevelopment and enterprise zone programs, means there are very few remaining business incentives available to local companies; this makes Long Beach less business-friendly than other communities in the region.
- Another concern relates to public safety and the fact that both Police Department and Fire Department sworn staff levels have been dramatically reduced over the past seven years. Crime, particularly property crime, remains a major concern to businesses throughout the community.
- The aggressive tactics of other states like Texas, Michigan and Nevada, in wooing California businesses out of state, is a genuine concern. Several companies that participated in the economic development strategy process testified that their companies had been the subjects of outreach efforts from officials representing other states and communities aimed at enticing their firms to leave California.

STRENGTHS AND OPPORTUNITIES

- Though the last decade or two have presented many challenges and several resulting structural changes to the Long Beach economy, the community is fortunate to be bolstered by many significant economic strengths and industry clusters which account for a high percentage of the jobs and economic activity which are the fundamental drivers of the Long Beach economy.
- Economic strengths include a diverse and stable residential base, strategic location within the Southern California region, relatively stable and diversified employment base spread over several industry sectors, world class port, modernized airport, numerous amenities supporting the convention and tourism industry, and an ample supply of affordable and available commercial, office and retail space suitable to support business growth.
- The primary industry clusters that emerged during the development of the economic development strategy include: Trade and Transportation; Health Care; Manufacturing; Travel and Tourism; Business and Professional Services; Arts and Culture, and; Non-profit and Community Services. For a number of reasons which are better explained in the discussion which follows, it is clear that the aforementioned industry clusters are the most significant areas of opportunity for economic development in future years. Moreover, the seven industry clusters noted above account for an estimated 75% of the total number of jobs present in the community which is further evidence of their combined importance to the future of the Long Beach economy.
- The economic development strategy suggests that there are several areas of the economy that may be enhanced and/or be candidates for future growth, community improvement and overall significance which include: Developing and Advanced and Emerging Technology Cluster; Support for a Healthy Business Environment; Educate, Train and Prepare the Workforce for the Jobs of the Future; Build a Twenty-first Century Infrastructure, and; Create a Sustainable City Initiative.

STRATEGY A

BUILD UPON ECONOMIC STRENGTHS
AND INDUSTRY CLUSTERS

Trade and Transportation

The Port of Long Beach, which accounts for 28,000 direct jobs in Long Beach, continues to be a major force in the international trade and transportation industry, as does the neighboring Port of Los Angeles. These trends should continue in the months and years ahead. Although there are external threats like the widening of the Panama Canal and the new investments being made by Canada and Mexico in their West Coast port facilities, the Port of Long Beach and the Port of Los Angeles should remain competitive as key industry and economic drivers that will sustain economic activity, jobs and revenues for the foreseeable future. Major infrastructure projects of the two ports, including investments like the BNSF Southern California International Gateway (SCIG), the Gerald Desmond Bridge replacement, Middle Harbor redevelopment, AltaSea project, TraPac Terminal and other projects should be supported because such investments are ultimately environmentally responsible and economically crucial to the continued competitiveness of the ports.

KEY ACTIONS

- A1.1 Support major infrastructure and modernization projects planned for the Ports of Long Beach and Los Angeles.
- A1.2 Encourage public and private investment supporting the Ports of Long Beach and Los Angeles whether those investments are within or outside of the formal boundaries of the Ports.
- A1.3 Encourage efforts of the Ports of Long Beach and Los Angeles to collaborate on projects of mutual benefit and formalize this collaboration through regular meetings of the Commissions and staff of each of the Ports.
- A1.4 Explore the potential benefits of forming an incentive system which would be shared by the Ports of Long Beach and Los Angeles so as to make each of the two Ports more competitive and less vulnerable to losing business to the Panama Canal and other West Coast ports in the US, Canada and Mexico.
- A1.5 Implement annual trade and transportation industry business exchange conferences which would allow small businesses which would like to do business with the Port of Long Beach to learn about contracting opportunities and to create greater opportunities for “business to business” networking.

