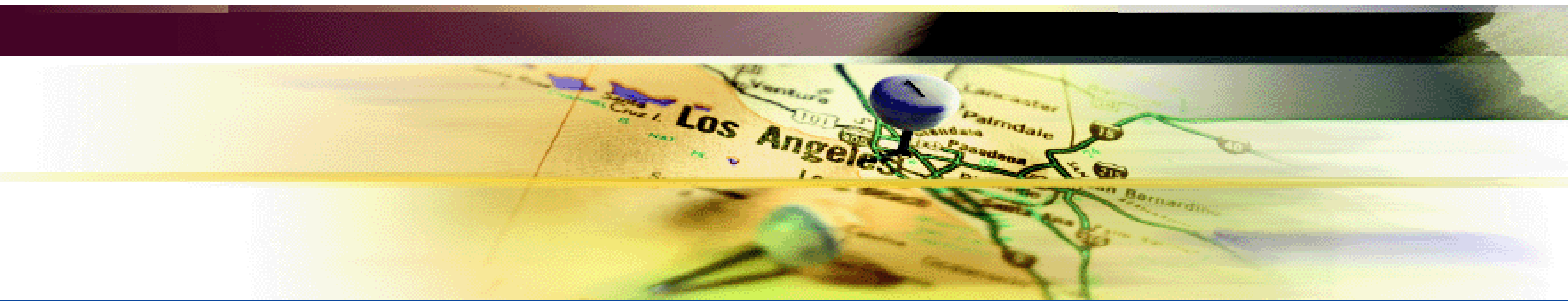
Northeast
San Fernando Valley Study



Los Angeles County Economic Development Corporation

Economic Assessment and Redevelopment Strategy

May 2003

LAEDC

ECONOMIC DEVELOPMENT FOR THE REGIONS OF LA COUNTY

Northeast San Fernando Valley Study

Economic Assessment
and
Redevelopment Strategy

Prepared by the Consulting Practice of the
Los Angeles Economic Development Corporation
with the
Economic Alliance of the San Fernando Valley

Consulting Team Members

Elaine Gaspard	LAEDC
Ken Ackbarali	LAEDC
Wally Baker	LAEDC
Jack Kyser	LAEDC
Nancy Sidhu	LAEDC
Greg Whitney	LAEDC
Saul Gomez	LAEDC
Greg Freeman	LAEDC
George Huang	LAEDC
Candice Flor	LAEDC
Robert Machuca	LAEDC
Bruce Ackerman	Economic Alliance
Robert Scott	Economic Alliance
Al Washington	Consultant

May 2003

LAEDC

Economic Vitality, Trade & Jobs

Los Angeles County Economic Development Corporation

444 S. Flower St.
34th Floor
Los Angeles, CA 90071

Telephone
213.622.4300

Facsimile
213.622.7100

Website
www.laedc.org

Northeast San Fernando Valley Economic Assessment and Redevelopment Strategy

EXECUTIVE SUMMARY

The Los Angeles Economic Development Corporation (LAEDC) was commissioned by the Northeast San Fernando Valley Economic Development Action Collaborative (EDAC) to prepare an economic development strategy for three communities in the Northeast San Fernando Valley—Pacoima, Sun Valley, and Sylmar (the Study Area), as defined by the Chambers of Commerce.

To develop the strategy, we surveyed the Study Area's economic base, key competitive factors, inhibitors to development, and regional competitiveness. Together with the Economic Alliance of the San Fernando Valley, we also conducted roundtable discussions with leaders and stakeholders in each of the Study Area communities. Three surprise findings standout from this research.

Surprise Findings

First, average household income in the Study Area is 20 percent higher than in the City of L.A. as a whole. As expected, *per capita* income in the region is lower than for the whole city. However, households are larger on average, and there are multiple wage earners, which brings up the *household* income figure. Since household income is the key measure of purchasing power used by retail firms in their location decisions, these higher average household incomes need to be advertised.

Second, employers expressed a high degree of satisfaction with the area, contrary to expectations of people less familiar with the region.

Third and also contrary to widely held opinions, crime rates in the Study Area turned out to be lower than crime rates in the city as a whole. Indeed, crime rates in the study area were roughly half those of the entire City of Los Angeles, a trend that held for both violent and property crimes.

Keys to Economic Vitality

A study of the area's economic strengths and weaknesses and comparisons with the area's competitors revealed five keys to economic vitality.

First, the region needs to encourage the development of modern industrial space. Manufacturing firms – which tend to offer good wage and benefit packages – require suitable facilities in which to work. Modern space will offer higher bay doors and adequate access for trucks, as well as the infrastructure and utilities to meet firms' needs.

Second, the region needs more, and more diverse, housing. Adequate, affordable workforce housing will be a key issue throughout Southern California over the next

Economic Vitality, Trade & Jobs

Los Angeles County Economic Development Corporation

444 S. Flower St.
34th Floor
Los Angeles, CA
90071

Telephone
213.622.4300

Facsimile
213.622.7100

Website
www.laedc.org

twenty years. "Move-up" housing, in particular, is a challenge for the study area if it is to avoid losing its most successful residents as they acquire better housing.

Third, the region needs to retain high paying employers. Economic development efforts need to focus on keeping the firms that are already here and that pay decent wages.

Fourth, the region needs to redouble its efforts in education and training for residents. The need for workforce training cannot be overemphasized, particularly given the low levels of educational attainment in the Study Area relative to the City of Los Angeles as a whole.

Fifth, economic development efforts in the Study Area would be helped tremendously by the revision of the L.A. Gross Receipts Tax. Study Area communities (and the rest of Los Angeles) are placed at a competitive disadvantage in seeking and retaining companies because of this tax.

Initial Role for the Chambers of Commerce

Implementing the economic development strategy described in this report will require a concerted effort by the local chambers of commerce, elected officials, other organizations, and the City of Los Angeles. The Chambers will play the key role by:

- Leading the call for action;
- Providing sites for meetings, seminars and training sessions;
- Participating on the Leadership Council;
- Increasing membership to strengthen the voice of the local business community;
- Supporting requests for funding to implement the strategy;
- Supporting the LA Dodgers / Major League Baseball project; and
- Housing the various resource libraries for the economic development project.

Specific recommendations are detailed in the Recommendations and Strategies section of the report.

Northeast San Fernando Valley
Economic Assessment and Redevelopment Strategy

INTRODUCTION

The Los Angeles Economic Development Corporation (LAEDC) was commissioned by the Northeast San Fernando Valley Economic Development Action Collaborative (EDAC) to prepare an economic development strategy for three communities in the Northeast San Fernando Valley—Pacoima, Sun Valley, and Sylmar (the Study Area), as defined by the Chamber of Commerce. The economic development strategy is presented in this report, along with supporting documents.

The main body of the report describes the recommended development strategy. The report begins by placing the Study Area in context. The Regional Overview includes a brief introduction to the geography, demography, and economy of the San Fernando Valley, and the Study Area. Next, the report provides a summary Economic Analysis and Competitive Assessment of the Study Area. This section provides a quick, analytic look at the Study Area's economic base, key competitive factors, inhibitors to development, and regional competitiveness. The remainder of the main body of the report details the core development strategy, including recommendations and timelines. Following the report are the 1-year and 5-year action plan worksheets. The report also contains a series of separate related reports, included as Appendices A through D.

Appendix A, *Demographic and Economic Data,* presents demographic and economic information for each of the three Northeast San Fernando Valley communities and the Study Area as a whole. The many charts and tables cover population, housing & households, economic characteristics, social characteristics, business profiles, and other useful information.

Appendix B, *Stakeholder Roundtables,* is a summary report on a series of stakeholder roundtables conducted in Pacoima, Sun Valley, and Sylmar in December 2002, and supplemented with a developers and investors' roundtable in February 2003.

Appendix C, *Economic Action Collaborative Workforce Development Plan,* presents a detailed workforce development plan for the Study Area communities, and includes a survey of current businesses in the area with 10 or more employees.

Appendix D, *Transportation Infrastructure Assessment,* is an analysis of transportation infrastructure, beginning with an overview of trends shaping transportation in Southern California, and concluding with the specific needs of the Study Area communities.

SAN FERNANDO VALLEY

Geography: The San Fernando Valley is a geographic, rather than a political, area wholly contained within Los Angeles County. Bounded by the San Gabriel, Santa Susana, and Santa Monica mountains and the Simi Hills, the Valley covers almost 300 square miles northwest of downtown Los Angeles. The Valley encompasses six complete cities: Burbank, Calabasas, Glendale, Hidden Hills, San Fernando, and Universal City – which has no residents and covers less than a square mile. The majority of the Valley is part of the City of Los Angeles, including twenty-seven named communities comprising half the city's land area and housing just over a third of its residents. The remainder of the Valley is an unincorporated portion of Los Angeles County.

Demographics: The population and area of San Fernando Valley cities are broken out in the table below.

Cities of the San Fernando Valley

	Population (Census 2000)	Area (Miles^2)
Burbank	100,316	17.4
Calabasas	20,033	12.9
Glendale	194,973	30.6
Hidden Hills	1,875	1.6
Los Angeles (north of Mulholland Dr.)	1,357,374	224.0
San Fernando	23,564	2.39
Universal City	0	0.7
Total	**1,698,135**	**289.4**

Source: U.S. Census Bureau, San Fernando Valley Economic Research Center (California State University Northridge), "Report of Findings on the San Fernando Valley Economy 2001-2002," October 2001.

At nearly 1.7 million people, the Valley is larger than the metropolitan areas of Milwaukee-Racine, Wisconsin (1.67 million), Cincinnati, Ohio (1.64 million), or Orlando, Florida (1.55 million).

Once a predominately white middle class suburb, the Valley has since the 1970s been transformed by multi-racial immigration "from such diverse places as Mexico, El Salvador, Iran, Israel, Armenia, Vietnam, Korea, India and China."[1] Mirroring a nationwide trend that has seen "middle class minorities and upwardly mobile, recent immigrants…replace Caucasians" in inner suburbs, today fewer than half of the Valley's

[1] This brief description of the Valley's demographics is almost entirely a distillation of Joel Kotkin & Erika Ozuna's excellent article, "The Changing Face of the San Fernando Valley," 2002.

residents are Anglo.[2] Los Angeles itself has emerged as the nation's modern day Ellis Island, attracting nearly one in four immigrants to the United States. This trend is reflected in the Valley, were roughly one-third of all residents are foreign born. "The Los Angeles portions of the Valley contain not only the city's most heavily Latino district, but also those that have the largest percentages of mixed race households."[3] "The Valley today is an ethnic kaleidoscope of a new Los Angeles and a new America… home to both ethnic mobility and pockets of deep-seated poverty."[4] This "diverse and racially intermixed region [is] united by a common geography, economy, and, to a large extent, middle class aspirations."[5]

Economy: The Valley's economy is quite diverse, with major concentrations in aerospace, technology (including bio-medical), motion picture production, and tourism.[6] There are multiple "centers" of activity in the Valley. Van Nuys is a Los Angeles city center for government services. Burbank's Media District is a center for entertainment, Glendale is oriented towards general business, while Woodland Hills focuses on general business, but with a technology slant. Bio-medical is spread out, though the bio-medical park at Cal State Northridge could become a hub.

The Valley's economic base has shifted in the last decade, with the share of total employment made up by durable goods manufacturing shrinking from 13.6 percent in 1991 to 9.3 percent in 1999. Over the same time frame, the largest job sector, services, increased its share from an already strong 37.6 percent to 44.9 percent. Retail declined slightly, from 17.0 percent to 15.5 percent of the Valley's job base. The loss of durable goods producing jobs hurt, since high-wage activities such as aircraft and missile production are difficult to replace. Service sector growth, however, has included some high skill, high wage activities such as motion picture production, software development, and health sciences in addition to lower wage industries such as tourism.

Employment in the San Fernando Valley is spread over thousands of small-to-medium sized firms. Although much of the focus is on large corporations, the business base in Los Angeles County is comprised almost entirely of smaller firms. Firms with fewer than 20 employees accounted for 94.4 percent of all establishments in the County (95.0 percent in the Valley), and firms with 50-249 employees accounted for a further 5.0 percent (4.4 percent in the Valley). Countywide, there are 204 firms with 1,000 or more employees, and of these 45 (or 21.9 percent) are located in the Valley.

---

[2] Ibid.
[3] Ibid.
[4] Ibid.
[5] Ibid.
[6] Economic descriptions are drawn from the LAEDC "Economic Overview and Forecast" for the San Fernando Valley, February 2000 (updated March 2002).

STUDY AREA

Northeast San Fernando Valley: Taking Van Nuys as its approximate geographic center, the San Fernando Valley is divided into North and South by Roscoe Boulevard and split into East and West by Interstate 405. The North East San Fernando Valley falls within the boundaries of the City of Los Angeles, encompassing the named communities of Arleta, Lakeview Terrace, Mission Hills, Pacoima, Sun Valley, Sunland, Sylmar, and Tujunga. This report focuses on three City of Los Angeles communities (the "Study Area"): Pacoima, Sun Valley, and Sylmar.

As of the most recent (2000) census, the Study Area is home to almost 200,000 people. The population is divided fairly evenly among the Study Area communities, as described in the table below. The study area represents 5.4 percent of the population of the City of Los Angeles.

Study Area:
Communities of the Northeast San Fernando Valley

	Population (Census 2000)
Pacoima	73,966
Sun Valley	56,314
Sylmar	69,623
Total	**199,903**

Source: U.S. Census Bureau

Compared to the rest of the City of Los Angeles, residents of the Study Area are disproportionately younger and Latino. The median age in the Study Area is 28.2; in the City as a whole it is 31.6. The Study Area contains just 5.4 percent of the population of the City of Los Angeles, yet is home to 8.6 percent of the City's Latinos. Education levels are lower in the Study Area than in the City at large. The three-community area contains but 3.6 percent of the City's high school graduates and only 1.8 percent of the City's holders of four-year college degrees. The unemployment rate in the Study Area (9.8 percent) is slightly higher than the overall jobless rate for the City (9.3 percent).

The Study Area is largely middle class, though that is truer of Sylmar than of Sun Valley and Pacoima. Sylmar is predominantly middle class, with pockets of affluence. Sun Valley and Pacoima, on the other hand, are comprised of middle class areas surrounded by neighborhoods that aspire to join the middle class. The average income per person living in the Study Area was $12,867 in 1999, about 62 percent of the entire City's per capita income level of $20,671. On the other hand, the typical Study Area household had an income of $44,879 in 1999, more than 22 percent above the City's median income, which was $36,687. This apparent difference can be explained by noting that households in the Study Area are larger (averaging 4.0 persons versus 2.8 for Los Angeles) and often include multiple wage earners.

Although the Study Area has a reputation as a high crime area, reported crime statistics support residents' claims that the reputation is undeserved. There are concentrated pockets of high crime, particularly in and around government housing developments, but in general, the rate of reported crime in the Study Area is roughly half the rate for the City as a whole. The number of violent crimes per 1,000 residents ranges from 4.64 in Sylmar to 8.49 in Pacoima (and the Study Area averages 6.30), compared to 13.59 citywide in Los Angeles.

Challenges: Sylmar, Sun Valley and Pacoima, the communities in the Study Area, are struggling to improve the quality of life and economic vitality of their communities. The Valley's leading industries – aerospace, technology (including bio-medical), and motion picture production – are, for the most part, located elsewhere. Instead, Sun Valley, for example, is home to some of the least desirable economic activities, including four dumps, multiple gravel operations, and numerous auto salvage and reclamation businesses. Even in the service sector, the Study Area communities are struggling, with little in the way of tourist attractions, few hotels and meeting facilities, and no major entertainment venues.

Sylmar, Sun Valley and Pacoima all lack "town centers" – vibrant combinations of major retail shops, restaurants, entertainment venues, recreation facilities and public amenities such as libraries. Where such facilities do exist, they are often scattered. Residents typically must leave their communities to take advantage of town centers in the City of San Fernando and other nearby communities.

The Northeast San Fernando Study Area has excellent freeway access to the wide array of Valley and Los Angeles facilities and amenities. Most areas of the communities are within a few minutes of Interstates 5 & 405 (North/South) as well as I-210 & I-118 (East/West). These freeways, like most in Southern California, are heavily congested. Traffic moves better on most surface streets, though the congestion has gotten worse in recent years. Some roads in the Study Area lack proper lighting, others lack storm drains, and the high volume of heavy truck traffic has reduced the quality of numerous surface streets. Metrolink rail and poor to fair bus service serve the Study Area. The provision of high-quality transit service is difficult because of the classic low-density development characteristic of the Study Area.

The other major challenge is workforce development. The local K-12 schools have a reputation for poor quality, a trend underscored by the high demand for private alternatives, even in lower-income areas. The Study Area is home to numerous young families, many with multiple children, which makes improving the quality of education a high priority. Adult education and skills training are also in demand.

Overview: The economic base and demographic characteristics of the three communities (Sylmar, Pacoima, and Sun Valley) that make up the Northeast San Fernando Valley Study Area provide the basis for assessing the region's competitiveness. The LAEDC's team of economists and consultants, in concert with the Economic Alliance of the San Fernando Valley, conducted an extensive research effort to acquire the appropriate statistical data needed to accomplish this objective. In addition, a rich treasure of qualitative information was obtained from the region's diverse leadership through focus groups.

Specific regional information, including statistics on population, income, employment, occupations, workforce training, housing, transportation, infrastructure, crime, amenities, et al. have been carefully analyzed, characterized and interpreted, in order to evaluate the competitiveness of the Study Area vis-à-vis several communities designated for comparison. These include the cities of Burbank, Los Angeles (which includes the Study Area), and San Fernando as well as the communities of Chatsworth and Van Nuys. The benefit of this rigorous analytical exercise is the unveiling of the Study Area's strengths and weaknesses or *attractors and inhibitors* to economic development.

From this analysis, the Study Team has developed strategies that capitalize on and optimize the attractors as well as mitigate or overcome the inhibitors. The Study results provide policy recommendations for consideration by the Chambers of Commerce of the three communities as well as various departments of the City of Los Angeles and other stakeholders.

If the recommendations in this Study are acted upon, a viable Economic Development Strategy can be adopted and implemented for the region. The ultimate long-term objective is the transformation of the Northeast San Fernando Valley into a competitive business center.

Economic Base

The 3-community Northeast San Fernando Valley has a relatively small regional economy with a population of roughly 200,000 residents, representing 5.4 percent of the City of Los Angeles and 11.8 percent of the entire population of the San Fernando Valley. The Study Area has a population approximating that of the City of Glendale and double the number of the City of Burbank. In terms of consumer markets, the population of the Study Area is of sufficient critical mass to assure a reasonable amount of demand for a myriad of durable and non-durable goods as well as a base for a wide array of amenities. This is a fact that needs to be continually promoted in any development strategy.

Population: Given the population of the Study Area is disproportionately Hispanic (74 percent versus 47 percent for the City of Los Angeles as a whole), younger, has a higher incidence of larger households, and lags in terms of college graduates, there is a greater need for adult education and workforce training than in many other regions of Los Angeles. Very likely, this would be perceived as an inhibitor by outside observers/investors, unless they require unskilled labor.

Income: Study Area per capita income is considerably lower than in the City of Los Angeles as a whole, $12,867 in 1999 versus $20,671, a 62 percent gap. However, the larger household size of the Study Area's residents gives it greater spending power than the average household in the entire City of Los Angeles. Median household income in the Study Area in 1999 was $44,879, 22.3 percent greater than for the City of Los Angeles as a whole ($36,687). Since retailers usually concentrate on *household* income when making location decisions, this strength of the Study Area needs to be emphasized.

Crime: Businesses consistently cite crime levels as an important factor in deciding where to locate. An area's actual level of criminal activity, however, is less important than the *perceived* level. Unfortunately, people who live outside the Study Area erroneously perceive that crime is worse there than in the City of Los Angeles. The statistical data show that the incidence of crime is lower in the Study Area than in the City of Los Angeles as a whole. Consequently, potential investors, businesses considering locating in the region, individuals and families contemplating moving to the region are making choices based on flawed information about the safety of life and property. This again requires an aggressive communications effort.

Industry Concentration and Employment:

- Manufacturing workers make up a larger share of job holders31 in the three communities in the Study Area than in the City of Los Angeles as a whole (13.2 percent of all workers). The shares are 40.8 percent in Sylmar, 37.6 percent in Pacoima, and 31.0 percent in Sun Valley.

- A significant number of workers in the NESFV are employed in the transportation, warehousing, wholesale trade, and construction industries.

Transportation & Infrastructure:

- The region's transportation system is in relatively good shape, with good freeway (the I-5 Corridor, the I-210 and the 118) and airport access (Burbank-Glendale-Pasadena Airport), as well as Metrolink heavy rail service, and quick access to major metropolitan business centers.

- However, many of the arterial roadways are in a sad state of disrepair.

Inhibitors to Development

Quality of Life Assets: The region lacks adequate amenities such as shopping centers, libraries, movie theatres, sports venues, restaurants, concert halls, community centers, and museums—making it necessary for residents to drive to neighboring communities for amusement and recreation.

- Data gathered from focus groups indicate that residents of the Study Area shop and patronize entertainment and recreation facilities in Burbank, Northridge, and Santa Clarita. This situation drains income, jobs, and tax revenues from the Northeast San Fernando Valley and the City of Los Angeles.

Aesthetic Appearance: The degraded appearance of the region's industrial neighborhoods and many residential areas detracts from the image of the region and conveys a rather unattractive picture of a less desirable place to live, work, and play.

Industrial Space: Availability of modern industrial land and buildings is a deterrent to new businesses locating in the region for warehouses, distribution, and manufacturing plants. Redevelopment of obsolete and polluted brownfields needs to be addressed through tax incentives and other mitigation policies.

Competitive Ranking of the Study Area Versus Surrounding Areas

The Northeast San Fernando Valley surprisingly ranks closer, in direct one-on-one location factor competition, to Santa Clarita than to other surrounding cities and communities. (Note that Santa Clarita is a fairly young, planned city.) Comparisons with other communities can be found in the table on the next page.

The Study Areas's *advantages* relative to Santa Clarita are:

- Economic development initiatives/incentives
- Good transportation infrastructure
- Geographic location (proximity to major metropolitan business centers and markets)
- Strong economic base
- Large labor pool, both professional and general

Specific disadvantages of the Study Area compared with Santa Clarita are:

- Poor appearance
- Higher taxes on businesses
- Higher crime rate
- Inadequate social and cultural amenities
- Lower housing affordability
- Shortage of commercial and industrial space
- Insufficient retail/shopping facilities

City Strengths Relative to Pacoima, Sun Valley and Sylmar							
	Burbank	Glendale	L.A.	Chatsworth	Van Nuys	City of San Fernando	Santa Clarita
Taxes	+	+	0	0	0	+	+
Permitting	+	+	0	0	0	+	0
Economic incentives	+	+	0	-	-	-	-
Transportation amenities	+	+	0	0	0	0	-
Crime rate	+	+	-	+	0	+	+
Amenities, special policies and programs	+	+	+	+	+	+	+
Location factors	+	+	+	+	+	+	-
Housing availability/ affordability	+	+	+	+	+	0	+
Economic base	+	+	+	+	+	0	-
Telecommunications infrastructure	+	+	+	+	+	0	0
Real estate, office	+	+	+	+	+	0	+
Real estate, industrial	+	+	+	+	+	+	+
Quality of life	+	+	+	+	+	+	+
General labor pool	0	0	0	0	0	0	-
Professional labor pool	+	+	+	+	+	0	-
Technology base	+	+	+	+	0	0	+
Corporate image	+	+	+	+	+	+	+
Recreation	+	+	+	0	0	+	+
Shopping/ retail	+	+	+	+	+	+	+
Sum of pluses	18	18	13	13	11	10	11
Sum of minuses	0	0	1	1	1	1	6
"Score" relative to NESFV Study Area	**18**	**18**	**12**	**12**	**10**	**11**	**5**

More (+) or Less (-) Competitive in Comparison to Northeast San Fernando Valley Study Area
(0 = differences are inconclusive or data insufficient)

Linkage of the Economic Base to Development Strategy: A successful economic development strategy will depend considerably on the ability of the leadership of the Northeast San Fernando Valley to understand the attractors and inhibitors inherent to the region and address all of them appropriately.

Based on this economic analysis and competitive assessment, the most likely strategies for attracting targeted industries and investments are identified and discussed in the following section of this Study.

Strengths of the NESFV Study Area:

- Access to the largest consumer market in the United States.
- Access to huge low and semi-skilled labor force.
- Access to suppliers and service providers.
- Proximity to transportation infrastructure including freeways, airports, rails and ports.
- Proximity to the Los Angeles central business district.
- Proximity to many important business clusters including design-based manufacturing (food, apparel, auto aftermarket, furniture, medical devices), aircraft and aerospace, entertainment, logistics and business services.
- Access to a variety of cultural recreation and entertainment facilities.
- Equestrian lifestyle opportunities.
- Strong support from local elected officials.
- Available incentives and programs.
- Proximity to a variety of education and training resources.
- Household incomes almost 20 percent higher than Los Angeles as a whole.
- Low-density development.
- Young families and labor force.
- Less crime than Los Angeles as a whole.
- A market of almost 200,000 residents.
- Stable lower and middle class neighborhoods.
- Potential development sites

Weaknesses of the NESFV Study Area:

- City of Los Angeles gross receipts tax.
- Lack of modern industrial space.
- Poor image and appearance.
- Lack of a skilled labor force.
- Poor educational attainment.
- Lack of amenities.
- Perception of high crime.
- Over abundance of obsolete commercial and retail space.
- Lack of coordinated public, non-profit and private approach to reaching potential.
- Deteriorating infrastructure from heavy truck traffic.
- Expensive and time-consuming development and redevelopment process.
- Inadequate code enforcement in residential and heavy industry areas.
- Lack of curbs, gutters, storm drainage and landscape in certain areas.
- Competition with other Los Angeles neighborhoods for limited resources.
- Variety of housing stock
- Lack of trained economic development team focused exclusively on the study area

I. Retention and Expansion of Existing Business

The first step in any successful economic development initiative is the retention and expansion of desired existing businesses. These companies drive the local economy. They also help identify the area's strengths and weaknesses. They have roots in the community.

Existing businesses also represent the best source of information on their supplier and service needs, business climate issues and when satisfied provide great testimonials for potential investors. These businesses normally join area organizations and participate in civic improvements.

The Workforce Development Survey conducted for this Plan and previous surveys by the Economic Alliance of the San Fernando Valley, saw businesses rate the Study Area as a good or excellent business location. However, 42 percent need more space and 45 percent are considering relocation, due to a variety of issues.

A direct contact program to identify these companies and nurture their continued growth is crucial. Other Los Angeles County communities and those from surrounding states are seeking to persuade these businesses to move out of the area.

The following chart identifies the key economic sectors for focus of retention and expansion efforts. These companies provide high wages and support extensive networks of suppliers and service providers.

Pacoima, Sun Valley, and Sylmar Business Analysis		
Businesses with more than 10 employees	# of Businesses	# of Employees
Finance, Insurance, and Real Estate	26	810
Design Based Manufacturing	22	1,200
High Tech Service	19	480
International Business	13	410
High Tech Manufacturing	11	520
Subtotal	**91**	**3,420**
Businesses with 1-9 employees	# of Businesses	# of Employees
Finance, Insurance, and Real Estate	172	408
High Tech Service	68	165
Design Based Manufacturing	17	50
High Tech Manufacturing	0	0
International Business	0	0
Subtotal	**257**	**623**
Grand Total	**348**	**4,043**

Strategies

Provide modern industrial space to accommodate the expansion potential of key employers, thereby retaining and creating manufacturing jobs.

- Redevelop obsolete industrial areas within the enterprise and empowerment zone to provide modern space to meet the unmet demand.
- Develop policies that encourage redevelopment of modern industrial space.
- Work with city, state and federal governments to create incentives to encourage manufacturing retention, expansion, and attraction.
- Work with large property owners to reclaim and redevelop mining and landfill sites.

Develop a contact program to identify retention/expansion opportunities.

- Identify desired businesses by sector and sizes to survey annually.
- Visit one company per week.
- Conduct annual recognition event.
- Engage key service providers and community leaders in program.
- Track the issues.
- Advocate business-friendly public policy positions on issues such as the gross receipts tax and workers compensation.
- Grandfather codes for desired existing business which want to remain in area.

Provide direct technical assistance to companies considering relocation or expansion.

- Identify appropriate technical assistance service providers.
- Establish a protocol system to refer specific companies to service providers.
- Facilitate the specific retention or expansion needs of large employers including permits, licensing, utilities, incentives, manufacturing, supplies, financing, workforce, etc.
- Maintain consistent follow-up to identify future needs and secure engagement in program support.
- Coordinate with existing service providers

Assist local companies to expand their markets to increase revenue and employment.

- Implement training for Chamber of Commerce staff and interested community leaders and service providers.
- Provide programs that help with marketing principles.
- Provide information and programs to increase local businesses' share of procurement contacts with federal, state, local and private parties.
- Provide export and sourcing resources.
- Develop supplier and service provider linkages among local companies.
- Conduct Chamber of Commerce new member orientations including the importance of identifying retention or expansion candidate companies.

Increase the use and effectiveness of federal, state and local incentives and programs to offset high cost of doing business.

- Create and disseminate information and materials to potentially eligible companies.
- Provide seminars at locations within the various empowerment, enterprise and foreign trade zones.
- Provide information on other incentives such as job training, investment tax credits, research and development credits, trade adjustment and others.
- Host dialogue between companies and city, state and federal regulators to increase mutual understanding.

II. Business Attraction

While eighty percent of typical economic growth occurs through expansion of the existing economic base, business attraction is an important economic development initiative. Business attraction provides diversification and expands services and suppliers.

For the Northeast San Fernando Valley Study Area, business attraction is important for these reasons, plus the opportunity to add needed amenities and attractive employment opportunities, particularly for women. The area is underrepresented in business and financial services, insurance, real estate and information service employment as well as restaurants, theaters, entertainment and other amenities.

While the lack of modern space impacts retention and expansion opportunities, business attraction is also reduced. The study area is strong in site location factors such as market, labor, suppliers and services, but lacks modern buildings and finished sites for industrial, commercial, retail and housing.

These facilities are critical to retain and attract manufacturers, which provide higher wages and benefits, even for lower skilled workers. Since individuals tend to spend closer to their residence than place of work, these wages represent demand leading to increased retail, restaurants, housing, and amenities.

Strategies

Package and present the data provided in this report to manufacturers, developers and retailers.

- Package the demographic and incentive contents of this report and provide it to local developers to encourage development and redevelopment of industrial sites and buildings and commercial redevelopment and housing.
- Conduct semi-annual developer briefings to encourage desired development.
- Identify and contact companies and developers that understand household income, urban development redevelopment and the local market.
- Develop and support specific policies that facilitate the development and redevelopment process for the varied uses.

Identify large redevelopment sites for a variety of uses.

- Identify parcels and potential industrial park sites such as the Price Pfister, Whiteman Airport, Enterprise zone corridor, landfills, etc.
- Identify and evaluate town center development sites such as Foothill Boulevard from Hubbard to Astoria in Sylmar; Van Nuys, from Laurel

Canyon to San Fernando Road in Pacoima; and Vineland south of San Fernando Road in Sun Valley.
- Work with LAUSD for shared facilities.
- Utilize market data and survey results to demonstrate industrial demand.
- Utilize the services of the Urban Land Institute to determine feasibility and challenges of potential town center sites in Pacoima, Sylmar and Sun Valley.
- Develop and distribute information to market the Study Area advantages to the developer and employer community in Southern California and the San Fernando Valley.
- Document the productivity, low turnover, loyalty, and affordability of the existing manufacturing labor force.
- Implement training programs to increase the skill sets of potential and current employees to meet the needs of current and future manufacturers.
- Package and promote the various federal, state and local incentives that support various types of employers.
- Provide direct facilitation to developers and employers seeking to establish operations in the area.
- Package the location advantages of the area including access to markets, labor pool, transportation, supplies, service providers, ports, airports, educational opportunities, affordability, and research and development facilities for specific sectors and types of development.

Facilitate and support projects.

- Establish a protocol system to refer attraction project to technical assistance providers.
- Facilitate permits, licensing, utility needs, incentives, suppliers, workforce, financing, etc.
- Maintain follow up to identify expansion needs, testimonials, civic engagement.
- Offer export and sourcing resources.

III. Neighborhood Economic Development

Successful neighborhood economic development requires strong public leadership, well focused planning concepts, recognition of a need for change, and good relations between public, private and community-based organizations

The Northeast San Fernando Valley study area benefits from strong City Council support and a relatively stable community with many strong features including market, labor force, young growing families and a stable lower-middle to middle-class community.

The area is proximate to many of the metro area's business clusters such as entertainment, aviation, aerospace, design based manufacturing and logistics. The study area offers a large share of the single family housing stock in Los Angeles and household incomes 19 percent greater than Los Angeles as a whole, representing a strong consumer market.

The study area benefits from proximity to a large concentration of a variety of businesses, transportation and communication modes, access to entertainment and cultural centers. The area represents a strong concentrated market for a variety of businesses and services.

The challenge for the study area is to bring together the necessary resources for a coordinated, broad-based approach while competing with other city priorities and areas of greater need or political clout.

In order to fulfill its potential, the study area must create an image of a safe business and family friendly community of opportunity.

Strategies

Develop a leadership group composed of the Chambers, Economic Alliance of the San Fernando Valley and Valley Economic Development Council Offices to manage the prioritization and implementation of the plan.

- Schedule a meeting of key players to review plan and discuss roles.
- Seek $125,000 for three years to staff implementation of Action Plan.
- Agree upon year one work program and success measures.
- Identify additional service providers and supporters to ensure success.

Identify federal state and local programs, grants, financing tools and incentives to facilitate improvements.

- Determine programs etc., which may result in most immediate positive results.
- Submit applications for funding of staff implementation.

- Accumulate existing information materials for distribution to key companies.
- Develop a library of federal, state and local programs, grants, finance tools and incentives relevant to job creation, development and redevelopment.

Identify industrial, commercial and residential sties for development and redevelopment.

- Catalog large sites available for development and redevelopment.
- Identify mixed use transit sites.
- Identify housing development and infill sites.

Identify and develop strategies to overcome the physical barriers and policies limiting desired development.

- Evaluate existing zoning and development policies and recommend changes favorable to redevelopment and development in the study area.
- Identify policy constraints to job creation and development of desired facilities.
- Analyze cost factors related to development and job creation.
- Recommend strategies to overcome policy hurdles.

Create development strategies incorporating transit and housing to maximize land use.

- Expand home ownership programs.
- Propose transit routes linking current residents to important employment centers.
- Recommend best practice approaches to developing several mixed use transit villages.
- Identify obsolete retail centers for possible redevelopment as mixed use villages.

Support entrepreneurs including women- and minority-owned and small businesses.

