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AGENDA

WORKSHOP OF THE CITY COUNCIL OF THE CITY OF COMMERCE

Wednesday, May 21, 2014 - 3:30 P.M.

CALL TO ORDER Mayor Baca Del Rio

ROLL CALL City Clerk Shumway

PUBLIC COMMENT

Citizens wishing to address the City Council on any item on the agenda or on any matter not on the agenda may do so at this time. State law (Government Code Section 54950 et seq.) prohibits the City Council from taking action or engaging in discussion on a specific item unless it appears on a posted agenda. Upon request, the City Council may, in their discretion, allow citizen participation on a specific item on the agenda at the time the item is considered by the City Council. If you wish to address the City Council at this time, please complete a speaker's card and give it to the City Clerk prior to commencement of the City Council meeting. Please limit your remarks to five (5) minutes.

Scheduled Matters

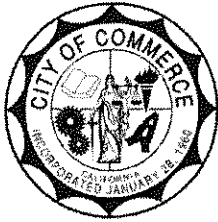
1. Green Zones - A City Council Study Session Regarding the Greene Zones Working Group Report and Recommendations Matrix

ADJOURNMENT

The City Council and Successor Agency will adjourn to Tuesday, May 27, 2014, at 5:00 p.m. in the Council Chambers.

Written materials distributed to the City Council are available for public inspection immediately following the posting of this agenda (at least 72 hours prior to a regular City Council meetings) in the **City Clerk/Secretary's Office, at Commerce City Hall, 2535 Commerce Way, Commerce, California, and the Central Library, 5655 Jillson Street, Commerce, California.**

Meeting facilities are accessible to persons with disabilities. In compliance with the Americans with Disabilities Act (ADA) if you need special assistance to participate in this meeting, notify the Office of the City Clerk at (323) 722-4805 at least 48 hours prior to the meeting.



CITY OF COMMERCE AGENDA REPORT

TO: Honorable City Council

Item No. 1

FROM: City Administrator

**SUBJECT: GREEN ZONES – A CITY COUNCIL STUDY SESSION
REGARDING THE GREEN ZONES WORKING GROUP REPORT
AND RECOMMENDATIONS MATRIX**

MEETING DATE: May 21, 2014

RECOMMENDATION:

Conduct a study session on the Green Zones Working Group Report and Recommendations Matrix, as well potential implementation strategies.

BACKGROUND:

On April 15, 2014 the City Council received an update on the status of the Green Zones project. At that time, the Council directed staff to schedule a study session on the subject matter. This initial session will focus on reviewing the Green Zones Working Group Report and Recommendations Matrix, as well as potential implementation strategies. While there was general consensus on most recommendations by the Working Group, there was no consensus on comprehensive changes to the zoning ordinance proposed by some members. These proposed changes to the zoning ordinance will not be discussed during this initial study session.

Attached to this document is a staff report to the City Council dated January 21, 2014. That report provides some basic information on the Working Group, as well as some key points to consider while trying to move forward with this matter. Also attached are the Working Group's Report and Recommendations Matrix.

ALTERNATIVES:

1. The City Council can conduct the subject study session and provide direction to staff.
2. Provide staff with alternative direction.

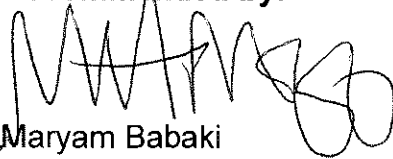
FISCAL IMPACT:

There is no proposed impact to the City's operating budget at this time. While some items in the Recommendations Matrix would impact the budget, there are no specific recommendations being made at this time.

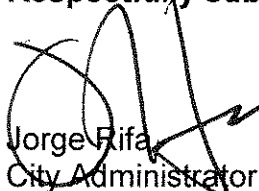
RELATIONSHIP TO STRATEGIC GOALS:

This agenda report relates to the 2011 strategic planning goal: "*Protect and Enhance the Quality of Life in the City of Commerce*".

Recommended by:

FOR 
Maryam Babaki
Director of Public Works &
Development Services

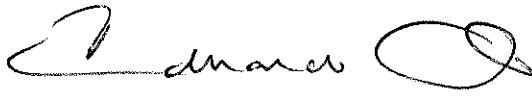
Respectfully submitted by:


Jorge Rifa
City Administrator

Prepared by:


Matt Marquez
City Planner

Approved as to form by:


Eduardo Olivo
City Attorney

Reviewed by:


Vilko Domic
Finance Director

Attachments:

- 1. January 21, 2014 City Council Staff Report
- 2. Green Zones Working Group Report
- 3. Recommendations Matrix



AGENDA REPORT

DATE: January 21, 2014

TO: HONORABLE CITY COUNCIL
FROM: CITY ADMINISTRATOR
SUBJECT: UPDATE ON THE STATUS OF THE GREEN ZONES PROJECT AND PROVIDE COUNCIL DIRECTION ON NEXT STEPS

RECOMMENDATION:

That the City Council receive and file an update from staff on the status of the Green Zones Project and provide direction on next steps.

MOTION:

Move to approve the recommendation.

BACKGROUND AND DISCUSSION:

On November 5, 2013 the Commerce City Council received an update from the Green Zones Working Group. At that time, the City Council adopted the strategies contained in the Green Zones Working Group Report as outlined in the Recommendations Matrix in the Report. This report included four key strategies which are objectives for moving forward: prevention, reduction, revitalization, and reinvestment. While there was a general consensus on most of the recommendations by the Working Group, there was still no consensus on comprehensive changes to the zoning ordinance proposed by some members of the group.

At this Council meeting, it was the desire of the City Council, that the Working Group continue its commitment to build and maintain consensus on items as this effort moves forward. Given the extent of the information contained in the Green Zones Working Group including the Recommendations Matrix, it is the consensus of the Working Group that a study session with City Council be conducted to review the Matrix to ensure a clear understanding of each item as well as to continue to provide Council direction on areas of focus and importance to the community as a whole.

Staff anticipates the first City Council study session could take place in the very near future. In preparation of this study session, a key action item is as follows:

- City Council review of the Green Zones Working Group Report and the Recommendations Matrix and discussion of implementation strategies including a prioritization of activities based on allocation of resources and importance to all of the community stakeholders.

Going forward, implementation strategies that involve comprehensive changes to the zoning ordinance must be guided by and take into account the following:

Planning Vision

- What is the long range vision (from a land use perspective) of the City? The City General Plan (Commerce 2020 Plan), which was adopted in 2008, is the relevant framework document for this question. However, many of the items evaluated by the Working Group have identified specific zoning considerations which relate to land use. Every land use has advantages and disadvantages. With industrial land use accounting of over 60% of the

uses in the City, there are a significant number of jobs and businesses devoted to some form of industrial, manufacturing or processing activities. In addition, goods movement and warehousing has been an emerging industry in Commerce for some time and the demand for new state of the art warehouse building space (Class A) is likely to intensify over time.