Trade and Transportation (continued)

KEY ACTIONS (continued)

- A1.6 Implement efforts to attract trade and transportation industry-related corporate headquarters to Long Beach.
- A1.7 Implement aggressive outreach to Long Beach-area small and medium size manufacturers so as to encourage these companies to consider export markets and related opportunities.
- A1.8 Create a region-wide trade and transportation industry coalition composed of the network of businesses and organizations which would work together to promote and support the efforts of the Ports of Long Beach and Los Angeles.
- A1.9 Support the efforts of the Port of Los Angeles and its partners and stakeholders in establishing the innovative AltaSea marine research center.
- A1.10 Support the efforts of the Port of Long Beach in establishing a “Port-related Industry Cluster” as proposed by the Long Beach Board of Harbor Commissioners.
- A1.11 Continue to support the efforts of the Ports of Long Beach and Los Angeles to achieve the environmental sustainability goals established by each Port.

Health Care

The health care cluster is extremely strong in Long Beach, bolstered by the presence of a wide range of facilities, including Memorial Hospital, Miller Children’s Hospital, Community Hospital, St. Mary Medical Center, the Veterans Administration Hospital and numerous other health-related facilities and programs. This industry cluster accounts for over 20,000 jobs in the city and, in the future, Long Beach will serve as an increasingly important regional health center in the Southern California area. This will be particularly true as new investments are made in our local health care facilities, such as the newly-opened and state-of-the-art, Todd Cancer Center.

KEY ACTIONS

- A2.1 Support efforts to expand health care-related facilities such as major campus investments at Long Beach Memorial Medical Center and other hospitals in the community.
- A2.2 Encourage the attraction of health care industry-related enterprises to Long Beach in such areas as medical equipment and technology manufacturing, sales and servicing, medical records imaging, innovative treatment modalities, bio-medical research and other medical support services.
- A2.3 Encourage partnerships between the health care industry and local educational institutions such as Long Beach Unified School District, Long Beach City College, California State University, Long Beach, private technical colleges and related organizations, that can assist the health care industry in educating, training, and employing health care industry employees.
- A2.4 Encourage the development of workforce related housing, particularly on public transit corridors in the Long Beach, which can create affordable and proximate housing options for health care industry employees.
- A2.5 Implement efforts to assist the small business community better understand the contracting opportunities in providing products and services to the health care industry.
- A2.6 Encourage the development of medical research and related scientific efforts which can assist the health care industry through the establishment of formal partnership arrangements with universities and colleges throughout the region.

Manufacturing

Manufacturing remains an extremely important economic cluster in Long Beach, providing over 20,000 jobs. Retaining manufacturing jobs across all sectors is critically important as these jobs provide the wages and employment benefits that can support a family in an industry where workers without college educations can succeed and excel. Manufacturing is crucial to an economy and community like Long Beach. The anticipated drawdown of the Boeing C-17 program will affect this manufacturing cluster significantly. Without international sales of this aircraft or a renewed effort in the Pentagon to add to the current fleet of C-17s, production will continue to slow and ultimately terminate. However, Boeing's past investments in existing Long Beach facilities, its skilled workforce, vast supplier and sub-contractor network, and the legacy that Long Beach has in aircraft manufacturing and aerospace technology, may encourage Boeing or other aviation/aerospace manufacturers to consider adding new manufacturing programs to Long Beach in the future.

KEY ACTIONS

- A3.1 Through legislative advocacy at the local and state level, encourage regulatory and cost relief which would particularly benefit manufacturing in California generally and in Long Beach specifically.
- A3.2 Implement efforts through the business community to encourage manufacturing-related "alliances" which would attempt to bring together businesses, suppliers, vendors, government, education, labor and other stakeholders in order to investigate meaningful ways to reduce the costs of manufacturing so as to make the industry more competitive.
- A3.3 Encourage the Ports of Long Beach and Los Angeles to make greater efforts to promote exporting among area manufacturers as a means of helping these companies to tap foreign markets and increase sales and therefore exports to Asia and beyond.
- A3.4 Implement efforts through the business community to better educate area residents and their elected representatives concerning the critical role that manufacturers play in supporting a healthy and vibrant local economy.