- Catalog local business assistance service providers.
- Establish a local business assistance network of public non-profit and for-profit service providers.
- Provide business plan development services.
- Become proficient at identifying and securing financing from the numerous public and private lending alternatives.
- Provide business start-up seminars.

- Develop programs to mainstream successful businesses as they reach $1,000,000 per year in revenues.
- Provide demographics from this study to prospective and existing business to improve their marketing programs.
- Recognize successful small and minority owned businesses.
- Establish Business Improvement Districts where feasible, to provide security, landscaping and other improvements to commercial areas.

Eliminate physical barriers to economic vitality

- Promote creation of truck routes to limit heavy truck traffic in commercial and residential areas.
- Contain the growth of heavy industry and promote environmental cleanup of commercial and industrial areas.
- Identify, prioritize and lobby for needed infrastructure improvements such as curb gutters, storm drainage and street improvements.
- Develop landscape plans and funding alternatives for major corridors and city centers.
- Review planning and development process and requirements to encourage revision to development and redevelopment.
- Work with the Community Redevelopment Agency, Community Development Department, Housing Authority and City Council Offices to determine feasible approaches to funding needed for physical improvements in support of economic vitality.

IV. Education, Workforce and Training

The readiness of the local workforce for available jobs is crucial to the Study Area. New roads, parks, or improved crime statistics will not increase employment opportunities if residents lack the basic skills necessary to gain employment.

The Study Area labor force is productive and stable but relatively low-skilled. Efforts to increase K-12 performance and adult education, together with skills training that fits the requirements of current and future employers are necessary. (Appendix C)

There are a variety of ongoing special programs in the Study Area to address these needs. However, employers are unaware of the programs and services, and are skeptical of their quality.

Few companies have established relationships with public or private schools, community colleges, universities or training providers. A comprehensive workforce development strategy is needed that provides information and education to employers on the available programs and the desire of workforce providers to meet their needs.

In addition, workforce program providers should work more closely with leading companies in key sectors to design programs and curricula that meet the employers' needs for skilled workers.

Strategies

Expand existing business, education and workforce training collaboratives to increase effectiveness.

- Catalogue current public and private workforce providers and collaboratives.
- Identify provider gaps and areas of unmet needs.
- Create more and stronger links between employers and workforce providers.

Provide better coordination between employer training needs and workforce program providers.

- Identify needed skills for employees of current and future employers.
- Identify move-up skill sets that will allow current employees to advance.

Facilitate the flow of information from workforce programs to employers.

- Implement activities to bring more employers together with workforce providers to promote mutual understanding.

- Distribute workforce program information to employers.
- Conduct employer focused workforce seminars.

Support and establish neighborhood programs to improve K-12 performance and graduation rates.

- Identify and implement model programs to improve K-12 performance and graduation rates.
- Implement business visitation programs to show students what employment looks like.
- Develop mentor programs.
- Recognize excellence in schools, teachers and students.
- Promote adopt-a-school programs.
- Support special before-and-after school programs to assist with English skills.

Support the creation of more adult education opportunities.

- Identify ways to make more adult education readily available.
- Identify opportunities for adults and young people to receive extra English skills training at the same time in the same general location.
- Promote job skills along with adult education courses.
- Recognize programs and participants to encourage others.
- Develop mentor programs to support adult education participants in their job development.

Northeast San Fernando Valley Study Area
One Year Action Plan

I. Retention and Expansion of Existing Business

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
Provide modern industrial space to accommodate the expansion potential of key employers, thereby retaining and creating manufacturing jobs in conjunction with the EASFV, VEDC, CRA and the Council Offices.					
A.	Redevlop obsolete industrial areas within the enterprise and empowerment zone to provide modern space to meet the unmet demand. Particularly in CRA Project Areas.				
B.	Develop policies that encourage redevelopment of modern industrial space.			X	X
C.	Work with city, state and federal governments to create incentives to encourage manufacturing retention, expansion and attraction.			X	X
D.	Work with large property owners to reclaim and redevelop mining and landfill sites.			X	X
Develop a contact program to identify retention/expansion opportunities for existing businesses in conjunction with EASFV and VEDC.					
E.	Identify business by sector and size, & survey annually	X			
F.	Visit one company per week		X	X	X
G.	Conduct annual recognition event				
H.	Engage key service providers & community leaders in program			X	X
I.	Track the issues			X	X
J.	Advocate business-friendly public policy positions on issues such as the gross receipts tax and workers compensation with city and state officials			X	X
K.	Grandfather codes for desired existing buiness which want to remain in area.		X	X	
Provide direct technical assistance to companies considering relocation or expansion via Chamber referrals to service organizations					
L.	Identify appropriate technical assistance service providers using RBAN Notebooks	X	X		
M.	Establish a protocol system to refer specific companies to service providers and protocol for follow up		X	X	X

Northeast San Fernando Valley Study Area
One Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
N.	Facilitate the specific retention or expansion needs of the company including permits, licensing, utilities, incentives, manufacturing, supplies, financing, workforce, etc.			**X**	**X**
O.	Maintain consistent follow-up to identify future needs & secure engagement in program support.			**X**	**X**
Assist local companies to expand their markets to increase revenue and employment in conjunction with service providers					
P.	Provide programs that help with marketing principles				
Q.	Provide information and programs to increase local businesses' share of procurement contacts with federal, state, local and private parties				**X**
R.	Provide export and sourcing resources			**X**	**X**
S.	Develop supplier and service provider linkages among local companies				**X**
Maximize utilization of federal, state & local incentives & programs to offset high cost of doing business in conjunction with LA Community Development Department and service providers					
T.	Develop & disseminate information & materials to potentially eligible companies			**X**	**X**
U.	Provide seminars at locations within the various empowerment, enterprise & foreign trade zones				**X**
V.	Provide additional programs on other incentives such as job training, investment tax credits, research & development credits, trade adjustment & others				**X**
W.	Host dialogue between companies & city, state & federal regulators to increase mutual understanding through Chamber meetings, Workshops and Press events.				**X**

Northeast San Fernando Valley Study Area
One Year Action Plan

II. Business Attraction

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
Package and present the data provided in this report to manufacturers, developers and retailers in conjunction with Council Offices City of LA MOED, CRA, EASFV and VEDC.					
A.	Package the demographic and incentive contents of this report and provide it to local developers to encourage development and redevelopment of industrial sites and buildings and commercial redevelopment and housing.		X	X	X
B.	Conduct semi-annual developer briefings and bus tours to encourage development.				
C.	Identify and contact companies and developers that understand household income, urban development and the local market for potential sites.				X
D.	Develop and support specific policies that facilitate the development and redevelopment process for various uses.				X
Identify large redevelopment sites for a variety of uses in conjunction with the Mayor's Office, CRA, EASFV and service providers					
E.	Identify parcels and potential industrial park sites such as the Price Pfister, Whiteman Airport, Airforce Base Project, Enterprise zone corridor, landfills, to market to developers and end users.		X	X	X
F.	Identify and evaluate town center development sites such as Foothill Boulevard from Hubbard to Astoria in Sylmar; Van Nuys, from Laurel Canyon to San Fernando Road in Pacoima; and Vineland south of San Fernando Road in Sun Valley to market to Real Estate community.			X	X
G.	Work with LAUSD for shared facilities that support commerical revitalization.				X
H.	Utilize market data and survey results to demonstrate industrial demand. Update data annually at a minimum.			X	X
I.	Utilize the services of the Urban Land Institute to determine feasibility and challenges of potential town center sites in Pacoima, Sylmar and Sun Valley.				X

Northeast San Fernando Valley Study Area
One Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
J.	Develop and distribute information to market the Study Area's advantages to the developer and business community in Southern California and the San Fernando Valley via mail and media.			X	X
K.	Document the productivity, low turnover, loyalty, and affordability of the existing manufacturing labor force.			X	X
L.	Implement training programs to increase the skill sets of potential and current employees to meet the needs of current and future manufacturers in conjunction with Workforce agencies				X
M.	Package and promote the various federal, state and local incentives that support various types of employers.			X	X
N.	Provide direct facilitation to developers and employers seeking to establish operations in the area in conjunction with EASFV.			X	X
O.	Package the location advantages of the area including access to markets, labor pool, transportation, supplies, service providers, ports, airports, educational opportunities, affordability, and research and development facilities for specific sectors and types of development in conjunction with CRA and Council Offices.			X	X
Facilitate and support projects in conjunction with service providers					
P.	Establish a protocol system to refer attraction project to technical assistance providers.		X	X	
Q.	Facilitate permits, licensing, utility needs, incentives, suppliers, workforce, financing, etc.				X
R.	Maintain follow up to identify expansion needs, testimonials, civic engagement.				X
S.	Offer export and sourcing resources.		X	X	X

Northeast San Fernando Valley Study Area
One Year Action Plan

III. Neighborhood Economic Development

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
Develop a leadership group composed of the three Chambers, SFVEA, VEDC and the Council Offices to manage the prioritization and implementation of the plan.					
A.	Schedule a meeting of key players to review plan and discuss roles.	X			
B.	Seek $125,000 for three years to staff implementation of Action Plan. Possible funding sources include CRA, CDD, Council Offices and EDD.	X	X		
C.	Agree upon year one work program, training for program for Chamber Members (ED Course offered through RBAN) and success measures	X	X		
D.	Identify additional service providers and supporters to ensure success.		X		
Identify federal state and local programs, grants, financing tools and incentives to facilitate improvements in conjunction with Council Offices and service providers.					
E.	Determine programs etc., which may result in most immediate positive results for the business community.	X	X		
F.	Submit application proposals for funding of staff implementation	X	X		
G.	Accumulate existing information materials for distribution to key companies	X	X		
H	Develop a library of federal, state and local programs, grants, finance tools and incentives relevant to job creation, development and redevelopment. Much of this information is listed in the RBAN Notebook.		X	X	
Identify industrial, commercial and residential sties for development and redevelopment in conjunction with CRA, Council Offices and SFVEA.					
I.	Catalog large sites available for development and redevelopment, such as, Whiteman Airport, Price Pfister and Air Force property.		X	X	
J.	Identify mixed use transit sites		X		
K.	Identify housing development and infill sites to promote for development.		X	X	

Northeast San Fernando Valley Study Area
One Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
Identify and develop strategies to overcome the physical barriers and policies limiting desired development with imput from businesses and Real Estate community.					
L.	Evaluate existing zoning and development policies and recommend changes favorable to redevelopment and development in the study area			**X**	**X**
M.	Identify policy constraints to job creation and development of desired facilities	**X**	**X**	**X**	
N.	Analyze cost factors related to development and job creation		**X**	**X**	**X**
O.	Recommend strategies to overcome policy hurdles.			**X**	**X**
Create development strategies incorporating transit and housing to maximize land use.					
P.	Expand home ownership programs				**X**
Q.	Propose transit routes linking current residents to important employment centers			**X**	**X**
R.	Recommend best practice approaches to developing several mixed use transit villages			**X**	**X**
S.	Identify obsolete retail centers for possible redevelopment as mixed-use villages			**X**	**X**
Support entrepreneurs including women- and minority-owned and small businesses in conjunction with service providers.					
T.	Catalog local business assistance service providers		**X**	**X**	**X**
U.	Establish a local business assistance network of public non-profit and for-profit service providers			**X**	**X**
V.	Provide business plan development services			**X**	**X**
W.	Become proficient at identifying and securing financing from the numerous public and private lending alternatives			**X**	**X**
X.	Provide business start-up seminars			**X**	**X**
Y.	Develop programs to mainstream successful businesses as they reach $1,000,000 per year in revenues				**X**
Z.	Provide demographics from this study to prospective and existing business to improve their marketing programs	**X**	**X**	**X**	**X**
AA.	Recognize successful small and minority owned businesses				**X**

Northeast San Fernando Valley Study Area
One Year Action Plan

Action Item/ Time Frame		Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
BB.	Establish Business Improvement Districts where feasible, to provide security, landscaping and other improvements to commercial areas				
Eliminate physical barriers to economic vitality					
CC.	Promote creation of truck routes to limit heavy truck traffic in commercial and residential areas				**X**
DD.	Contain the growth of heavy industry and promote environmental cleanup in commercial and industrial areas				**X**
EE.	Identify, prioritize and lobby for needed infrastructure improvements such as curb gutters, storm drainage and street improvements			**X**	**X**
FF.	Develop landscape plans and funding alternatives for major corridors and city centers				**X**
GG.	Review planning and development process and requirements to encourage revision to development and redevelopment			**X**	**X**
HH.	Work with the Community Redevelopment Agency, Community Development Department, Housing Authority and City Council Offices to determine feasible approaches to funding needed for physical improvements in support of economic vitality	**X**	**X**	**X**	**X**

Northeast San Fernando Valley Study Area
One Year Action Plan

IV. Education, Workforce Training

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
Expand existing business, education and workforce training collaboratives to increase effectiveness in conjunction with EASFV, VEDC and Workforce Agencies.					
A.	Catalogue current public and private workforce providers and collaboratives using RBAN Notebook and Appendix C.	X	X		
B.	Identify provider gaps and areas of unmet needs			X	
C.	Create more and stronger links between employers and workforce providers			X	X
Provide better coordination between employer training needs and workforce program providers.					
D.	Identify needed skills for employees of current and future employers		X	X	
E.	Identify move-up skill sets that will allow current employees to advance.			X	X
Facilitate the flow of information from workforce programs to employers.					
F.	Implement activities to bring more employers together with workforce providers to promote mutual understanding			X	X
G.	Distribute workforce program information to employers			X	X
H.	Conduct employer focused workforce seminars			X	X
Support and establish neighborhood programs to improve K-12 performance and graduation rates.					
I.	Identify and implement model programs to improve K-12 performance and graduation rates			X	X
J.	Implement business visitation programs to show students what employment looks like			X	X
K.	Develop mentor programs				X
L.	Recognize excellence in schools, teachers and students			X	
M.	Promote adopt-a-school programs			X	X
N.	Support special before-and-after school programs to assist with English skills			X	
Support the creation of more adult education opportunities.					
O.	Identify ways to make more adult education readily available			X	X

Northeast San Fernando Valley Study Area
One Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days
P.	Identify opportunities for adults and young people to receive extra English skills training at the same time in the same general location			**X**	**X**
Q.	Promote job skills along with adult education courses			**X**	**X**
R.	Recognize programs and graduates to encourage others to participate			**X**	**X**
S.	Develop mentor programs to support adult education participants in their job development			**X**	**X**

Northeast San Fernando Valley Study Area
Five Year Action Plan

I. Retention and Expansion of Existing Business

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 385 days	Year 2	Year 3	Year 4	Year 5
Provide modern industrial space to accommodate the expansion potential of key employers, thereby retaining and creating manufacturing jobs in conjunction with the SFV Economic Alliance, VEDC, CRA and the Council Offices.									
A.	Redevlop obsolete industrial areas within the enterprise and empowerment zone to provide modern space to meet the unmet demand. Particularly in CRA Project Areas.					X	X	X	X
B.	Develop policies that encourage redevelopment of modern industrial space.			X	X	X			
C.	Work with city, state and federal governments to create incentives to encourage manufacturing retention, expansion and attraction.			X	X	X			
D.	Work with large property owners to reclaim and redevelop mining and landfill sites.			X	X	X			
Develop a contact program to identify retention/expansion opportunities for existing businesses in conjunction with SFVEC and VEDC.									
E.	Identify business by sector and size, & survey annually	X							
F.	Visit one company per week		X	X	X				
G.	Conduct annual recognition event					X	X	X	X
H.	Engage key service providers & community leaders in program			X	X	X	X	X	X
I.	Track the issues			X	X	X	X	X	X
J.	Advocate business-friendly public policy positions on issues such as the gross receipts tax and workers compensation with city and state officials			X	X	X	X	X	X
K.	Grandfather codes for desired existing buiness which want to remain in area.		X	X					
Provide direct technical assistance to companies considering relocation or expansion via Chamber referrals to service organizations									
L.	Identify appropriate technical assistance service providers using RBAN Notebooks	X	X						
M.	Establish a protocol system to refer specific companies to service providers and protocol for follow up		X	X	X				

Northeast San Fernando Valley Study Area
Five Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 385 days	Year 2	Year 3	Year 4	Year 5
N.	Facilitate the specific retention or expansion needs of the company including permits, licensing, utilities, incentives, manufacturing, supplies, financing, workforce, etc.			**X**	**X**	**X**	**X**	**X**	**X**
O.	Maintain consistent follow-up to identify future needs & secure engagement in program support.			**X**	**X**	**X**	**X**	**X**	**X**
Assist local companies to expand their markets to increase revenue and employment in conjunction with service providers									
P.	Provide programs that help with marketing principles					**X**	**X**	**X**	**X**
Q.	Provide information and programs to increase local businesses' share of procurement contacts with federal, state, local and private parties				**X**	**X**	**X**	**X**	**X**
R.	Provide export and sourcing resources			**X**	**X**	**X**	**X**	**X**	**X**
S.	Develop supplier and service provider linkages among local companies				**X**	**X**	**X**	**X**	**X**
Maximize utilization of federal, state & local incentives & programs to offset high cost of doing business in conjunction with LA Community Development Department and service providers									
T.	Develop & disseminate information & materials to potentially eligible companies			**X**	**X**	**X**	**X**	**X**	**X**
U.	Provide seminars at locations within the various empowerment, enterprise & foreign trade zones				**X**	**X**	**X**	**X**	**X**
V.	Provide additional programs on other incentives such as job training, investment tax credits, research & development credits, trade adjustment & others				**X**	**X**	**X**	**X**	**X**
W.	Host dialogue between companies & city, state & federal regulators to increase mutual understanding through Chamber meetings, Workshops and Press events.				**X**	**X**	**X**	**X**	**X**

Northeast San Fernando Valley Study Area
Five Year Action Plan

II. Business Attraction

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
Package and present the data provided in this report to manufacturers, developers and retailers in conjunction with Council Offices City of LA MOED, CRA, EASFV and VEDC.									
A.	Package the demographic and incentive contents of this report and provide it to local developers to encourage development and redevelopment of industrial sites and buildings and commercial redevelopment and housing.		X	X	X				
B.	Conduct semi-annual developer briefings and bus tours to encourage development.					X	X	X	X
C.	Identify and contact companies and developers that understand household income, urban development and the local market for potential sites.				X	X	X	X	X
D.	Develop and support specific policies that facilitate the development and redevelopment process for various uses.				X	X	X	X	X
Identify large redevelopment sites for a variety of uses in conjunction with the Mayor's Office, CRA, EASFV and service providers									
E.	Identify parcels and potential industrial park sites such as the Price Pfister, Whiteman Airport, Airforce Base Project, Enterprise zone corridor, landfills, to market to developers and end users.		X	X	X				
F.	Identify and evaluate town center development sites such as Foothill Boulevard from Hubbard to Astoria in Sylmar; Van Nuys, from Laurel Canyon to San Fernando Road in Pacoima; and Vineland south of San Fernando Road in Sun Valley to market to Real Estate community.			X	X	X			
G.	Work with LAUSD for shared facilities that support commerical revitalization.				X	X	X	X	X
H.	Utilize market data and survey results to demonstrate industrial demand. Update data annually at a minimum.			X	X				
I.	Utilize the services of the Urban Land Institute to determine feasibility and challenges of potential town center sites in Pacoima, Sylmar and Sun Valley.				X	X			
J.	Develop and distribute information to market the Study Area's advantages to the developer and business community in Southern California and the San Fernando Valley via mail and media.			X	X	X	X	X	X

Northeast San Fernando Valley Study Area
Five Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
K.	Document the productivity, low turnover, loyalty, and affordability of the existing manufacturing labor force.			X	X				
L.	Implement training programs to increase the skill sets of potential and current employees to meet the needs of current and future manufacturers in conjunction with Workforce agencies				X	X	X	X	X
M.	Package and promote the various federal, state and local incentives that support various types of employers.			X	X				
N.	Provide direct facilitation to developers and employers seeking to establish operations in the area in conjunction with EASFV.			X	X	X	X	X	X
O.	Package the location advantages of the area including access to markets, labor pool, transportation, supplies, service providers, ports, airports, educational opportunities, affordability, and research and development facilities for specific sectors and types of development in conjunction with CRA and Council Offices.			X	X				
Facilitate and support projects in conjunction with service providers									
P.	Establish a protocol system to refer attraction project to technical assistance providers.		X	X					
Q.	Facilitate permits, licensing, utility needs, incentives, suppliers, workforce, financing, etc.				X	X	X	X	X
R.	Maintain follow up to identify expansion needs, testimonials, civic engagement.				X	X	X	X	X
S.	Offer export and sourcing resources.		X	X	X	X	X	X	X

Northeast San Fernando Valley Study Area
Five Year Action Plan

III. Neighborhood Economic Development

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
Develop a leadership group composed of the three Chambers, SFVEA, VEDC and the Council Offices to manage the prioritization and implementation of the plan.									
A.	Schedule a meeting of key players to review plan and discuss roles.	X							
B.	Seek $125,000 for three years to staff implementation of Action Plan. Possible funding sources include CRA, CDD, Council Offices and EDD.	X	X						
C.	Agree upon year one work program, training for program for Chamber Members (ED Course offered through RBAN) and success measures	X	X						
D.	Identify additional service providers and supporters to ensure success.		X						
Identify federal state and local programs, grants, financing tools and incentives to facilitate improvements in conjunction with Council Offices and service providers.									
E.	Determine programs etc., which may result in most immediate positive results for the business community.	X	X						
F.	Submit application proposals for funding of staff implementation	X	X						
G.	Accumulate existing information materials for distribution to key companies	X	X						
H	Develop a library of federal, state and local programs, grants, finance tools and incentives relevant to job creation, development and redevelopment. Much of this information is listed in the RBAN Notebook.		X	X					
Identify industrial, commercial and residential sties for development and redevelopment in conjunction with CRA, Council Offices and SFVEA.									
I.	Catalog large sites available for development and redevelopment, such as, Whiteman Airport, Price Pfister and Air Force property.		X	X					
J.	Identify mixed use transit sites		X						
K.	Identify housing development and infill sites to promote for development.		X	X					

Northeast San Fernando Valley Study Area
Five Year Action Plan

Action Item/ Time Frame		Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
Identify and develop strategies to overcome the physical barriers and policies limiting desired development with imput from businesses and Real Estate community.									
L.	Evaluate existing zoning and development policies and recommend changes favorable to redevelopment and development in the study area			X	X				
M.	Identify policy constraints to job creation and development of desired facilities	X	X	X					
N.	Analyze cost factors related to development and job creation		X	X	X				
O.	Recommend strategies to overcome policy hurdles.			X	X	X			
Create development strategies incorporating transit and housing to maximize land use.									
P.	Expand home ownership programs				X	X			
Q.	Propose transit routes linking current residents to important employment centers			X	X				
R.	Recommend best practice approaches to developing several mixed use transit villages			X	X	X	X		
S.	Identify obsolete retail centers for possible redevelopment as mixed-use villages			X	X				
Support entrepreneurs including women- and minority-owned and small businesses in conjunction with service providers.									
T.	Catalog local business assistance service providers		X	X	X				
U.	Establish a local business assistance network of public non-profit and for-profit service providers			X	X				
V.	Provide business plan development services			X	X	X	X	X	X
W.	Become proficient at identifying and securing financing from the numerous public and private lending alternatives			X	X	X	X	X	X
X.	Provide business start-up seminars			X	X	X	X	X	X
Y.	Develop programs to mainstream successful businesses as they reach $1,000,000 per year in revenues				X	X			
Z.	Provide demographics from this study to prospective and existing business to improve their marketing programs	X	X	X	X	X	X	X	X
AA.	Recognize successful small and minority owned businesses				X	X	X	X	X

Northeast San Fernando Valley Study Area
Five Year Action Plan

Action Item/ Time Frame		Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
BB.	Establish Business Improvement Districts where feasible, to provide security, landscaping and other improvements to commercial areas					X	X	X	X
Eliminate physical barriers to economic vitality									
CC.	Promote creation of truck routes to limit heavy truck traffic in commercial and residential areas				X	X			
DD.	Contain the growth of heavy industry and promote environmental cleanup in commercial and industrial areas				X	X			
EE.	Identify, prioritize and lobby for needed infrastructure improvements such as curb gutters, storm drainage and street improvements			X	X	X	X	X	X
FF.	Develop landscape plans and funding alternatives for major corridors and city centers				X	X			
GG.	Review planning and development process and requirements to encourage revision to development and redevelopment			X	X	X			
HH.	Work with the Community Redevelopment Agency, Community Development Department, Housing Authority and City Council Offices to determine feasible approaches to funding needed for physical improvements in support of economic vitality	X	X	X	X				

Northeast San Fernando Valley Study Area
Five Year Action Plan

IV. Education, Workforce Training

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
Expand existing business, education and workforce training collaboratives to increase effectiveness in conjunction with EASFV, VEDC and Workforce Agencies.									
A.	Catalogue current public and private workforce providers and collaboratives using RBAN Notebook and Appendix C.	X	X						
B.	Identify provider gaps and areas of unmet needs			X					
C.	Create more and stronger links between employers and workforce providers			X	X				
Provide better coordination between employer training needs and workforce program providers.									
D.	Identify needed skills for employees of current and future employers		X	X					
E.	Identify move-up skill sets that will allow current employees to advance.			X	X				
Facilitate the flow of information from workforce programs to employers.									
F.	Implement activities to bring more employers together with workforce providers to promote mutual understanding			X	X	X	X	X	X
G.	Distribute workforce program information to employers			X	X	X	X	X	X
H.	Conduct employer focused workforce seminars			X	X	X	X	X	X
Support and establish neighborhood programs to improve K-12 performance and graduation rates.									
I.	Identify and implement model programs to improve K-12 performance and graduation rates			X	X				
J.	Implement business visitation programs to show students what employment looks like			X	X	X	X	X	X
K.	Develop mentor programs				X	X	X	X	X
L.	Recognize excellence in schools, teachers and students			X		X	X	X	X
M.	Promote adopt-a-school programs			X	X	X	X	X	X
N.	Support special before-and-after school programs to assist with English skills			X		X	X	X	X
Support the creation of more adult education opportunities.									
O.	Identify ways to make more adult education readily available			X	X				
P.	Identify opportunities for adults and young people to receive extra English skills training at the same time in the same general location			X	X				

Northeast San Fernando Valley Study Area
Five Year Action Plan

	Action Item/ Time Frame	Year 1 91 days	Year 1 182 days	Year 1 273 days	Year 1 365 days	Year 2	Year 3	Year 4	Year 5
Q.	Promote job skills along with adult education courses			X	X	X	X	X	X
R.	Recognize programs and graduates to encourage others to participate			X	X	X	X	X	X
S.	Develop mentor programs to support adult education participants in their job development			X	X	X	X	X	X

Appendix A

Northeast San Fernando Valley Study Area

Demographic & Economic Data

May 2003

LAEDC

ECONOMIC DEVELOPMENT
FOR THE REGIONS OF LA COUNTY

Table of Contents

Researched & Prepared by
The Los Angeles Economic Development Corporation in collaboration with
The Economic Alliance of the San Fernando Valley

APPENDIX A
NORTHEAST SAN FERNANDO VALLEY STUDY AREA
DEMOGRAPHIC and ECONOMIC DATA

The LAEDC was commissioned by the Northeast San Fernando Valley Economic Development Action Collaborative (EDAC) to prepare an economic development strategy for three communities in the Northeast San Fernando Valley—Pacoima, Sun Valley, and Sylmar. This appendix includes a wealth of demographic and economic data, which underpins the strategy developed by LAEDC's consulting team. The first section of the report summarizes some of the results of LAEDC's efforts and describes the data sources used to compile the information. The exhibits that follow this section present demographic and economic information for each of the three Northeast San Fernando Valley communities and the Study Area as a whole. For purposes of comparison, the same types of information are included for the cities of San Fernando and Burbank, the communities of Chatsworth and Van Nuys, the City of Los Angeles, the State of California, and the United States. [Note: for the most part, this report excludes the other Northeast San Fernando Valley communities—Mission Hills, Lakeview Terrace, Sunland-Tujunga and Arleta.]

DEMOGRAPHIC AND ECONOMIC HIGHLIGHTS

Highlights of LAEDC's findings are shown in Table 1, which is on the next page. The figures in the table compare the three-community Study Area with the City of Los Angeles as a whole. The U.S. Census Bureau is the source for the information contained in the top panel of Table 1. According to the Bureau, almost 200,000 people lived in the three Northeast San Fernando Valley communities on April 1, 2000, the date of the most recent decennial census. The area represented about 5.4% of the population of the City of Los Angeles. Residents of the Study Area are younger on average than residents of the rest of the City. With respect to race and ethnicity, the area contains a disproportionately large number of Hispanics, 8.6% of the City's Hispanic population, and a small number of blacks, only 2.4% of the City's total. For more details on each community's population counts, age and sex, plus race and ethnicity, please see Exhibits 1 through 3.

LAEDC has compiled extensive information about the Study Area's housing stock. Table 1 shows that, compared to the entire City of Los Angeles, the area has a large share (6.0%) of the City's single-family homes and a relatively small share (2.0%) of the City's apartments and condominiums. The value of the typical home in the area (as estimated by its owner in Census 2000) was about $162,100, lower than the median value of homes in the City as a whole, which was $221,600. For more details on each community's housing stock, please see Exhibits 4 through 6.

The Census also revealed that the average income per person living in the Study Area was $12,867 in the year 1999, about 62% of the entire City's per capita income level of $20,671. On the other hand, the typical Study Area household had an income of $44,879 in the year 1999, more than 22% above the City's median income, which was $36,687. This apparent difference can be explained by noting that households in the Study Area are larger (averaging 4.0 persons versus 2.8 for Los Angeles) and often include multiple wage earners. The Study Area's self-reported unemployment rate, at 9.8%, was slightly higher than the City's jobless rate of 9.3%.

For more details on each community's economic characteristics including the types of occupations and industries reported by its residents, please see Exhibits 7 through 12.

TABLE 1
STUDY AREA
DEMOGRAPHIC & ECONOMIC DATA HIGHLIGHTS

	Study Area	City of Los Angeles	Study Area as % of LA
Source: U.S. Census Bureau *(April 1, 2000)*			
Total Population	199,903	3,694,820	5.4%
Median Age (Years)	28.2	31.6	89.2%
Major Race/Ethnic Groups			
- White Alone	90,878	1,734,036	5.2%
- Black Alone	9,908	415,195	2.4%
- Hispanic (of Any Race)	147,212	1,719,073	8.6%
Housing Stock			
- Single-Family Homes	36,556	612,563	6.0%
- Multiple-Unit Homes	14,203	725,105	2.0%
- Median Estimated Home Value ($000, 1999)	162.1	221.6	73.1%
Per Capita Income ($, 1999)	12,867	20,671	62.2%
Median Annual Household Income ($, 1999)	44,879	36,687	122.3%
- Average Household Size	4.00	2.83	141.3%
In the Labor Force	80,725	1,688,652	4.8%
- Employed	72,828	1,532,074	4.8%
- Unemployment Rate	9.8%	9.3%	-----
Educational Attainment			
- High School Diploma (or more)	54,692	1,538,715	3.6%
- 4-Year College Degree (or more)	10,803	589,061	1.8%
Source: CA Employment Development Department (ES202 - 2001)			
Number of Business Establishments	2,671	97,642	2.7%
Number of Employees	52,404	1,321,115	4.0%
Average Number of Employees per Establishment	19.6	13.5	145.0%

*Note: Number of persons unless stated otherwise.

Education levels are lower in the Study Area than in the City at large. The three-community area contains but 3.6% of the City's high school graduates and only 1.8% of the City's holders of four-year college degrees. For more details on each community's social characteristics, including the number of residents enrolled in school and their place of birth, please see Exhibits 13 through 17.

The second panel of Table 1 contains key information about the business establishments operating in the Study Area. The California Employment Development Department is the source of this data. The three-community area has a smaller share of the City's businesses (2.7%) than of its population. However, the area's business firms are somewhat larger than those operating in other parts of the City. The average Study Area business has 19.6 employees while the typical City establishment employs 13.5 persons. For more details on each community's business profile, including the number and size of firms by industry in each community, please see Exhibits 18 through 21.

The LAEDC has compiled more information than is summarized in Table 1 above. Exhibit 22 presents data about the role of unions in the Study Area. Exhibit 23 presents area crime statistics as developed by the Los Angeles Police Department. Finally, Exhibit 24 provides a comprehensive listing of the various economic development programs and incentives, identifies specifically those targeted at the Study Area, describes their availability in the other communities, and lists the Business Improvement Districts (BIDs) in the San Fernando Valley. More information on development tools and tax incentives is provided beginning on page 5 below.

SOME NOTES ON PRIMARY DATA SOURCES

ES202 Data

The ES202 data come from the Labor Market Information Division of the California Employment Development Department (EDD), which provides local employment data at the ZIP code level. Officially titled "Covered Employment and Wages (CEW)," the data is compiled from unemployment insurance filings by business firms. The data include the number of business establishments, employees, and payroll and are reported quarterly. With these data LAEDC was able to calculate average annual wages and the average establishment size (number of workers) for different industries. Starting from 2001, firms are grouped by the North American Industrial Classification System (NAICS).

The EDD is very strict about the release of this information. Therefore, any data in a report that might reveal confidential firm information are blocked-out. As a rule of thumb, the report for any industry sector (in a given geographic area) with three or fewer establishments or one dominant firm (with 50% or more of the employment) will not show employment and payroll figures, but will include the number of firms.

In terms of "quality," the ES202 data is not complete. Certain types of organizations and workers can elect to be excluded from the state unemployment insurance program and thus are not required to file the relevant documentation. For this report, the most important of these exceptions are firms with family employees. Thus, the numbers of Study Area establishments and employees shown in Exhibits 18 and 19 are somewhat lower than is actually the case.

The customized ES202 data that the LAEDC received from the EDD were classified into areas defined by postal ZIP codes. The ZIP codes and the client-defined geographic areas do not match exactly. However, the ZIP codes used in this report are the closest matches possible.

Link to the ES202 page: http://www.calmis.ca.gov/file/es202/cew-select.htm

Census 2000 data

Census 2000 data is collected and compiled by the Census Bureau of the U.S. Department of Commerce. The decennial Census reports are considered the most comprehensive and reliable source of many types of socioeconomic data for the U.S. Most of the socioeconomic data in this report are from Census 2000. Population counts and housing data are as of April 1, 2000, while some data (e.g., household income levels, gross rents and home values) are for the year 1999.