- o Further discussion on defining "green" and "green business". This should include some examples for existing businesses here in the City of Commerce. The key question will be of course: "are they green"? In discussing this topic with experts in the land use field, a key point has been made about "green business practices" vs. "green production". For example, many businesses utilize energy efficient equipment and alternative energy technology including solar panels, highly efficient cooling equipment, cool roofing, insulation, and the like, to reduce their "carbon footprint" while helping to minimize or control their cost of production and respond to consumer or business expectations. The City recognizes that more can be done to promote, encourage, and incentive these practices. This is of course different from those businesses that produce "green items". For example, while the use of solar panels has obvious benefits to the environment, the production of the panels (like every other manufacturing process) involve the creation of waste streams or by-products that generate some environmental considerations. There are trade off's in manufacturing processes and there is never a completely benign manufacturing process that is free of by-products. These are key considerations in better developing and refining a vision for the Green Zones discussion.
- o Discussion on the potential for commissioning a public opinion survey to find out what really matters to community members and what they believe the future of the City should include.
- o Discuss the potential for a "growth management strategy". This is of course contingent upon the establishment of a long range land use vision for the City.

Economic Considerations

- o Impacts to existing and future businesses. The City needs to understand what businesses are already here and what they do. It would also be advantageous to better understand the extent of "business to business" transactions in the City. For example, a product manufacturer or processor may purchase goods and services from other local businesses in Commerce for use in their manufacturing process.
- o An economic analysis (including market study) of the City must be done of to identify existing market conditions including vacancy rates, the condition of building stock and expected life cycle of existing buildings, market demand by product type, emerging trends, advantages/disadvantages of Commerce, the number of jobs created by use type and value of payroll, property tax generated to the City, as well as sales/use tax generation.
- o Information like this can be used to assess what impact zoning changes would have on the City's "position" in the region; conversely if the City reaches a "tipping point" in terms of new regulations, what incentives can it offer to encourage those uses it wants while discouraging what it doesn't want.

Environmental Considerations (continued)

- o The City needs to better understand the local significance of the recently completed Gateway Cities Air Quality Action Plan including the advantage of a partnership or collaboration with Gateway Cities and our neighboring cities to implement applicable provisions of the plan.
- o The City needs to obtain, review and understand actual Air Quality Monitoring Data from a station in Commerce (preferably) for actual readings and measurements to determine the baseline condition in Commerce and any future changes.

NEXT STEPS:

The City Council should consider setting a date for the initial study session and provide appropriate direction to staff. Staff is requesting that the facilitation structure set up for this discussion where MIG Consulting facilitated and moderated the meetings, be continued. Staff estimates this could include up to 7 additional meetings. Previously the MIG Consulting assistance was funded by the USEPA. In this case, staff can obtain an estimated cost from MIG for these additional services and obtain authorization from Council to proceed in the near future.

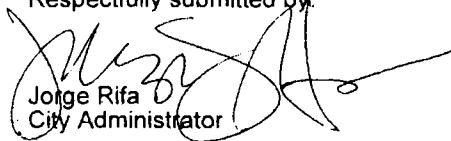
FISCAL IMPACT:

None.

RELATIONSHIP TO 2012 STRATEGIC GOALS:

This item relates to the 2012 strategic planning goal: "*Protect and Enhance the Quality of Life in the City of Commerce*".

Respectfully submitted by:


Jorge Rifa
City Administrator

Recommended by:


Alex Hamilton
Assistant Director of Community Development

Prepared by:


Matt Marquez
City Planner

Fiscal impact reviewed by:


Vilko Domic
Director of Finance

Approved as to form:


Eduardo Olivo
City Attorney

City of Commerce

Green Zones Working Group Recommendations Report

October 17, 2013

Prepared for:
The Green Zones Working Group

Prepared by:



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Acknowledgments

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• EYCEJ – Draft Framework Worksheet	
• City of Commerce – The Greening of the Los Angeles Economy Section II Industry Clusters	
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• Don Spivack – Proposed Draft Zoning Ordinance Annotated	
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Green Zones Working Group Report

- EYCEJ – Column C Economic Revitalization Table Edited
- EYCEJ – Guide to Green
- Industrial Council Chamber of Commerce – Response to proposed Amendment to City of Commerce Zoning Ordinance
- East Yards Communities for Environmental Justice – Response to letter from Commerce Industrial Council Chamber of Commerce

executive summary

INTRODUCTION

This report describes the strategy recommendations developed by the Green Zones Working Group over the course of a fourteen-month process. As directed by the Commerce City Council, the Commerce Green Zones Working Group was convened to discuss and develop land use recommendations related to Buffer Zones/Sensitive Receptors and Green Zones to address concerns with proximity of hazardous sources and sensitive land uses while encouraging green economic development. The Green Zones Working Group included stakeholder representatives from the Commerce residential and business community, Environmental Justice Advisory Task Force, the Planning Commission, labor and the University of Southern California's Program for Environmental and Regional Equity (PERE). Between July 2012 and September 2013 the Working Group participated in fourteen meetings to discuss data and topics that would become the framework for its recommendations. At the end of the process the Working Group developed and voted on a set of strategies described in the Recommendations Matrix. The Working Group developed a framework by which to organize its strategy recommendations. The framework is based on goals and values discussed by the groups that would help to achieve its objectives as directed in its purpose and charge. The following is a summary of the key strategy recommendations organized by the framework agreed to by the Working Group.

Prevention – *Provide separation of uses that pose harmful threat to health from sensitive receptors*

The Working Group recommended establishing truck routes to address impacts from trucks onto sensitive land uses. The Working Group also discussed land use tools to provide this separation. There was dissention from the group as to

which would be the best tool to achieve this. Updating the City's Zoning Code was one tool supported by some of the Working Group members while others favored developing a specific plan in an area or areas.

Reduction – *Ensure reduction of polluting effects from industry*

Establishing a voluntary business retrofit program was one proposed method for reducing effects from pollution. This recommendation also includes strategies for seeking funding and other resources as well as outreach to business to promote the program. Financial and non-financial incentives are also included.

Revitalization – *Create opportunities that contribute to a healthy green economy*

Creating an office within the City for a “business liaison” is key to the successful implementation of the strategies recommended by the Working Group. This staff or contract position would conduct research, work with other city departments, community and business entities to identify business sectors to attract to Commerce. The role of the Business Liaison would also include managing new business programs such as the retrofit program and developing a marketing plan to attract new business. Other strategy areas recommended by the Working Group are listed in the following summary.

- Land use tools such as the creation of a specific plan, performance standards or overlays to attract new business clusters in designated areas.
- Incentives to attract new business such as streamlined permit process and tax incentives.
- Workforce development to increase employability of local workers.
- Alternative(s) to enterprise zone, given that the state of California is moving to eliminate the zones.

- Incentives for business located in a new “Green Zone”.
- Building upgrades and opportunities for adaptive reuse of older and in some cases obsolete industrial buildings.

Reinvestment – *Provide adequate infrastructure to support future economic and community health*

The Working Group identified investment in adequate infrastructure as a vital strategy to attracting new business while providing basic needs for the community. Infrastructure identified by the group includes roadways and streets, water and power, sewage. Additional strategies included initiating a campaign to improve the City’s image, for example beautification such as façade improvement programs and landscaping. Strategies to enhance the existing transit network would also be an investment in infrastructure.