Manufacturing (continued)

KEY ACTIONS (continued)

- A3.5 Implement a coordinated economic development effort aimed at retaining existing and attracting new manufacturing businesses to Long Beach.

- A3.6 Given the potential for the Boeing Company to reduce or eliminate the manufacturing of the C-17 aircraft in Long Beach, implement a coordinated economic development effort aimed at bringing other Boeing manufacturing and/or engineering work to Long Beach so as to re-use the C-17 facilities.

- A3.7 Were it not possible to bring other Boeing manufacturing and/or engineering work to Long Beach which would utilize former C-17 facilities, work with Boeing to identify practical re-uses of these facilities which would maximize the jobs and economic development value of these assets.

- A3.8 As the manufacturing process continues to evolve and technology becomes a greater influence among local manufacturers, establish programs with Long Beach Unified School District, Long Beach City College, California State University, Long Beach and the Workforce Investment Board to train and re-train the manufacturing-related workforce of the future.

- A3.9 Working with area manufacturers, California State University, Long Beach and other stakeholders, explore the potential to implement innovative manufacturing processes, technology-supported automated manufacturing practices and new manufacturing disciplines like “desk top” manufacturing which uses cutting-edge technology including 3D printers in the process of rapid design and production of various products.

Travel and Tourism

Long Beach has emerged as a first-class visitor and convention destination complete with a newly-expanded Convention and Entertainment Center, upgraded multi-purpose Arena, top quality accommodations, award-winning restaurants, unique shopping districts and retail shops and several “must see” attractions. Long known for its Mediterranean climate, beautiful beaches and lovely neighborhoods, Long Beach also boasts the following tourism assets: Historic Queen Mary; Toyota Grand Prix of Long Beach; Aquarium of the Pacific; International City Bank Long Beach Marathon; Carnival Cruise Lines terminal and homeport; and, Long Beach Airport, which is the beneficiary of an estimated \$140 million in recent terminal upgrades and related improvements.

In addition, several major Long Beach attractions and cultural institutions enrich the visitor experience. These include Downtown’s Rainbow Harbor which supports numerous restaurants, entertainment and shopping venues, and serves as a gateway for daily harbor cruise, sport fishing and whale watching excursions; multiple arts and cultural resources such as the Long Beach Museum of Art, Museum of Latin American Art, University Art Museum of California State University, Long Beach, and the historic Rancho Los Alamitos and Rancho Los Cerritos; music and theatre options such as International Center Theatre, Musical Theatre West, Long Beach Playhouse and other traditional and avant garde theatre options.

KEY ACTIONS

- A4.1 Support efforts which promote tourism and a strong positive perception of Long Beach in local, regional and national media.
- A4.2 Working with Carnival Cruise Lines, encourage an increase in the number of cruise-related vessels which call on Long Beach.
- A4.3 Encourage the development of the 44-acre parcel of land adjacent to the Queen Mary and Carnival Cruise Terminal for hotel, tourism and entertainment purposes consistent the State of California Tidelands Trust and Coastal Act.
- A4.4 As commercial aircraft technology continues to result in utilization of increasingly quieter aircraft, encourage additional flights at Long Beach Airport, particularly those which serve popular tourist destinations of Hawaii, Mexico and Canada.

Travel and Tourism (continued)

KEY ACTIONS (continued)

- A4.5 Support efforts of the Long Beach Convention and Visitors Bureau and their partners in the hospitality industry to explore the possible future expansion of niche hotels and additional convention-serving facilities in the Downtown and other strategic areas in Long Beach.
- A4.6 Encourage efforts which promote the tourism value of the community's multiple arts, cultural and recreational facilities.
- A4.7 Support efforts being led by the Long Beach Airport to enable Long Beach to provide US Customs services in support of commercial and executive air travel at Long Beach Airport.
- A4.8 Encourage the City of Long Beach to fairly evaluate the prospects for attracting Formula One auto racing to Long Beach in order to maximize the visitation, revenue and media exposure that comes with this world-class racing event.