The U.S. Constitution requires the population counts used in the apportionment of the House of Representatives to be from actual numeration. This is achieved by requiring someone in every household to fill out the Census "short form," which is relatively brief and contains only the basic questions. In order to get a better understanding of other population characteristics, the Census Bureau also sends out the more comprehensive "long form" to a sample of households (around one in seven). The sample-based data are then extrapolated to cover the whole population. Short-form data were released as "Summary File 1 (SF1)" and "Summary File 2 (SF2)," while the sample-based long-form data were released as "Summary File 3 (SF3)." At small geographic areas, the overlapping variables in SF1/SF2 and SF3 do not always match. SF1/SF2 data do not include the housing details and socioeconomic data found in SF3. However, when there is duplication, the SF1 information is more accurate because it is based on a complete population count. As a result, LAEDC used the SF1 data used when possible.

LAEDC extracted a great deal of Census 2000 data for each geographic area analyzed in this project. The communities of Pacoima and Sylmar were defined by census tracts, which were based on street maps provided by the client. In the case of Sun Valley, we went down to the census block group level to get a better match. City-level data were available for San Fernando, Burbank, and Los Angeles. The areas of Chatsworth and Van Nuys—where LAEDC did not have the precise boundaries—were defined using ZIP codes and the corresponding data were retrieved based on ZIP codes.

George Huang of LAEDC spent many hours processing the raw Census data file and was around 70% completed when the Census Bureau released the SF3 data for California on CD-ROMs along with suitable retrieval software. The SF3 CDs and SF1 DVD allowed LAEDC to complete the extraction of study Area Census data much more easily and quickly than before.

<u>Important Note</u>: Census employment data refer to residents of an area, not firms. Therefore, employment data from the ES202 data series and Census 2000 must not be compared directly. Someone living in Pacoima but working in the City of San Fernando will be counted as employed in the Census 2000 data for Pacoima but not in that community's ES202 data. Conversely, someone living in Glendale but working in Sun Valley will be counted as an employee in the ES202 data for Sun Valley but not in that community's Census 2000 data.

Link to the Census 2000 homepage: http://www.census.gov/main/www/cen2000.html

STUDY AREA ECONOMIC DEVELOPMENT TOOLS &TAX INCENTIVES

The communities of Sun Valley, Pacoima and Sylmar comprise approximately 24,000 acres of land or 39 square miles. Sun Valley and Sylmar are almost equal in size with 17 and 15 square miles of land respectively. Pacoima is about half the size of the other two communities with approximately 7 square miles of land but has the most economic incentives available at this time. Each of the communities in the Study Area has multiple economic or tax incentives available to use as tools to accomplish the following objectives:

1. Retain or expand existing businesses
2. Attract new businesses
3. Attract new investment for housing and commercial development
4. Attract funding for social programs and economic development projects

Eleven economic development tools have been identified that can be used to market or improve the business environment in the Study Area. The tools are summarized in Exhibit 24a. Exhibit 24b compares the tools available in the Study Area with several other communities and cities. There are four federal incentives, four state incentives and three local incentives available to firms doing business in the Study Area. At least seven tools are available in each of the three communities. Each of the economic incentives will be discussed in detail below.

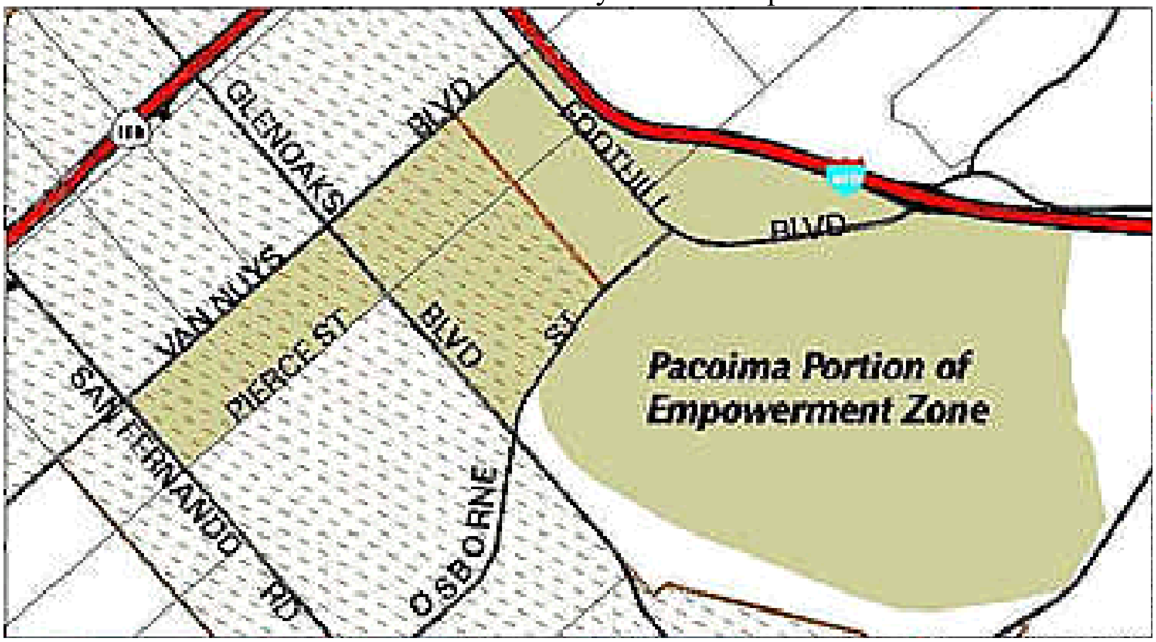
FEDERAL TAX CREDITS & INCENTIVES

FEDERAL EMPOWERMENT ZONE

The City of Los Angeles provides oversight for an Empowerment Zone that includes portions of Sylmar and Pacoima. See Map 1 on the next page for the Empowerment Zone and its boundaries. An Empowerment Zone designation is of benefit to businesses located in the zone and is often used as a tool to attract new businesses. Businesses may receive tax credits on their Federal income taxes and reductions on certain other costs as described below:

1) **Employer Wage Credits** – an Empowerment Zone employer can claim a wage credit on wages paid to an Empowerment Zone resident working for this employer in the Empowerment Zone. The credit is 20% of the first $15,000 of wages (up to $3,000 annually) paid to a qualified Empowerment Zone employee. Wage credits are available for years 2000 to 2009.
2) **City of Los Angeles Business Tax Reduction** – Business start-ups and businesses relocating from outside the City of Los Angeles into the Empowerment Zone, pay only $25 yearly in City of LA business taxes for the first 5 years. Existing Empowerment Zone businesses can receive a business tax waiver of $500 and have City business taxes frozen at the current level for 5 years.
3) **Section 179 Expensing** – Up to an additional $35,000 of accelerated depreciation for qualified personal property placed in the zone by an Empowerment Zone business. A business may elect to take all or part of

Map 1
Northeast San Fernando Valley Federal Empowerment Zone



certain qualifying property in the year it is placed in service. Therefore the maximum 179 deduction for an Empowerment Zone business in 2002 is $44,000 and $60,000 in years 2003 to 2009.

4) **EZ/EC Bonds** – low interest tax-exempt bonds are available to certain industrial and commercial businesses within the Empowerment Zone to purchase real estate or equipment. Financing typically ranges from $1 million to $3 million.

5) **DWP Rate Discounts** – The DWP has a 5-year electrical rate reduction for eligible Empowerment Zone businesses. The reduction is 35% on basic electric service for a period of 12 months and decreases incrementally each year for a final reduction of 10% in the fifth year. To qualify, the business must be: a new business moving into the Empowerment Zone within 12 months of filing the application; an existing business with an increased electrical use of 50% or greater in the six-month period prior to the date of the application.

6) **Capital Gain Rollover** – A taxpayer can elect to postpone gain on the sale of certain stock, partnership interests, or business property in an Empowerment Zone business if replacement property is purchased within 60 days. Incentive does not eliminate payment of tax but postpones payment, which can be advantageous for tax planning purposes.

For more information on the Empowerment Zone, check the Los Angeles Community Development Department website, http://www.lacity.org/cdd; http://www.ezec.gov, or contact Mark Shim, Federal Empowerment Zone Manager on (213) 485-8166.

BROWNFIELDS

Soil remediation costs may be deducted in the tax year you incur the cost for property purchased between January 1, 1998 and January 1, 2004. There are no geographical restrictions.

JOB CREATION & WORKER ASSISTANCE ACT

As part of the economic stimulus package signed into law March 2002, there are certain provisions that apply to businesses. Special bonus depreciation – 30% expensing of the value of capital assets with MACRS lives of 20 years or less, leasehold improvements, certain software, and water utility property. Bonus depreciation is allowed for both regular and Alternative Minimum Tax (AMT) purposes for property acquired on or after 9/11/01 and before 9/11/04. Taxpayers may utilize Section 179 expensing in addition to the bonus depreciation.

FOREIGN TRADE ZONES

Foreign Trade Zones (FTZs) are tools created in the United State by the U.S. Customs Service to offset the advantages of foreign manufacturers. Duty-free treatment is given to items processed in FTZs and then re-exported. In addition, duty payments (on components or final products) are deferred on products for sale in the United States until they are brought out of FTZ. The final duty is paid on the final product leaving the FTZ, which may be significantly less than the sum of the duties due on the component parts.

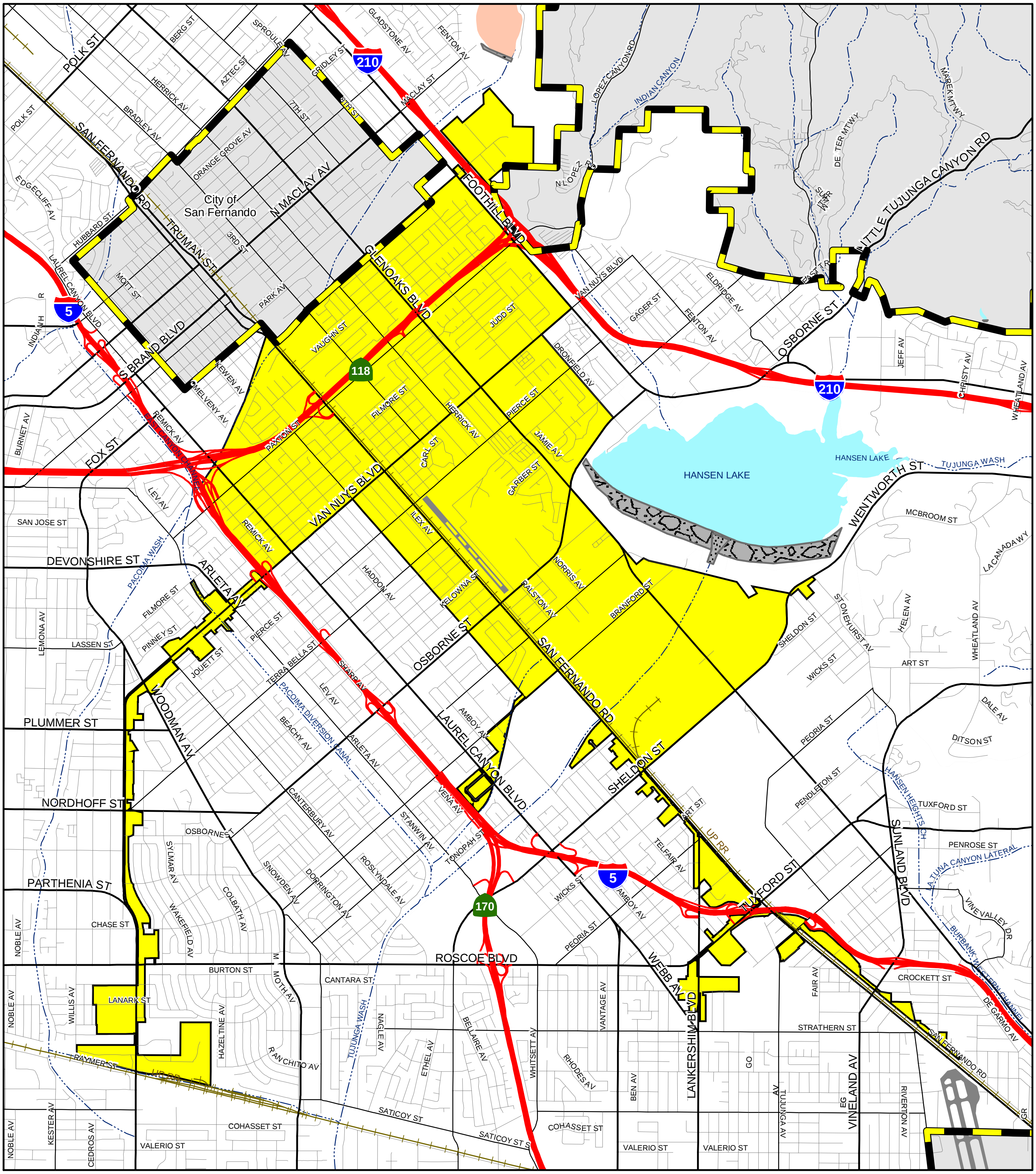
Foreign Trade Zones may be "general purpose" – that is, a public facility that can be used by several businesses. These are usually ports or industrial parks used for warehousing/distribution and some processing or assembly. "Subzones" are sponsored by general-purpose zones and are usually for a single user with extensive manufacturing/processing or warehousing/distribution activities that cannot easily be conducted in a general-purpose zone. Government entities, non-profit organizations, or economic development agencies usually sponsor general-purpose zones. Price Pfister in Pacoima is located in a FTZ.

STATE TAX CREDITS & INCENTIVES

STATE ENTERPRISE ZONE

Enterprise Zones are specific geographic areas within the City of Los Angeles designated by the state that have been targeted for economic revitalization and investment. All three communities in the Study Area contain portions of the Northeast Valley Enterprise Zone. The Enterprise Zone is shown in Map 2 on the next page. Pacoima and Sun Valley have significant areas covered by the Enterprise Zone, while Sylmar has only a small area North of Foothill and Arroyo. The Northeast Valley Enterprise Zone was recently granted a five-year extension of benefits by the state.

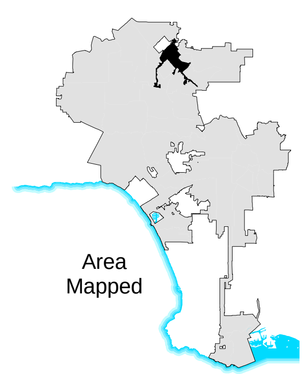
An Enterprise Zone designation is of benefit to businesses located in the zone because it provides the businesses with tax credits on their State of California income taxes and certain other incentives as described below:



Map 2
Northeast Valley Enterprise Zone

0 0.5 1
Miles

Enterprise Zone Area



Prepared by the City of Los Angeles Departmet of City Planning, Systems & GIS Division - July 2002

1) Hiring Credit – a tax credit of up to $10,525 per eligible employee in the first year that may be applied against state income taxes, with declining benefits for a five-year period. Over a five-year period up to $31,575 per individual hired can be claimed as a tax credit by an Enterprise Zone business. Employees must be eligible based residency in a Targeted Employment Area (TEA) or one of 12 other criteria. For a business to receive the credit, hires must be "vouchered" (a form must be completed and signed by the local Enterprise Zone representative for each eligible employee).
2) Business Expense Deduction – An additional $20,000 of accelerated depreciation for qualified personal property placed in a zone. Does not include office supplies, inventory, or other property that is not eligible for depreciation.
3) Net Operating Loss (NOL) Carryover – losses may be carried forward for individuals or corporations for up to 15 years. This benefit has been suspended by the state until further notice.
4) Net Interest Deduction – Interest income on loans made to entities conducting business in the zone is tax free to the lender.
5) Sales and Use Tax Credit – Tax credit for 8.25% sales tax, or use tax, paid on the purchase of qualified machinery and parts used in the enterprise zone (limit of $1 million on purchases for individuals and $20 million for corporations).

For more information check the Los Angeles Community Development Department website, http://www.lacity.org/cdd; http://www.ezec.gov, or contact Alice De Castro, Northeast Valley Enterprise Zone Manager on (213) 485-1023.

MANUFACTURERS INVESTMENT TAX CREDIT

A qualified taxpayer is allowed a manufacturers' investment tax credit (MIC) equal to 6% of the qualified costs paid or incurred for qualified property that is placed in service in California. All three conditions of qualified taxpayer, qualified costs, and qualified property must be met to claim the credit.

1) A qualified taxpayer, for purposes of the MIC, is engaged in manufacturing (SIC codes 2011 – 3999). Some additions have been made to the stated SIC codes. When in doubt, check with the Franchise Tax Board for a list of eligible businesses.
2) Qualified costs include any capitalized costs paid or incurred by a qualified taxpayer for the construction, reconstruction or acquisition of qualified property on or after January 1, 1994.
3) Qualified property refers to new or used tangible personal property or off-the-shelf computer software upon which sales tax or use tax has been paid. To be qualified property, at least 50% of the property's use must be in an activity that involves manufacturing, processing, refining, fabricating, recycling, research and

development, or pollution control; or maintenance or repair of any other qualified property.

RESEARCH AND DEVELOPMENT TAX CREDIT (Federal and State Benefit)

Both the IRS and FTB allow the Research and Development Tax Credit. The Franchise Tax Board defines direct costs and costs of "direct supervision of direct support of research activities". The percentage deduction for qualified research performed in house is 11% for the state government and 20% for the federal government. The percentage for the basic research outsourced to others is 24% for the state government and 20% for the federal government.

JOINT STRIKE FIGHTER WAGE CREDIT

Started in 2002 and to sunset in 2010, this credit will allow businesses based in California which are providing parts that will be used in the manufacture of the Joint Strike Fighter to take a maximum tax credit of $10,000 per qualified employee. The employee must conduct at least 90% of their work in the State of California. In addition, there is a tax credit for 10% of the purchase of any equipment or machinery that is used for the parts that are supplied as parts to the Joint Strike Fighter. For more information on state tax credits refer to http://www.ftb.ca.org .

LOCAL INCENTIVES

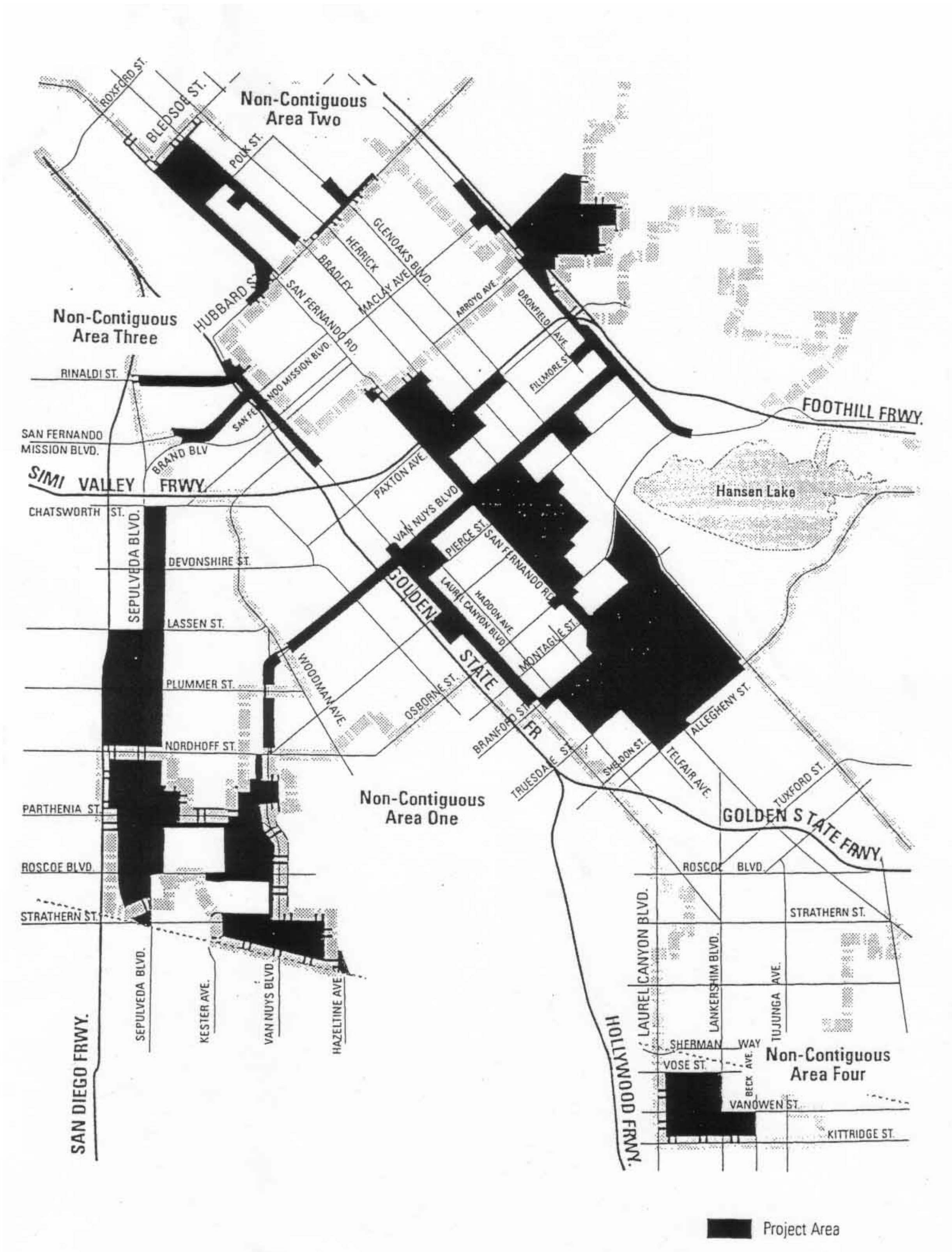
COMMUNITY REDEVELOPMENT AGENCY (CRA)

The Community Redevelopment Agency (CRA) of the City of Los Angeles is committed to the redevelopment of blighted areas. There is one non-contiguous redevelopment project area in the Northeast Valley, the Pacoima/Panorama City Project Area. This Redevelopment Area is shown in Map 3 on the next page. "Redevelopment areas are established to maintain and increase the supply of housing for low-income and moderate-income households, renovate or remove and replace deteriorated structures, foster and replace deteriorated structures, foster job creation and establish a climate that will attract and sustain private investment." Some of the services offered by the CRA to support development are:

1) Subsidies for affordable and market rate housing
2) Façade improvement grants
3) Design reviews
4) Assistance with planning consultants
5) Expediting and coordination with other City departments
6) Assistance with Affordable Housing and Historic Tax Credit allocations

The Pacoima/Panorama City Project area includes approximately 2,914 acres in several Northeast San Fernando Valley communities. Sun Valley, Sylmar and Pacoima all contain portions of the project area. The project area was designated in response to the Northridge earthquake in 1994. The program makes allowances available for rebuilding the affected business structures and housing in the Study Area.

Map 3
City of LA Community Redevelopment Agency
Pacoima/Panorama City Project Area



The CRA initiated the process for a redevelopment area in Council District 7 in 1998. The Council Office later placed a moratorium on the project in July of 2000. The moratorium has expired and the process to create a redevelopment area in Council District 7 is still an option.

For more information on the CRA project area check the website http://www.lacity.org/cra or contact the Redevelopment Area Project Manager: Dick D'Amico, (213) 977-2669

TARGETED NEIGHBORHOOD INITIATIVE

The Targeted Neighborhood Initiative (TNI) is a program established in 1996 to target areas for improvement with the use of Community Development Block Grant funds. The CRA supported the formation of Pacoima Partners to implement the TNI. The TNI area in Pacoima is on Van Nuys Blvd. from San Fernando Road to Laurel Canyon. Sun Valley and Sylmar do not have Targeted Neighborhood Initiatives (TNIs) in their communities.

Since the start of the TNI, Pacoima Partners has applied for and received a Main Street designation from the state for the same area on Van Nuys Blvd. The Main Street program provides training and educational support in commercial revitalization to community based organizations. The same area from San Fernando to Laurel Canyon is also designated as the Town Center for Pacoima.

Pacoima Partners has worked with Pacoima Beautiful and has planted 230 trees, planted trees on two medians, painted crosswalks, and was instrumental in the installation of two signal lights in the project area to improve public safety. The TNI is scheduled to sunset in March 2003.

BUSINESS IMPROVEMENT DISTRICT

None of the communities in the Study Area have Business Improvement Districts, or BID. The TNI is in a position to transition into a BID with some effort. A BID is a project area that receives supplemental maintenance and security services in the form of private security patrols and private maintenance workers. The services are paid for by a self-assessment tax collected by the City and distributed to the oversight agency, normally a nonprofit set up for that specific purpose.

There are two types of BIDs, property owner BIDs and merchant BIDs. In a property owner BID the property owners pay additional property tax as determined by a vote of the property owners in the designated area. If the measure is approved by at least 51% of the property owners, all are obligated to pay the tax. A merchant BID operates in a similar manner. However, the fees are collected from the merchants, not the property owners. A list of BIDs in the San Fernando Valley is contained in Exhibit 24c. All but one of the BIDs in the San Fernando Valley are property owner BIDs.

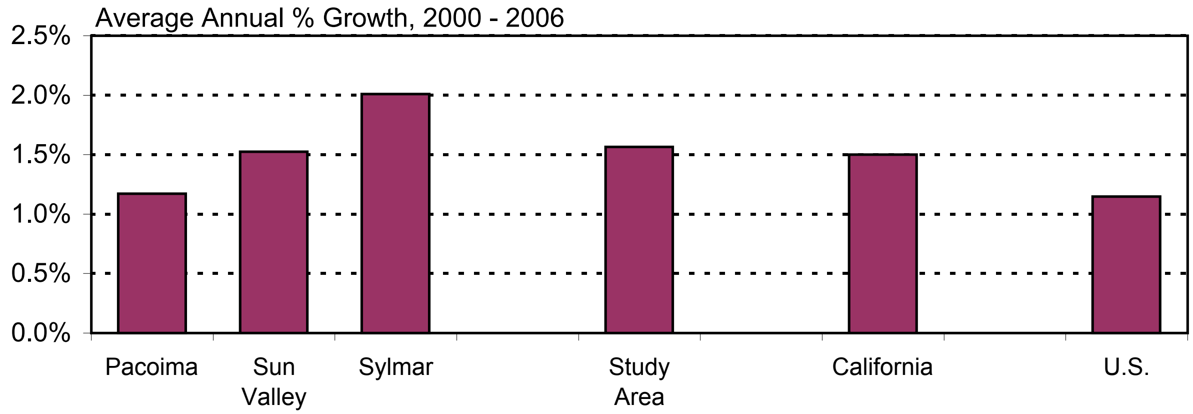
SUMMARY

It is clear that the study area has many more tax incentives than other parts of Los Angeles. They have many more than the City of San Fernando. San Fernando has a redevelopment area but does not have either an Enterprise Zone or an Empowerment Zone. A strategy that identifies the most significant tax incentives for the study area and focuses on those that are of the most benefit to existing and potential industries will support future business retention and attraction efforts.

The information discussed in this section can be used to support future land use projects. There is a need for housing in the project area and a need for retail and a need for industrial developments. When considering the highest and best use for future projects, it would be prudent to consider the location of the project and the potential value of tax credits to the end user. Incentives change annually and it is important for the City, chambers and economic development agencies to keep local businesses informed of new incentives that may be of benefit to them as simple method of business outreach and retention.

EXHIBIT 1

POPULATION TRENDS by JURISDICTION

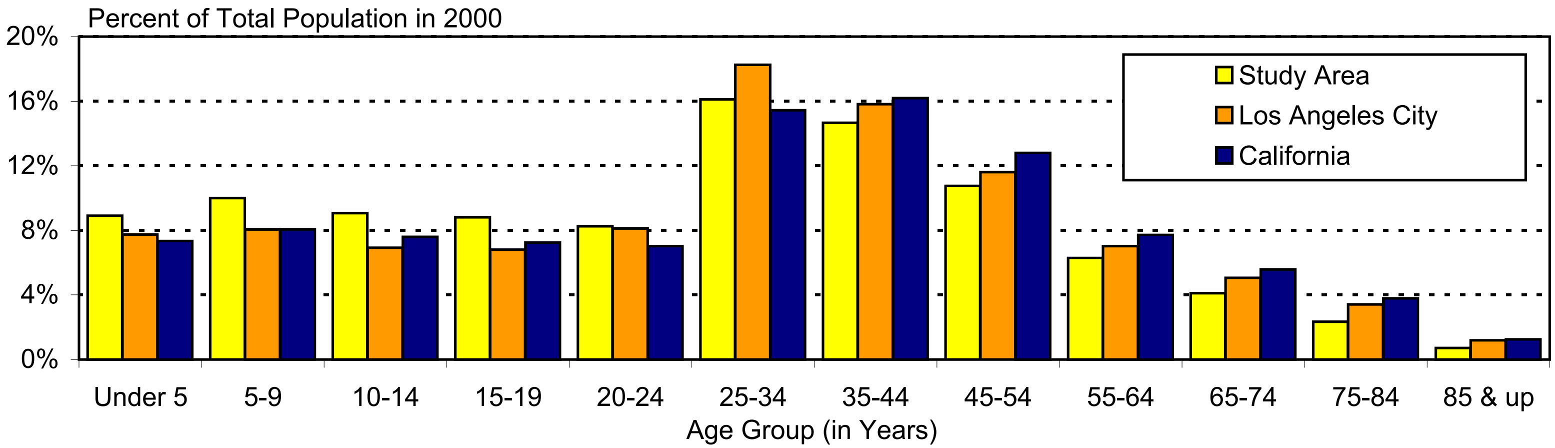


	Total Population 2000	2001	2006	Average Annual % Change 2000-2006
Pacoima	73,966	74,993	79,323	1.2%
Sun Valley	56,314	57,391	61,663	1.5%
Sylmar	69,623	71,392	78,447	2.0%
Study Area	199,903	203,776	219,433	1.6%
California	33,871,648	34,385,000	37,040,000	1.5%
U.S.	281,421,906	285,317,559	301,360,000	1.1%

Sources: U.S. Census Bureau, ESRI Business Information Solutions, California Department of Finance, Demographic Research Unit, Los Angeles Economic Development Corporation

EXHIBIT 2a

AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE



	Number of Persons				Percent Distribution			
Age Group	Study Area	City of Los Angeles	California	(in 000s) Total U.S.	Study Area	City of Los Angeles	California	Total U.S.
Male	100,946	1,841,805	16,874,892	138,053.6	50.5%	49.8%	49.8%	49.1%
Female	98,957	1,853,015	16,996,756	143,368.3	49.5%	50.2%	50.2%	50.9%
Under 5 Years	17,800	285,976	2,486,981	19,175.8	8.9%	7.7%	7.3%	6.8%
5 to 9 Years	19,972	297,837	2,725,880	20,549.5	10.0%	8.1%	8.0%	7.3%
10 to 14 Years	18,129	255,604	2,570,822	20,528.1	9.1%	6.9%	7.6%	7.3%
15 to 19 Years	17,615	251,632	2,450,888	20,219.9	8.8%	6.8%	7.2%	7.2%
20 to 24 Years	16,506	299,906	2,381,288	18,964.0	8.3%	8.1%	7.0%	6.7%
25 to 34 Years	32,215	674,098	5,229,062	39,891.7	16.1%	18.2%	15.4%	14.2%
35 to 44 Years	29,299	584,036	5,485,341	45,148.5	14.7%	15.8%	16.2%	16.0%
45 to 54 Years	21,505	428,974	4,331,635	37,678.0	10.8%	11.6%	12.8%	13.4%
55 to 64 Years	12,562	259,628	2,614,093	24,274.7	6.3%	7.0%	7.7%	8.6%
65 to 74 Years	8,217	187,111	1,887,823	18,391.0	4.1%	5.1%	5.6%	6.5%
75 to 84 Years	4,663	125,829	1,282,178	12,361.2	2.3%	3.4%	3.8%	4.4%
85 Years & Over	1,420	44,189	425,657	4,239.6	0.7%	1.2%	1.3%	1.5%
Total Population	199,903	3,694,820	33,871,648	281,421.9	100.0%	100.0%	100.0%	100.0%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 2a (cont.)

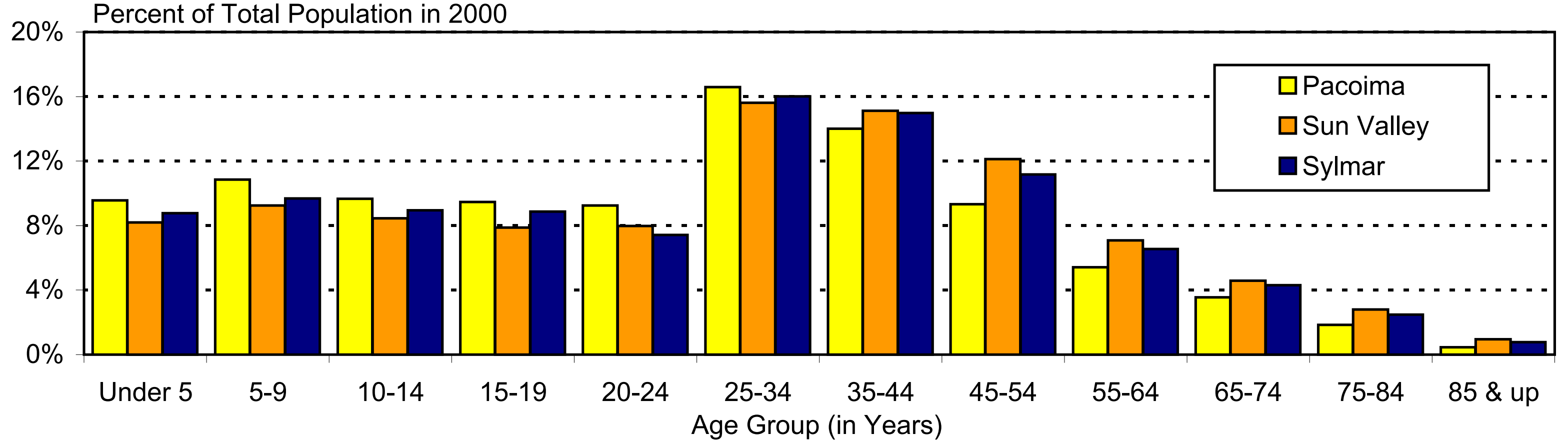
AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE

	Number of Persons				Percent Distribution			
	Study Area	City of Los Angeles	California	(in 000s) Total U.S.	Study Area	City of Los Angeles	California	Total U.S.
Median Age	28.2	31.6	33.3	35.3				
18 Years & Over	133,281	2,713,509	24,621,819	209,128.1	66.7%	73.4%	72.7%	74.3%
Male	66,912	1,339,269	12,130,354	100,994.4	33.5%	36.2%	35.8%	35.9%
Female	66,369	1,374,240	12,491,465	108,133.7	33.2%	37.2%	36.9%	38.4%
21 Years & Over	123,015	2,545,346	23,146,248	196,899.2	61.5%	68.9%	68.3%	70.0%
65 Years & Over	14,300	357,129	3,595,658	34,991.8	7.2%	9.7%	10.6%	12.4%
Male	6,024	148,051	1,513,874	14,409.6	3.0%	4.0%	4.5%	5.1%
Female	8,276	209,078	2,081,784	20,582.1	4.1%	5.7%	6.1%	7.3%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 2b

AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE



Age Group	Number of Persons: Pacoima	Number of Persons: Sun Valley	Number of Persons: Sylmar	Percent Distribution: Pacoima	Percent Distribution: Sun Valley	Percent Distribution: Sylmar
Male	37,464	28,516	34,966	50.7%	50.6%	50.2%
Female	36,502	27,798	34,657	49.3%	49.4%	49.8%
Under 5 Years	7,075	4,620	6,105	9.6%	8.2%	8.8%
5 to 9 Years	8,033	5,202	6,737	10.9%	9.2%	9.7%
10 to 14 Years	7,142	4,755	6,232	9.7%	8.4%	9.0%
15 to 19 Years	7,001	4,435	6,179	9.5%	7.9%	8.9%
20 to 24 Years	6,843	4,491	5,172	9.3%	8.0%	7.4%
25 to 34 Years	12,271	8,790	11,154	16.6%	15.6%	16.0%
35 to 44 Years	10,358	8,511	10,430	14.0%	15.1%	15.0%
45 to 54 Years	6,891	6,831	7,783	9.3%	12.1%	11.2%
55 to 64 Years	4,010	3,993	4,559	5.4%	7.1%	6.5%
65 to 74 Years	2,634	2,582	3,001	3.6%	4.6%	4.3%
75 to 84 Years	1,364	1,570	1,729	1.8%	2.8%	2.5%
85 Years & Over	344	534	542	0.5%	0.9%	0.8%
Total Population	73,966	56,314	69,623	100.0%	100.0%	100.0%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 2b (cont.)