CONCLUSION AND ACTION ITEMS

The Commerce Green Zones Working Group has fulfilled its charge and respectfully submits this report to the Commerce City Council for its consideration. The Working Group reviewed data, discussed issues, opportunities and implications of proposed recommendations. The recommendations described in this report were developed through a collaborative dialogue between residents, business, environmental advocates, unions, and resource experts. The Working Group expects that the information contained in this report will provide the City Council with the guidance to begin implementation of the Green Zones Working Group recommendations.

Commerce Green Zones Working Group Report

introduction

The Green Zones Working Group was initiated because of concerns raised by the City's Environmental Justice Advisory Task Force to the Commerce City Council regarding proximity of hazardous sources to sensitive land uses such as homes, schools and churches. In June 2011 the Commerce City Council directed city staff to convene a workshop between the City Council, Planning Commission, Environmental Justice Advisory Task Force, and Commerce Industrial Council Chamber of Commerce to "discuss land use recommendations on Buffer Zones/Sensitive Receptors and Green Zones". During this workshop participants would discuss innovative approaches to create separation of hazardous sources and sensitive uses as well as economic development strategies with a focus on "green" practices and objectives. This convening would be a work session between representatives from these four groups and would not require the existing formal structure applied to City of Commerce commissions and task forces. Resources secured through partnerships between the Commerce Environmental Task Force and organizations such as the University of California and the United States Environmental Protection Agency would be used to inform and facilitate the process. The Commerce City Council further directed staff to work with the Commerce Environmental Task Force to further refine the approach and process to facilitate the workshop(s).

Upon review of the scale and scope of work that would be addressed in the workshop(s) the Commerce Environmental Justice Advisory Task Force and city staff determined that a more comprehensive process would be required. The process would now include a series of meetings between participants that would make up the Commerce Green Zones Working Group. A consultant would be retained to facilitate the meetings through resources provided by the United States Environmental Protection Agency. In February 2012 city staff presented this approach to the Commerce City Council. The City Council

directed staff to convene a meeting of an initial group of stakeholders that included representatives from the Environmental Justice Advisory Task Force, Commerce Planning Commission, Commerce Industrial Council Chamber of Commerce board and membership, and University of Southern California Program for Environmental and Regional Equity (PERE). In July 2013 the process was launched with this initial meeting.

As directed by the City Council, at its first meeting the Working Group identified additional stakeholders to involve in the process. The final composition of the Working Group included representatives from the residential and business community, advocacy organizations and technical experts. These include:

- Business Community - Small Business
- Business Community - Large Business
- Commerce Industrial Council Chamber of Commerce
- Environmental Justice Advisory Task Force
- Labor/Jobs
- Commerce Planning Commission
- Commerce Residential Community
- USC PERE

During the first meeting of the full Green Zones Working Group, the participants established its decision making process. To fulfill its charge outlined by the City Council, the group would review and discuss data relevant to its charge before making its final recommendations. The group agreed that a 50%+1 vote would be required for decision-making on final recommendations transmitted to the City Council.

Green Zones Working Group Topics Overview of Topics Discussed

Over the course of 14 months, the Commerce Green Zones Working Group collectively dedicated many hours to reviewing data and discussing technical information related to economic factors, regulatory tools, and policy for the City of Commerce. The purpose for this review was to establish a draft policy framework that will guide the Commerce City Council in establishing land use planning policies and processes that address the proximity of hazardous sources and sensitive land uses while encouraging green economic development.

The Green Zones Working Group defined a set of guiding principles that provided direction in the design of recommendations and crafting of policy options:

1. **Balance** – The City of Commerce has a large industrial base with a relatively small residential population and area. Seek to maintain a balance between the needs and quality of life of the residential community while still fostering economic development.
2. **Community Health** – Support practices that enhance the quality of life and health for residents and the local workforce.
3. **Uses that pose a harmful threat to health in close proximity to Sensitive Receptors** - Promote an environment that safeguards the wellbeing of sensitive land uses and viability of businesses through careful planning and phasing of future improvement activities guided by applicable laws and regulations (i.e. 2005 CARB Air Quality and Land Use Handbook).
4. **“Green” Practices** – Incorporate “green” practices of urban planning and development when formulating recommendations on land use and policy directions.

5. **Image** – Advocate the City as business-friendly with strong community amenities.
6. **Infrastructure** – Ensure adequate infrastructure to meet the current and future needs of the community and business.
7. **Local Workforce** – Support activities that improve workforce opportunities for local residents in light of new industry clusters locating within the City
8. **Connectivity/Mobility** – Enhance the existing transportation system to consider all transit modes, capitalize on existing successful transit, and improve opportunities for the Commerce community and workforce.

Commerce Green Zones Working Group Report

Issues and Opportunities

Analysis of challenges/barriers and opportunities relevant to the anticipated policy recommendations also framed this process. They include:

1. Although the City has a successful tax base generated by local business, Commerce is relatively small compared to other cities in the region, resulting in certain limitations. For example, the City relies heavily on outside contracting for services.
2. The City's existing permitting process sometimes poses challenges for new and existing business. The City is knowledgeable of numerous resources that can improve the process. However, due to lack of staff and other City resources, they have not been implemented.
3. The City is in some respects relatively isolated from some resources that would ease or enhance progress toward Working Group goals. For example, utility companies and other permit issuing agencies do not have offices close to the City of Commerce, so agency staff is less accessible, and the City has no control over utility rates and permitting processes.
4. The City of Commerce has within its boundaries existing rail yards and two (2) major State highways, both land uses considered to be a major source of air quality concerns. However, the City does not have jurisdictional oversight or control over either.
5. Existing commercial buildings need redevelopment to improve both air quality and economic vitality.
6. Adaptive re-use might be useful in transition areas to address problems of proximity of land uses that pose harmful threat to health near sensitive receptors, as well as to attract new businesses.

7. Attracting artisanal and cottage industry as new business clusters provides a unique opportunity to encourage entertainment and other attractions to provide a greater sense of place for residents and as a means of institutionalizing improved amenities. Beautification projects are also a means to reinforce a stronger community image.

GENERAL AREAS OF AGREEMENT

Early in its formation, and as early as its second working group meeting on October 3, 2012, the Green Zones Working Group discussed, confirmed, and ultimately established the key decision-making process that included building consensus during the process and required a fifty-percent (50%) plus one (1) requirement for decision-making on final recommendations transmitted to the Commerce City Council.

Other methods for consensus building, included providing the meeting summary to all Working Group members following the meeting for their review. This would allow group members who could not attend the meeting to provide feedback on direction, perspectives, ideas or concurrence presented by the Working Group. Comments were provided to MIG via email and documented in a revised meeting summary. Meeting summaries were distributed to all Working Group members via email and reviewed during the following meeting. All Working Group meeting summaries are included as appendices to this report.

The Working Group reached numerous points of agreement before making its final recommendations.