Business and Professional Services

Business and professional services, including jobs in engineering, construction management, planning, finance and real estate, also represent a very strong industry cluster, particularly looking towards the future. Some of the jobs in this industry cluster are being fueled by the infrastructure investments being made in the Ports of Long Beach and Los Angeles. To meet anticipated labor market demands, nearby universities and community colleges produce highly-skilled engineers in a variety of disciplines. For many of these workers, the opportunity to live in Southern California, which affords a high quality of life, contributes to the decision to choose to live in Long Beach and surrounding communities. Boeing's recent announcement, that it will be increasing the number of engineers working in Long Beach on commercial aircraft programs, is an indication of the potential strength of the Business and Professional Services cluster.

KEY ACTIONS

- A5.1 Explore opportunities to create public-private partnerships which would better “brand” Long Beach as a desirable location for businesses to grow and prosper, as well as to help fund the costs related to improved marketing of the community to businesses which may be interested in locating to Long Beach.
- A5.2 Support the efforts of the Downtown Long Beach Associates to establish the Downtown Long Beach Partnership which will be a new entity created for the sole purpose of encouraging private investment and new business activity in the Downtown area of Long Beach.
- A5.3 Implement efforts to attract trade and transportation-related corporate headquarters offices to Long Beach.
- A5.4 Encourage the attraction of health care industry-related enterprises to Long Beach in such areas as medical equipment and technology manufacturing, sales and servicing, medical records imaging, innovative treatment modalities, bio-medical research and other medical support services.
- A5.5 Create opportunities for the commercial real estate brokerage community to be active participants in the local economic development process through information sharing, joint marketing programs and better coordination of business retention and relocation efforts.

Arts and Culture

As noted earlier in the Travel and Tourism section of the Economic Development Strategy, the Arts and Culture industry cluster plays an essential role in supporting the Travel and Tourism industry cluster. However, the Arts and Culture cluster is also a “stand alone” amalgam of arts, cultural and entertainment institutions, organizations and programs which meet the diverse artistic interests and cultural tastes of a diverse community.

Major Arts and Culture entities include the Long Beach Museum of Art, Museum of Latin American Art, the University Art Museum of California State University, Long Beach, the Arts Council of Long Beach, and Khmer Arts Academy. In addition Long Beach is fortunate to have performing arts organizations such as the International City Theatre, Musical Theatre West, Long Beach Playhouse, Found Theatre, Long Beach Symphony, Long Beach Opera, as well as such important cultural institutions as Rancho Los Alamitos and Rancho Los Cerritos.

Long Beach also serves as a venue for many special events each year which celebrate the Arts and Culture cluster such the Long Beach Jazz Festival, Broadway in the Park, Reggae Festival, Zydeco Festival, and others too numerous to mention.

Aside from their obvious intrinsic value, the Arts and Culture industry cluster has a significant economic impact in the community and makes many jobs available which would otherwise not be possible. Moreover, the Arts and Culture industry cluster also plays an important role in supporting the Travel and Tourism industry cluster by providing many opportunities to better experience and appreciate the quality of life afforded to both visitors to and residents of Long Beach.

KEY ACTIONS

- A6.1 Working with the multiple Long Beach-based arts and culture institutions, organizations and programs, explore the potential of developing community support for a revenue measure which could be used to help increase local funding for arts and culture programs.

Arts and Culture (continued)

KEY ACTIONS

- A6.2 Support efforts directed at developing partnerships leading to improved marketing and promotion of arts and cultural institutions, organizations and programs available in Long Beach, particularly targeting day visitors and tourists from the general Southern California region, with a particular focus on residents of Los Angeles and Orange Counties.
- A6.3 Building upon the success of the many existing annual arts, culture and music special events held in Long Beach each year, explore the possibility of adding larger events such as Outside Lands concerts held each year in San Francisco, Coachella Music Festival, Austin City Limits or other major music events which would attract visitors to Long Beach.
- A6.4 Support special events held within existing business improvement districts in the community which create opportunity for residents to frequent small business corridors and enjoy unique arts programs, sample local restaurants and food venues, and be entertained by artisans, performers and musicians.