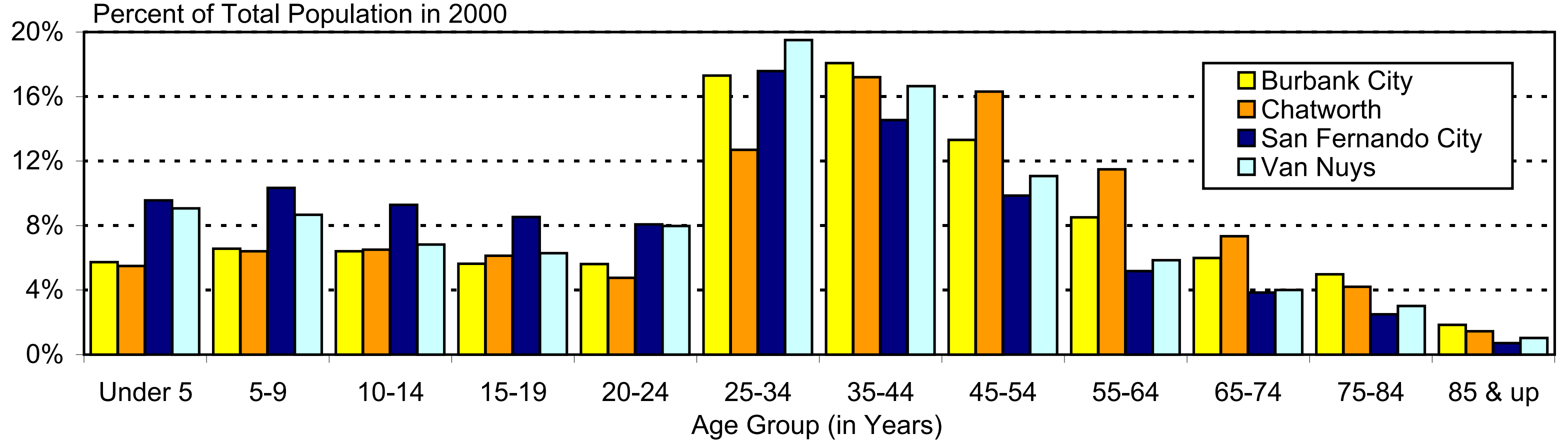
AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE

	Number of Persons			Percent Distribution		
	Pacoima	Sun Valley	Sylmar	Pacoima	Sun Valley	Sylmar
Median Age	25.6	30.8	29.0			
18 Years & Over	47,566	39,080	46,635	64.3%	69.4%	67.0%
Male	24,092	19,758	23,062	32.6%	35.1%	33.1%
Female	23,474	19,322	23,573	31.7%	34.3%	33.9%
21 Years & Over	43,292	36,420	43,303	58.5%	64.7%	62.2%
65 Years & Over	4,342	4,686	5,272	5.9%	8.3%	7.6%
Male	1,821	1,957	2,246	2.5%	3.5%	3.2%
Female	2,521	2,729	3,026	3.4%	4.8%	4.3%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 2c

AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE



	Number of Persons				Percent Distribution			
Age Group	Burbank	Chatsworth	San Fernando	Van Nuys	Burbank	Chatsworth	San Fernando	Van Nuys
Male	48,635	17,216	11,881	83,571	48.5%	48.7%	50.4%	50.5%
Female	51,681	18,101	11,683	81,827	51.5%	51.3%	49.6%	49.5%
Under 5 Years	5,759	1,939	2,255	15,003	5.7%	5.5%	9.6%	9.1%
5 to 9 Years	6,580	2,264	2,435	14,356	6.6%	6.4%	10.3%	8.7%
10 to 14 Years	6,435	2,299	2,189	11,296	6.4%	6.5%	9.3%	6.8%
15 to 19 Years	5,659	2,166	2,010	10,390	5.6%	6.1%	8.5%	6.3%
20 to 24 Years	5,636	1,681	1,902	13,194	5.6%	4.8%	8.1%	8.0%
25 to 34 Years	17,364	4,487	4,143	32,253	17.3%	12.7%	17.6%	19.5%
35 to 44 Years	18,140	6,075	3,428	27,541	18.1%	17.2%	14.5%	16.7%
45 to 54 Years	13,350	5,758	2,324	18,327	13.3%	16.3%	9.9%	11.1%
55 to 64 Years	8,534	4,059	1,218	9,692	8.5%	11.5%	5.2%	5.9%
65 to 74 Years	6,007	2,594	906	6,629	6.0%	7.3%	3.8%	4.0%
75 to 84 Years	4,994	1,483	587	4,998	5.0%	4.2%	2.5%	3.0%
85 Years & Over	1,858	512	167	1,719	1.9%	1.4%	0.7%	1.0%
Total Population	100,316	35,317	23,564	165,398	100.0%	100.0%	100.0%	100.0%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 2c (cont.)

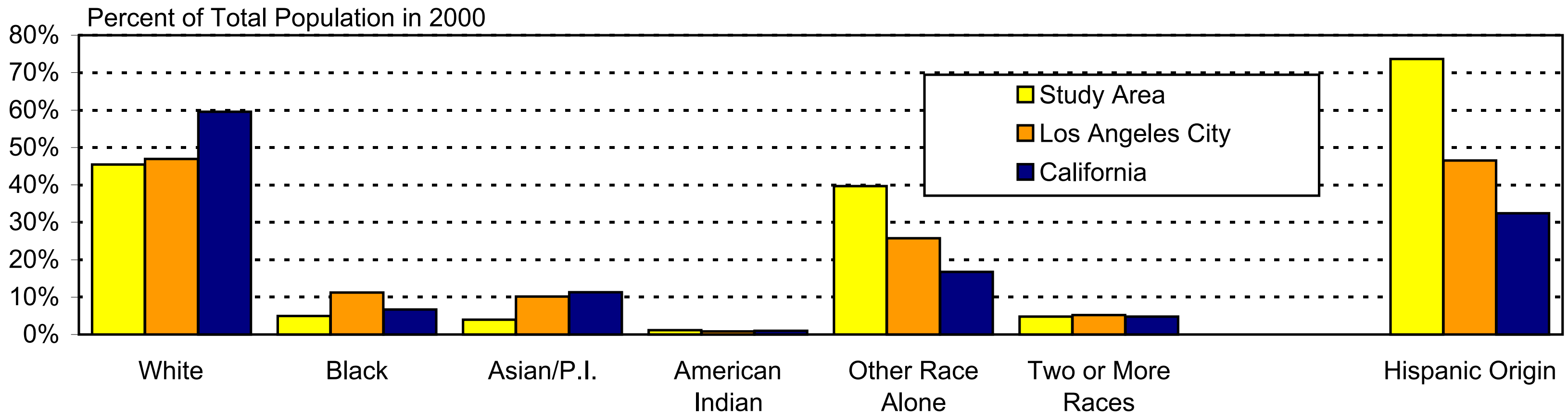
AGE DISTRIBUTION in 2000 -- GEOGRAPHIC PERSPECTIVE

	Number of Persons				Percent Distribution			
	Burbank	Chatsworth	San Fernando	Van Nuys	Burbank	Chatsworth	San Fernando	Van Nuys
Median Age	36.4	39.7	27.3	30.7				
18 Years & Over	77,979	27,355	15,455	118,741	77.7%	77.5%	65.6%	71.8%
Male	37,081	13,089	7,724	59,307	37.0%	37.1%	32.8%	35.9%
Female	40,898	14,266	7,731	59,434	40.8%	40.4%	32.8%	35.9%
21 Years & Over	74,836	26,316	14,297	111,984	74.6%	74.5%	60.7%	67.7%
65 Years & Over	12,859	4,589	1,660	13,346	12.8%	13.0%	7.0%	8.1%
Male	5,059	1,963	685	5,476	5.0%	5.6%	2.9%	3.3%
Female	7,800	2,626	975	7,870	7.8%	7.4%	4.1%	4.8%

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 3a

RACE and ETHNICITY in 2000 -- GEOGRAPHIC COMPARISON



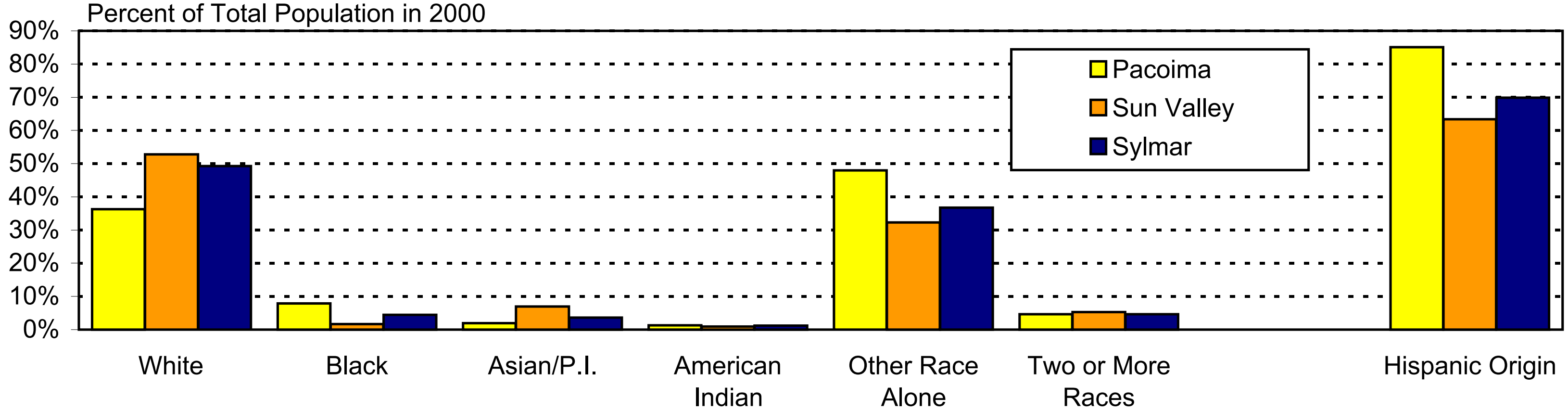
	Number of Persons				Percent Distribution			
Racial/Ethnic Group	Study Area	City of Los Angeles	California	(in 000s) Total U.S.	Study Area	City of Los Angeles	California	(in 000s) Total U.S.
White Alone	90,878	1,734,036	20,170,059	211,460.6	45.5%	46.9%	59.5%	75.1%
Black Alone	9,908	415,195	2,263,882	34,658.2	5.0%	11.2%	6.7%	12.3%
Asian/Pacific Islander Alone	7,917	375,169	3,814,474	10,641.8	4.0%	10.2%	11.3%	3.8%
American Indian Alone	2,329	29,412	333,346	2,476.0	1.2%	0.8%	1.0%	0.9%
Some Other Race Alone*	79,244	949,720	5,682,241	15,359.1	39.6%	25.7%	16.8%	5.5%
Two or More Races	9,627	191,288	1,607,646	6,826.2	4.8%	5.2%	4.7%	2.4%
Of Hispanic Origin	147,212	1,719,073	10,966,556	35,305.8	73.6%	46.5%	32.4%	12.5%
Mexican	116,144	1,091,686	8,455,926	20,640.7	58.1%	29.5%	25.0%	7.3%
Puerto Rican	757	13,427	140,570	3,406.2	0.4%	0.4%	0.4%	1.2%
Cuban	636	12,431	72,286	1,241.7	0.3%	0.3%	0.2%	0.4%
Other Hispanic	29,676	601,529	2,297,774	10,017.2	14.8%	16.3%	6.8%	3.6%
Non-Hispanic	52,691	1,975,747	22,905,092	246,116.1	26.4%	53.5%	67.6%	87.5%
Total Population	199,903	3,694,820	33,871,648	281,421.9	100.0%	100.0%	100.0%	100.0%

*Note: The Census Bureau states that most of these are persons of hispanic origin who did not identify themselves as belonging to any of the other racial categories.

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 3b

RACE and ETHNICITY in 2000 -- GEOGRAPHIC COMPARISON



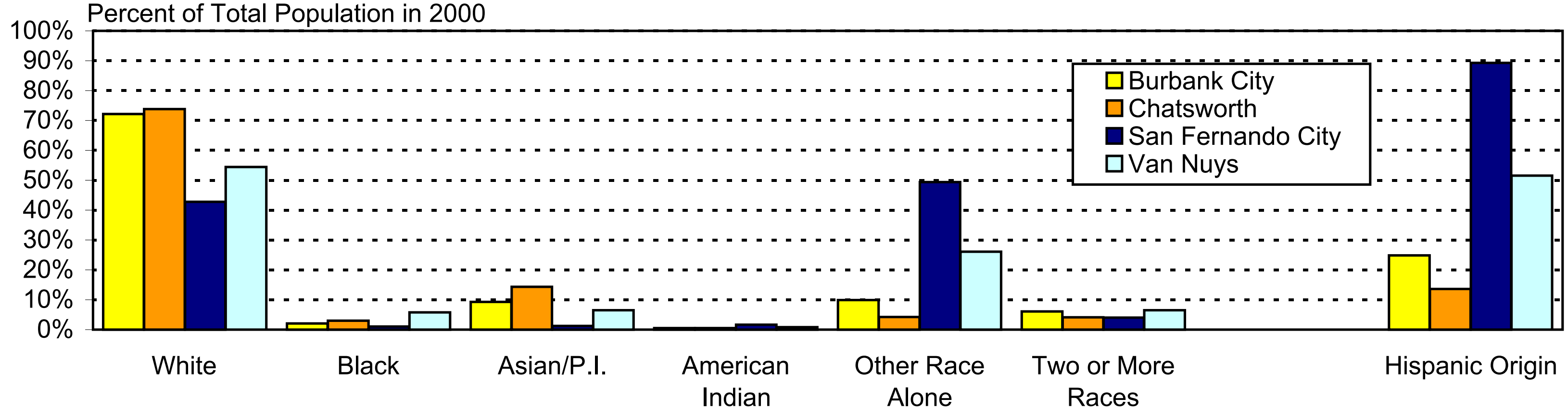
Racial/Ethnic Group	Number of Persons: Pacoima	Number of Persons: Sun Valley	Number of Persons: Sylmar	Percent Distribution: Pacoima	Percent Distribution: Sun Valley	Percent Distribution: Sylmar
White Alone	26,826	29,750	34,302	36.3%	52.8%	49.3%
Black Alone	5,831	951	3,126	7.9%	1.7%	4.5%
Asian/Pacific Islander Alone	1,441	3,933	2,543	1.9%	7.0%	3.7%
American Indian Alone	959	538	832	1.3%	1.0%	1.2%
Some Other Race Alone*	35,478	18,186	25,580	48.0%	32.3%	36.7%
Two or More Races	3,431	2,956	3,240	4.6%	5.2%	4.7%
Of Hispanic Origin	62,902	35,677	48,633	85.0%	63.4%	69.9%
Mexican **	51,705	24,798	39,641	69.9%	44.0%	56.9%
Puerto Rican **	180	215	362	0.2%	0.4%	0.5%
Cuban **	76	388	172	0.1%	0.7%	0.2%
Other Hispanic **	10,941	10,277	8,458	14.8%	18.2%	12.1%
Non-Hispanic	11,064	20,637	20,990	15.0%	36.6%	30.1%
Total Population	73,966	56,314	69,623	100.0%	100.0%	100.0%

Notes: *The Census Bureau states most of these are persons of hispanic origin who did not identify themselves as belonging to any of the other racial categories.
**Hispanic details for Sun Valley are estimated from an area slightly larger than Sun Valley proper.

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 3c

RACE and ETHNICITY in 2000 -- GEOGRAPHIC COMPARISON



Racial/Ethnic Group	Number of Persons: Burbank	Chatsworth	San Fernando	Van Nuys	Percent Distribution: Burbank	Chatsworth	San Fernando	Van Nuys
White Alone	72,409	26,051	10,076	90,001	72.2%	73.8%	42.8%	54.4%
Black Alone	2,066	1,052	231	9,535	2.1%	3.0%	1.0%	5.8%
Asian/Pacific Islander Alone	9,323	5,059	290	10,758	9.3%	14.3%	1.2%	6.5%
American Indian Alone	549	179	399	1,304	0.5%	0.5%	1.7%	0.8%
Some Other Race Alone*	9,908	1,504	11,629	43,140	9.9%	4.3%	49.4%	26.1%
Two or More Races	6,061	1,472	939	10,660	6.0%	4.2%	4.0%	6.4%
Of Hispanic Origin	24,953	4,820	21,038	85,243	24.9%	13.6%	89.3%	51.5%
Mexican	14,216	2,724	18,504	46,110	14.2%	7.7%	78.5%	27.9%
Puerto Rican	506	97	57	791	0.5%	0.3%	0.2%	0.5%
Cuban	1,082	139	25	563	1.1%	0.4%	0.1%	0.3%
Other Hispanic	9,149	1,860	2,452	37,779	9.1%	5.3%	10.4%	22.8%
Non-Hispanic	75,363	30,497	2,526	80,155	75.1%	86.4%	10.7%	48.5%
Total Population	100,316	35,317	23,564	165,398	100.0%	100.0%	100.0%	100.0%

*Note: The Census Bureau states that most of these are persons of hispanic origin who did not identify themselves as belonging to any of the other racial categories.

Sources: U.S. Census Bureau, L.A. Economic Development Corporation

EXHIBIT 4

POPULATION AND HOUSEHOLDS IN 2000

	Population			Households				
Community	Total	In Households	In Group Quarters*	Total	Family Households	Non-Family Households	W/ Children under 18 yrs.	W/ Persons 65 yrs & up
Pacoima	73,966	73,464	502	15,842	13,612	2,230	10,347	3,378
Sun Valley	56,314	55,626	688	15,249	12,008	3,241	7,754	3,370
Sylmar	69,623	68,027	1,596	18,140	14,689	3,451	9,939	3,669
Study Area	199,903	197,117	2,786	49,231	40,309	8,922	28,040	10,417
San Fernando	23,564	23,518	46	5,774	4,834	940	3,493	1,273
Burbank	100,316	99,490	826	41,608	24,362	17,246	12,801	9,691
Van Nuys	165,398	164,051	1,347	56,818	37,494	19,324	23,919	9,800
Chatsworth	35,317	34,525	792	13,221	9,265	3,956	4,505	3,085
L.A. City	3,694,820	3,612,223	82,597	1,275,412	798,719	476,693	478,946	262,689
California	33,871,648	33,051,894	819,754	11,502,870	7,920,049	3,582,821	4,569,910	2,570,170
U.S.	281,421,906	273,643,273	7,778,633	105,480,101	71,787,347	33,692,754	38,022,115	24,672,708

	Percent Distribution									
	Population			Households					Average	Average
Community	Total	In Households	In Group Quarters*	Family Households	Non-Family Households	W/ Children under 18 yrs.	W/ Persons 65 yrs & up		Household Size	Family Size
Pacoima	100%	99.3%	0.7%	85.9%	14.1%	65.3%	21.3%		4.64	4.73
Sun Valley	100%	98.8%	1.2%	78.7%	21.3%	50.8%	22.1%		3.65	3.96
Sylmar	100%	97.7%	2.3%	81.0%	19.0%	54.8%	20.2%		3.75	4.06
Study Area	100%	98.6%	1.4%	81.9%	18.1%	57.0%	21.2%		4.00	4.26
San Fernando	100%	99.8%	0.2%	83.7%	16.3%	60.5%	22.0%		4.07	4.33
Burbank	100%	99.2%	0.8%	58.6%	41.4%	30.8%	23.3%		2.39	3.14
Van Nuys	100%	99.2%	0.8%	66.0%	34.0%	42.1%	17.2%		2.89	3.51
Chatsworth	100%	97.8%	2.2%	70.1%	29.9%	34.1%	23.3%		2.61	3.09
L.A. City	100%	97.8%	2.2%	62.6%	37.4%	37.6%	20.6%		2.83	3.56
California	100%	97.6%	2.4%	68.9%	31.1%	39.7%	22.3%		2.87	3.43
U.S.	100%	97.2%	2.8%	68.1%	31.9%	36.0%	23.4%		2.59	3.14

*Note: Group quarters include hospitals, nursing homes, prisons, dormitories, military barracks, group homes and shelters.
Sources: U.S. Census Bureau, ESRI Business Information Solutions, LAEDC

EXHIBIT 5

HOUSING STOCK OCCUPANCY AND TENURE IN 2000

Community	Number of Housing Units				
		Occupied Units			
	Total	Total	Owner	Renter	Vacant
Pacoima	16,402	15,842	8,852	6,990	560
Sun Valley	15,739	15,249	9,430	5,819	490
Sylmar	18,656	18,140	12,844	5,296	516
Study Area	50,797	49,231	31,126	18,105	1,566
San Fernando	5,932	5,774	3,115	2,659	158
Burbank	42,847	41,608	18,112	23,496	1,239
Van Nuys	58,648	56,818	19,516	37,302	1,830
Chatsworth	13,541	13,221	9,130	4,091	320
L.A. City	1,337,706	1,275,412	491,882	783,530	62,294
California	12,214,549	11,502,870	6,546,334	4,956,536	711,679
U.S.	115,904,641	105,480,101	69,815,753	35,664,348	10,424,540

Community	Percent Distribution			
	Total	% Owner Occupied	% Renter Occupied	% Vacant Units
Pacoima	100%	54.0%	42.6%	3.4%
Sun Valley	100%	59.9%	37.0%	3.1%
Sylmar	100%	68.8%	28.4%	2.8%
Study Area	100%	61.3%	35.6%	3.1%
San Fernando	100%	52.5%	44.8%	2.7%
Burbank	100%	42.3%	54.8%	2.9%
Van Nuys	100%	33.3%	63.6%	3.1%
Chatsworth	100%	67.4%	30.2%	2.4%
L.A. City	100%	36.8%	58.6%	4.7%
California	100%	53.6%	40.6%	5.8%
U.S.	100%	60.2%	30.8%	9.0%

Sources: U.S. Census Bureau, ESRI Business Information Solutions, LAEDC

EXHIBIT 6a

HOUSING PROFILE: NUMBER OF UNITS IN STRUCTURE -- 2000

Community	Housing Units by Type										Median
	Total	1-unit detached	1-unit attached	2 units	3 or 4 units	5 to 9 units	10 to 19 units	20 or more units	Mobile home	Boat, RV, van, etc.	Number of Rooms
Pacoima	16,388	9,870	1,558	153	327	390	390	2,769	855	76	3.7
Sun Valley	15,708	9,782	1,515	226	469	725	658	1,985	266	82	4.3
Sylmar	18,663	12,087	1,744	84	223	315	463	2,320	1,400	27	4.8
Study Area	50,759	31,739	4,817	463	1,019	1,430	1,511	7,074	2,521	185	4.3
San Fernando	5,943	3,993	635	141	338	350	167	246	52	21	3.9
Burbank	42,847	19,895	1,744	923	3,814	4,515	4,275	7,569	101	11	4.2
Van Nuys	58,505	21,110	2,095	654	1,946	5,050	8,078	18,963	543	66	3.4
Chatsworth	13,489	7,670	1,813	47	169	368	173	2,644	591	14	5.7
L.A. City	1,337,668	524,787	87,776	42,814	86,253	126,263	138,634	322,059	8,222	860	3.7
California	12,214,549	6,883,493	931,873	327,024	697,779	722,827	619,092	1,462,793	538,423	31245	4.8
U.S.	115,904,641	69,865,957	6,447,453	4,995,350	5,494,280	5,414,988	4,636,717	10,008,058	8,779,228	262,610	5.3

Community	Percent Distribution									
	Total	1-unit detached	1-unit attached	2 units	3 or 4 units	5 to 9 units	10 to 19 units	20 or more units	Mobile home	Boat, RV, van, etc.
Pacoima	100%	60.2%	9.5%	0.9%	2.0%	2.4%	2.4%	16.9%	5.2%	0.5%
Sun Valley	100%	62.3%	9.6%	1.4%	3.0%	4.6%	4.2%	12.6%	1.7%	0.5%
Sylmar	100%	64.8%	9.3%	0.5%	1.2%	1.7%	2.5%	12.4%	7.5%	0.1%
Study Area	100%	62.5%	9.5%	0.9%	2.0%	2.8%	3.0%	13.9%	5.0%	0.4%
San Fernando	100%	67.2%	10.7%	2.4%	5.7%	5.9%	2.8%	4.1%	0.9%	0.4%
Burbank	100%	46.4%	4.1%	2.2%	8.9%	10.5%	10.0%	17.7%	0.2%	0.0%
Van Nuys	100%	36.1%	3.6%	1.1%	3.3%	8.6%	13.8%	32.4%	0.9%	0.1%
Chatsworth	100%	56.9%	13.4%	0.3%	1.3%	2.7%	1.3%	19.6%	4.4%	0.1%
L.A. City	100%	39.2%	6.6%	3.2%	6.4%	9.4%	10.4%	24.1%	0.6%	0.1%
California	100%	56.4%	7.6%	2.7%	5.7%	5.9%	5.1%	12.0%	4.4%	0.3%
U.S.	100%	60.3%	5.6%	4.3%	4.7%	4.7%	4.0%	8.6%	7.6%	0.2%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6b

HOUSING PROFILE: YEAR STRUCTURE BUILT

	Year								
Community	Total	1999 to March-00	1995 to 1998	1990 to 1994	1980 to 1989	1970 to 1979	1960 to 1969	1940 to 1959	1939 or earlier
Pacoima	16,388	34	282	859	2,837	1,882	3,219	6,551	724
Sun Valley	15,708	36	196	731	1,544	2,389	2,686	6,895	1,231
Sylmar	18,663	308	656	788	4,110	3,183	3,867	5,204	547
Study Area	50,759	378	1,134	2,378	8,491	7,454	9,772	18,650	2,502
San Fernando	5,943	32	151	112	405	680	937	2,650	976
Burbank	42,847	243	651	2,554	5,379	4,192	4,773	19,343	5,712
Van Nuys	58,505	247	725	1,816	8,312	9,955	12,322	22,803	2,325
Chatsworth	13,489	59	171	566	2,692	4,973	2,735	2,125	168
L.A. City	1,337,668	7,250	25,363	49,785	148,376	200,978	234,429	447,923	223,564
California	12,214,549	191,345	541,056	845,325	2,098,028	2,504,157	2,047,205	2,834,883	1,152,550
U.S.	115,904,641	2,755,075	8,478,975	8,467,008	18,326,847	21,438,863	15,911,903	23,145,917	17,380,053

	Percent Distribution								
Community	Total	1999 to March-00	1995 to 1998	1990 to 1994	1980 to 1989	1970 to 1979	1960 to 1969	1940 to 1959	1939 or earlier
Pacoima	100%	0.2%	1.7%	5.2%	17.3%	11.5%	19.6%	40.0%	4.4%
Sun Valley	100%	0.2%	1.2%	4.7%	9.8%	15.2%	17.1%	43.9%	7.8%
Sylmar	100%	1.7%	3.5%	4.2%	22.0%	17.1%	20.7%	27.9%	2.9%
Study Area	100%	0.7%	2.2%	4.7%	16.7%	14.7%	19.3%	36.7%	4.9%
San Fernando	100%	0.5%	2.5%	1.9%	6.8%	11.4%	15.8%	44.6%	16.4%
Burbank	100%	0.6%	1.5%	6.0%	12.6%	9.8%	11.1%	45.1%	13.3%
Van Nuys	100%	0.4%	1.2%	3.1%	14.2%	17.0%	21.1%	39.0%	4.0%
Chatsworth	100%	0.4%	1.3%	4.2%	20.0%	36.9%	20.3%	15.8%	1.2%
L.A. City	100%	0.5%	1.9%	3.7%	11.1%	15.0%	17.5%	33.5%	16.7%
California	100%	1.6%	4.4%	6.9%	17.2%	20.5%	16.8%	23.2%	9.4%
U.S.	100%	2.4%	7.3%	7.3%	15.8%	18.5%	13.7%	20.0%	15.0%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6c

HOUSING PROFILE: ESTIMATED HOME VALUES -- 1999*

Community	Median Home Value ($000s)	Number of Owner-Occupied Homes: Total	Less than $50,000	$50,000 to $99,999	$100,000 to $149,999	$150,000 to $199,999	$200,000 to $299,999	$300,000 to $499,999	$500,000 to $999,999	$1,000,000 or more
Pacoima	$141.9	7,485	97	607	4,050	2,353	272	54	52	0
Sun Valley	$174.9	8,376	106	417	2,309	3,126	1,638	660	70	50
Sylmar	$166.2	10,683	108	704	2,929	4,187	2,416	310	13	16
Study Area	$162.1	26,544	311	1,728	9,288	9,666	4,326	1,024	135	66
San Fernando	$144.4	2,932	55	294	1,287	1,080	193	14	0	9
Burbank	$256.4	16,088	154	217	849	2,017	7,766	4,306	728	51
Van Nuys	$205.8	16,764	104	386	2,254	6,098	5,790	1,868	223	41
Chatsworth	$261.2	7,697	106	11	487	1,329	2,888	2,210	520	146
L.A. City	$221.6	412,804	4,778	14,187	67,459	96,548	92,099	76,366	45,866	15,501
California	$211.5	5,527,618	84,079	557,004	934,731	1,027,275	1,234,462	1,054,888	506,560	128,619
U.S.	$119.6	55,212,108	5,457,817	16,778,971	13,110,384	8,075,904	6,583,049	3,584,108	1,308,116	313,759

Community	Percent of All Owner-Occupied Homes: Total	Less than $50,000	$50,000 to $99,999	$100,000 to $149,999	$150,000 to $199,999	$200,000 to $299,999	$300,000 to $499,999	$500,000 to $999,999	$1,000,000 or more
Pacoima	100%	1.3%	8.1%	54.1%	31.4%	3.6%	0.7%	0.7%	0.0%
Sun Valley	100%	1.3%	5.0%	27.6%	37.3%	19.6%	7.9%	0.8%	0.6%
Sylmar	100%	1.0%	6.6%	27.4%	39.2%	22.6%	2.9%	0.1%	0.1%
Study Area	100%	1.2%	6.5%	35.0%	36.4%	16.3%	3.9%	0.5%	0.2%
San Fernando	100%	1.9%	10.0%	43.9%	36.8%	6.6%	0.5%	0.0%	0.3%
Burbank	100%	1.0%	1.3%	5.3%	12.5%	48.3%	26.8%	4.5%	0.3%
Van Nuys	100%	0.6%	2.3%	13.4%	36.4%	34.5%	11.1%	1.3%	0.2%
Chatsworth	100%	1.4%	0.1%	6.3%	17.3%	37.5%	28.7%	6.8%	1.9%
L.A. City	100%	1.2%	3.4%	16.3%	23.4%	22.3%	18.5%	11.1%	3.8%
California	100%	1.5%	10.1%	16.9%	18.6%	22.3%	19.1%	9.2%	2.3%
U.S.	100%	9.9%	30.4%	23.7%	14.6%	11.9%	6.5%	2.4%	0.6%

*Note: Home values were estimated by homeowners as part of Census 2000.
Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6d

HOUSING PROFILE: GROSS CONTRACT RENTS -- 1999*

Community	Median Monthly Rent ($)	Number of Renter-Occupied Homes: Total	Under $200	$200 to $299	$300 to $499	$500 to $749	$750 to $999	$1,000 to $1,499	$1,500 or more	No cash rent
Pacoima	$671	6,969	307	572	1,252	2,336	1,508	805	59	130
Sun Valley	$756	5,821	111	112	674	2,711	1,080	781	162	190
Sylmar	$826	5,277	78	106	462	2,116	1,194	974	173	174
Study Area	$744	18,067	496	790	2,388	7,163	3,782	2,560	394	494
San Fernando	$665	2,662	38	51	375	1,218	600	318	19	43
Burbank	$778	23,479	323	328	1,176	8,790	7,265	4,329	857	411
Van Nuys	$659	37,174	506	453	4,261	19,523	8,070	3,065	791	505
Chatsworth	$890	4,058	7	31	88	1,172	1,040	1,141	441	138
L.A. City	$672	782,164	21,720	22,915	123,579	300,153	162,156	101,720	35,384	14,537
California	$747	4,921,581	108,249	130,660	619,698	1,542,012	1,161,178	870,092	336,834	152,858
U.S.	$602	35,199,502	1,844,181	1,818,764	7,739,515	11,860,298	6,045,173	3,054,099	1,024,296	1,813,176

Community	Percent of All Renter-Occupied Homes: Total	Under $200	$200 to $299	$300 to $499	$500 to $749	$750 to $999	$1,000 to $1,499	$1,500 or more	No cash rent
Pacoima	100%	4.4%	8.2%	18.0%	33.5%	21.6%	11.6%	0.8%	1.9%
Sun Valley	100%	1.9%	1.9%	11.6%	46.6%	18.6%	13.4%	2.8%	3.3%
Sylmar	100%	1.5%	2.0%	8.8%	40.1%	22.6%	18.5%	3.3%	3.3%
Study Area	100%	2.7%	4.4%	13.2%	39.6%	20.9%	14.2%	2.2%	2.7%
San Fernando	100%	1.4%	1.9%	14.1%	45.8%	22.5%	11.9%	0.7%	1.6%
Burbank	100%	1.4%	1.4%	5.0%	37.4%	30.9%	18.4%	3.7%	1.8%
Van Nuys	100%	1.4%	1.2%	11.5%	52.5%	21.7%	8.2%	2.1%	1.4%
Chatsworth	100%	0.2%	0.8%	2.2%	28.9%	25.6%	28.1%	10.9%	3.4%
L.A. City	100%	2.8%	2.9%	15.8%	38.4%	20.7%	13.0%	4.5%	1.9%
California	100%	2.2%	2.7%	12.6%	31.3%	23.6%	17.7%	6.8%	3.1%
U.S.	100%	5.2%	5.2%	22.0%	33.7%	17.2%	8.7%	2.9%	5.2%

*Notes: Gross rents were provided by renters as part of Census 2000.