- Establish a community identity for the City of Commerce
- Place special focus on Atlantic Boulevard and Washington Boulevard corridors

- Develop a City of Commerce marketing strategy to attract new business
- Incentives and business attraction are key to creating a new green economy
- The Working Group will use a Framework to develop its recommendations:
 - **Prevention** – Provide separation of uses that pose harmful threat to health from sensitive receptors.
 - **Reduction** – Apply methods to reduce pollution from businesses and industry
 - **Revitalization** – Pursue opportunities that could contribute to a “green economy”
 - **Reinvestment** – Provide infrastructure to support economic growth and protection of community health
- Any recommendation on uses includes siting of any “new” uses
- Definition for sensitive receptors from the CARB Air Quality and Land Use Handbook (Residences, schools, childcare and daycare centers, urban parks and playgrounds, or medical facilities, senior residential facilities.)
- Exclude freeways and high traffic roads from land use discussion

AREAS OF DISSENT

Potential recommendations affecting land use policy require careful review and thoughtful discussion. The Green Zones Working Group dedicated many hours to review topics and considerations that would be included in a draft land use policy framework. This task required that the Group, with representation from different stakeholder groups with differing perspectives and opinions, arrive at

recommendations agreed to by more than half of the group. While the majority of the strategies described in the Recommendations Matrix represent agreement from the group based on the decision-making process developed by the group, there were some areas where there was dissent.

As stated in the Overview of Topics Discussed item #3, there was agreement by the group that the issue of uses that pose a harmful threat to health in close proximity to sensitive receptors is extremely important and should be a priority. However, the Working Group had divergent opinions about the tools that it should recommend to the City Council to address this issue. Over the course of several meetings the Working Group discussed changes to the existing City of Commerce Zoning Code. As directed by the City Council in its motion to proceed with the Working Group process with additional resources provided by community partners, the Working Group leveraged resources made available through East Yards Communities for Environmental Justice to review proposed draft changes to the existing Zoning Code. After careful review of these proposed changes to the Zoning Code by all stakeholders represented on the Working Group the participants considered trade offs and implications of implementation. During this phase of the process the Working Group's discussion informed other strategy recommendations. However, there were some areas that the Group continued to deliberate.

Those in agreement that revising the city's Zoning Ordinance would be a good tool to address the issue of proximity between hazardous source and sensitive uses primarily believed that the proposed changes would provide greater certainty for business and the community that which/certain uses are permitted near sensitive receptors. Those with the perspective that the existing Zoning Ordinance should not be revised believed that existing Federal and State regulations and the City's Zoning Ordinance include policies and regulations that address issues resulting from uses that pose a harmful threat

to health in close proximity to sensitive receptors. The focus should be on identifying and attracting business that will not pose future hazards to the community.

At the last meeting of the Commerce Working Group, four recommendations were proposed to address the issue of zoning.

- Update the City's Zoning Code to prevent the intrusion of sensitive land uses into industrial areas and prevent intrusion of land uses that emit air toxics into sensitive uses. Use the proposed language developed for the Commerce Green Zones Working Group.
- Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas.
- Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas and industrial uses into sensitive uses.
- Do not recommend any of the proposed zoning tools listed above. There are potentially other tools beyond those listed that the Group did not discuss.

Commerce Green Zones

Working Group

The Working Group discussed potential changes to the City of Commerce Zoning as a method to provide separation between uses that pose a harmful threat to health from sensitive receptors. Working Group members discussed the details and implications of such a change to the Zoning Ordinance and did not reach agreement on pursuing this as a recommendation to the City Council. During the discussion group members raised additional alternatives. These are described below.

A. Prevention – Provide separation of uses that pose harmful threat to health from sensitive receptors

Strategy	Lead	Required Partners/ Funding	Current Initiatives
ALTERNATIVE 1	Update the City's Zoning Code to prevent intrusion of sensitive land uses into industrial areas and prevent intrusion of land uses that emit air toxics into sensitive uses.		SIC code update underway
	Use the proposed amendment to the City of Commerce Zoning Ordinance attached to these recommendations		
	i. Identify performance standards that set out minimum distance separations, start with CARB recommendations	Development Services, City Planning	Industrial Council, Community Stakeholders
	ii. Adopt the distance buffers identified by the Green Zones Working Group to restrict certain uses in a defined "buffer" between industrial and non-industrial areas	Development Services, City Planning	Industrial Council, Community Stakeholders
	iii. Restrict certain uses in defined "buffer" between industrial and non-industrial uses as identified by the Green Zones working Group	Development Services, City Planning	Industrial Council, Community Stakeholders
	iv. Incorporate types of harmful uses and sensitive receptors identified by the Green Zones Working Group	Development Services, City Planning	Industrial Council, Community Stakeholders
	v. Provide exceptions when specific conditions can be met such as for craft or artisanal food, craft and furniture production	Development Services, City Planning	Industrial Council, Community Stakeholders
ALTERNATIVE 2	Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas		
ALTERNATIVE 3	Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas and industrial uses into sensitive uses		
ALTERNATIVE 4	Do not recommend any of the proposed zoning tools listed above. There are potentially other tools beyond those listed that the Group did not discuss		

Alternative	EJ Task Force	Planning Commission	Industrial Council	USC PERE	Resident	Small Business	Large Business	Jobs Labor
Update Zoning Code	Yes			Yes	Yes			
Develop Specific Plan v1								
Develop Specific Plan v2		Yes	Yes			Yes	Yes	Yes
None								

Although there was dissention on the proposed recommendation to update the City’s Zoning Ordinance, the Working Group decided to reflect its members’ preference for each of the proposals. Each designated stakeholder representative voted on its preference for each of the alternatives but not one alternative was recommended by the Working Group. The results of the vote are noted in the chart above.

RECOMMENDATIONS MATRIX

The following lists the strategy recommendations proposed by the Commerce Green Zones Working Group.

Commerce Green Zones

Working Group Strategy Recommendations

A. Prevention – Provide separation of uses that pose harmful threat to health from sensitive receptors

A1 - Address issues harmful impacts from trucks onto sensitive land uses			
i. Establish truck routes that avoid proximity to schools, parks and similar uses	City Planning, Public Works, Community Services	Industrial Council, Community Stakeholders	

B. Reduction – Ensure reduction of polluting effects from industry

B1 - Establish a voluntary business retrofit program for existing and new businesses			
i. Provide technical and financial assistance for existing businesses to implement measures that reduce pollution, reduce cost and increase profit	Development Services Economic Development Business Liaison, City Planning	Industrial Council, Community Stakeholder, SCE, Sempra, CalWater, AQMD, ARB, WQMD, Cal recycle	PACE Program, IDB, RMDZ, LACDC Business Loan Programs
ii. Assist new businesses in identifying and applying for programs that help pay for any pollution-reducing actions that have start-up cost implications	Development Services Economic Development Business Liaison, City Planning	Industrial Council, Community Stakeholder, SCE, Sempra, CalWater, AQMD, ARB, WQMD, Cal recycle	PACE Program, IDB, RMDZ, LACDC Business Loan Programs
iii. Provide technical and financial assistance for existing businesses to apply for programs that improves worker health and performance that results in improved worker productivity for increased bottom line for business	Development Services- Economic Development Business Liaison, City Planning		
iv. Provide energy efficiency audits and trainings	Development Services- Economic	SCE and Sempra	