Non-profit and Community Services

Non-profit and community services organizations play a very important role in the Long Beach community and, combined, these organizations contribute substantially to the economic health of the community. Examples of the types of services provided by Non-profit and community services organizations include: human services; arts and culture; education/training; health and the environment; community improvement; social and economic justice; affordable housing; youth development and enrichment; and, animal care services.

The Long Beach Non-profit Partnership, which serves as a coordinating and technical support organization that assists the non-profit community, led a study completed in 2007 which underscored the economic impacts and contributions made by non-profits. The study reported that the non-profit sector annually generated an estimated \$1.8 billion in direct and indirect expenditures combined. The study also highlighted the potential of this sector to play an even greater role in the future as the local economy improves, businesses grow, and charitable giving increases.

The Long Beach business community has a vested interest in the health and vitality of the non-profit sector of the economy, and local companies are often very involved with area non-profits both through financial contributions and in volunteer service and assistance to specific organizations. These efforts should be increased in the future, with the Chamber playing a leadership role.

KEY ACTIONS

- A7.1 Work with the Long Beach Non-profit Partnership to ensure Chamber programs, services, activities and events are communicated to individual non-profit organizations who may be interested in participating.
- A7.2 Continue to ensure special Chamber events are priced in such a way as to be affordable to non-profit organizations wishing to attend.
- A7.3 Promote opportunities for local businesses to participate as board members and/or volunteers for non-profit organizations.
- A7.4 Promote awareness among business leaders of the unique needs of non-profit organizations in the community.
- A7.5 Continue to promote the programs and services of non-profits to the general Chamber membership and business community at large.

STRATEGY B

**DEVELOP AN ADVANCED
AND
EMERGING TECHNOLOGY INDUSTRY CLUSTER**

Develop An Advanced And Emerging Technology Industry Cluster

Although one of the foundational goals of the economic development strategy was to explore the potential for development of a “green technology economic cluster” in Long Beach, it became fairly evident early in the development of the economy development strategy that this focus was too narrow. The pursuit of “green technology” and related enterprises are, from a business development perspective, a relevant focus area for the economy development strategy. However, input from industry and business participants in the economy development strategy process suggested that efforts in the digital technology and communications technology arenas are also very significant to the Southern California region and potentially to Long Beach as well. As a result, the economic development strategy has adopted the Advanced and Emerging Technology nomenclature in the attempt to be more inclusive of the many technologies that are currently present and/or will potentially develop in the Long Beach economy over time.

KEY ACTIONS

- B1 Support the efforts of the Chamber’s Green Business Council, Long Beach Tech (LBTEC), Port Tech Los Angeles, Long Beach City College and California State University, Long Beach, and of other formal and informal groups in the community which are involved in the effort to develop advanced and emerging technologies.
- B2 Encourage financial participation in the Kaufman Foundation-funded technical and lending assistance program administered by Long Beach City College which is aimed at encouraging start-up technology companies.
- B3 Encourage the participation of private businesses and investors in the efforts of California State University, Long Beach, its faculty and students, in developing new technologies, research, businesses business formation and patents which create value to the University and which have commercial applications.
- B4 Through the combined economic development efforts of the Chamber, City of Long Beach, Long Beach City College, California State University, Long Beach and other stakeholders, participate in shared efforts which attempt to attract, expand and encourage the success of existing and new advanced and emerging technology businesses.

Develop An Advanced And Emerging Technology Industry Cluster (continued)

KEY ACTIONS (continued)

- B5 Encourage an ongoing dialogue of business leaders in the effort to explore ways in which solutions afforded by advanced and emerging technologies can help to further the economic success and sustainability of the major industry clusters which serve as the foundation for the Long Beach economy.
- B6 Support efforts of the Long Beach Unified School District, Long Beach City College and California State University, Long Beach as each institution develops academic and work-based learning which can specifically contribute to the workforce development, training and re-training associated with the advanced and emerging technologies industry cluster.
- B7 Support efforts which will better promote Long Beach as a desirable place for advanced and emerging technologies companies to locate.
- B8 Explore opportunities for creating local economic development incentives, priority permit processing, site location assistance and related assistance for companies wishing to establish facilities in Long Beach which are engaged in the advanced and emerging technologies including so-called “green business” enterprises, digital technologies, and advanced manufacturing.