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6e

HOUSING PROFILE: HOMEOWNERSHIP COSTS & INCOME -- 1999*

Community	Number of Owner-Occupied Homes						
		Owner Costs As A Percentage of Household Income					
	Total	Less than 15%	15% to 19%	20% to 24%	25% to 29%	30% to 34%	35% or more
Pacoima	7,485	1,633	795	996	736	630	2,581
Sun Valley	8,376	2,279	1,052	994	1,018	716	2,248
Sylmar	10,683	2,182	1,512	1,667	1,236	937	3,028
Study Area	26,544	6,094	3,359	3,657	2,990	2,283	7,857
San Fernando	2,932	730	390	377	379	258	745
Burbank	16,088	4,836	2,153	2,038	1,915	1,156	3,851
Van Nuys	16,764	3,962	2,206	2,260	1,929	1,308	4,954
Chatsworth	7,697	1,741	1,054	1,081	880	624	2,232
L.A. City	412,804	112,423	52,551	50,014	41,169	30,625	121,502
California	5,527,618	1,549,648	805,396	779,363	624,144	443,312	1,283,647
U.S.	55,212,108	20,165,963	9,661,469	7,688,019	5,210,523	3,325,083	8,719,648

Community	Percent Distribution						
	Total	Less than 15%	15% to 19%	20% to 24%	25% to 29%	30% to 34%	35% or more
Pacoima	100%	21.8%	10.6%	13.3%	9.8%	8.4%	34.5%
Sun Valley	100%	27.2%	12.6%	11.9%	12.2%	8.5%	26.8%
Sylmar	100%	20.4%	14.2%	15.6%	11.6%	8.8%	28.3%
Study Area	100%	23.0%	12.7%	13.8%	11.3%	8.6%	29.6%
San Fernando	100%	24.9%	13.3%	12.9%	12.9%	8.8%	25.4%
Burbank	100%	30.1%	13.4%	12.7%	11.9%	7.2%	23.9%
Van Nuys	100%	23.6%	13.2%	13.5%	11.5%	7.8%	29.6%
Chatsworth	100%	22.6%	13.7%	14.0%	11.4%	8.1%	29.0%
L.A. City	100%	27.2%	12.7%	12.1%	10.0%	7.4%	29.4%
California	100%	28.0%	14.6%	14.1%	11.3%	8.0%	23.2%
U.S.	100%	36.5%	17.5%	13.9%	9.4%	6.0%	15.8%

*Note: Incomes and housing costs were provided by homeowners as part of Census 2000.
Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6f

HOUSING PROFILE: RENTAL COSTS & INCOME -- 1999*

Community	Number of Renter-Occupied Homes						
		Renter Costs As A Percentage of Household Income					
	Total	Less than 15%	15% to 19%	20% to 24%	25% to 29%	30% to 34%	35% or more
Pacoima	6,969	1,083	689	975	936	678	2,406
Sun Valley	5,821	781	618	744	620	487	2,216
Sylmar	5,277	642	608	920	565	412	1,864
Study Area	18,067	2,506	1,915	2,639	2,121	1,577	6,486
San Fernando	2,662	421	414	315	265	260	878
Burbank	23,479	3,820	3,822	3,125	2,423	1,774	7,579
Van Nuys	37,174	4,716	4,620	4,759	4,273	3,121	13,908
Chatsworth	4,058	501	707	634	517	282	1,217
L.A. City	782,164	109,922	96,208	94,351	83,798	63,372	289,898
California	4,921,581	718,870	668,412	645,258	542,046	401,761	1,677,934
U.S.	35,199,502	6,370,263	5,037,981	4,498,604	3,666,233	2,585,327	10,383,959

Community	Percent Distribution						
	Total	Less than 15%	15% to 19%	20% to 24%	25% to 29%	30% to 34%	35% or more
Pacoima	100%	15.5%	9.9%	14.0%	13.4%	9.7%	34.5%
Sun Valley	100%	13.4%	10.6%	12.8%	10.7%	8.4%	38.1%
Sylmar	100%	12.2%	11.5%	17.4%	10.7%	7.8%	35.3%
Study Area	100%	13.9%	10.6%	14.6%	11.7%	8.7%	35.9%
San Fernando	100%	15.8%	15.6%	11.8%	10.0%	9.8%	33.0%
Burbank	100%	16.3%	16.3%	13.3%	10.3%	7.6%	32.3%
Van Nuys	100%	12.7%	12.4%	12.8%	11.5%	8.4%	37.4%
Chatsworth	100%	12.3%	17.4%	15.6%	12.7%	6.9%	30.0%
L.A. City	100%	14.1%	12.3%	12.1%	10.7%	8.1%	37.1%
California	100%	14.6%	13.6%	13.1%	11.0%	8.2%	34.1%
U.S.	100%	18.1%	14.3%	12.8%	10.4%	7.3%	29.5%

*Note: Incomes and rental costs were provided by renters as part of Census 2000.
Sources: U.S. Census Bureau, LAEDC

EXHIBIT 6g

HOUSING PROFILE: VEHICLES AVAILABLE -- 2000

Community	Occupied Housing Units	Vehicles Available: None	One	Two	3 or more
Pacoima	15,828	1,910	5,084	5,097	3,737
Sun Valley	15,221	1,313	4,833	5,437	3,638
Sylmar	18,147	1,269	5,243	7,147	4,488
Study Area	49,196	4,492	15,160	17,681	11,863
San Fernando	5,784	721	1,718	2,189	1,156
Burbank	41,608	3,916	16,996	15,150	5,546
Van Nuys	56,665	7,186	24,221	18,957	6,301
Chatsworth	13,138	527	3,891	5,766	2,954
L.A. City	1,275,358	210,770	514,087	394,941	155,560
California	11,502,870	1,091,214	3,927,721	4,342,204	2,141,731
U.S.	105,480,101	10,861,067	36,123,613	40,461,920	18,033,501

	Percent Distribution				
Community	Occupied Housing Units	Vehicles Available: None	One	Two	3 or more
Pacoima	100%	12.1%	32.1%	32.2%	23.6%
Sun Valley	100%	8.6%	31.8%	35.7%	23.9%
Sylmar	100%	7.0%	28.9%	39.4%	24.7%
Study Area	100%	9.1%	30.8%	35.9%	24.1%
San Fernando	100%	12.5%	29.7%	37.8%	20.0%
Burbank	100%	9.4%	40.8%	36.4%	13.3%
Van Nuys	100%	12.7%	42.7%	33.5%	11.1%
Chatsworth	100%	4.0%	29.6%	43.9%	22.5%
L.A. City	100%	16.5%	40.3%	31.0%	12.2%
California	100%	9.5%	34.1%	37.7%	18.6%
U.S.	100%	10.3%	34.2%	38.4%	17.1%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 7a

ECONOMIC CHARACTERISTICS: EMPLOYMENT STATUS -- 2000

	Population 16 years and over						
		In Labor Force					
		Civilian Labor Force				Armed	Not In
Community	Total	Total	Employed	Unemployed	Unemp. Rate	Forces	Labor Force
Pacoima	50,365	27,193	24,345	2,848	10.5%	0	23,172
Sun Valley	40,951	24,223	21,542	2,681	11.1%	47	16,681
Sylmar	49,494	29,309	26,941	2,368	8.1%	28	20,157
Study Area	140,810	80,725	72,828	7,897	9.8%	75	60,010
San Fernando	16,195	9,184	8,453	731	8.0%	7	7,004
Burbank	80,339	52,720	49,399	3,321	6.3%	24	27,595
Van Nuys	122,448	75,981	69,391	6,590	8.7%	77	46,390
Chatsworth	28,082	18,914	17,967	947	5.0%	9	9,159
L.A. City	2,809,852	1,688,652	1,532,074	156,578	9.3%	1,664	1,119,536
California	25,596,144	15,829,202	14,718,928	1,110,274	7.0%	148,677	9,618,265
U.S.	217,168,077	137,668,798	129,721,512	7,947,286	5.8%	1,152,137	78,347,142

	Percent Distribution				
		In Labor Force			
		Civilian Labor Force		Armed	Not In
Community	Total	Employed	Unemployed	Forces	Labor Force
Pacoima	100%	48.3%	5.7%	0.0%	46.0%
Sun Valley	100%	52.6%	6.5%	0.1%	40.7%
Sylmar	100%	54.4%	4.8%	0.1%	40.7%
Study Area	100%	51.7%	5.6%	0.1%	42.6%
San Fernando	100%	52.2%	4.5%	0.0%	43.2%
Burbank	100%	61.5%	4.1%	0.0%	34.3%
Van Nuys	100%	56.7%	5.4%	0.1%	37.9%
Chatsworth	100%	64.0%	3.4%	0.0%	32.6%
L.A. City	100%	54.5%	5.6%	0.1%	39.8%
California	100%	57.5%	4.3%	0.6%	37.6%
U.S.	100%	59.7%	3.7%	0.5%	36.1%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 7b

ECONOMIC CHARACTERISTICS: FEMALE EMPLOYMENT STATUS -- 2000

	Female Population 16 Years And Over					
		Civilian Labor Force				Not In
Community	Total	Total	Employed	Unemployed	Unemp. Rate	Labor Force
Pacoima	24,842	11,179	9,812	1,367	12.2%	13,663
Sun Valley	20,299	10,363	9,034	1,329	12.8%	9,936
Sylmar	24,903	13,070	11,941	1,129	8.6%	11,833
Study Area	70,044	34,612	30,787	3,825	11.1%	35,432
San Fernando	8,171	3,843	3,567	276	7.2%	4,328
Burbank	42,094	24,675	23,271	1,404	5.7%	17,419
Van Nuys	61,306	33,577	30,190	3,387	10.1%	27,729
Chatsworth	14,467	8,614	8,214	400	4.6%	5,853
L.A. City	1,426,430	755,972	680,733	75,239	10.0%	670,458
California	12,998,409	7,195,990	6,673,578	522,412	7.3%	5,802,419
U.S.	112,185,795	64,383,493	60,630,069	3,753,424	5.8%	47,802,302

Percent Distribution

	Females 16 Years And Over			
	Civilian Labor Force			Not In
Community	Total	Employed	Unemployed	Labor Force
Pacoima	100%	39.5%	5.5%	55.0%
Sun Valley	100%	44.5%	6.5%	48.9%
Sylmar	100%	48.0%	4.5%	47.5%
Study Area	100%	44.0%	5.5%	50.6%
San Fernando	100%	43.7%	3.4%	53.0%
Burbank	100%	55.3%	3.3%	41.4%
Van Nuys	100%	49.2%	5.5%	45.2%
Chatsworth	100%	56.8%	2.8%	40.5%
L.A. City	100%	47.7%	5.3%	47.0%
California	100%	51.3%	4.0%	44.6%
U.S.	100%	54.0%	3.3%	42.6%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 7c

ECONOMIC CHARACTERISTICS: MALE EMPLOYMENT STATUS -- 2000

	Male Population 16 Years And Over							
		In Labor Force						
		Civilian Labor Force				Armed	Not In
Community	Total	Total	Employed	Unemployed	Unemp. Rate	Forces	Labor Force
Pacoima	25,523	16,014	14,533	1,481	9.2%	0	9,509
Sun Valley	20,652	13,860	12,508	1,352	9.8%	47	6,745
Sylmar	24,591	16,239	15,000	1,239	7.6%	28	8,324
Study Area	70,766	46,113	42,041	4,072	8.8%	75	24,578
San Fernando	8,024	5,341	4,886	455	8.5%	7	2,676
Burbank	38,245	28,045	26,128	1,917	6.8%	24	10,176
Van Nuys	61,142	42,404	39,201	3,203	7.6%	77	18,661
Chatsworth	13,615	10,300	9,753	547	5.3%	9	3,306
L.A. City	1,383,422	932,680	851,341	81,339	8.7%	1,664	449,078
California	12,597,735	8,633,212	8,045,350	587,862	6.8%	148,677	3,815,846
U.S.	104,982,282	73,285,305	69,091,443	4,193,862	5.7%	1,152,137	30,544,840

	Percent Distribution				
		Males 16 Years And Over			
		Civilian Labor Force		Armed	Not In
Community	Total	Employed	Unemployed	Forces	Labor Force
Pacoima	100%	56.9%	5.8%	0.0%	37.3%
Sun Valley	100%	60.6%	6.5%	0.2%	32.7%
Sylmar	100%	61.0%	5.0%	0.1%	33.8%
Study Area	100%	59.4%	5.8%	0.1%	34.7%
San Fernando	100%	60.9%	5.7%	0.1%	33.3%
Burbank	100%	68.3%	5.0%	0.1%	26.6%
Van Nuys	100%	64.1%	5.2%	0.1%	30.5%
Chatsworth	100%	71.6%	4.0%	0.1%	24.3%
L.A. City	100%	61.5%	5.9%	0.1%	32.5%
California	100%	63.9%	4.7%	1.2%	30.3%
U.S.	100%	65.8%	4.0%	1.1%	29.1%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 8

ECONOMIC CHARACTERISTICS: POVERTY STATUS -- 1999

	In Poverty			
	Families		Individuals	
Community	W/ Related Children	Female Head W/ Children	18 Years And Over	65 Years And Over
Pacoima	2,497	907	9,306	613
Sun Valley	1,606	566	6,142	404
Sylmar	1,413	681	5,275	366
Study Area	5,516	2,154	20,723	1,383
San Fernando	623	224	2,631	250
Burbank	1,567	551	7,493	1,121
Van Nuys	5,735	2,171	21,318	1,426
Chatsworth	211	101	1,429	352
L.A. City	122,289	52,131	507,021	43,550
California	699,159	310,533	2,949,030	280,411
U.S.	5,155,866	2,940,459	22,152,954	3,287,774

	Percentage of Group In Poverty			
	Families		Individuals	
Community	W/ Related Children	Female Head W/ Children	18 Years And Over	65 Years And Over
Pacoima	24.0%	39.6%	19.6%	13.7%
Sun Valley	20.6%	40.2%	15.9%	9.3%
Sylmar	14.0%	34.9%	11.4%	7.5%
Study Area	19.5%	38.1%	15.7%	10.1%
San Fernando	17.5%	32.8%	17.0%	15.6%
Burbank	12.0%	19.3%	9.7%	9.0%
Van Nuys	23.8%	37.2%	18.1%	11.3%
Chatsworth	4.8%	13.3%	5.3%	8.4%
L.A. City	25.3%	42.2%	19.0%	12.6%
California	15.3%	32.5%	12.3%	8.1%
U.S.	13.6%	34.3%	10.9%	9.9%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 9

ECONOMIC CHARACTERISTICS: EMPLOYMENT BY OCCUPATION -- 2000

	Occupation*						
Community	Total	Management/ Professional	Services	Sales/Office Occupations	Farming/ Forestry/ Fishing	Construction/ Extraction/ Maintenance & Repair	Production/ Transportion/ Moving Equipment
Pacoima	24,345	3,075	4,421	5,682	106	3,715	7,346
Sun Valley	21,542	5,188	3,117	5,407	70	2,683	5,077
Sylmar	26,941	6,485	3,957	7,493	74	3,452	5,480
Study Area	72,828	14,748	11,495	18,582	250	9,850	17,903
San Fernando	8,453	1,401	1,625	2,043	29	1,146	2,209
Burbank	49,399	20,302	5,768	15,163	56	3,252	4,858
Van Nuys	69,391	20,290	12,726	19,057	103	7,134	10,081
Chatsworth	17,967	8,272	1,470	5,543	0	1,060	1,622
L.A. City	1,532,074	524,440	245,498	409,696	2,511	117,561	232,368
California	14,718,928	5,295,069	2,173,874	3,939,383	196,695	1,239,160	1,874,747
U.S.	129,721,512	43,646,731	19,276,947	34,621,390	951,810	12,256,138	18,968,496

	Percent Distribution						
	Occupation*						
Community	Total	Management/ Professional	Services	Sales/Office Occupations	Farming/ Forestry/ Fishing	Construction/ Extraction/ Maintenance & Repair	Production/ Transportion/ Moving Equipment
Pacoima	100%	12.6%	18.2%	23.3%	0.4%	15.3%	30.2%
Sun Valley	100%	24.1%	14.5%	25.1%	0.3%	12.5%	23.6%
Sylmar	100%	24.1%	14.7%	27.8%	0.3%	12.8%	20.3%
Study Area	100%	20.3%	15.8%	25.5%	0.3%	13.5%	24.6%
San Fernando	100%	16.6%	19.2%	24.2%	0.3%	13.6%	26.1%
Burbank	100%	41.1%	11.7%	30.7%	0.1%	6.6%	9.8%
Van Nuys	100%	29.2%	18.3%	27.5%	0.1%	10.3%	14.5%
Chatsworth	100%	46.0%	8.2%	30.9%	0.0%	5.9%	9.0%
L.A. City	100%	34.2%	16.0%	26.7%	0.2%	7.7%	15.2%
California	100%	36.0%	14.8%	26.8%	1.3%	8.4%	12.7%
U.S.	100%	33.6%	14.9%	26.7%	0.7%	9.4%	14.6%

*NOTE: Occupations named by employed persons 16 years of age and over in Census 2000.

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 10

ECONOMIC CHARACTERISTICS: CLASS OF WORKER -- 2000

Community	Class of Worker				
	Total	Private	Government	Self-Employed	Unpaid Family
Pacoima	24,345	20,741	2,342	1,223	39
Sun Valley	21,542	17,629	2,096	1,766	51
Sylmar	26,941	21,835	3,281	1,746	79
Study Area	72,828	60,205	7,719	4,735	169
San Fernando	8,453	6,904	985	527	37
Burbank	49,399	38,667	5,819	4,761	152
Van Nuys	69,391	56,459	5,609	7,108	215
Chatsworth	17,967	14,314	1,886	1,739	28
L.A. City	1,532,074	1,209,942	162,402	153,551	6,179
California	14,718,928	11,257,393	2,158,071	1,249,530	53,934
U.S.	129,721,512	101,794,361	18,923,353	8,603,761	400,037

Community	Percent Distribution Class of Worker				
	Total	Private	Government	Self-employed	Unpaid Family
Pacoima	100%	85.2%	9.6%	5.0%	0.2%
Sun Valley	100%	81.8%	9.7%	8.2%	0.2%
Sylmar	100%	81.0%	12.2%	6.5%	0.3%
Study Area	100%	82.7%	10.6%	6.5%	0.2%
San Fernando	100%	81.7%	11.7%	6.2%	0.4%
Burbank	100%	78.3%	11.8%	9.6%	0.3%
Van Nuys	100%	81.4%	8.1%	10.2%	0.3%
Chatsworth	100%	79.7%	10.5%	9.7%	0.2%
L.A. City	100%	79.0%	10.6%	10.0%	0.4%
California	100%	76.5%	14.7%	8.5%	0.4%
U.S.	100%	78.5%	14.6%	6.6%	0.3%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 11

ECONOMIC CHARACTERISTICS: EMPLOYMENT BY INDUSTRY -- 2000

	Industry*											
Community	Total	Construction	Manu-facturing	Wholesale Trade	Retail Trade	Transport/ Public Utils.	Information	Finance/ Insurance/ Real Estate	Prof'l/ Admin/ Services	Educ'l/ Health Services	Entertainmt/ Recreation Services	Other*
Pacoima	24,345	2,765	5,985	1,367	2,533	995	528	1,071	2,241	3,380	1,483	1,997
Sun Valley	21,542	1,755	4,269	876	2,346	1,040	996	1,297	2,256	3,351	1,482	1,874
Sylmar	26,941	2,307	5,127	1,174	2,978	1,395	1,272	1,698	2,403	4,660	1,674	2,253
Study Area	72,828	6,827	15,381	3,417	7,857	3,430	2,796	4,066	6,900	11,391	4,639	6,124
San Fernando	8,453	852	1,830	415	811	444	195	431	760	1,417	592	706
Burbank	49,399	2,126	4,959	1,547	5,120	1,894	7,079	4,238	5,663	7,844	4,578	4,351
Van Nuys	69,436	4,914	8,072	2,695	7,915	2,192	4,717	4,741	9,619	10,389	6,888	7,294
Chatsworth	17,967	801	2,850	878	2,007	570	1,052	2,162	2,252	3,224	1,043	1,128
L.A. City	1,532,074	81,032	202,277	60,691	158,118	60,867	107,285	108,032	197,876	265,613	147,462	142,821
California	14,718,928	915,023	1,930,141	596,309	1,641,243	689,387	577,463	1,016,916	1,711,625	2,723,928	1,204,211	1,712,682
U.S.	129,721,512	8,801,507	18,286,005	4,666,757	15,221,716	6,740,102	3,996,564	8,934,972	12,061,865	25,843,029	10,210,295	14,958,700

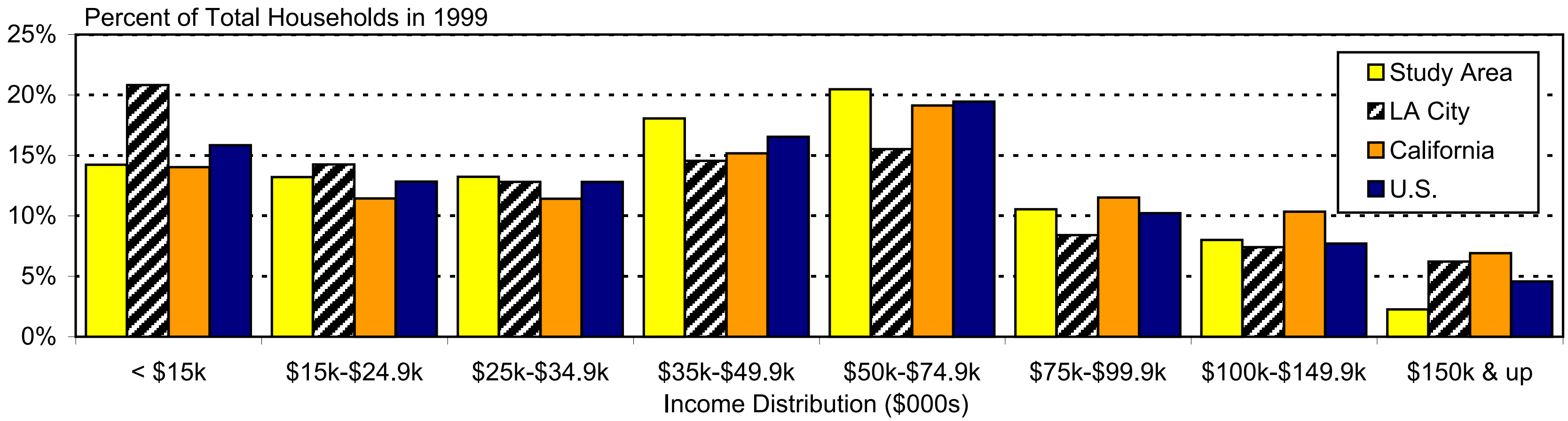
	Percent Distribution											
Community	Total	Construction	Manu-facturing	Wholesale Trade	Retail Trade	Transport/ Public Utils.	Information	Finance/ Insurance/ Real Estate	Prof'l/ Admin/ Services	Educ'l/ Health Services	Entertainmt/ Recreation Services	Other*
Pacoima	100%	11.4%	24.6%	5.6%	10.4%	4.1%	2.2%	4.4%	9.2%	13.9%	6.1%	8.2%
Sun Valley	100%	8.1%	19.8%	4.1%	10.9%	4.8%	4.6%	6.0%	10.5%	15.6%	6.9%	8.7%
Sylmar	100%	8.6%	19.0%	4.4%	11.1%	5.2%	4.7%	6.3%	8.9%	17.3%	6.2%	8.4%
Study Area	100%	9.4%	21.1%	4.7%	10.8%	4.7%	3.8%	5.6%	9.5%	15.6%	6.4%	8.4%
San Fernando	100%	10.1%	21.6%	4.9%	9.6%	5.3%	2.3%	5.1%	9.0%	16.8%	7.0%	8.4%
Burbank	100%	4.3%	10.0%	3.1%	10.4%	3.8%	14.3%	8.6%	11.5%	15.9%	9.3%	8.8%
Van Nuys	100%	7.1%	11.6%	3.9%	11.4%	3.2%	6.8%	6.8%	13.9%	15.0%	9.9%	10.5%
Chatsworth	100%	4.5%	15.9%	4.9%	11.2%	3.2%	5.9%	12.0%	12.5%	17.9%	5.8%	6.3%
L.A. City	100%	5.3%	13.2%	4.0%	10.3%	4.0%	7.0%	7.1%	12.9%	17.3%	9.6%	9.3%
California	100%	6.2%	13.1%	4.1%	11.2%	4.7%	3.9%	6.9%	11.6%	18.5%	8.2%	11.6%
U.S.	100%	6.8%	14.1%	3.6%	11.7%	5.2%	3.1%	6.9%	9.3%	19.9%	7.9%	11.5%

*Notes: Industries named by employed persons 16 years of age and over in Census 2000.
Other: Agriculture & Mining, Public Administration, Other Private Services.

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 12a

HOUSEHOLD INCOME DISTRIBUTION in 1999

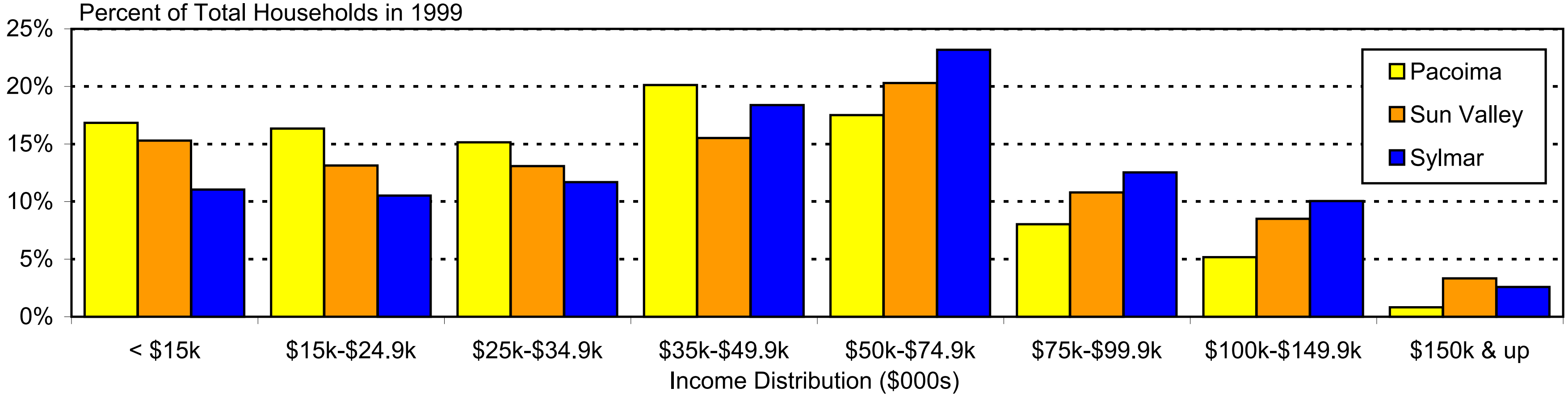


	Number of Households				Percent Distribution			
Income Bracket	Study Area	LA City	California	Total U.S.	Study Area	LA City	California	Total U.S.
Under $15,000	7,001	265,869	1,615,869	16,724,255	14.2%	20.8%	14.0%	15.8%
$15,000 - $24,999	6,493	182,068	1,318,246	13,536,965	13.2%	14.3%	11.5%	12.8%
$25,000 - $34,999	6,512	163,520	1,315,085	13,519,242	13.2%	12.8%	11.4%	12.8%
$35,000 - $49,999	8,884	185,855	1,745,961	17,446,272	18.1%	14.6%	15.2%	16.5%
$50,000 - $74,999	10,070	198,145	2,202,873	20,540,604	20.5%	15.5%	19.1%	19.5%
$75,000 - $99,999	5,187	107,198	1,326,569	10,799,245	10.5%	8.4%	11.5%	10.2%
$100,000 - $149,999	3,938	94,558	1,192,618	8,147,826	8.0%	7.4%	10.4%	7.7%
At least $150,000	1,108	79,396	794,799	4,824,713	2.3%	6.2%	6.9%	4.6%
Total -- All Households	49,193	1,276,609	11,512,020	105,539,122	100.0%	100.0%	100.0%	100.0%
Median Household Income	$44,879	$36,687	$47,493	$41,994				
Per Capita Income	$12,867	$20,671	$22,711	$21,587				

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 12b

HOUSEHOLD INCOME DISTRIBUTION in 1999

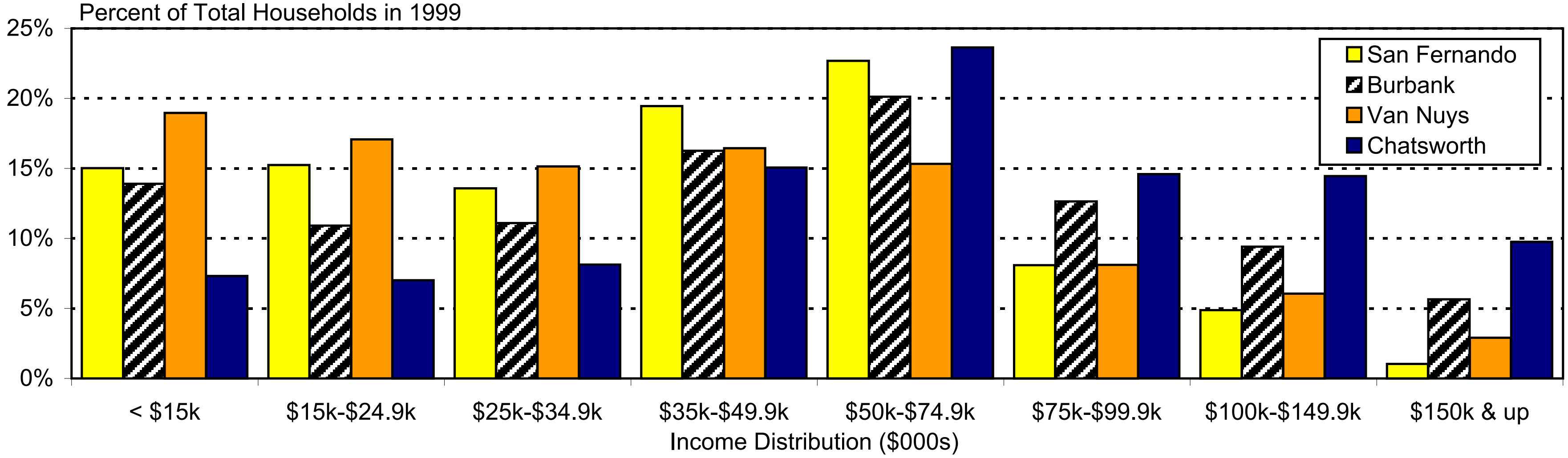


Income Bracket	Number of Households: Pacoima	Sun Valley	Sylmar	Percent Distribution: Pacoima	Sun Valley	Sylmar
Under $15,000	2,666	2,333	2,002	16.8%	15.3%	11.0%
$15,000 - $24,999	2,585	2,001	1,907	16.3%	13.1%	10.5%
$25,000 - $34,999	2,396	1,995	2,121	15.1%	13.1%	11.7%
$35,000 - $49,999	3,185	2,367	3,332	20.1%	15.5%	18.4%
$50,000 - $74,999	2,771	3,095	4,204	17.5%	20.3%	23.2%
$75,000 - $99,999	1,272	1,644	2,271	8.0%	10.8%	12.5%
$100,000 - $149,999	820	1,298	1,820	5.2%	8.5%	10.0%
At least $150,000	130	507	471	0.8%	3.3%	2.6%
Total -- All Households	15,825	15,240	18,128	100.0%	100.0%	100.0%
Median Household Income	$35,896	$48,777	$49,444			
Per Capita Income	$9,286	$14,903	$15,024			

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 12c

HOUSEHOLD INCOME DISTRIBUTION in 1999



Income Bracket	Number of Households: San Fernando	Burbank	Van Nuys	Chatsworth	Percent Distribution: San Fernando	Burbank	Van Nuys	Chatsworth
Under $15,000	871	5,793	10,756	964	15.0%	13.9%	19.0%	7.3%
$15,000 - $24,999	883	4,543	9,680	922	15.2%	10.9%	17.1%	7.0%
$25,000 - $34,999	787	4,624	8,594	1,071	13.6%	11.1%	15.2%	8.1%
$35,000 - $49,999	1,127	6,773	9,326	1,983	19.4%	16.3%	16.4%	15.1%
$50,000 - $74,999	1,315	8,379	8,689	3,111	22.7%	20.1%	15.3%	23.6%
$75,000 - $99,999	469	5,270	4,595	1,921	8.1%	12.7%	8.1%	14.6%
$100,000 - $149,999	283	3,920	3,431	1,902	4.9%	9.4%	6.0%	14.5%
At least $150,000	60	2,354	1,654	1,285	1.0%	5.7%	2.9%	9.8%
Total -- All Households	5,795	41,656	56,725	13,159	100.0%	100.0%	100.0%	100.0%
Median Household Income	$39,909	$47,467	$34,102	$62,270				
Per Capita Income	$11,485	$25,713	$16,164	$29,101				

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 13

SOCIAL CHARACTERISTICS: SCHOOL ENROLLMENT -- 2000

	Population 3 Years and Over Enrolled in School					
Community	Total	Nursery/ Preschool	Kindergarten	Elementary Grades 1-8	High School Grades 9-12	College/ Graduate School
Pacoima	25,181	1,267	1,744	12,419	6,267	3,484
Sun Valley	17,587	951	947	8,178	4,122	3,389
Sylmar	23,240	998	1,330	10,858	5,919	4,135
Study Area	66,008	3,216	4,021	31,455	16,308	11,008
San Fernando	7,838	370	573	3,771	2,055	1,069
Burbank	26,245	1,455	1,319	10,743	5,527	7,201
Van Nuys	47,789	2,736	3,014	21,644	10,065	10,330
Chatsworth	9,279	570	470	3,487	1,964	2,788
L.A. City	1,099,627	61,352	64,450	460,475	225,818	287,532
California	10,129,990	547,066	554,361	4,349,867	2,122,098	2,556,598
U.S.	76,632,927	4,957,582	4,157,491	33,653,641	16,380,951	17,483,262