B. Reduction – Ensure reduction of polluting effects from industry

		Required Funding	Initiatives
	Development Business Liaison, City Planning		
v. Provide retrofit contractor referrals	Development Services- Economic Development Business Liaison, City Planning		
B2- Seek grant funding opportunities to implement business retrofit program			
i. Apply for regional, state and federal grants (i.e. SB353, AB 118, etc) to fund program	Development Services, Economic Development Business Liaison	Industrial Council + other agencies, community groups, EYCEJ	
ii. Partner with private entities to provide monetary and/or in kind contributions	Development Services, Economic Development Business Liaison	Industrial Council + other agencies, community groups, EYCEJ	
B3 - Ensure adequate resources to implement pollution reduction strategies			
i. Create a designated office in the city to manage the business retrofit program and other programs	City Administrator's office, Development Services- Economic Development City Planning		
ii. Provide adequate staff to expeditiously process permits	City Administrator's office, Development		

B. Reduction – Ensure reduction of polluting effects from industry

	Services- Economic Development City Planning		
B4 - Develop a business outreach program to promote the voluntary business retrofit program and other technical assistance			
i. Highlight business retrofit program participants	Development Services, Economic Development, Business Liaison, PIO		
ii. Create a packet of materials that includes collateral materials about the retrofit program an other resource documents such as the Commerce Guide to Green	Development Services, Economic Development, Business Liaison, PIO		
B5 - Create a capital improvement program to resolve issues of environmental pollution			
i. Assess funding needs	City Administrator's Office, All City Departments with Public Works & Development Services facilitating the delivery of projects	Industrial Council/Community Stakeholders	Measure AA Local ½ sales tax measure will fund city capital improvement projects that upgrade and modernize infrastructure
ii. Explore funding sources and mechanisms			
B6 - Identify priority business funding programs for improvement			
i. Reference the financial and technical assistance programs identified in the "Guide to Green"			

B. Reduction – Ensure reduction of polluting effects from industry

		Required	
B7 - Provide non-financial incentives to shift from polluting to non-polluting industrial processes			
i. Create an award program that recognizes businesses that have successfully participated in the retrofit program (use the Guide to Green as a foundation)	Development Services- Economic Development Business Liaison		
ii. Create an information and education program to demonstrate cost savings associated with retrofitting	Development Services- Economic Development Business Liaison		

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy	Requirements	Funding	Initiatives
C1 - Create an office staffed by one or more City staff or consultant to provide support services to new and existing business – Business Liaison			
i. Provide support with expediting permit process for new and existing business	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	One-on-one on a case by case basis through city staff
ii. Develop ongoing relationships with utility companies and regulatory agencies to facilitate permit process	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	One-on-one on a case by case basis through city staff
iii. Ensure flexibility for the Business Liaison to manage the business retrofit program as needed (see strategy B1)	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	
C2 - Identify appropriate business type to attract to the City of Commerce			
i. Consult with business and brokerage community to identify business type(s) and characteristics – start with artisanal business described by the Green Zones Working Group and inform with food production, processing and distribution research and data from USC and other academic research	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
ii. Review city's tax and fee structure to identify taxes or fees that deter business attraction and expansion	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
iii. Initiate a survey that gages existing business' reasons for locating in Commerce, needs of potential new business for relocating to Commerce and businesses that located outside of commerce	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
iv. Use zoning overlays or performance standards applied to attract uses that encourage better paying jobs and address issues with low employment per acre	Development Services and Planning		
v. Create mixed use zones and implement programs to foster core-area mixed use/mixed-income developments	Development Services and	Current housing element update includes	

C. Revitalization – Create opportunities that contribute to a healthy green economy

		Required Funds	
	Planning	potential for mixed-use in Housing Opportunity Overlay. General Plan includes policies for mixed-use along Atlantic	
C3 Create a marketing and outreach program to attract targeted new business			
i. Prepare a targeted marketing program outlining benefits to locating in the City of Commerce	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
C4 - Develop a Specific Plan in a designated area (or areas) to attract new business and revitalize economic development			
i. Prioritize the areas identified by the Green Zones Working Group (see <i>Opportunity Areas Map</i>)	Development Services, Economic Development, Business Liaison, Planning		
ii. Consider future land use changes in the area around the Commerce/Montebello Metrolink station to maximize future opportunities	Development Services, Economic Development, Planning		
C5 - Create incentives to attract new business			
i. Provide preferential or streamlined permit processing for targeted businesses	Development Services, Economic Development, Business Liaison, Planning		
ii. Identify potential tax incentives--reductions in fees, reductions in taxes, forgiveness of selected taxes such as sales tax on materials purchased	Development Services, Economic Development, Business Liaison, Planning		

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy			
iii. Create and implement mixed use and housing incentives in town center and other non-industrial growth areas	Development Services, Economic Development, Business Liaison, Planning		Current housing element update includes potential for mixed-use in Housing Opportunity Overlay. General Plan also includes policies for mixed-use along Atlantic.
iv. Review city's tax and fee structure to identify taxes or fees that deter business attraction and expansion	Development Services, Economic Development, Business Liaison, Planning		
C6 - Identify building upgrade programs to make existing real estate more attractive and utility bills lower (weatherization, energy efficiency, water conservation, solar, etc.)			
i. Use adaptive re-use to accommodate live/work and/or artisanal use opportunities			
ii. Apply performance standards based on use and business type			
C7 - Create workforce development opportunities to increase employability of local workers			
i. Undertake research including business interviews to understand skill needs of workers in targeted industries	Development Services and Planning		
ii. Introduce incentives for mixed use development including residential and consider special incentives to create work force housing	Development Services and Planning		
iii. Provide incentives for persons with desired skills to live in Commerce	Development Services and Planning		
iv. Attract new desirable businesses with a particular focus on quality of jobs, pay scales, density of jobs, and how a base of such uses might become a way to attract additional businesses that are bigger city revenue generators or cost less in city services	Development Services and Planning		
v. Partner with learning institutions to assess worker skill needs and provide job training (Montebello School District; LAUSD Occupational Center, Bell; LACAUSA; and other workforce development centers)	Development Services, Planning and Business Liaison		
C8 - Explore need for and feasibility of new legislation to create and implement economic zones such as a new or expanded enterprise zone			

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy	Department	Funding	Current Initiatives
i. Monitor new program to replace Enterprise Zones and/or seek new legislative support	Development Services	State of California, County of Los Angeles and Industrial Council	Industrial Council tracking new legislation
C9 - Establish a "Green Zone" geographic area to provide additional benefits to business participating in retrofit program and located in these zones			
i. Identify a geographic area to designate as a "Green Zone"	Development Services- Economic Development City Planning		
ii. Provide façade improvement grants	Development Services- Economic Development Business Liaison	Industrial Council/Community Stakeholders	
iii. Facilitate vendor preference for city contracts with businesses located in a Green Zone	Development Services- Economic Development Business Liaison	Industrial Council/Community Stakeholders	

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

Required Partners/Institutions			
D1 - Invest in adequate infrastructure			
i. Explore cost sharing between businesses and city	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
ii. Consider creating infrastructure financing districts for specific system requirements (i.e., if city seeks to expand presence of food businesses and they need additional water supply)	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
iii. Complete a needs assessment to determine improvement needs	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
D2 – Ensure safe and improved roadways and streets for workforce and local residents			
i. Improve major streets that connect workers to jobs in Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA will address aging city infrastructure.
ii. Consider all modes of transit in street improvements	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to assist with improving mobility.
iii. Implement urban design treatments to enhance the pedestrian experience on the corridors and other connectors	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to enhance the pedestrian experience.
iv. Provide adequate street lighting where it is insufficient	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to provide adequate street lighting.
v. Improve linkages throughout the city to restore connectivity between uses	Development Services-Economic Development Business Liaison		
D3 – Ensure adequate water, sewage, natural gas, and broadband and electrical systems to retain existing and attract new business			
i. Assess current deficiencies in water, sewage, natural gas, broadband and electrical systems	Public Works/Development Services	SCE, Sempra, CalWater, LACSD, LACFD.	