STRATEGY C

SUPPORT A HEALTHY BUSINESS ENVIRONMENT

Support A Healthy Business Environment

In order for businesses to grow, create jobs and sustain revenue generation benefitting the City of Long Beach and other entities of government, the business environment for Long Beach companies needs to better support the business community through various policies, programs and incentives which encourage a vital and dynamic economy. Long Beach is fortunate to be the home of thousands of private business enterprises which span the gamut from small, “home-based” businesses to medium and large companies which employ up to thousands of employees and which have worldwide reputations. Companies such as the Boeing Company, Toyota, Gulfstream and others too numerous to mention, elevate Long Beach’s reputation in the region, state, nation and around the globe.

Long Beach was recently named by the Los Angeles Economic Development Corporation as most business friendly large city in Los Angeles County, the challenge for Long Beach is to retain this reputation while many neighboring communities invest greater amounts of revenue and staff attention to efforts supporting economic development.

However, for Long Beach to remain a competitive location for businesses, the community will need to look at implementing concrete actions which will further support the development of a healthy business environment. In addition, though various entities play a role in supporting the business community, greater effort should be made to ensure that these entities work together in cooperative and coordinated ways to ensure that modest economic development resources are utilized in the most efficient and effective ways.

KEY ACTIONS

- C1 Explore opportunities to ensure coordination is increased between the City of Long Beach, Long Beach City College Small Business Development Center (SBDC), Los Angeles Economic Development Corporation, Downtown Long Beach Associates, Chamber of Commerce, Edison Company, Long Beach Department of Gas and Oil, Port of Long Beach, Long Beach Airport and other entities which can contribute meaningfully to the process of economic development.
- C2 Mobilize the efforts of the business community, City of Long Beach, Chamber of Commerce and other entities to ensure that business-friendly policies and programs are enacted at the state and federal government levels.

Support a Healthy Business Environment (continued)

KEY ACTIONS (continued)

- C3 Explore efforts which can encourage industry-cluster interaction of leading industries, businesses, government entities, labor and other entities which can increase coordination and communication on matters which are of important to the economy such as has been implemented in the State of Washington with the Washington Aerospace Partnership, for example.
- C4 Create opportunities for the local real estate brokerage community to be active participants in the local economic development process through information sharing, joint marketing programs and better coordination of business retention and relocation efforts.
- C5 Explore opportunities to create public-private partnerships which would better “brand” Long Beach as a desirable location for businesses to grow and prosper, as well as help to fund the costs related to improved marketing of the community to businesses which may be interested in locating to Long Beach.
- C6 Support the efforts of the Downtown Long Beach Associates to establish the Downtown Long Beach Partnership which will be a new entity created for the sole purposed of encouraging private investment and new business activity in the Downtown Long Beach area of the community.
- C7 Working with the City of Long Beach, encourage the ongoing effort of evaluating opportunities to cut “red tape,” streamline permitting processes and identify incentives to businesses which will encourage them to grow and create jobs in the community.

STRATEGY D

EDUCATE, TRAIN AND PREPARE WORKFORCE
FOR JOBS OF THE FUTURE

Educate, Train and Prepare Workforce for Jobs of the Future

To grow the Long Beach economy over time, it is clear that the community's educational institutions must play an important role. Our high schools must produce competent graduates who will be both college- and career-ready in disciplines that will, in turn, produce qualified and motivated workers for the jobs of the future. To achieve these goals, quality science, technology, engineering and math programs, among others, must be provided to students, starting at an early age, to increase pathways to college and/or employment which lead to successful and productive careers. Likewise the continuum of education and training provided by Long Beach City College and California State University, Long Beach needs to actively support and encourage the development of an educated, skilled and prepared workforce to better serve the changing needs of businesses and develop the skills needed for the jobs of the future.