	Percent Distribution Population 3 Years and Over Enrolled in School					
Community	Total	Nursery/ Preschool	Kindergarten	Elementary Grades 1-8	High School Grades 9-12	College/ Graduate School
Pacoima	100%	5.0%	6.9%	49.3%	24.9%	13.8%
Sun Valley	100%	5.4%	5.4%	46.5%	23.4%	19.3%
Sylmar	100%	4.3%	5.7%	46.7%	25.5%	17.8%
Study Area	100%	4.9%	6.1%	47.7%	24.7%	16.7%
San Fernando	100%	4.7%	7.3%	48.1%	26.2%	13.6%
Burbank	100%	5.5%	5.0%	40.9%	21.1%	27.4%
Van Nuys	100%	5.7%	6.3%	45.3%	21.1%	21.6%
Chatsworth	100%	6.1%	5.1%	37.6%	21.2%	30.0%
L.A. City	100%	5.6%	5.9%	41.9%	20.5%	26.1%
California	100%	5.4%	5.5%	42.9%	20.9%	25.2%
U.S.	100%	6.5%	5.4%	43.9%	21.4%	22.8%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 14

SOCIAL CHARACTERISTICS: EDUCATIONAL ATTAINMENT -- 2000

	Population 25 Years and Over							
Community	Total	Less Than 9th Grade	9-12 Grades No Diploma	High School Diploma	Some College No Degree	Associate (2-Year) Degree	Bachelor's Degree	Graduate/ Prof'l Degree
Pacoima	37,888	15,636	9,506	6,080	4,079	959	1,143	485
Sun Valley	33,113	8,214	6,367	6,467	5,937	1,538	3,082	1,508
Sylmar	39,407	8,193	7,800	8,775	7,910	2,144	3,075	1,510
Study Area	110,408	32,043	23,673	21,322	17,926	4,641	7,300	3,503
San Fernando	12,932	4,301	3,207	2,558	1,742	421	462	241
Burbank	70,523	5,318	6,602	15,033	17,516	5,610	14,543	5,901
Van Nuys	101,717	19,869	16,137	19,536	20,191	5,627	13,754	6,603
Chatsworth	24,928	955	1,728	5,255	6,432	1,969	5,695	2,894
L.A. City	2,308,887	437,758	332,414	401,938	424,785	122,931	379,630	209,431
California	21,298,900	2,446,324	2,496,419	4,288,452	4,879,336	1,518,403	3,640,157	2,029,809
U.S.	182,211,639	13,755,477	21,960,148	52,168,981	38,351,595	11,512,833	28,317,792	16,144,813

	Percent Distribution									
Community	Total	Less Than 9th Grade	9-12 Grades No Diploma	High School Diploma	Some College No Degree	Associate (2-Year) Degree	Bachelor's Degree	Graduate/ Prof'l Degree	High School Grad or Higher	Bachelor's or Higher
Pacoima	100%	41.3%	25.1%	16.0%	10.8%	2.5%	3.0%	1.3%	33.6%	4.3%
Sun Valley	100%	24.8%	19.2%	19.5%	17.9%	4.6%	9.3%	4.6%	56.0%	13.9%
Sylmar	100%	20.8%	19.8%	22.3%	20.1%	5.4%	7.8%	3.8%	59.4%	11.6%
Study Area	100%	29.0%	21.4%	19.3%	16.2%	4.2%	6.6%	3.2%	49.5%	9.8%
San Fernando	100%	33.3%	24.8%	19.8%	13.5%	3.3%	3.6%	1.9%	41.9%	5.4%
Burbank	100%	7.5%	9.4%	21.3%	24.8%	8.0%	20.6%	8.4%	83.1%	29.0%
Van Nuys	100%	19.5%	15.9%	19.2%	19.9%	5.5%	13.5%	6.5%	64.6%	20.0%
Chatsworth	100%	3.8%	6.9%	21.1%	25.8%	7.9%	22.8%	11.6%	89.2%	34.5%
L.A. City	100%	19.0%	14.4%	17.4%	18.4%	5.3%	16.4%	9.1%	66.6%	25.5%
California	100%	11.5%	11.7%	20.1%	22.9%	7.1%	17.1%	9.5%	76.8%	26.6%
U.S.	100%	7.5%	12.1%	28.6%	21.0%	6.3%	15.5%	8.9%	80.4%	24.4%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 15

SOCIAL CHARACTERISTICS: RESIDENCE IN 1995

Community	Population 5 Years and Over					
			Different House in the U.S.			
		Same	Same	Different County		Elsewhere
	Total	House	County	Same State	Different State	in 1995
Pacoima	66,894	38,516	23,453	1,112	590	3,223
Sun Valley	51,598	29,224	18,185	855	736	2,594
Sylmar	63,621	32,665	25,807	1,544	1,168	2,437
Study Area	182,113	100,405	67,445	3,511	2,494	8,254
San Fernando	21,356	11,742	8,124	231	277	982
Burbank	94,866	50,826	32,228	3,449	5,032	3,331
Van Nuys	150,628	64,527	64,831	4,183	4,759	12,328
Chatsworth	33,081	18,103	11,556	1,557	940	925
L.A. City	3,412,889	1,689,891	1,260,399	109,532	130,724	222,343
California	31,416,629	15,757,539	9,714,481	3,087,987	1,448,964	1,407,658
U.S.	262,375,152	142,027,478	65,435,013	25,327,355	22,089,460	7,495,846

Community	Percent Distribution					
	Population 5 Years and Over					
			Different House in the U.S.			
		Same	Same	Different County		Elsewhere
	Total	House	County	Same State	Different State	in 1995
Pacoima	100%	57.6%	35.1%	1.7%	0.9%	4.8%
Sun Valley	100%	56.6%	35.2%	1.7%	1.4%	5.0%
Sylmar	100%	51.3%	40.6%	2.4%	1.8%	3.8%
Study Area	100%	55.1%	37.0%	1.9%	1.4%	4.5%
San Fernando	100%	55.0%	38.0%	1.1%	1.3%	4.6%
Burbank	100%	53.6%	34.0%	3.6%	5.3%	3.5%
Van Nuys	100%	42.8%	43.0%	2.8%	3.2%	8.2%
Chatsworth	100%	54.7%	34.9%	4.7%	2.8%	2.8%
L.A. City	100%	49.5%	36.9%	3.2%	3.8%	6.5%
California	100%	50.2%	30.9%	9.8%	4.6%	4.5%
U.S.	100%	54.1%	24.9%	9.7%	8.4%	2.9%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 16

SOCIAL CHARACTERISTICS: NATIVITY AND PLACE OF BIRTH -- 2000

	Population					
		Native		Foreign Born		
Community	Total	Born in the U.S.	Born Outside the U.S.	Naturalized Citizen	Not a Citizen	Entered 1990 to March 2000
Pacoima	73,970	38,584	526	9,736	25,124	10,286
Sun Valley	56,122	30,085	599	9,798	15,640	7,505
Sylmar	69,589	43,589	481	9,260	16,259	7,404
Study Area	199,681	112,258	1,606	28,794	57,023	25,195
San Fernando	23,534	13,191	118	3,062	7,163	3,060
Burbank	100,316	68,083	1,021	16,180	15,032	9,691
Van Nuys	165,188	87,800	1,514	21,956	53,918	32,399
Chatsworth	34,985	25,918	231	5,096	3,740	2,181
L.A. City	3,694,834	2,150,322	31,792	509,841	1,002,879	569,771
California	33,871,648	24,633,720	373,673	3,473,266	5,390,989	3,270,746
U.S.	281,421,906	246,786,466	3,527,551	12,542,626	18,565,263	13,178,276

	Percent Distribution					
		Native		Foreign Born		
Community	Total	Born in the U.S.	Born Outside the U.S.	Naturalized Citizen	Not a Citizen	Entered 1990 to March 2000
Pacoima	100%	52.2%	0.7%	13.2%	34.0%	13.9%
Sun Valley	100%	53.6%	1.1%	17.5%	27.9%	13.4%
Sylmar	100%	62.6%	0.7%	13.3%	23.4%	10.6%
Study Area	100%	56.2%	0.8%	14.4%	28.6%	12.6%
San Fernando	100%	56.1%	0.5%	13.0%	30.4%	13.0%
Burbank	100%	67.9%	1.0%	16.1%	15.0%	9.7%
Van Nuys	100%	53.2%	0.9%	13.3%	32.6%	19.6%
Chatsworth	100%	74.1%	0.7%	14.6%	10.7%	6.2%
L.A. City	100%	58.2%	0.9%	13.8%	27.1%	15.4%
California	100%	72.7%	1.1%	10.3%	15.9%	9.7%
U.S.	100%	87.7%	1.3%	4.5%	6.6%	4.7%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 17

SOCIAL CHARACTERISTICS: LANGUAGE SPOKEN AT HOME -- 2000

Community	Population 5 Years and Over						
			Language Other Than English				
	Total	English Only	Spanish	Other Indo-European	Asian/ Pacific Islands	Other	Speak English Less Than "Very Well"
Pacoima	66,894	12,739	52,817	351	842	145	32,894
Sun Valley	51,598	15,816	29,712	3,022	2,625	423	18,886
Sylmar	63,621	22,565	37,945	1,145	1,686	280	20,020
Study Area	182,113	51,120	120,474	4,518	5,153	848	71,800
San Fernando	21,356	4,472	16,686	76	98	24	9,466
Burbank	94,866	54,479	19,512	12,168	6,582	2,125	17,439
Van Nuys	150,628	55,105	71,335	13,893	7,926	2,369	55,386
Chatsworth	33,081	22,178	3,532	3,161	3,509	701	4,094
L.A. City	3,412,889	1,438,573	1,422,316	225,309	278,173	48,518	1,113,153
California	31,416,629	19,014,873	8,105,505	1,335,332	2,709,179	251,740	6,277,779
U.S.	262,375,152	215,423,557	28,101,052	10,017,989	6,960,065	1,872,489	21,320,407

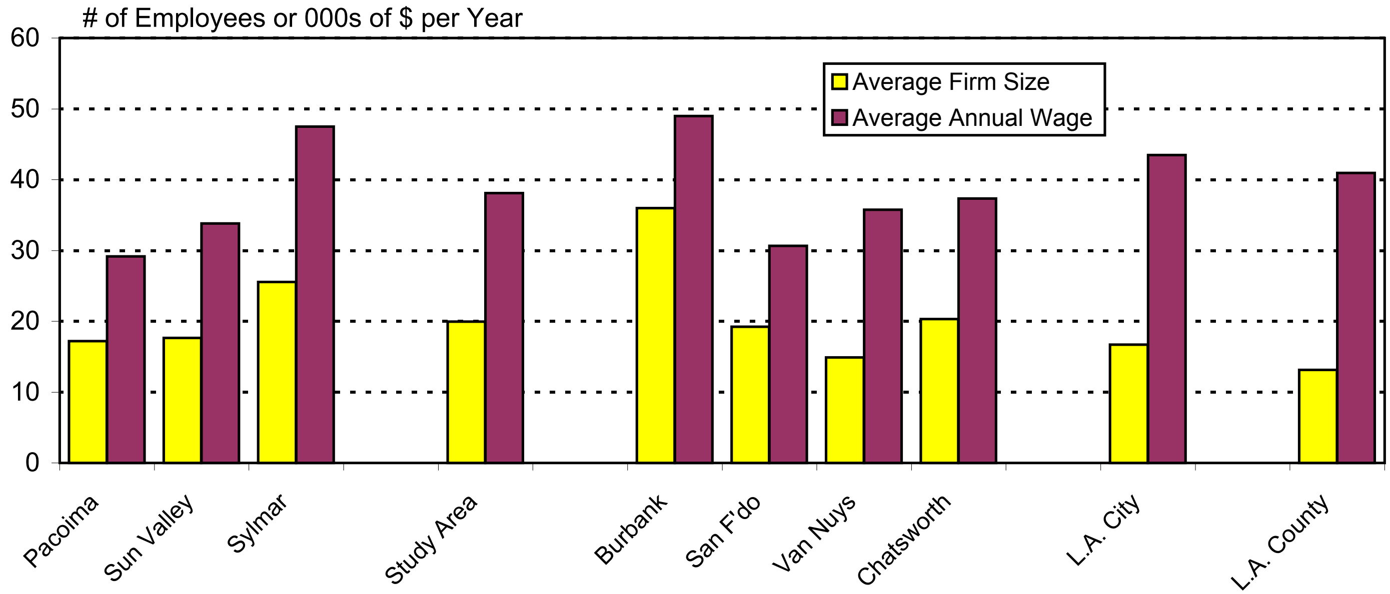
Community	Percent Distribution						
			Language Other Than English				
	Total	English only	Spanish	Other Indo-European	Asian/ Pacific Islands	Other	Speak English Less Than "Very Well"
Pacoima	100%	19.0%	79.0%	0.5%	1.3%	0.2%	49.2%
Sun Valley	100%	30.7%	57.6%	5.9%	5.1%	0.8%	36.6%
Sylmar	100%	35.5%	59.6%	1.8%	2.7%	0.4%	31.5%
Study Area	100%	28.1%	66.2%	2.5%	2.8%	0.5%	39.4%
San Fernando	100%	20.9%	78.1%	0.4%	0.5%	0.1%	44.3%
Burbank	100%	57.4%	20.6%	12.8%	6.9%	2.2%	18.4%
Van Nuys	100%	36.6%	47.4%	9.2%	5.3%	1.6%	36.8%
Chatsworth	100%	67.0%	10.7%	9.6%	10.6%	2.1%	12.4%
L.A. City	100%	42.2%	41.7%	6.6%	8.2%	1.4%	32.6%
California	100%	60.5%	25.8%	4.3%	8.6%	0.8%	20.0%
U.S.	100%	82.1%	10.7%	3.8%	2.7%	0.7%	8.1%

Sources: U.S. Census Bureau, LAEDC

EXHIBIT 18

BUSINESSES and EMPLOYMENT by COMMUNITY -- 2001

(Includes Government)

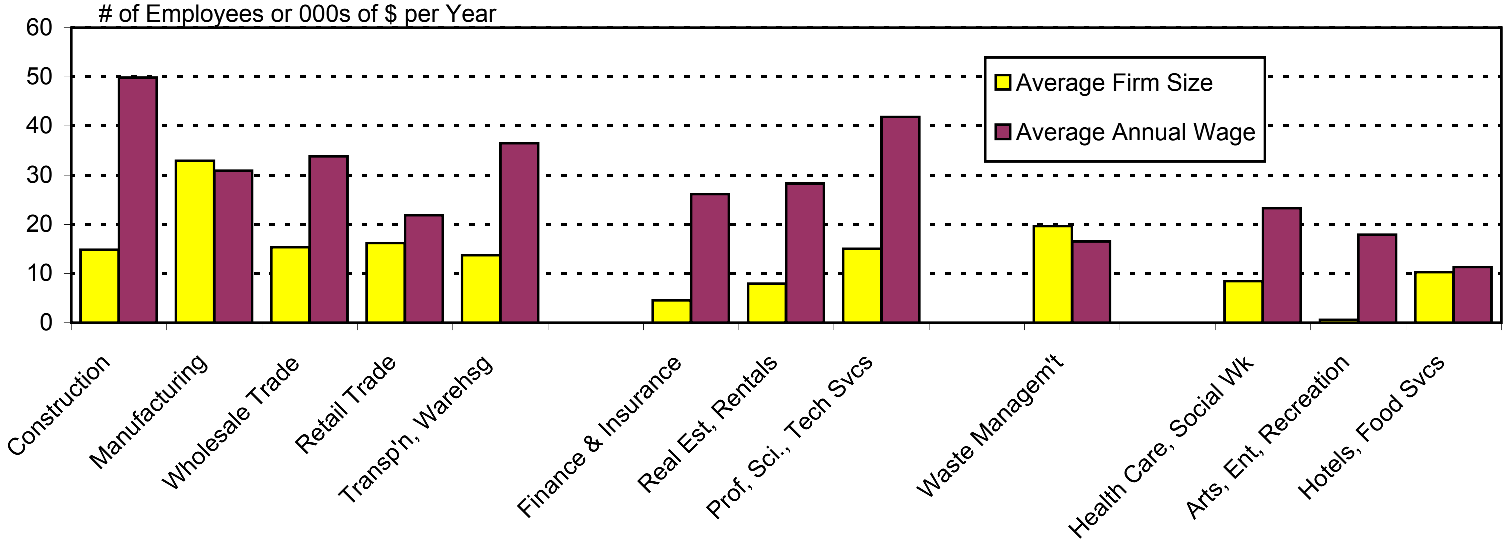


	Total Number of Establishments	Total Number of Employees	Total Annual Payroll ($000s)	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Pacoima	724	12,444	362,665	17.2	$29.14
Sun Valley	1,134	20,023	676,910	17.7	$33.81
Sylmar	821	20,981	996,164	25.6	$47.48
Study Area	2,679	53,448	$2,035,739	20.0	$38.09
Burbank	3,633	130,695	6,401,018	36.0	$48.98
San Fernando	599	11,510	352,595	19.2	$30.63
Van Nuys	3,746	55,757	1,994,807	14.9	$35.78
Chatsworth	1,964	39,884	1,489,599	20.3	$37.35
L.A. City	98,383	1,643,140	71,443,110	16.7	$43.48
L.A. County	312,012	4,106,089	$168,094,191	13.2	$40.94

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 19a

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- PACOIMA



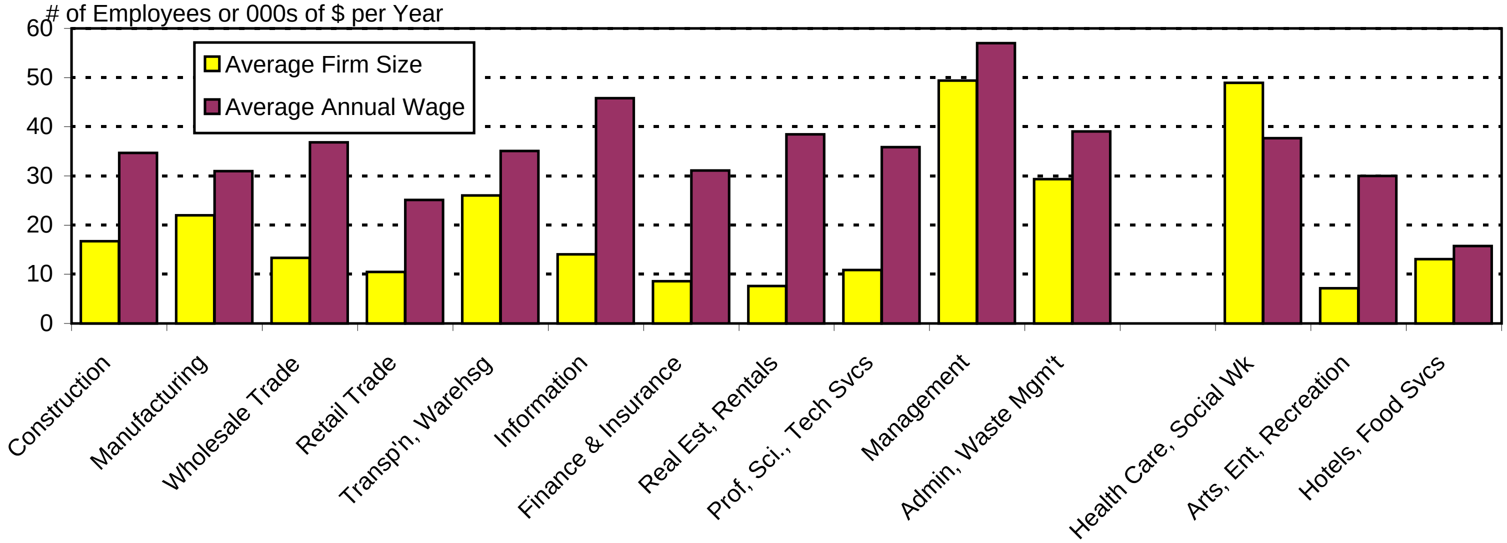
	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	61	904	45,074	7.3%	14.8	$49.85
Manufacturing	142	4,682	144,827	37.6%	32.9	$30.93
Wholesale Trade	69	1,054	35,678	8.5%	15.4	$33.87
Retail Trade	119	1,933	42,319	15.5%	16.2	$21.90
Transportation & Warehousing	30	406	14,796	3.3%	13.7	$36.49
Information	6	N/D	N/D	NM	NM	NM
Finance & Insurance	9	41	1,067	0.3%	4.5	$26.18
Real Estate & Rental/Leasing	21	169	4,787	1.4%	8.0	$28.32
Prof'l, Scientific, Technical Services	29	436	18,229	3.5%	15.0	$41.83
Management of Companies	1	N/D	N/D	NM	NM	NM
Admin Support, Waste Management	37	733	12,101	5.9%	19.7	$16.51
Educational Services	7	N/D	N/D	NM	NM	NM
Health Care, Social Assistance	53	449	10,455	3.6%	8.5	$23.27
Arts, Entertainment, Recreation	5	3	49	0.0%	0.6	$17.91
Accommodation & Food Services	65	670	7,571	5.4%	10.3	$11.30
Other Private Services	66	504	10,898	4.1%	7.6	$21.61
Government	1	72	2,477	0.6%	72.3	$34.28
Utilities, Auxiliaries, Unclassified	3	389	12,336	3.1%	129.6	$31.73
All Industry Groups	724	12,444	362,665	100.0%	17.2	$29.14

Note: ND = Not Disclosed. NM = Not meaningful.

Sources: California Employment Development Department, ES-202, Los Angeles Economic development Corporation

EXHIBIT 19b

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- SUN VALLEY



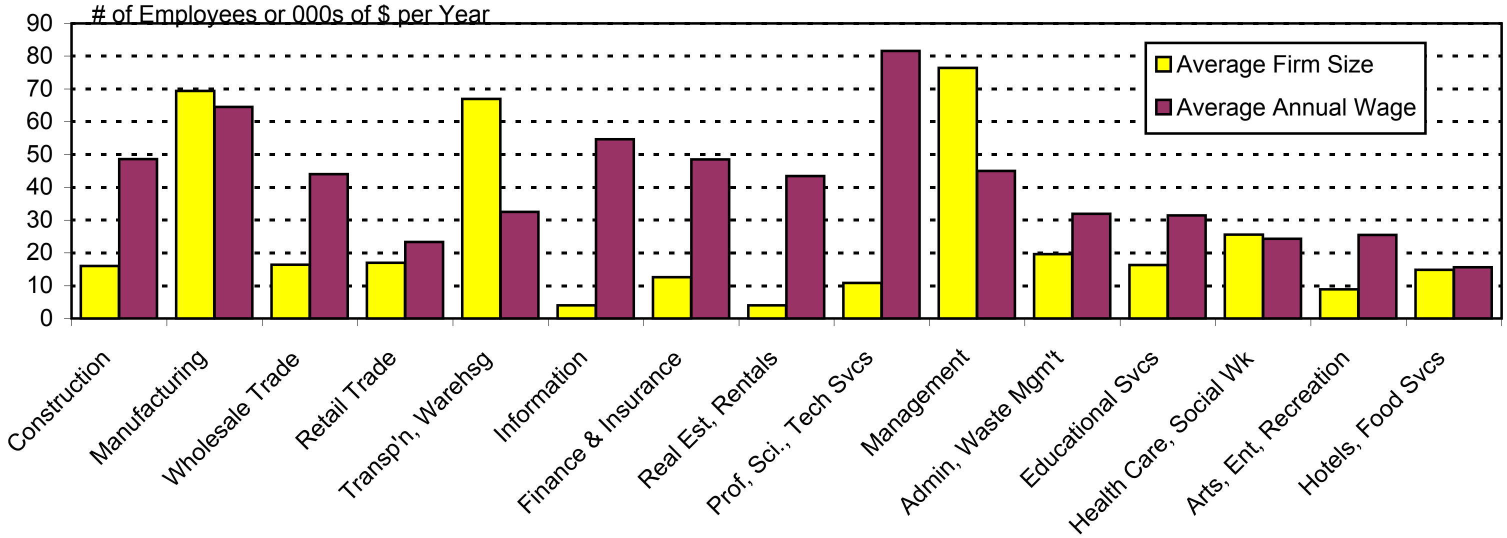
	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	121	2,025	70,261	10.1%	16.7	$34.70
Manufacturing	283	6,208	192,474	31.0%	22.0	$31.00
Wholesale Trade	166	2,216	81,638	11.1%	13.4	$36.84
Retail Trade	141	1,475	36,998	7.4%	10.5	$25.09
Transportation & Warehousing	46	1,190	41,704	5.9%	26.0	$35.06
Information	20	278	12,740	1.4%	14.1	$45.79
Finance & Insurance	20	171	5,328	0.9%	8.6	$31.11
Real Estate & Rental/Leasing	46	351	13,484	1.8%	7.6	$38.44
Prof'l, Scientific, Technical Services	48	520	18,620	2.6%	10.9	$35.84
Management of Companies	8	383	21,810	1.9%	49.4	$56.98
Admin Support, Waste Management	60	1,768	69,059	8.8%	29.3	$39.07
Educational Services	2	N/D	N/D	NM	NM	NM
Health Care, Social Assistance	21	1,016	38,282	5.1%	48.9	$37.70
Arts, Entertainment, Recreation	9	61	1,829	0.3%	7.2	$29.98
Accommodation & Food Services	44	574	9,038	2.9%	13.1	$15.76
Other Private Services	92	596	18,966	3.0%	6.5	$31.85
Government	2	738	27,682	3.7%	421.6	$37.52
Utilities, Auxiliaries, Unclassified	7	457	16,999	2.3%	65.2	$37.24
All Industry Groups	1,134	20,023	676,910	100.0%	17.7	$33.81

Note: ND = Not Disclosed. NM = Not meaningful.

Sources: California Employment Development Department, ES-202, Los Angeles Economic development Corporation

EXHIBIT 19c

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- SYLMAR

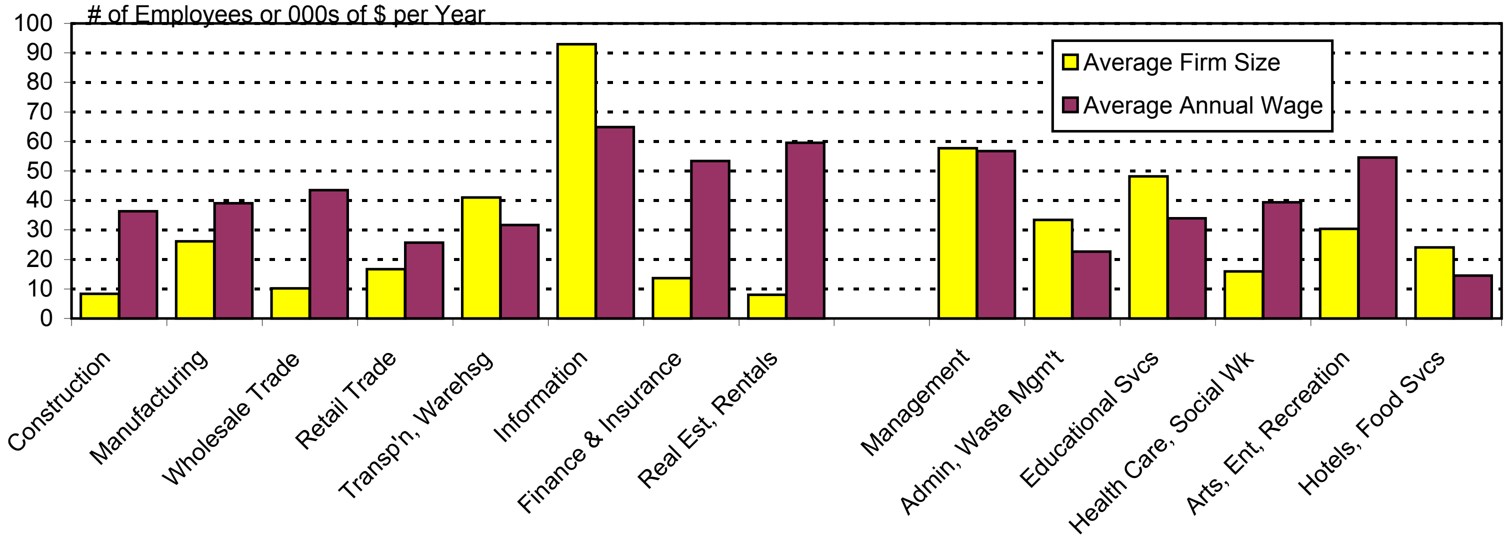


	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	145	2,318	112,673	11.0%	16.0	$48.62
Manufacturing	124	8,568	552,795	40.8%	69.4	$64.52
Wholesale Trade	48	779	34,249	3.7%	16.4	$43.98
Retail Trade	96	1,622	37,843	7.7%	17.0	$23.33
Transportation & Warehousing	25	1,640	53,257	7.8%	66.9	$32.48
Information	9	36	1,967	0.2%	4.0	$54.64
Finance & Insurance	17	211	10,218	1.0%	12.6	$48.54
Real Estate & Rental/Leasing	32	128	5,540	0.6%	4.0	$43.45
Prof'l, Scientific, Technical Services	48	520	42,448	2.5%	10.8	$81.63
Management of Companies	6	459	20,642	2.2%	76.4	$45.02
Admin Support, Waste Management	47	915	29,221	4.4%	19.6	$31.94
Educational Services	6	94	2,935	0.4%	16.3	$31.40
Health Care, Social Assistance	65	1,651	40,106	7.9%	25.6	$24.29
Arts, Entertainment, Recreation	14	123	3,122	0.6%	8.9	$25.43
Accommodation & Food Services	63	937	14,648	4.5%	14.9	$15.63
Other Private Services	55	300	8,190	1.4%	5.5	$27.28
Government	5	271	12,512	1.3%	54.2	$46.21
Utilities, Auxiliaries, Unclassified	37	413	13,797	2.0%	11.2	$33.39
All Industry Groups	839	20,981	996,164	100.0%	25.0	$47.48

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 19d

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- BURBANK



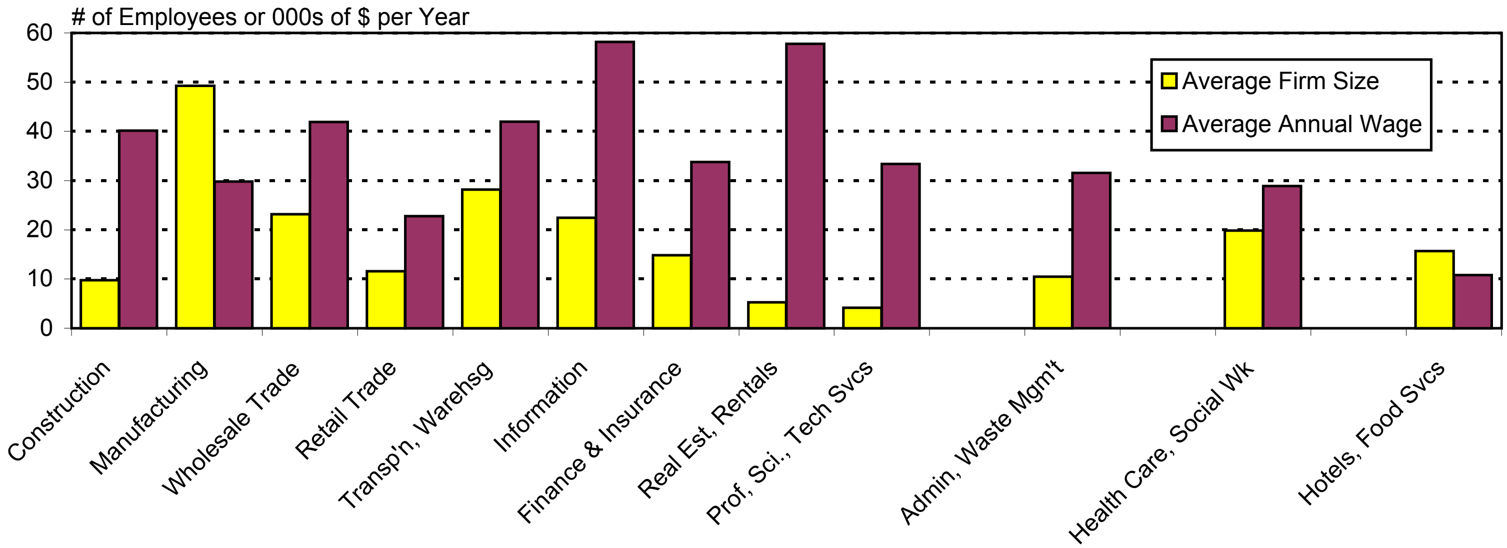
	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	221	1,851	67,329	1.4%	8.4	$36.37
Manufacturing	292	7,628	297,992	5.8%	26.2	$39.07
Wholesale Trade	195	1,991	86,561	1.5%	10.2	$43.47
Retail Trade	368	6,162	158,628	4.7%	16.7	$25.74
Transportation & Warehousing	58	2,389	75,649	1.8%	41.0	$31.66
Information	385	35,792	2,319,934	27.4%	92.9	$64.82
Finance & Insurance	159	2,181	116,442	1.7%	13.7	$53.40
Real Estate & Rental/Leasing	188	1,511	89,942	1.2%	8.0	$59.52
Prof'l, Scientific, Technical Services	371	N/D	N/D	NM	NM	NM
Management of Companies	28	1,600	90,825	1.2%	57.6	$56.77
Admin Support, Waste Management	184	6,146	139,050	4.7%	33.4	$22.62
Educational Services	37	1,796	60,987	1.4%	48.2	$33.96
Health Care, Social Assistance	320	5,107	200,876	3.9%	15.9	$39.34
Arts, Entertainment, Recreation	189	5,727	312,418	4.4%	30.3	$54.55
Accommodation & Food Services	219	5,263	76,265	4.0%	24.0	$14.49
Other Private Services	364	2,374	68,750	1.8%	6.5	$28.96
Government	39	3,790	172,887	2.9%	97.2	$45.62
Utilities, Auxiliaries, Unclassified	16	39,388	2,066,483	30.1%	2461.7	$52.47
All Industry Groups	3,633	130,695	6,401,018	100.0%	36.0	$48.98

Note: ND = Not Disclosed. NM = Not meaningful.