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

Strategy			
	ment Services		
ii. Develop and implement a prioritized list of improvements to water, sewage, natural gas broadband and electrical	Public Works/Development Services	SCE, Sempra, CalWater, LACSD, LACFD.	
D4 - Create façade improvement programs in commercial areas			
i. Provide technical and design assistance, management of design and construction resources	Development Services-Economic Development Business Liaison	AB32 BID	
ii. Secure funding sources and partnerships to assist businesses with financing	Development Services-Economic Development Business Liaison	AB32 BID	
D5 – Improve the city’s image to retain existing business and attract new business			
i. Develop a branding and formal marketing campaign for Commerce to establish a city identity	Development Services, Economic Development, Business Liaison, Planning, PIO	Industrial Council/Community Stakeholders	
ii. Collaborate with private property owners to improve issues of blight with their vacant properties	Development Services, Business Liaison, Planning	Industrial Council/Community Stakeholders	Code Enforcement currently works with property owners to improve blight.
iii. Enforce existing ordinance to address issues of blight/vacant properties	Development Services, Business Liaison, Planning	Industrial Council/Community Stakeholders	Code Enforcement currently works with property owners to improve blight.
iv. Implement a citywide aesthetic improvement program	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	The Keep Commerce Beautiful committee was formed by the City Council to discuss matters such as this and meets on a quarterly basis.

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

D6 – Improve access and connectivity to foster all modes of transportation			
i. Improve mobility by accommodating all modes of transit to connect with the regional network and transit system and to increase access to hubs and destinations within the City of Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to assist with improving mobility.
ii. Assess existing transit mode options to identify transit related issues	Public Works/Development Services, Community Services,	Metro, Montebello Transit	
iii. Increase opportunities to maximize the use of Metrolink such as shuttle service from the Metrolink station to jobs in Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders. Metrolink	
iv. Identify opportunities to create pedestrian and biking trails/paths for residents and workers (ex. Rails to Trails program)	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	

OPPORTUNITY AREAS MAP

The Green Zones Working Group identified strategy recommendations focused in specific areas in the city. These areas are described in the Opportunity Areas Map.



GREEN ZONES WORKING GROUP OPPORTUNITY AREAS

City of Commerce, CA

LEGEND

Green Zones Opportunity Areas

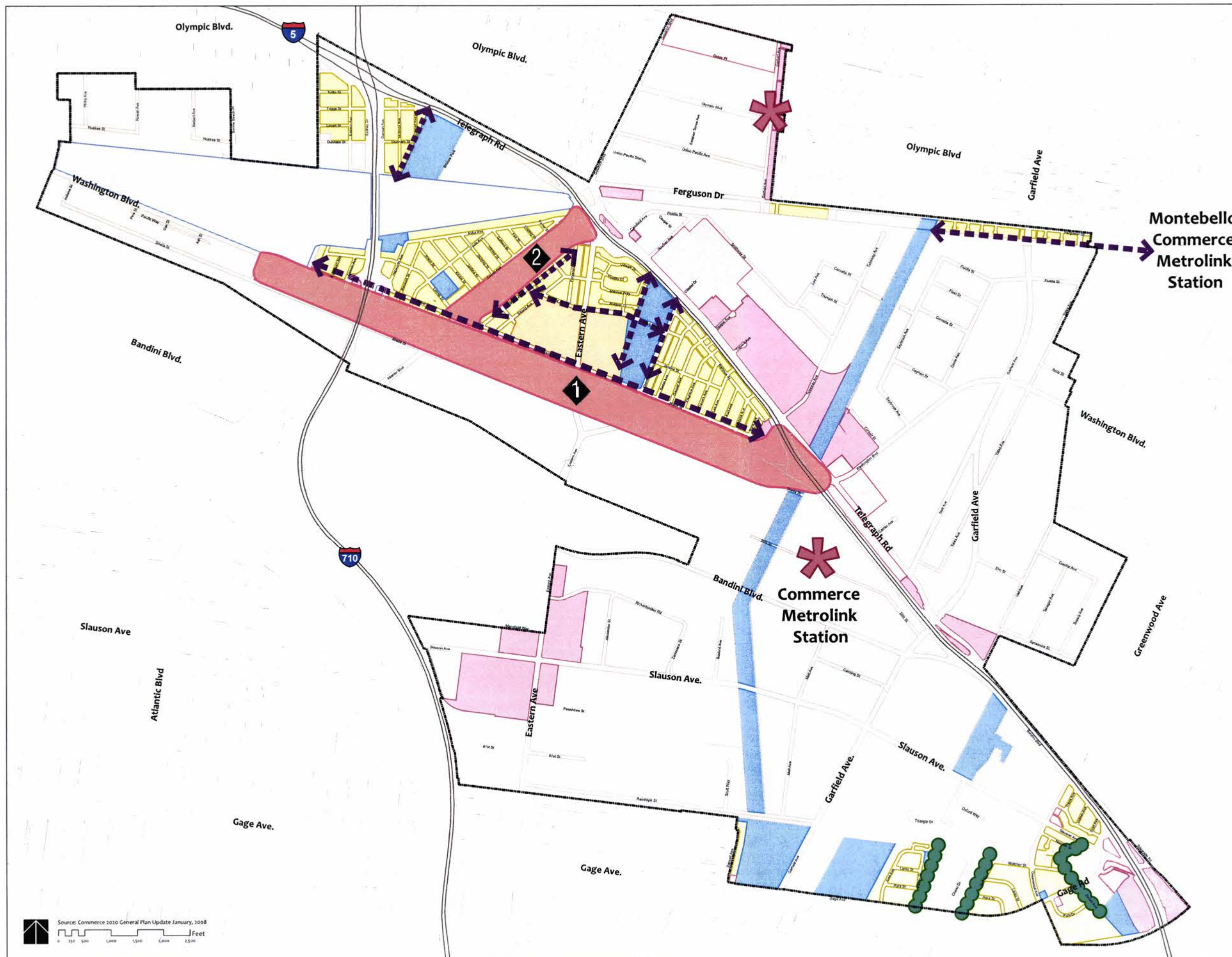
- Specific Plan Areas
- Washington Boulevard Corridor
- Atlantic Boulevard Corridor
- Opportunity Areas
- Proposed Pedestrian-Oriented Improvements
- Improved Bike/Pedestrian Connections

Land Use Designations

- Commercial Manufacturing
- Commercial
- Residential
- Housing Opportunity
- Transportation
- Industrial
- Public Facilities

Base Map Features

- City Boundary



Source: Commerce 2010 General Plan Update January, 2008
0 350 700 1050 1400 1750 2100 2450 Feet

DISCLAIMER:
This map is a public resource of general information. The feature data provided on this map represents the most accurate adopted land use and parcel information available at the most recent date of revision. In the event of a conflict between information on this map and adopted City Resolutions or Ordinances, the City's Resolutions or Ordinances shall govern.