KEY ACTIONS

- D1 Encourage the business community to better collaborate with the Long Beach Unified School District, Long Beach City College and California State University, Long Beach to ensure that graduates are work-ready upon graduation.
- D2 Actively support existing and create new opportunities for students to participate in internships and apprenticeships which introduce them to the world of work, including increasing employer participation in the Summer Hire a Youth program sponsored by the City of Long Beach.
- D3 Encourage the development of educational programs, disciplines and curricula which reflect the importance of Long Beach's foundational economic clusters and the job opportunities which are or in the future will be available.

Educate, Train and Prepare Workforce for Jobs of the Future (continued)

KEY ACTIONS (continued)

- D4 Actively support the multiple initiatives of the Long Beach Unified School District including the Education Business Advisory Board, work-based learning programs and other efforts which link students with the world of work.
- D5 Actively support the efforts of Long Beach City College which provide necessary education and training opportunities to students seeking careers upon graduation or clearer pathways to careers upon completion of their four year degrees, including implementation of the Long Beach City College President's Leadership Council initiative.
- D6 Continue to support the Long Beach College Promise which has established an effective partnership between the Long Beach Unified School District, Long Beach City College and California State University, Long Beach to ensure Long Beach high school graduates have priority access to Long Beach City College and California State University, Long Beach.
- D7 Ensure that the business community utilizes and better promotes the comprehensive workforce assistance programs afforded by the Pacific Gateway Workforce Investment Board.
- D8 Explore opportunities to better link local higher education institutions with regional research universities that can bring value to both the business community and our colleges, and where there may be gaps explore the opportunity to bring major university research facilities and/or capabilities to Long Beach.

STRATEGY E

BUILD A TWENTY-FIRST CENTURY
INFRASTRUCTURE

Build A Twenty-first Century Infrastructure

Like many older cities throughout California and the United States, Long Beach's infrastructure has fallen victim to lean budgets and funding shortfalls over a period of decades. The City recently announced that in excess of \$700 million in deferred and unfunded infrastructure repairs (including streets, sidewalks, curbs, alleys, curbs, gutters, sewers, storm drains, public buildings and related City facilities) remain on the future "to be funded" list. In addition to physical infrastructure needs, it is also critical to look at technology-related infrastructure requirements that will enable Long Beach businesses to better compete in the future.

The City's infrastructure conditions are a critical factor in supporting the existing business community and in encouraging new businesses to locate to Long Beach. Addressing the backlog of deferred and unfunded infrastructure repairs will not only better meet the needs of the business community but also create economic development activity through the expenditure of dollars for major capital investment projects.

In addition, given the importance of the downtown Long Beach area as the community's center of economic and business activity, special emphasis should be made in encouraging investments in the physical and technology-related infrastructure supporting the downtown commercial districts so as to ensure the downtown remains a viable and dynamic area which will retain and attract greater business activity over time. Efforts should be made to encourage transit-oriented development opportunities which utilize existing, available funding at the regional, state and national levels.

KEY ACTIONS

- E1 Encourage efforts of the business community, residents, stakeholder organizations and the City of Long Beach which will identify the funding and/or public-private partnerships necessary to invest, over time, in significant infrastructure improvements in the community.
- E2 Support legislation at the regional, state and national levels that will create local infrastructure funding and/or financing opportunities.
- E3 Advocate for locating permanent Port Administrative Headquarters facilities in Downtown Long Beach as either part of, or in proximity to, the Burton Chace Civic Center.