Sources: California Employment Development Department, ES-202, Los Angeles Economic development Corporation

EXHIBIT 19e

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- SAN FERNANDO



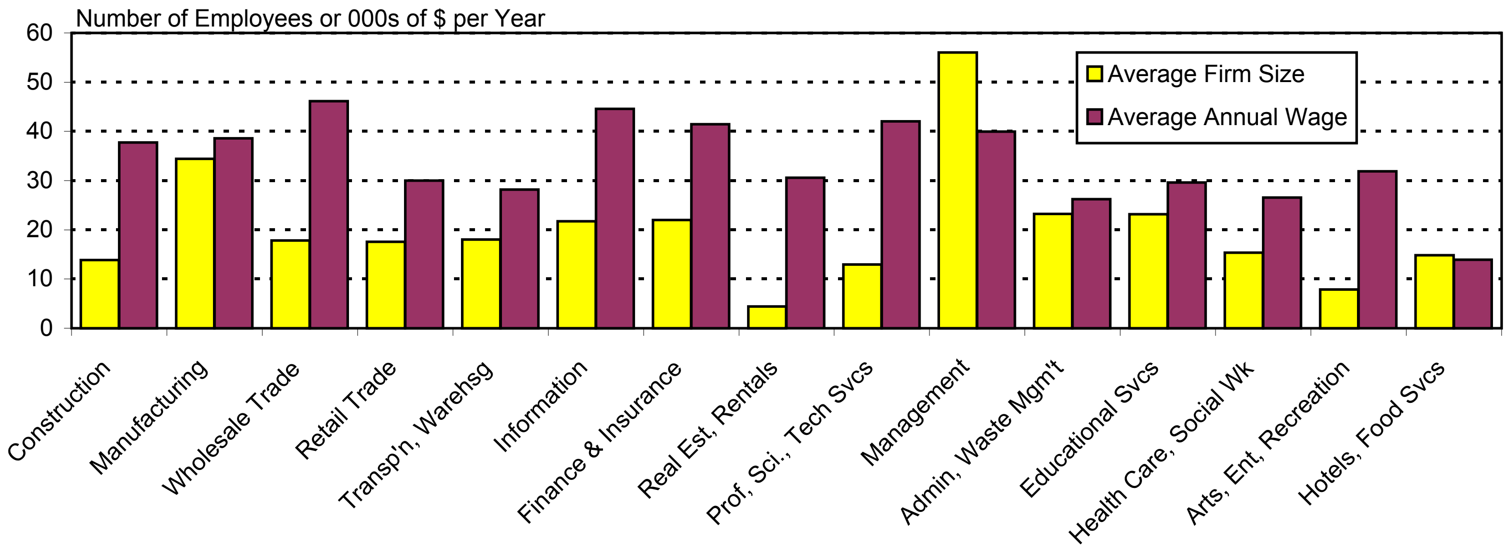
	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	52	506	20,321	4.4%	9.7	$40.16
Manufacturing	97	4,777	142,427	41.5%	49.3	$29.81
Wholesale Trade	49	1,129	47,352	9.8%	23.2	$41.93
Retail Trade	107	1,243	28,336	10.8%	11.6	$22.79
Transportation & Warehousing	14	395	16,575	3.4%	28.2	$41.99
Information	8	174	10,127	1.5%	22.5	$58.20
Finance & Insurance	28	412	13,905	3.6%	14.8	$33.77
Real Estate & Rental/Leasing	16	86	4,970	0.7%	5.3	$57.79
Prof'l, Scientific, Technical Services	38	159	5,299	1.4%	4.2	$33.38
Management of Companies	1	N/D	N/D	NM	NM	NM
Admin Support, Waste Management	15	157	4,955	1.4%	10.5	$31.56
Educational Services	1	N/D	N/D	NM	NM	NM
Health Care, Social Assistance	62	1,236	35,684	10.7%	19.9	$28.88
Arts, Entertainment, Recreation	0	0	0	NM	NM	NM
Accommodation & Food Services	45	710	7,651	6.2%	15.7	$10.78
Other Private Services	59	277	5,573	2.4%	4.7	$20.10
Government	3	209	7,492	1.8%	69.7	$35.85
Utilities, Auxiliaries, Unclassified	3	40	1,927	0.3%	12.2	$48.78
All Industry Groups	599	11,510	352,595	100.0%	19.2	$30.64

Note: ND = Not Disclosed. NM = Not meaningful.

Sources: California Employment Development Department, ES-202, Los Angeles Economic development Corporation

EXHIBIT 19f

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- CHATSWORTH

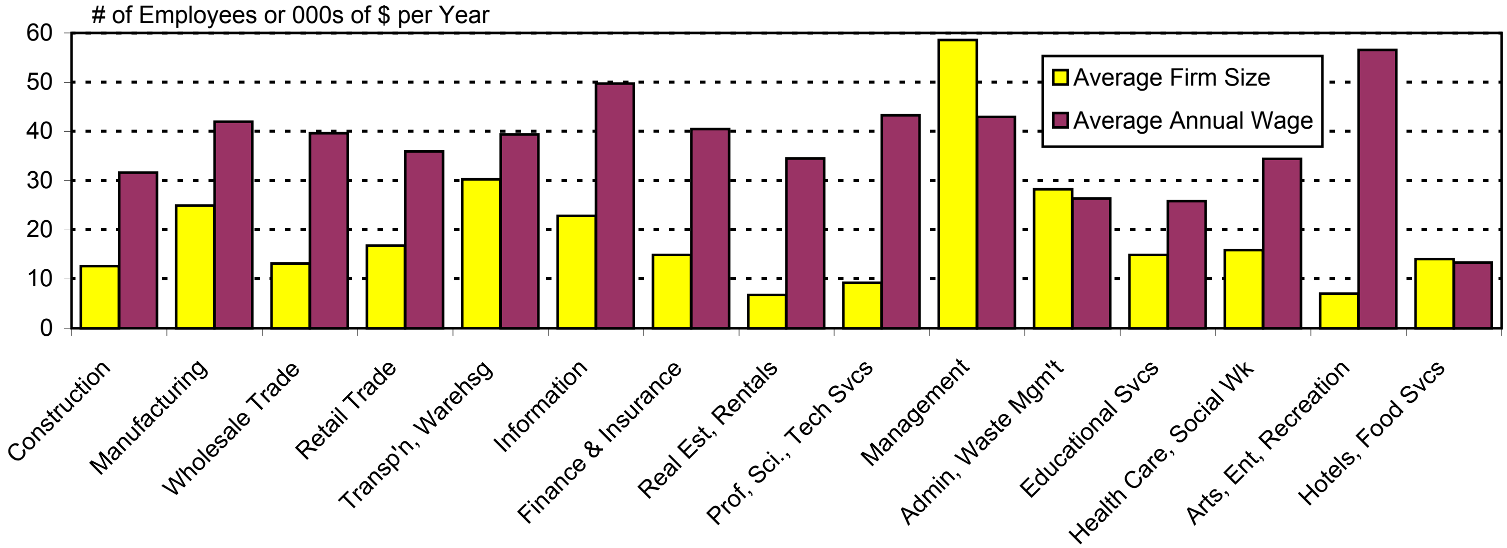


	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	151	2,092	78,942	5.2%	13.9	$37.74
Manufacturing	431	14,825	572,418	37.2%	34.4	$38.61
Wholesale Trade	276	4,914	226,840	12.3%	17.8	$46.17
Retail Trade	192	3,367	101,071	8.4%	17.6	$30.02
Transportation & Warehousing	20	361	10,154	0.9%	18.0	$28.17
Information	64	1,399	62,357	3.5%	21.8	$44.59
Finance & Insurance	137	3,005	124,602	7.5%	22.0	$41.46
Real Estate & Rental/Leasing	57	250	7,629	0.6%	4.4	$30.58
Prof'l, Scientific, Technical Services	180	2,329	97,850	5.8%	13.0	$42.01
Management of Companies	14	770	30,792	1.9%	56.0	$39.98
Admin Support, Waste Management	75	1,740	45,669	4.4%	23.2	$26.24
Educational Services	18	411	12,177	1.0%	23.2	$29.63
Health Care, Social Assistance	82	1,259	33,405	3.2%	15.4	$26.53
Arts, Entertainment, Recreation	23	183	5,844	0.5%	7.9	$31.89
Accommodation & Food Services	91	1,356	18,853	3.4%	14.9	$13.91
Other Private Services	143	880	27,014	2.2%	6.2	$30.70
Government	3	470	18,409	1.2%	188.0	$39.17
Utilities, Auxiliaries, Unclassified	9	275	15,573	0.7%	30.5	$56.68
All Industry Groups	1,964	39,884	1,489,599	100.0%	20.3	$37.35

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 19g

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- VAN NUYS

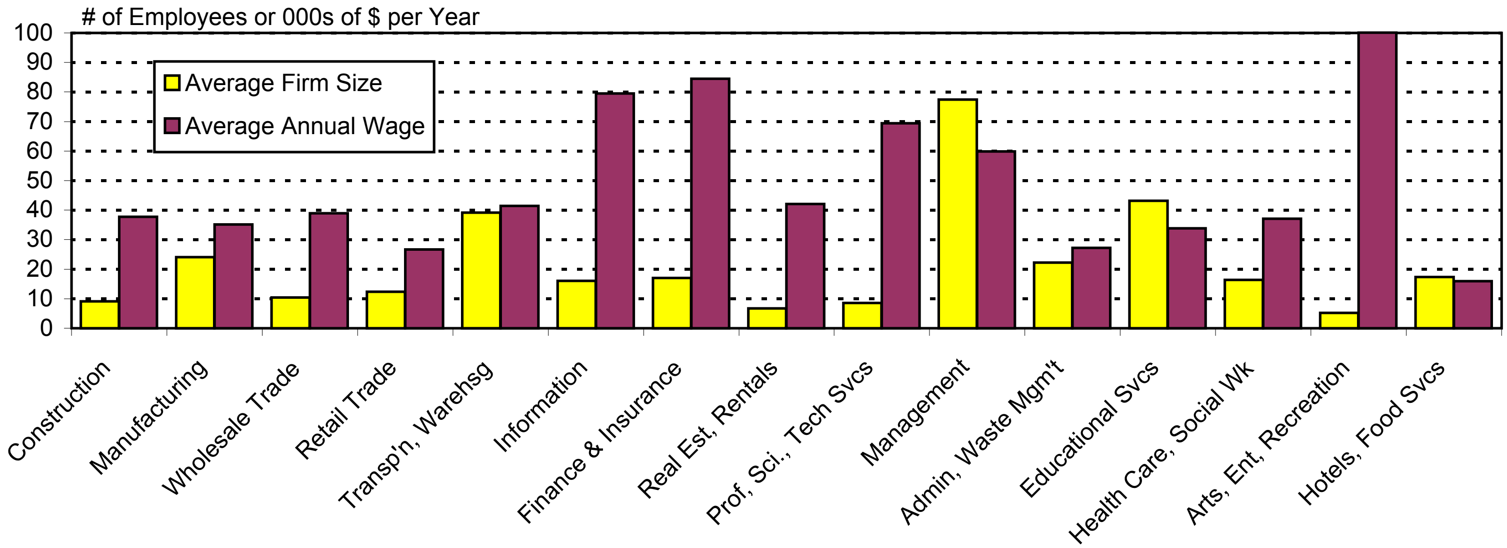


	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	328	4,141	131,065	7.4%	12.6	$31.65
Manufacturing	323	8,045	337,917	14.4%	24.9	$42.00
Wholesale Trade	289	3,792	150,300	6.8%	13.1	$39.64
Retail Trade	448	7,534	270,570	13.5%	16.8	$35.91
Transportation & Warehousing	85	2,570	101,214	4.6%	30.2	$39.38
Information	128	2,909	144,636	5.2%	22.8	$49.73
Finance & Insurance	137	2,034	82,344	3.6%	14.9	$40.49
Real Estate & Rental/Leasing	230	1,553	53,539	2.8%	6.8	$34.49
Prof'l, Scientific, Technical Services	382	3,532	152,815	6.3%	9.3	$43.26
Management of Companies	15	849	36,477	1.5%	58.6	$42.95
Admin Support, Waste Management	206	5,808	153,020	10.4%	28.2	$26.35
Educational Services	47	704	18,175	1.3%	14.9	$25.82
Health Care, Social Assistance	381	6,058	208,425	10.9%	15.9	$34.41
Arts, Entertainment, Recreation	93	652	36,864	1.2%	7.0	$56.56
Accommodation & Food Services	188	2,634	35,185	4.7%	14.0	$13.36
Other Private Services	452	2,362	59,056	4.2%	5.2	$25.00
Government	11	389	16,468	0.7%	36.1	$42.39
Utilities, Auxiliaries, Unclassified	6	193	6,734	0.3%	30.9	$34.89
All Industry Groups	3,746	55,757	1,994,807	100.0%	14.9	$35.78

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 19h

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- LOS ANGELES CITY

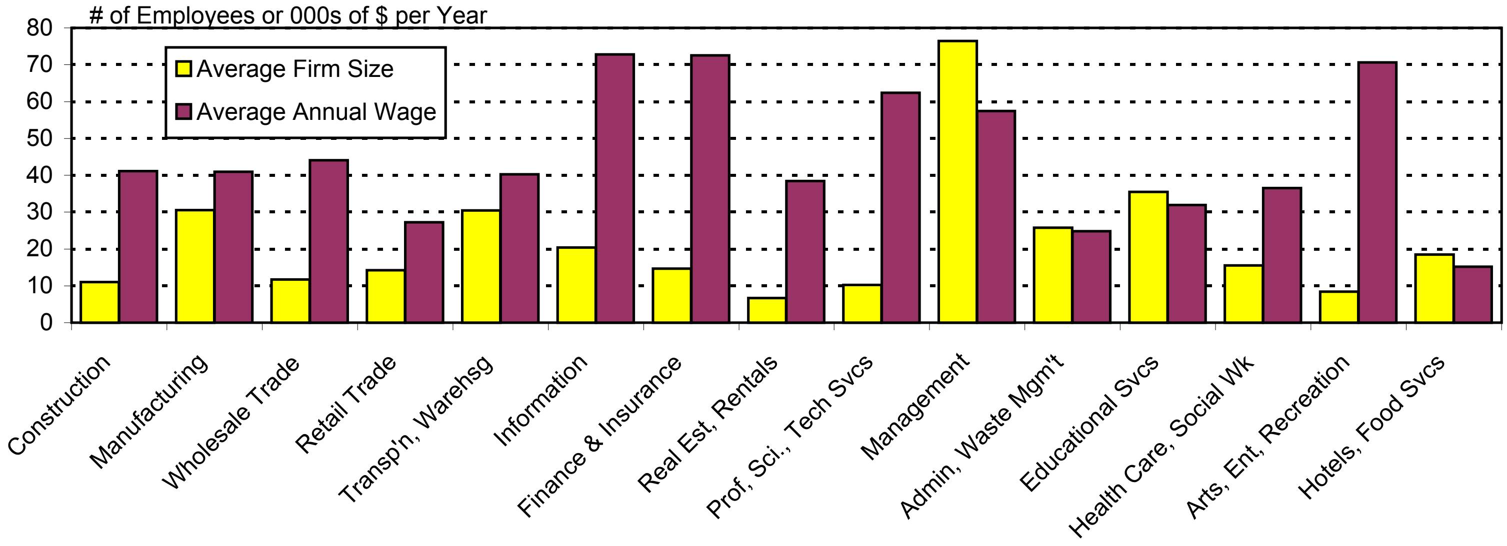


	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	4,465	40,804	1,539,347	2.5%	9.1	$37.73
Manufacturing	8,277	199,533	7,011,238	12.1%	24.1	$35.14
Wholesale Trade	7,570	79,042	3,077,109	4.8%	10.4	$38.93
Retail Trade	11,212	138,476	3,691,729	8.4%	12.4	$26.66
Transportation & Warehousing	1,749	68,509	2,838,701	4.2%	39.2	$41.44
Information	5,376	86,453	6,870,285	5.3%	16.1	$79.47
Finance & Insurance	4,255	72,571	6,130,744	4.4%	17.1	$84.48
Real Estate & Rental/Leasing	4,755	31,953	1,344,360	1.9%	6.7	$42.07
Prof'l, Scientific, Technical Services	11,897	102,418	7,113,902	6.2%	8.6	$69.46
Management of Companies	425	32,914	1,970,904	2.0%	77.4	$59.88
Admin Support, Waste Management	4,236	94,061	2,558,256	5.7%	22.2	$27.20
Educational Services	892	38,519	1,304,593	2.3%	43.2	$33.87
Health Care, Social Assistance	8,646	141,335	5,250,114	8.6%	16.3	$37.15
Arts, Entertainment, Recreation	4,323	22,559	2,259,519	1.4%	5.2	$100.16
Accommodation & Food Services	6,108	106,250	1,699,760	6.5%	17.4	$16.00
Other Private Services	13,141	60,399	1,503,237	3.7%	4.6	$24.89
Government	741	322,025	14,968,413	19.6%	434.9	$46.48
Utilities, Auxiliaries, Unclassified	316	5,322	310,899	0.3%	16.8	$58.42
All Industry Groups	98,383	1,643,140	71,443,110	100.0%	16.7	$43.48

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 19i

BUSINESSES and EMPLOYMENT by INDUSTRY IN 2001 -- LOS ANGELES COUNTY



	Number of Establishments	Number of Employees	Annual Payroll ($000s)	Percent of Total Employment	Average # Employees/ Establishment	Average Annual Wage/ Employee ($000s)
Construction	12,444	136,872	5,628,758	3.3%	11.0	$41.12
Manufacturing	18,979	579,236	23,723,488	14.1%	30.5	$40.96
Wholesale Trade	18,833	220,071	9,692,231	5.4%	11.7	$44.04
Retail Trade	27,709	395,306	10,758,097	9.6%	14.3	$27.21
Transportation & Warehousing	5,201	158,232	6,368,967	3.9%	30.4	$40.25
Information	9,803	199,515	14,517,331	4.9%	20.4	$72.76
Finance & Insurance	10,675	156,945	11,390,148	3.8%	14.7	$72.57
Real Estate & Rental/Leasing	11,110	74,371	2,858,574	1.8%	6.7	$38.44
Prof'l, Scientific, Technical Services	25,807	264,356	16,501,743	6.4%	10.2	$62.42
Management of Companies	1,093	83,556	4,797,343	2.0%	76.5	$57.41
Admin Support, Waste Management	10,403	267,933	6,647,744	6.5%	25.8	$24.81
Educational Services	2,231	79,212	2,529,141	1.9%	35.5	$31.93
Health Care, Social Assistance	22,086	343,081	12,519,416	8.4%	15.5	$36.49
Arts, Entertainment, Recreation	7,483	62,926	4,446,200	1.5%	8.4	$70.66
Accommodation & Food Services	15,414	285,148	4,341,188	6.9%	18.5	$15.22
Other Private Services	107,630	192,305	3,935,982	4.7%	1.8	$20.47
Government	4,002	582,894	26,108,126	14.2%	145.7	$44.79
Utilities, Auxiliaries, Unclassified	1,112	24,132	1,329,714	0.6%	21.7	$55.10
All Industry Groups	312,012	4,106,089	168,094,191	100.0%	13.2	$40.94

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 20

STUDY AREA -- INDUSTRY LOCATION QUOTIENTS*

	Study Area			Pacoima		
Industry Group	Establishments	Employees	Payroll	Establishments	Employees	Payroll
Construction	3.04	2.94	3.34	2.11	2.18	3.71
Manufacturing	3.34	2.58	3.10	3.23	2.67	2.83
Wholesale Trade	1.73	1.41	1.29	1.57	1.58	1.71
Retail Trade	1.49	0.98	0.90	1.85	1.61	1.82
Transportation & Warehousing	2.22	1.57	1.42	2.44	0.85	1.08
Information	0.41	NM	NM	0.27	NM	NM
Finance & Insurance	0.50	0.21	0.12	0.36	0.09	0.04
Real Estate & Rental/Leasing	1.04	0.67	0.69	0.82	0.75	0.78
Prof'l, Scientific, Technical Services	0.56	0.43	0.40	0.48	0.54	0.51
Management of Companies	1.56	NM	NM	0.39	NM	NM
Health Care, Social Assistance	0.72	0.70	0.59	1.03	0.43	0.39
Arts, Entertainment, Recreation	0.41	0.23	0.09	0.26	0.01	0.01
Accommodation & Food Services	1.29	0.59	0.59	1.82	0.78	0.81
Other Private Services	0.23	0.56	0.80	0.27	0.87	1.28
Government	0.22	0.14	0.13	0.11	0.04	0.04
Utilities, Auxiliaries, Unclassified	4.89	4.01	2.68	1.16	5.32	4.30
All Industry Groups	1.00	1.00	1.00	1.00	1.00	1.00

*Notes: Location quotients (LQs) compare the presence of an industry in one area with its presence in anothe In this table, each industry's presence in the Study Area is compared to its presence in Los Angeles County. If a industry's LQ is greater than 1, the industry is more important to the community than in Los Angeles County an vice versa.
For example, Pacoima's LQ for construction employees is 2.18. This means that the share of construction employment in Pacoima (7.3% as shown in Exhibit 19a) is 2.18 *times* the share of construction employment in Los Angeles County (3.3% as shown in Exhibit 19i).

NM = Not meaningful.

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 20 Continued

STUDY AREA -- INDUSTRY LOCATION QUOTIENTS*

	Sun Valley			Sylmar		
	Establishments	Employees	Payroll	Establishments	Employees	Payroll
Construction	2.68	3.03	3.10	4.33	3.31	3.38
Manufacturing	4.10	2.20	2.01	2.42	2.89	3.93
Wholesale Trade	2.42	2.06	2.09	0.94	0.69	0.60
Retail Trade	1.40	0.77	0.85	1.28	0.80	0.59
Transportation & Warehousing	2.42	1.54	1.63	1.75	2.03	1.41
Information	0.55	0.29	0.22	0.34	0.04	0.02
Finance & Insurance	0.52	0.22	0.12	0.58	0.26	0.15
Real Estate & Rental/Leasing	1.15	0.97	1.17	1.08	0.34	0.33
Prof'l, Scientific, Technical Services	0.51	0.40	0.28	0.69	0.38	0.43
Management of Companies	1.95	0.94	1.13	2.04	1.07	0.73
Admin Support, Waste Management	1.59	1.35	2.58	1.67	0.67	0.74
Educational Services	0.28	NM	NM	0.96	0.23	0.20
Health Care, Social Assistance	0.26	0.61	0.76	1.09	0.94	0.54
Arts, Entertainment, Recreation	0.31	0.20	0.10	0.68	0.38	0.12
Accommodation & Food Services	0.78	0.41	0.52	1.52	0.64	0.57
Other Private Services	0.24	0.64	1.20	0.19	0.31	0.35
Government	0.12	0.26	0.26	0.46	0.09	0.08
Utilities, Auxiliaries, Unclassified	1.73	3.88	3.17	12.37	3.35	1.75
All Industry Groups	1.00	1.00	1.00	1.00	1.00	1.00

*Notes: Location quotients (LQs) compare the presence of an industry in one area with its presence in anothe
In this table, each industry's presence in the Study Area is compared to its presence in Los Angeles County. If a industry's LQ is greater than 1, the industry is more important to the community than in Los Angeles County an vice versa.
For example, Sun Valley's LQ for construction employees is 3.03. This means that the share of construction employment in Sun Valley (10.1% as shown in Exhibit 19b) is 3.03 *times* the share of construction employment in Los Angeles County (3.3% as shown in Exhibit 19i).

NM = Not meaningful.

Sources: California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

EXHIBIT 21

POPULATION and EMPLOYMENT by COMMUNITY

	Total Population (2000)	Total Employment (2001)	Ratio: Employees/ Population
Pacoima	73,966	12,444	0.17
Sun Valley	56,314	20,023	0.36
Sylmar	69,623	20,981	0.30
Study Area	199,903	53,448	0.27
Burbank	100,316	130,695	1.30
San Fernando	23,564	11,510	0.49
Van Nuys	165,398	55,757	0.34
Chatsworth	35,317	39,884	1.13
L.A. City	3,694,820	1,643,140	0.44
L.A. County	9,519,338	4,106,089	0.43

Sources: U.S. Census Bureau, Census 2000
California Employment Development Department, ES-202
Los Angeles Economic Development Corporation

Exhibit 22
Union Activity in the Northeast San Fernando Valley

PART A. ACTIVE UNIONS BY INDUSTRY SECTOR								
Union	Industry Sector							
	Manuf'g	Movie Prod'n	Recreation	Retail	Trans.	Schools	Health Services	Constr.
Calif. School Employees Assoc. (CSEA)						x		
AFT Local 1521 L.A. College Faulty Guild						x		
AFT Local 1521a L.A. College Staff Guild						x		
United Teachers Los Angeles (UTLA)						x		
United Auto Workers Local 179	x							
Teamsters Local 396					x			
Teamsters Local 399		x						
Teamsters Local 63					x			
Operating Engineers Local 12 & Stationary Engineers Local 501 Laborers Local 300								x
SEIU Local 121							x	
SEIU Local 399							x	
SEIU Local 660							x	
SEIU Local 99						x		
Machinist Local 947			x		x			
Teamsters Local 572						x		
United Food & Commercial Workers UFCW Local 770				x				
Machinist Local 725								

PART B. ACTIVE UNIONS -- DESCRIPTION

- **California School Employees Association (CSEA) –** The California School Employees Association (CSEA) is the largest classified school employees union in the United States. CSEA represents more than 220,000 public employees in California. Approximately 7, 000 of these members are employees of the Los Angeles Unified School District. CSEA's membership in the LAUSD includes secretaries, clerical staff, library and media clerks and T.V. studio employees. CSEA's members work in the 27 elementary schools, middle schools and high schools located in the communities of Pacoima, Sylmar & Sun Valley.

- **AFT Local 1521 L.A. College Faculty Guild -** The American Federation of Teachers (AFT) College Faculty is the exclusive bargaining agent for full-time and part-time faculty employees of the nine community colleges within the Los Angeles Community College District (LACCD). The AFT College Guild has represented the district's faculty since 1977 and is the largest local union of community college faculty in California.

- **AFT Local 1521a L.A. College Staff Guild –** The American Federation of Teachers (AFT) College Staff Guild is the exclusive representative for the 1,000 plus clerical/technical employees of the nine LACCD colleges.

- **United Teachers Los Angeles (UTLA) –** United Teachers Los Angeles has been in existence for over 30 years and is the second largest teachers' local in the United States. Its 44,000 membership includes teachers, counselors, psychologist and nurses of the Los Angeles Unified School District.

- **United Auto Workers (UAW) Local 179 –** UAW Local 179 represents approximately 400 workers employed by the **Sierracin Corporation** in Sylmar. Sierracin is a manufacturer of aircraft windows for the commercial airline and aerospace industries. They also manufacture security windows for commercial businesses. UAW Local 179 also represents approximately 100 workers employed by **L-3 Communications Ocean Systems** in Sylmar. L-3 Communications manufactures secure communications systems and products, microwave components, avionics, ocean products and telemetry, instrumentation, space and wireless products.

- **Teamsters Local 396 -** Local 396 represents truck drivers who work for **Waste Management, Inc.** in Sun Valley and **United Parcel Service** in Sylmar.

- **Teamsters Local 399 –** Local 399 represents Motion Picture production staff and production assistants who work for the producers and studios in Sun Valley. Most of the staff are trained on the job. Production assistant training programs are available.

- **Teamsters Local 63 –** Local 63 represents mechanics, dock workers and office workers employed by **Yellow Freight System** and **Roadway Express** in Sun Valley and **ABF Freight Systems** in Sylmar.

- **Operating Engineers Local 12 & Stationary Engineers Local 501 -** Locals 12 & 501 are part of the Operating Engineers Union, which has over 4,000 contracts with companies throughout the United States. They provide apprenticeship training in construction inspection and the operation, maintenance and repair of heavy bulldozers and scrapers for rock, sand and gravel pits. Their members are dispatched to work for construction companies and/or projects in the NESFV. Apprenticeship training opportunities are available every two years. They include outreach and diversity programs that encourage training and hiring of local community residents.

- **Laborers Union Local 300 –** The Laborers Union is a construction union for infrastructure workers who form concrete, lay out utility lines, and do various types of asphalt, mining and railroad construction work. Their union halls are located throughout L.A. County. The Mission Hills hall services our target region.

- **SEIU Locals 121, 399 & 660 -** Locals 121 & 399 represent over 300 health care workers employed by **Pacifica Hospital** in Sun Valley and the **Pacoima Health Center** in Pacoima. They represent service & technical workers to include registered nurses (RN's), housekeepers, licensed vocational nurses (LVN's), dietitians, radiology technicians, respiratory technicians, medical records and admissions clerks, pharmacy technicians and surgical technicians. **Local 660** represents the same classifications for health care workers employed by **Olive View UCLA Medical Center** in Sylmar.

- **SEIU Local 99 –** Local 99 represents over 38,000 classified and paraprofessional employees who work for the Los Angeles, Torrance and Lynwood Unified School Districts and the Los Angeles Community College District. LAUSD and LACCD employ over ½ of its members. Its membership includes Building and Grounds Workers, Classroom Aides, Special Education Aides, Children's Center Aides, Instructional Aides, Interpreters, School Bus Drivers, Central Shops Machinists and Repair Technicians, Warehouse Workers, Building Engineers, Truck Operations and Mechanics, Playground Workers and Teacher Assistants. They also provide Career Ladder and School To Work Training Programs for employees and students.

- **Machinist Local 947 –** Local 947 represents approximately 104 members employed by Magic Mountain, including maintenance workers, mechanics, electricians, carpenters and seamstresses. The also represent assembly line and truck mechanics employed by Coca Cola and United Parcel Service in Sylmar and maintenance workers and truck mechanics employed by bakeries located in Pacoima and Sun Valley. They provide apprenticeship training for mechanics in the operation and maintenance of Programmable Logic Controllers and are currently in the final stages of negotiating an apprenticeship program with the State Apprenticeship Board.

- **Teamsters Local 572 –** Local 572 represents the 3,200 classified supervisors employed by the Los Angeles Unified School District in 216 classifications. Their membership includes transportation supervisors, auto maintenance supervisors, school administrators, plant managers, food services managers, construction inspectors, senior gardeners and police supervisors.

- **United Food & Commercial Workers (UFCW) Local 770 –** UFCW Local 770 represents the interests of retail workers employed in retail food stores, meat departments, drug stores, packing houses, food processing plants, pharmacies, laboratories, offices. They also represent barbers and beauticians. They currently represent 40-70 workers employed at each of the **Ralphs Grocery Stores** in Sun Valley & Sylmar, the **Food 4 Less Stores** in Pacoima and **Gigante.** They include clerks, checkers, stockers, meat cutters and delicatessen workers.

- **Machinist Local 725 –** Machinist Local 725 will provide information in response to a written request to Lee Pearson, the General V.P. at their Western Territory Headquarters in Folsom, CA.

PART C: ACTIVE UNIONS -- CONTACT INFORMATION

AFT Local 1521 & 1521a
3356 Barham Blvd.
Los Angeles, CA. 90068
323.851.1521.
Contact: John Friedlander, President

California School Employees Association (CSEA)
1100 Corporate Center Drive, #207
Monterey Park, A. 91754
818.244.1545
Contact: Jim Walker, Senior Representative

IAM & AW Western Regional Offices
Lee Pearson, General Vice President
620 Coolidge Dr. #130
Folsom, CA. 95630
Fax: 916.985.8121

Laborers Local 300
14800 Devonshire Street
Mission Hills, CA 91345
818.891.1702
Contact: Sergio Rascon
213.385.3550

Machinist Local 725
5402 Bolsa Avenue
Huntington Beach, CA. 92649
714.898.9141
Contact: Gladys Mason

Machinist Local 947
319 W. Broadway
Long Beach, CA. 90802
562.437.7411
Contact: Janet Wright

Operating Engineers Local 12
150 Corsin
Pasadena, CA. 91103
626.792.8900
Contact: John Spalding or Burt Tolbert

SEIU Local 99
2724 W. 8th Street
Los Angeles, CA. 90005
213.387.8393
213.388.4707(FAX)
Contact:

SEIU Local 121 & 399
1247 W. 7th St.
Los Angeles, CA. 90017
213.680.9567
Contact: Carolyn Gilkey

SEIU Local 660
500 S. Virgil Avenue
Los Angeles, A. 90020
213.368.8670
Contact: Patricia Diaz

Stationary Engineers Local 501
2405 W. 3rd. St.
Los Angeles, CA. 90057
213.385.1561
Contact: Dennis Lundy

Teamsters Local 63
845 Oak Park Road
Covina, CA.
626.859.4005
Contact: Ed Rendon, Public Affairs,
626.573.4242

Teamsters Local 396
880 Oak Park Road, #200
Covina, CA. 91724
626.915.3636
Contact: Ray Garcia

Teamsters Local 399
818.985.7374
Contact: Steve Dayan

Teamsters Local 572
450 Carson Plaza Dr
Carson, CA. 90746
310.505.0601
Contact: Rick Middleton, Secretary Treasurer

United Auto Workers Local 179
11625 Sherman Way
North Hollywood, CA. 91605
818.765.8999
Contact: Jerry Augustine

United Food & Commercial Workers Local 770
630 Shatto Pl.
Los Angeles, CA. 90005
800.UFCW-770
Contact: Kathy Simms

United Teachers Los Angeles (UTLA)
3303 Wilshire Blvd., 10th Floor
Los Angeles, CA. 90010
213.487.5560
800.556.UTLA
Contact:

EXHIBIT 23

REPORTED CRIME STATISTICS

Reported Crime Community	Total Crime Reported	Violent Crime Total	Homicide	Aggravated Assault	Rape	Robbery	Property Crime Total	Burglary	Vehicle Theft	Larceny
2002										
Pacoima	2,063	730	18	430	28	254	1,333	311	485	537
Sun Valley	1,710	396	10	227	7	152	1,314	339	562	413
Sylmar	1,759	393	5	246	24	118	1,366	365	587	414
Study Area	5,532	1,519	43	1,130	66	676	4,013	1,354	2,196	1,777
2001										
Pacoima	2,143	706	13	391	36	266	1,437	391	521	525
Sun Valley	1,775	407	9	216	22	160	1,368	371	541	456
Sylmar	1,732	440	8	271	17	144	1,292	374	488	430
Study Area	5,650	1,553	39	1,094	97	730	4,097	1,507	2,091	1,867
2000										
Pacoima	1,936	628	8	388	25	207	1,308	400	445	463
Sun Valley	1,480	309	4	172	18	115	1,171	303	481	387
Sylmar	1,397	323	6	179	17	121	1,074	323	381	370
Study Area	4,813	1,260	22	911	78	558	3,553	1,329	1,788	1,607

Crime rate for 2000 (Crime per 1,000 residents)	Population	Rate by Type of Crime: Total	Violent	Property
Pacoima	73,966	26.17	8.49	17.68
Sun Valley	56,314	26.28	5.49	20.79
Sylmar	69,623	20.07	4.64	15.43
Study Area	199,903	24.08	6.30	17.77
City of Los Angeles	3,694,820	48.86	13.59	35.26

Note: Aggravated Assault does not include domestic violence.