Printed: August 5, 2009
General Plan Map 08.06.09.mxd

Commerce Green Zones

Working Group Strategy Recommendations

A. Prevention – Provide separation of harmful uses from sensitive receptors

A1 - Update the City's Zoning Code to prevent intrusion of sensitive land uses into industrial areas and prevent intrusion of land uses that emit air toxics into sensitive uses.				ALTERNATIVE 1	SIC code update underway
Use the proposed amendment to the City of Commerce Zoning Ordinance attached to these recommendations					
i.	Identify performance standards that set out minimum distance separations, start with CARB recommendations	Development Services, City Planning	Industrial Council, Community Stakeholders	CMC contains many safeguards designed to ensure use compatibility and mitigation of environmental impacts. (i.e. CMC 19.31 contains special development standards for a variety of uses including but not limited to Service stations, truck terminals, and warehouses, to name a few). Table 19.11.030(A) includes additional distance requirements.	
ii.	Adopt the distance buffers identified by the Green Zones Working Group to restrict certain uses in a defined "buffer" between industrial and non-industrial areas	Development Services, City Planning	Industrial Council, Community Stakeholders		
iii.	Restrict certain uses in defined "buffer" between industrial and non-industrial uses as identified by the Green Zones working Group	Development Services, City Planning	Industrial Council, Community Stakeholders		
iv.	Incorporate types of harmful uses and sensitive receptors identified by the Green Zones Working Group	Development Services, City Planning	Industrial Council, Community Stakeholders		
v.	Provide exceptions when specific conditions can be met such as for craft or artisanal food, craft and furniture production	Development Services, City Planning	Industrial Council, Community Stakeholders		
A1 – Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas		ALTERNATIVE 2			
A1 – Develop a Specific Plan in designated area (or areas) to prevent the intrusion of sensitive land uses into industrial areas and industrial uses into sensitive uses		ALTERNATIVE 3			
A1 – Do not recommend any of the proposed zoning tools listed above. There are potentially other tools beyond those listed that the Group did not discuss		ALTERNATIVE 4			
A2 - Address issues harmful impacts from trucks onto sensitive land uses					
i.	Establish truck routes that avoid proximity to schools, parks and similar uses	City Planning, Public Works, Community Services	Industrial Council, Community Stakeholders		

B. Reduction – Ensure reduction of polluting effects from industry

Strategy			
B1 - Establish a voluntary business retrofit program for existing and new businesses			
i. Provide technical and financial assistance for existing businesses to implement measures that reduce pollution, reduce cost and increase profit	Development Services Economic Development Business Liaison, City Planning	Industrial Council, Community Stakeholder, SCE, Sempra, CalWater, AQMD, ARB, WQMD, Cal recycle	PACE Program, IDB, RMDZ, LACDC Business Loan Programs
ii. Assist new businesses in identifying and applying for programs that help pay for any pollution-reducing actions that have start-up cost implications	Development Services Economic Development Business Liaison, City Planning	Industrial Council, Community Stakeholder, SCE, Sempra, CalWater, AQMD, ARB, WQMD, Cal recycle	PACE Program, IDB, RMDZ, LACDC Business Loan Programs
iii. Provide technical and financial assistance for existing businesses to apply for programs that improves worker health and performance that results in improved worker productivity for increased bottom line for business	Development Services- Economic Development Business Liaison, City Planning		
iv. Provide energy efficiency audits and trainings	Development Services- Economic Development Business Liaison, City Planning	SCE and Sempra	
v. Provide retrofit contractor referrals	Development Services- Economic Development Business Liaison, City Planning		
B2- Seek grant funding opportunities to implement business retrofit program			

B. Reduction – Ensure reduction of polluting effects from industry

Strategy			
i. Apply for regional, state and federal grants (i.e. SB353, AB 118, etc) to fund program	Development Services, Economic Development Business Liaison	Industrial Council + other agencies, community groups, EYCEJ	
ii. Partner with private entities to provide monetary and/or in kind contributions	Development Services, Economic Development Business Liaison	Industrial Council + other agencies, community groups, EYCEJ	
B3 - Ensure adequate resources to implement pollution reduction strategies			
i. Create a designated office in the city to manage the business retrofit program and other programs	City Administrator's office, Development Services-Economic Development City Planning		
ii. Provide adequate staff to expeditiously process permits	City Administrator's office, Development Services-Economic Development City Planning		
B4 - Develop a business outreach program to promote the voluntary business retrofit program and other technical assistance			
i. Highlight business retrofit program participants	Development Services, Economic Development, Business Liaison, PIO		
ii. Create a packet of materials that includes collateral materials about the retrofit program and other resource documents such as the Commerce Guide to Green	Development Services, Economic		

B. Reduction – Ensure reduction of polluting effects from industry

Strategy			
	Development, Business Liaison, PIO		
B5 - Create a capital improvement program to resolve issues of environmental pollution			
i. Assess funding needs	City Administrator's Office, All City Departments with Public Works & Development Services facilitating the delivery of projects	Industrial Council/Community Stakeholders	Measure AA Local ½ sales tax measure will fund city capital improvement projects that upgrade and modernize infrastructure
ii. Explore funding sources and mechanisms			
B6 - Identify priority business funding programs for improvement			
i. Reference the financial and technical assistance programs identified in the "Guide to Green"			
B7 - Provide non-financial incentives to shift from polluting to non-polluting industrial processes			
i. Create an award program that recognizes businesses that have successfully participated in the retrofit program (use the Guide to Green as a foundation)	Development Services-Economic Development Business Liaison		
ii. Create an information and education program to demonstrate cost savings associated with retrofitting	Development Services-Economic Development Business Liaison		

C. Revitalization – Create opportunities that contribute to a healthy green economy

C1 - Create an office staffed by one or more City staff or consultant to provide support services to new and existing business – Business Liaison			
i. Provide support with expediting permit process for new and existing business	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	One-on-one on a case by case basis through city staff
ii. Develop ongoing relationships with utility companies and regulatory agencies to facilitate permit process	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	One-on-one on a case by case basis through city staff
iii. Ensure flexibility for the Business Liaison to manage the business retrofit program as needed (see strategy B1)	Development Services, Economic Development, Business Liaison	Industrial Council/Community Stakeholders	
C2 - Identify appropriate business type to attract to the City of Commerce			
i. Consult with business and brokerage community to identify business type(s) and characteristics – start with artisanal business described by the Green Zones Working Group and inform with food production, processing and distribution research and data from USC and other academic research	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
ii. Review city's tax and fee structure to identify taxes or fees that deter business attraction and expansion	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
iii. Initiate a survey that gages existing business' reasons for locating in Commerce, needs of potential new business for relocating to Commerce and businesses that located outside of commerce	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
iv. Use zoning overlays or performance standards applied to attract uses that encourage better paying jobs and address issues with low employment per acre	Development Services and Planning		
v. Create mixed use zones and implement programs to foster core-area mixed use/mixed-income developments	Development Services and Planning	Current housing element update includes potential for mixed-use	