Build A Twenty-first Century Infrastructure (continued)

KEY ACTIONS (continued)

- E4 Working with the federal government, private businesses and various public entities including the City of Long Beach, conduct a technology infrastructure needs assessment and, from the assessment, develop a technology infrastructure master planning process to better assess the technology requirements and opportunities of the future.
- E5 In keeping with the work of the Downtown Long Beach Associates, expand “place-making” investments and activities in the Downtown through: street and intersection improvements; pedestrian and bicycle network enhancements; improvements to Ocean Boulevard and other main transportation corridors in the Downtown, and; create new opportunities for parks and open space in the Downtown.
- E6 Encourage the effort to develop the “shore-side” property adjacent to the Queen Mary with active uses which are in keeping with the State Coastal Act and Tidelands Trust such as hotel use(s), restaurants, marinas, entertainment venue(s) and other improvements which would allow this property to achieve its full development potential.
- E7 Support the efforts of the City of Long Beach to encourage transportation investments and transit-oriented development along the strategic transportation corridors of Long Beach Boulevard (linking Memorial Medical Center, St. Mary Medical Center and the Downtown, and of Seventh Street (linking California State University, Long Beach to the east to student housing options adjacent to the Seventh Street corridor to the west).

STRATEGY F

CREATE A SUSTAINABLE
CITY INITIATIVE

Create A Sustainable City Initiative

According to the City of Long Beach and its Office of Sustainability, a sustainable community “is one that can meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable cities are places where people enjoy living, working and raising their families, where sustainability is the economic engine that helps drive jobs and services and where the environment and citizen health is protected, ensuring a great quality of life.”

The economic development strategy affirms the Office of Sustainability’s vision of a sustainable city, however, the business community feels that the health and environmental sustainability of a city can be magnified exponentially by the health and vitality of a city’s economy. Many examples of cities which have embraced both concepts—Portland, Boulder and to a growing extent, San Francisco—are increasingly being recognized by urban planners and others as communities which “get it.”

The economic development strategy and the foundation of the Sustainable City Initiative suggests that future economic development efforts should be twofold in purpose: Create a vision for the future of the Long Beach economy which builds on the existing industry strengths which are present in the community, and; Develop specific and implementable strategies for encouraging economic development and environmental sustainability through the development of policies, programs, incentives and other means which encourage the creation and growth of green technology, clean technology, and digital technology companies while also encouraging all business enterprises to consider, when practical, the introduction of sustainability measures within the everyday practices of their companies.

Environmental sustainability at its core should strike a balance between economic, environmental and social forces such that no single component disrupts the ability of any other component to thrive in equal measure. The Sustainable City Initiative could serve as a starting point for a more comprehensive community conversation about the future of Long Beach and whether Long Beach should also strive to be recognized as a city which “gets it.” To begin this process, the business community, City of Long Beach, community stakeholders and residents should be encouraged to work together to advance this dialogue and to ensure that Long Beach is, as the Office of Sustainability notes, a community where “sustainability is the economic engine that helps drives jobs and services and where the environment and citizen health is protected, ensuring a great quality of life.”

Create A Sustainable City Initiative (continued)

KEY ACTIONS

- F1 Promote and expand the Chamber’s Green Business Council and the efforts of the Council in encouraging businesses which are committed to creating solutions to challenges facing the environment and that will result in increased levels of environmental sustainability.
- F2 Support a mixture of land uses, active public spaces, inclusive and diverse neighborhoods, public-private partnerships and other strategies that many communities throughout the United States are already employing to effectively promote livability, quality of life, and environmental responsibility while still encouraging growth, business vitality and economic development.
- F3 Align public, private and non-profit policy goals with community interests so as to encourage civic support for public and private investments which will lead to green business development, job growth and sustainability.
- F4 Ensure that community leaders are encouraged to support a rational balance between neighborhood quality of life, public health and the commerce needed to support the community’s job base.
- F5 Encourage local planning processes and decisions as they relate to housing, transportation, infrastructure and commercial activity which will achieve both a healthy economy and a healthy community.
- F6 Explore opportunities for creating local economic incentives, priority permit processing, site location assistance and related assistance for companies wishing to establish facilities in Long Beach which are engaged in advanced and emerging technologies including so-called “green business” enterprises, digital technologies, and advanced manufacturing.
- F7 Encourage the business community to be more involved with the City of Long Beach and its Office of Sustainability as it relates to encouraging and implementing environmental sustainability and related practices.