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy			
		in Housing Opportunity Overlay. General Plan includes policies for mixed-use along Atlantic	
C3 Create a marketing and outreach program to attract targeted new business			
i. Prepare a targeted marketing program outlining benefits to locating in the City of Commerce	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	
C4 - Develop a Specific Plan in a designated area (or areas) to attract new business and revitalize economic development			
i. Prioritize the areas identified by the Green Zones Working Group (see Opportunity Areas Map)	Development Services, Economic Development, Business Liaison, Planning		
ii. Consider future land use changes in the area around the Commerce/Montebello Metrolink station to maximize future opportunities	Development Services, Economic Development, Planning		
C5 - Create incentives to attract new business			
i. Provide preferential or streamlined permit processing for targeted businesses	Development Services, Economic Development, Business Liaison, Planning		
ii. Identify potential tax incentives--reductions in fees, reductions in taxes, forgiveness of selected taxes such as sales tax on materials purchased	Development Services, Economic Development, Business Liaison, Planning		
iii. Create and implement mixed use and housing incentives in town center and other non-industrial growth areas	Development Services, Economic Development,		Current housing element update includes potential for mixed-use in Housing Opportunity Overlay. General Plan also includes policies for mixed-use along Atlantic.

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy			
	Business Liaison, Planning		
iv. Review city's tax and fee structure to identify taxes or fees that deter business attraction and expansion	Development Services, Economic Development, Business Liaison, Planning		
C6 - Identify building upgrade programs to make existing real estate more attractive and utility bills lower (weatherization, energy efficiency, water conservation, solar, etc.)			
i. Use adaptive re-use to accommodate live/work and/or artisanal use opportunities			
ii. Apply performance standards based on use and business type			
C7 - Create workforce development opportunities to increase employability of local workers			
i. Undertake research including business interviews to understand skill needs of workers in targeted industries	Development Services and Planning		
ii. Introduce incentives for mixed use development including residential and consider special incentives to create work force housing	Development Services and Planning		
iii. Provide incentives for persons with desired skills to live in Commerce	Development Services and Planning		
iv. Attract new desirable businesses with a particular focus on quality of jobs, pay scales, density of jobs, and how a base of such uses might become a way to attract additional businesses that are bigger city revenue generators or cost less in city services	Development Services and Planning		
v. Partner with learning institutions to assess worker skill needs and provide job training (Montebello School District; LAUSD Occupational Center, Bell; LACAUSA; and other workforce development centers)	Development Services, Planning and Business Liaison		
C8 - Explore need for and feasibility of new legislation to create and implement economic zones such as a new or expanded enterprise zone			
i. Monitor new program to replace Enterprise Zones and/or seek new legislative support	Development Services	State of California, County of Los Angeles and Industrial Council	Industrial Council tracking new legislation

C. Revitalization – Create opportunities that contribute to a healthy green economy

Strategy			
C9 - Establish a "Green Zone" geographic area to provide additional benefits to business participating in retrofit program and located in these zones			
i. Identify a geographic area to designate as a "Green Zone"	Development Services- Economic Development City Planning		
ii. Provide façade improvement grants	Development Services- Economic Development Business Liaison	Industrial Council/Community Stakeholders	
iii. Facilitate vendor preference for city contracts with businesses located in a Green Zone	Development Services- Economic Development Business Liaison	Industrial Council/Community Stakeholders	

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

Goals/Initiatives			
D1 - Invest in adequate infrastructure			
i. Explore cost sharing between businesses and city	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
ii. Consider creating infrastructure financing districts for specific system requirements (i.e., if city seeks to expand presence of food businesses and they need additional water supply)	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
iii. Complete a needs assessment to determine improvement needs	Public Works/Development Services	Industrial Council/Community Stakeholders	Measure AA addresses aging city infrastructure (Mello Roos, IFD's, will depend on measure AA results
D2 – Ensure safe and improved roadways and streets for workforce and local residents			
i. Improve major streets that connect workers to jobs in Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA will address aging city infrastructure.
ii. Consider all modes of transit in street improvements	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to assist with improving mobility.
iii. Implement urban design treatments to enhance the pedestrian experience on the corridors and other connectors	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to enhance the pedestrian experience.
iv. Provide adequate street lighting where it is insufficient	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to provide adequate street lighting.
v. Improve linkages throughout the city to restore connectivity between uses	Development Services-Economic Development Business Liaison		
D3 – Ensure adequate water, sewage, natural gas, and broadband and electrical systems to retain existing and attract new business			
i. Assess current deficiencies in water, sewage, natural gas, broadband and electrical systems	Public Works/Development Services	SCE, Sempra, CalWater, LACSD, LACFD.	

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

	ment Services		
ii. Develop and implement a prioritized list of improvements to water, sewage, natural gas broadband and electrical	Public Works/Development Services	SCE, Sempra, CalWater, LACSD, LACFD.	
D4 - Create façade improvement programs in commercial areas			
i. Provide technical and design assistance, management of design and construction resources	Development Services-Economic Development Business Liaison	AB32 BID	
ii. Secure funding sources and partnerships to assist businesses with financing	Development Services-Economic Development Business Liaison	AB32 BID	
D5 – Improve the city’s image to retain existing business and attract new business			
i. Develop a branding and formal marketing campaign for Commerce to establish a city identity	Development Services, Economic Development, Business Liaison, Planning, PIO	Industrial Council/Community Stakeholders	
ii. Collaborate with private property owners to improve issues of blight with their vacant properties	Development Services, Business Liaison, Planning	Industrial Council/Community Stakeholders	Code Enforcement currently works with property owners to improve blight.
iii. Enforce existing ordinance to address issues of blight/vacant properties	Development Services, Business Liaison, Planning	Industrial Council/Community Stakeholders	Code Enforcement currently works with property owners to improve blight.
iv. Implement a citywide aesthetic improvement program	Development Services, Economic Development, Business Liaison, Planning	Industrial Council/Community Stakeholders	The Keep Commerce Beautiful committee was formed by the City Council to discuss matters such as this and meets on a quarterly basis.

D. Reinvestment – Provide adequate infrastructure to support future economic and community health

Strategy			
D6 – Improve access and connectivity to foster all modes of transportation			
i. Improve mobility by accommodating all modes of transit to connect with the regional network and transit system and to increase access to hubs and destinations within the City of Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	Measure AA funds may be used to assist with improving mobility.
ii. Assess existing transit mode options to identify transit related issues	Public Works/Development Services, Community Services,	Metro, Montebello Transit	
iii. Increase opportunities to maximize the use of Metrolink such as shuttle service from the Metrolink station to jobs in Commerce	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders. Metrolink	
iv. Identify opportunities to create pedestrian and biking trails/paths for residents and workers (ex. Rails to Trails program)	Public Works/Development Services, Community Services	Industrial Council/Community Stakeholders	