Sources: Los Angeles Police Department, Los Angeles Economic Development Corporation

EXHIBIT 24a
STUDY AREA ECONOMIC and TAX INCENTIVES

NAME OF ECONOMIC INCENTIVE	PACOIMA	SUN VALLEY	SYLMAR	DESCRIPTION OF PROGRAM
Enterprise Zone	YES	YES	YES	Tax credits that offset state tax liability; hiring credits. Also provides sales & use tax credit, business expense deduction and other incentives.
Empowerment Zone	YES	YES	NO	Tax credits that offset federal tax liability, waiver of business tax for 5 years, financing opportunities, DWP rate reductions and others for eligible businesses.
CRA Project Area	YES	YES	YES	Supports development by providing subsidies to developers to provide affordable housing and revitalization projects.
Targeted Neighborhood Initiative (TNI)	YES	NO	NO	Use of Block Grant funding to improve neighborhoods.
Manufacturers Investment Tax Credit (MIC)	YES	YES	YES	6% deduction on state taxes for purchase of qualified machinery by manufacturing companies.
Research & Development Tax Credit	YES	YES	YES	Federal and State tax credit for research and development incurred by businesses; from 11% to 24% depending on history of firm and type of research.
Joint Strike Fighter Credit	YES	YES	YES	State tax credit that provides 10% for purchase of any equipment or machinery that is used for parts that are supplied to the Joint Strike Fighter. Also includes credit of up to $10,000 of qualified employee wages.
Brownfields	YES	YES	YES	Soil remediation costs may be deducted in the year incurred for property purchased between 1/1/98 and 1/1/04.
Job Creation & Worker Assistance Act	YES	YES	YES	New Federal benefit that allows for immediate accelerated depreciation for commercial tenant improvements up to 30% with remaining 70% spread over the next 39 years.
Foreign Trade Zone	YES	NO	NO	Defers payment of duty on imported items until final shipment of product.
Business Improvement District (BID)	NO	NO	NO	Property owners or businesses tax themselves to pay for supplemental City services; primarily security, sanitation and graffiti removal.

EXHIBIT 24b
STUDY AREA ECONOMIC and TAX INCENTIVES COMPARISON CHART

NAME OF ECONOMIC INCENTIVE	STUDY AREA	BURBANK	GLENDALE	CITY OF SAN FERNANDO	SANTA CLARITA	VAN NUYS	CHATS-WORTH
Enterprise Zone	YES	NO	NO	NO	NO	YES	NO
Empowerment Zone	YES	NO	NO	NO	NO	NO	NO
CRA Project Area	YES	YES	YES	YES	NO	YES	NO
Targeted Neighborhood Initiative (TNI)	YES	YES	YES	YES	NO	NO	NO
Manufacturers Investment Tax Credit (MIC)	YES	YES	YES	YES	YES	YES	YES
Research & Development Tax Credit	YES	YES	YES	YES	YES	YES	YES
Joint Strike Fighter Credit	YES	YES	YES	YES	YES	YES	YES
Brownfields	YES	YES	YES	YES	YES	YES	YES
Job Creation & Worker Assistance Act	YES	YES	YES	YES	YES	YES	YES
Foreign Trade Zone*	YES	NO	NO	NO	NO	NO	NO
Business Improvement District (BID)	NO	YES	NO	YES	NO	NO	YES

*Note: Individual company subzones only.

EXHIBIT 24c
BUSINESS IMPROVEMENT DISTRICTS IN THE SAN FERNANDO VALLEY*

BID	Organization	Contact Name	Title	Address	City	ZIP Code	Phone	Fax	Email
Burbank	Burbank Village	Stephanie Pillard	Executive Director	146 North San Fernando Blvd., #220	Burbank	91502	818-848-0751	818-848-0357	burbankvillage@earthlink.net
Canoga Park		Bud Bergquist	President	21606 Sherman Way	Canoga Park	91303	818-704-5039	818-704-8937	
Chatsworth		Dick Pearson		PO Box 4345	Chatsworth	91313	818-341-4699	818-341-4699	pearchat@aol.com
Encino		Susan Levi	Executive Director	17547 Ventura Blvd., Suite 106	Encino	91316	323-525-0406	323-525-0407	labids@aol.com
Granada Hills	Granada Hills Improvement Association	Cheryl Ford	Executive Director	11151 Jellico Avenue	Granada Hills	91344	818-368-1545	818-366-8875	cherford@yahoo.com
Montrose	Montrose Shopping Park	Lori Flagg	President	2301 Honolulu Avenue	Montrose	91020	818-248-2454		
North Hollywood Transit		Ken Banks		K.B. Insurance 11645 Margate	N. Hollywood	91603	818-763-5273	818-763-4032	
Northridge		Susan Levi	Executive Director				323-525-0406	323-525-0407	labids@aol.com
Reseda		Steve Auhauser		18834-A Hatteras Street	Tarzana	91356	818-345-1044	818-345-9588	
Sherman Oaks	The Village at Sherman Oaks	Susan Levi	Executive Director	17547 Ventura Blvd., Suite 106	Encino	91316	323-525-0406	323-525-0407	labids@aol.com
Studio City	Studio City Improvement Association	Ray Franco	SCIA President	12345 Ventura BLvd., Suite H	Studio City	91604	818-754-2030 ext 372	818-754-2032	
Tarzana	Tarzana Improvement Assocaition	Anoushavan Abrahamian	General Partner	A&O Prop. 8636 Reseda Blvd 203	Northridge	91324	818-886-4471	818-700-0068	lease@ao-properties.com
Van Nuys Auto Row	Van Nuys Auto Row	Susan Levi	Executive Director	17547 Ventura Blvd., Suite 106	Encino	91316	323-525-0406	323-525-0407	labids@aol.com

***This table was provided by Brian D'Amdea, VEDC.**

Appendix B

Northeast San Fernando Valley
Economic Development Action Collaborative

STAKEHOLDER ROUNDTABLES

Working Paper - Supplemented

Transmitted to NESFV EDAC Project Team
February 17, 2003

City of Los Angeles, Community Development Department
Pacoima Chamber of Commerce
Sun Valley Chamber of Commerce
Sylmar Chamber of Commerce
Los Angeles Economic Development Corporation
Economic Alliance of the San Fernando Valley

Northeast San Fernando Valley
Economic Development Action Collaborative

STAKEHOLDER ROUNDTABLES

Working Paper - Supplemented

Transmitted to NESFV EDAC Project Team
February 17, 2003

A series of Stakeholder Roundtables were conducted in December of 2002, and supplemented with a Developers and Investors Roundtable on February 4, 2003, with the goal of:

1. Reaching out to stakeholders in the subject Northeast Valley area, including the communities of Pacoima, Sun Valley and Sylmar
2. Obtaining input from stakeholders, including: residents, businesses, government community organizations and leaders, as well as from developers, investors and others with a capacity to implement economic development of the area
3. Providing baseline information and evaluations upon which to formulate an economic development action strategy for the northeast San Fernando Valley
   a. Identify and analyze linkages and economic development opportunities among government agencies and local stakeholders
   b. Survey business retention and attraction opportunities
   c. Determine housing needs, trend and market demand
   d. Assess current economic programs and resources including availability of capital

A copy of the Stakeholder Roundtable PowerPoint Presentation is attached and may be viewed using Adobe Acrobat. If you do not have this program a free viewing version may be obtained at http://www.adobe.com/products/acrobat/readstep2.html

An abstract of participants and points raised follows.

Highlight Summary of Stakeholder Roundtables

Roundtable participants were engaged in free-flowing discussions of issues as they related to their particular community within the incorporated City of Los Angeles. They were first asked to name another city or community that they would most like to emulate. The purpose of the question was to stimulate their thinking, and also to give them a simplified method for describing the type of community they would like to live in.

Every one of the groups selected the City of Burbank, which had the highest overall score for preference, mostly because of its evolution into a popular shopping and media center over the last 40 years.

Next was the City of Santa Clarita, with some specific references to Newhall, Saugus and Valencia. Newhall-Saugus was a historically rural area, which since the 1960s has gradually evolved into primarily middle-class suburban communities. The Valencia portion is more recently developed into a group of planned suburban communities.

They also rated the City of San Fernando nearly as high—which is quite a tribute to this 2.4 square mile community of modest means. They were primarily impressed by its cleanliness, vision, and small-town feel. Next came the cities of Glendale with its strong commercial core, and Pasadena, which is renowned for its Old Town Pasadena commercial area, its Playhouse District, and more recently the development of a massive mixed-use urban village complex—Paseo Colorado.

The preferred communities from within the City of Los Angeles were Chatsworth, Woodland Hills and Westwood. There were a total of 26 cities and communities suggested from outside the City of Los Angeles, and 12 communities selected from within; including: Chatsworth, Westwood, North Hollywood, Encino, Granada Hills, Woodland Hills, West Hills, Studio City, Sun Valley, Shadow Hills, Lakeview Terrace, Northridge and Granada Hills.

The attitudes of city governments were praised in some of the preferred locations, as being visionary, open, business friendly, and balanced.

A number of the participants were strongly supportive of maintaining the unique equestrian areas that help to define the area.

Town Centers

There was also a strong sentiment for developing or maintaining a unique, small town, pedestrian-oriented feel in the commercial areas. This should be supplemented with an adequate transit system to support the needs of the transit dependent.

The first essential step in creating a town center is to determine a point from which it can radiate. Storefronts need to be improved, and mixed-use increased. Spaces need to be developed where people can meet, relax and recreate.

Currently, many residents go to Burbank, Santa Clarita or Northridge to shop—taking money out of the local community. San Fernando has a much larger per capita taxable sales base than the surrounding communities.

Challenges

The northeast valley is very low on amenities considered routine in other areas of southern California. There are few, if any, sit-down restaurants, meeting facilities, or movie theaters. There are no places for the daytime employee population to shop or dine.

A majority of the current industry in the area is not “clean” industry. Auto dismantling, sand and gravel operations, landfills and storage facilities and yards predominate.

The roads and intersections that service the area’s heavy industries pass through retail and commercial centers. They are an eyesore and a distraction. Constant hammering from truck-trailer traffic causes this—and threatens to continue to undermine commercial uses along corridors such as San Fernando Road.

Much of the commercial space in the area is functionally obsolete, but this is also an opportunity for development. There are dozens of vacant buildings along Van Nuys Blvd.

There is a belief that the area is underserved by public transportation, and a perception that it isn’t as safe as other areas in the valley

The workforce for the most part is ready and willing, but not always able. There is need for additional education and training. Adult schools are overcrowded, and it is difficult to get into English language classes.

Strengths

The Metrolink station is a definite asset, and soon there will be a terminus for the north-south Metro Rapid express busway. The area has ready access to a number of major highways, which is a benefit in attracting commercial development.

There is a nascent cluster of entertainment related support industries that could be further developed to support the nearby studio industry. The Cascade Industrial Park is a very nice example of what can be done.

Hansen Dam offers recreation and is also used as a location for film production. There are also a number of little known and under-marketed tourist attractions in the area.

Recommendations

More needs to be done to create a sense of place, to help define the named communities. This could include features normally found in other small cities such as San Fernando.

Business Improvement Districts (BID) need to be developed and maintained to support and coordinate with town centers. New car dealerships might provide an anchor for renewal of some of the larger tracts of land. Business owners need to work together to develop a culture of change—to understand the benefits of improving their properties, and developing a certain thematic unity in their signage and merchandising.

Tenant mixes need to consider the demographics and the relative market in the area. It is unlikely that very high-end retailers would succeed—but this does not preclude mid-range retailers comparable to other valley communities. Large department stores like Costco, Target, Old Navy and WalMart could be very successful.

Work needs to be done to remove bars and barriers from windows, replacing them with more attractive security measures. Buildings need to be made graffiti resistant, with graffiti being removed immediately in all cases.

"Envelope entitlements" need to be developed as pre-cleared development opportunities, to support community plans and visions. It is important to maintain an adequate inventory of industry to support job creation and the general economy of the area.

Maintenance and public works improvements are among the most neglected in the City. The infrastructure needs to be improved and enhanced to be competitive with other areas.

Clean industries need to be attracted to recycle sites from the older uses. Merchants associations and BIDs should receive technical assistance in improving their mix of tenants—developing areas for multi-purpose visits, such as dining and shopping. Noxious uses should be subjected to sign ordinances, screening requirements, and ultimately be brought under control with Community Design Overlay (CDO) districts.

It has been suggested that the City's gross receipts tax be reduced or eliminated. This could take the form of exemptions in certain areas. This is often cited as an impediment to economic development.

Programs and facilities for workforce-related education and training need to be increased, and enhanced. They also need improved marketing and outreach. This is especially true of literacy and other "soft skills" needed to succeed in the talent pool. Technical skills are also in great demand. The needs of industry and local businesses should be better coordinated with community colleges, occupational centers and adult schools.

There are a number of under-appreciated and little-known tourist attractions in the area that could be marketed—San Fernando Mission and the Nethercutt automotive museum among them. The area could benefit from a public relations campaign to capitalize on the many cultures and points of interest in the area.

There must be zero tolerance for gangs, graffiti and crime.

There is great demand for housing, and few places left in the valley for development. But, there are many opportunities for residential development in the northeast, without being destructive to the local neighborhoods or lifestyles.

Caveats

If and when any of the noxious uses are eliminated, there is concern about the stigma to the remaining land and the need for environmental remediation in some cases. There is also some concern about economic development resulting in "gentrification" displacing existing residents.

There was concern that a lot of well-intended government projects have come and gone with little or no results. The stakeholders are hopeful this will not be the case in the future.

Supplemental Developers and Investors Roundtable Highlights

Infrastructure

Stakeholder Roundtables were nearly unanimous in citing the rundown appearance and condition of public spaces and infrastructure as the greatest barrier to economic development in the Northeast Valley. There is a prodigious amount of heavy industry in the area—including quarrying, landfills, storage, utilities and auto dismantling—that is serviced by a massive fleet of trucks and other industrial apparatus. The surface infrastructure is subjected to a constant pounding, along with the dust and grime that accompanies such demanding endeavors. This compromises the aesthetic appeal of virtually all of the area's major thoroughfares, and discourages walking and other pedestrian-oriented activities.

Whether it is the result of vehicle traffic from heavy industry, or simple neglect, the condition of streets and sidewalks is comparatively poor. Infrastructure investment has not kept pace with deterioration, even though demand is greater than in most other areas of the City.

It is recommended that the City pay special attention to rehabilitating and maintaining streets and other public improvements as a means of establishing a backbone for quality commercial development. The area should be made attractive to motorists and pedestrians alike.

Centers and Amenities

Another substantial opportunity lies in providing much-needed amenities including movie theaters, sit-down restaurants, meeting and banquet facilities, and mid- to upscale retail stores. There are not enough dining and shopping facilities to adequately service the population, or to support the sought-after commercial development. The shortage is primarily caused by trepidation on the part of investors and developers—mostly based upon social conditions and perceptions. Secure, inviting centers can provide positive pedestrian experiences and interaction. However, critical mass must be reached in order to create these public spaces—spaces designed to attract the necessary local patronage. This requires a sufficient number of businesses that contribute to the cluster, and the avoidance of non-contributing or detracting operations, such those with limited hours or lacking in pedestrian appeal.

Pedestrians should be isolated and protected from vehicular traffic when possible, eliminating some of the associated safety concerns. Pedestrian-scaled spaces need to be properly lit, landscaped and aesthetically inviting—including the palpable presence of host/security personnel. Tenant mixes need to be carefully coordinated and arranged to situate complementary uses in the most appealing fashion. Merchants Associations and Business Improvement Districts can provide a means for cooperative promotion among independent merchants and businesses, allowing them to be highly competitive—particularly when coupled with unique local offerings for shopping, dining and entertainment.

Public Safety and Security

As a general rule, the public will not work or recreate where they feel insecure. Safety and security are essential to retail and commercial developers, particularly those seeking to develop pedestrian-oriented districts. Law enforcement and public safety personnel need to be adequately deployed, and must also provide a reassuring presence. These are high on the list of relocation considerations for retailers and other employers.

Market Analysis

There is a much broader range of consumers in the area than most major retailers appear to realize. Strict quantitative analysis does not adequately address the quality of the market. Because of the pent-up demand, even smaller operations benefit, since very little is needed in the way of marketing or advertising of new homes or businesses. Signage and word-of-mouth exposure are often all that is necessary.

The median age in the area is 28.2 years compared to 31.6 years in the City of Los Angeles. This provides a certain vitality for the area, with more young families, and a ready and willing workforce. Efforts have been made by the community colleges and occupational centers, but their resources are strained, and in the current budgetary climate, this is not likely to improve. More efficiency and better communication is needed between the employer community and the educational institutions.

Permitting and Zoning

There is a recognized need to establish solid working relationships with City officials, but developers suggest that the existing process is too lengthy and complex, that it puts them at great risk, and that the City often tries to get too much out of a project in terms of exactions and mitigation. A system is needed that would provide for aggressive case tracking from within the Department of Building & Safety and City Planning. It is recommended that the City permit process be improved to streamline approvals for projects that are consistent with the community vision—that developers and investors be given greater incentives through fast-track, by-right and envelope entitlements for projects in general conformity with community plans and visions.

As with many areas of the City, commercial zones in the Northeast Valley tend to be laid out along thoroughfares in narrow strips. Early zoning practices broke blocks up into extremely small parcels. Over the years ownerships have evolved and properties changed hands numerous times. Today, it is difficult to assemble properties into developable sites since there are so many absentee owners, trusts and others who may have no personal interest in the maintenance or enhancement of the area. These absentee owners are often not inclined to voluntarily enhance or market their properties. Nonetheless, land assembly is essential to the development of centers. The Community Redevelopment Agency has the ability to assemble properties, and a land cooperative or land bank program has promise as well. Even hybrid forms of Business Improvement Districts have the potential to provide tools for land aggregation.

Incentive Programming

Programs such as federal Empowerment Zones, state Enterprise Zones and City of Los Angeles Targeted Employment Zones—which provide special tax incentives—are well received by businesses locating in the area. This has assisted in attracting companies from areas that might otherwise be far more appealing. The only major objection is the cumbersome nature of the paperwork and complicated ongoing tax calculations,[1] which have a tendency to discourage its use by less-sophisticated businesses.

Housing

Housing is a pressing need for residents, employees and employers in the Northeast Valley. This demand opens up opportunities for development and investment. The Northeast Valley is distinguished from most of the remaining City by its sprawling rural nature and relatively low residential land costs. Some reasonably sized sites are still undeveloped or underdeveloped, making it possible to construct moderately priced market-based housing. Quality mid-priced housing can also be a lucrative investment, with demand being supported by a median annual household income topping $43,000—19% above the median for the County of Los Angeles.

Residents are generally more amenable to new development than other areas of the City, so long as it doesn't represent a radical departure from the character of existing housing. Higher density development can be problematic, and is welcomer along major thoroughfares. There is considerable support for mixed-use centers, particular as part of well planned *Town Centers* or *Urban Villages*. Residents are very protective of their single-family lifestyles, and concerned about their neighborhoods.

Sun Valley Chamber Roundtable Summary
December 9, 2002

Participants

Bruce Dart, VEDC
Marylou Steinfeld, The Transportation Group, Pacoima Chamber
Shirley Walton, Executive Director, Sun Valley Area Chamber of Commerce
Pamela Thompson, Ideas to Go
Carol Silver, Sun Valley Rotary Foundation
Pete Brown, Office of Councilmember Ruth Galanter, Council District 6
Steven Hinds, Bookkeeping 2000
Elaine Gaspard, LAEDC
Bob Fazio, CRA
Leslie Pollner, Office of Councilmember Wendy Greuel, Council District 2
Ron Hall, Sun Valley Chamber of Commerce & Neighborhood Council
Margaret Mott, Congressman Howard Berman
Saul Gomez, Economic Alliance of the San Fernando Valley
Henry Leyva, Office of Mayor James K. Hahn
Greg Whitney, LAEDC
Lee McTaggart, S.V. Chamber & Delayre Kennels
Ernie Rivera, Complex Projects Manager
Ron Sipus, Village Christian School
Deloris Garrison, Pacoima Chamber of Commerce
Bob Scott, CivicCenter Group
Al Washington, LAEDC

Communities Participants Would Most Like Sun Valley to Emulate

City of San Fernando (5)
Santa Clarita (3)
Westwood (1)
Burbank (1)
Duarte (1)
Culver City (1)
Pasadena (1)
Gilroy (1)
Chatsworth (1)
North Hollywood (1)
Calabasas (1)
Thousand Oaks (1)
Agoura (1)

Community Features Desired

- Impressed with Santa Clarita Valley's approach, progressiveness, open attitude, and drive to positively involve community
- Gilroy has high industry, high land usage, maintains small town feel especially with proximity to Foothills and ranchland; good example of best of both worlds with regard to industry and housing

- The City of San Fernando has a unique community look and feel
- North Hollywood has had difficulties but has been experiencing improvement, new housing, commercial development, much of it oriented around transit, combining work, living and pedestrian features
- Calabasas, Thousand Oaks, Agoura—these areas are not too congested, and offer many cultural activities, they have their own Civic Center, and numerous activities for children
- The City of San Fernando has a good balance, it is friendly to business and offers a high quality of life to residents, there is also a new senior community center

Retail & Commercial Clusters

- Town Center Concept: the question is where would a Sun Valley Town Center be located? Need to identify a location for people to congregate; must take into consideration proximity to major thoroughfares
- San Fernando's Town Center was the mall—but finally decided to move away from the mall—it worked on Maclay
- Rethink zoning
- Ten years ago Sun Valley was part of initial LANI project—transportation, housing, economic issues and received tremendous input from community, money ran out and project stopped, the enthusiasm was lost
- Discuss ideas about improving storefronts and increasing mixed-use
- Possible development of a "downtown" area
- There is no real commercial retail, besides Canyon Plaza
- Desire places for people to assemble, recreate and shop, i.e. Starbucks, sit-down restaurants—residents usually have to leave the area to access these amenities
- Calabasas Commons example is nice, so is downtown Camarillo—which used to be just thrift stores, and very rundown—but they focused on attracting restaurants and businesses, and succeeded
- Need to improve the intersections of Sunland and San Fernando; numerous semi trucks drive through the area, and this is not good for commercial usage
- Office space: Industrial is relatively low; Commercial/Retail is about 8-9%, much of it is obsolete retail
- Sun Valley is not a destination for average office-type business—there are no places for people to run errands before work, during lunchtime and after work; Burbank is more business friendly—they brought movie theaters and restaurants came—it became a destination—they used the old Lockheed land to develop a center with recognizable vendors such as Krispy Kreme, Jamba Juice, etc.

- What is unique about Sun Valley? The dumps and auto parts (dismantling), they are good employers—but not "clean" industry; the area is also zoned for, and has a history of, auto-wrecking
- Need to develop the proper infrastructure to attract businesses
- Issues of safety and cleanliness must be addressed
- Progress: recently met with the CDD to extend enterprise zones from S.F. Road to Burbank border—therefore providing economic incentives to lure businesses
- Looking to establish a Business Improvement District—this will help improve the aesthetics of local business storefronts, improve parking, landscaping, and assist with watershed (flooding) issues
- Need to attract different businesses than what Burbank has—maybe attract High Tech that will fit into industrial space
- Local residents go to Burbank and even out to Santa Clarita to shop
- San Fernando has large sales tax revenues which help the city—Sun Valley is part of Los Angeles
- Try to attract higher end car dealerships to increase local sales
- Look into converting the auto wrecking yards and dump areas to industrial space
- Need a 100% reversal of approach we take to community groups
- Sun Valley household incomes do not compare to those of Calabasas, Santa Clarita and Burbank, which results in lower opportunities to attract large-scale retailers
- Expenditure/income base in those areas may not work here
- To improve diversity of commercial climate: strengthen sense of place at "micro" level so that adjacent neighborhoods want to utilize amenities in Sun Valley
- Work with business owners to give centers a character of own with unique draw
- Subway opened in Sun Valley—people will go to stores if they are here—people really want mixed-use retail and housing
- Mixed-use issue: Sun Valley does not have enough of residential mixed in with commercial
- Need to improve cement/asphalt recycling procedures
- Need to try and put something the length of San Fernando Rd., don't stop at Vineland—the progress needs to be noticeable from all freeway off-ramps
- Sun Valley Mixers and Pacoima Beautiful are helping to promote improvements
- Sun Valley needs to be a defined community—right now it is part of a huge thing that no one can get their arms around
- Need a community center

- San Fernando Road/Freeway corridor is not attractive
- City Planning Commission has struggled in Los Angeles to maintain industrial lands to maintain employment—Sun Valley will have opportunities in the future to recycle industrial land, maybe to cleaner uses and to expand employment availability
- Attracting local employees to live in Sun Valley—there are many opportunities for residential development
- Existing infrastructure needs to be looked at for the future
- Pits and toxic uses need to be recycled—it is a long process with the Community Redevelopment Agency—need to work with property owners that are looking to reuse land
- How long will the dumps be here? Bradley will be closed in 5 years, but will remain a transfer site
- Will we allow any more landfill or auto wrecking yards? If not, how long will it take to start some sort of development
- Noise and pollution from the Burbank Airport is terrible
- Garbage pits and green waste sites are an issue—need to solve the odor problem

Education & Workforce

- Pacoima Workforce Development Group—desire of people to work, need education and training—L.A. Unified and private schools, basic and specific skills—people will jump at opportunities to upgrade skills to make more money
- We have lost good-paying jobs in the area
- There is a fairly high skilled workforce in the corridor—but jobs are moving out of the country—Lockheed moving—we need to bring jobs back so that young people have something to look forward to getting into
- What are the industry clusters in the area?
- Auto parts and recycling—areas can be aesthetically enhanced
- There are a lot of machine shops—as well as some media, special effects and film operations
- Sunquest Development Company will be building 6-7 buildings on the corner of Bradford and San Fernando Road, which will employ about 750 people
- There is a need to train more people
- Adult Schools are overcrowded—there are waiting lists, and people are eager to learn and improve English skills—but the classes are too full
- "Pacoima Skills Center is not as current as it could be technology-wise (computers)—does not adequately service the needs of all employers in the area"

- Response from Pacoima Skills Center:

  The foregoing statement is not factually correct. In fact all of Pacoima Skills Center's (PSC) computer labs are equipped with Pentium 4 or Pentium 3 computers (nothing older). ALL computers are networked and connected to the Internet via a T1 communications line. Students in Our ESL lab use ELLIS and Sequoya software to improve their English Language Skills. PSC has acquired and is currently installing Reading improvement software and GED preparation software. PSC's Software Applications program is equipped to train students to receive their Microsoft Office User Specialist (MOUS) certifications in Word and Excel. In addition PSC has 2 mobile laptop computer labs that are transported to branch locations and community based organizations for the purpose of increasing the computer skills and English language skills of the community. [2]

- Employers have to recruit employees from other places outside the area
- "Employers find that the staff of training centers do not know what industry truly needs—there is a disconnect here that needs to be addressed"
  - Response from Pacoima Skills Center: This is an unfair statement that reflects negatively on centers such as Pacoima Skills Center (PSC). We therefore offer the following comments:
    1. We question the validity of the statement since there are few or no employers who appear as participating members as seen above.
    2. PSC holds annual industry advisory meetings to keep abreast of what industry needs.
    3. PSC responds very quickly to any new industry (those industries that we currently do not offer training in) needs that we become aware.
    4. PSC is very serious about training students to meet the employment preparation needs of the community.[3]
- Sun Valley One Stop (El Proyecto) do not reach out into the community
- Link the needs of industry and local business with community colleges and adult schools and get people ramped up with technical skills
- There is a mindset that nearest community college is Los Angeles Mission, even though Los Angeles Valley is actually closer—Mission College does a better job of marketing themselves to the Sun Valley community

Public Safety

- Police availability is an issue, there are not enough on patrol—slow deployment
- Quick response with Fire Department and Paramedic

Transportation and Infrastructure

- Underserved by public transportation
- There are not enough services on evenings, weekends or holidays
- Street conditions are terrible—have not been maintained—excessive use by trucks
- There are unpaved streets in some residential areas
- Poor lighting in some areas, adds to safety problems
- Traffic is terrible in peak hours through main corridors such as Sunland Blvd.
- Long term opportunity with infrastructure—industry needing employees—relying on transportation via the 5 Freeway and Metrolink
- If we improve the infrastructure we can attract the needed industrial development
- We have Burbank Airport, the train Station, and are not to far from Downtown Los Angeles, but there is a need to fix forgotten streets and lights
- The area can be used as incubator—to revitalize—as an example for all other parts of the Valley
- Example of Todd's Pipe in Cascade Center—the old office was not as clean and discrete as the new one—business parks can be incubated
- Create clusters with a couple of businesses, bring employees in, bring residents in, upgrade housing and build new houses—they will want to shop in the area
- Need people to be enthusiastic about their communities
- Need to define the community—it's not on any maps
- People are getting educated and moving from local communities

Pacoima Chamber Roundtable
December 11, 2002

Participants

Isaac Lunas, Lunas' Radiator/Muffler
Shayna Solis, Lunas' Radiator/Muffler
Jose Bonilla, Volunteer
Jose San Miguel, Runners
Ed Rose, MEND
Becky Villasenor, Pacoima Partners
Jose Vargas, Assistant Principle, Pacoima Skills Center
Mel Williams, Williams Furniture
Judi Rose, Valley Community Clinic
Maria Calleros, Pueblo y Salud, Inc.
Captain Mike Chambers, Los Angeles Police Department, Foothill Division
Deloris Garrison, Pacoima Chamber of Commerce
Ed Kussman, Pacoima Chamber of Commerce
Joyce Haliburton, Sylmar Chamber of Commerce
Henry Leyva, Office of Mayor James K. Hahn
Al Washington, LAEDC
Irwin Silon, Sun Valley Chamber of Commerce
Lee McTaggart, Sun Valley Chamber of Commerce
Rogelio Flores, Director, Pacoima Graffiti Busters
Daniel Garcia, Pacoima Graffiti Busters
Dick D'Amico
James Wilson, Office of Councilmember Alex Padilla, Council District 7
Xavier Flores, Pueblo y Salud
Bob Scott, CivicCenter Group
Saul Gomez, Economic Alliance of the San Fernando Valley
Cheryl Scott, CivicCenter Group
Elaine Gaspard, LAEDC

Communities Participants Would Most Like Pacoima to Emulate

Burbank (8)
Glendale (4)
San Fernando (4)
Pasadena (3)
Beverly Hills (2)
Santa Clarita (2)
North Hollywood (1)
Newhall (1)
Valencia (1)
Alhambra (1)
Encino (1)

Community Features Desired

- Pacoima needs cleaner streets, curbs, nicer billboards, more patrol officers, better public transportation, viable business districts, and more parks
- We must maintain Pacoima's uniqueness without gentrification

Retail & Commercial Clusters/ Town Centers

- Van Nuys Blvd. targeted neighborhood initiative "California Mainstreet Program" is an example
- Pacoima lacks a viable commercial district—the major resources should be located together—library, post office and core businesses—look into existing situations at Telfair/Hadden, Laurel/Osborne and Glenoaks/Van Nuys Blvd. locations
- Van Nuys Blvd. lacks good retail space
- Want to keep mom-n-pop shops while attracting corporate retailers
- There are twenty-six vacant buildings on Van Nuys Blvd.—these could be used as retail sites
- Sometimes increased retail results in increased crime
- Trying to attract businesses like Starbucks, Denny's and Hollywood Video that offer jobs and amenities to the public
- Storefronts are in desperate need of improvement—Pacoima Partners has been working to upgrade the storefronts and add street trees
- A large shopping center is not the answer
- Pacoima needs large department stores like Target and/or WalMart
- One disadvantage of the area is that many citizens cannot read English
- Business owners in the area must be made aware of the benefits of improving their facades and overall design
- There are community and income barriers to large department stores like Macy's
- Multi-cultural businesses need to be multi-lingual to market to different groups
- There must be "zero tolerance" for gang related activities
- "Graffiti Busters" is working on graffiti problem
- If architectural changes are made in the Telfair/Hadden area other business owners will see how beneficial the improvements will be to their businesses
- Large corporations like Target look at the demographics and income and do not want to locate in the Northeast Valley—the community must work together to get funding to attract these vendors

Industry & Manufacturing

- Suggestion: Reduce business taxes as an incentive to attract new businesses to the area
- One of the main challenges in the area is connecting the community to the jobs in the area; need to look at High School graduates and increase English/ESL training for potential employees

- One goal should be to get more people to work in factories within local industry and in more “clean” industries; these jobs usually offer salaries higher than minimum wage, currently these types of jobs are being filled by people that are not residents of Pacoima
- The image problem in the area creates barriers that distract industry growth and new business development; business owners want their employees to feel safe and have places to eat lunch and do shopping, currently the area offers very little of these amenities
- Increase the availability of jobs that offer living wages rather than just minimum wage
- There needs to be more communication between industry and education
- There are jobs available in the area that pay very well but require training and/or certificates, such as DWP electrical mechanics; Pacoima residents need to be targeted in the campaign to recruit and train employees
- Industry needs to be responsible to the local environment; for example eighteen wheel trucks drive on residential streets, leftover brownfields from old plants
- Pacoima should target “clean” industries that offer quality jobs and are environmentally friendly such as biomedical, and research and development
- Pacoima has an “Enterprise Zone”—and there is available underutilized land that is clean
- Idea for vacant Gemco site: create a skills center where people can train for new jobs with the help of the City of Los Angeles
- Location of the Railroad in Pacoima is positive for distribution and warehousing companies
- Hansen Dam is a landmark of the area that brings people in for recreation and film production
- Story of the lost baseball complex is an unfortunate topic
- Pacoima has ready access to key transportation corridors, (118, 405, 14, 5, 170) which makes it an ideal local for businesses
- Need to educate the public as to what types of industry already exist in Pacoima, such as aerospace and motion picture post production—maybe develop a P.R. campaign

Public Safety

- According to Police Captain Mike Chambers crime has decreased this year
- The majority of homicides are gang related
- There are graffiti issues in the area, which are being dealt with by organizations such as Graffiti Busters and the L.A.P.D.

- Address the "broken window" theory—if the area appears safer people oftentimes will behave better
- The L.A.P.D. needs community members to participate in decreasing crime and call in activities such as graffiti—there should be zero tolerance—punishment is getting stricter, culprits can get jail time
- Currently the police department is down 1,000 employees—a career center to train future officers would be ideal
- Suggestion: hire additional security to patrol the area—maybe this could be a coordinated effort among various groups in the area
- Graffiti Busters removed nearly 50,000 square feet of graffiti in Pacoima last month—they only had forty requests—community members need to become more involved and devoted to improving their neighborhoods
- Merchants are afraid of vandalism and keep bars on windows, which deter customers in addition to vandals
- Customers want to feel safe when they shop—they don't want their cars stolen or vandalized
- Suggestion: reduce the number of liquor outlets in Pacoima—less availability of alcohol usually results in lower crime rates
- Pacoima is in need of a P.R. campaign to help change its image and increase its viability—the media rarely focuses on good things happening in the area—submit press releases on positive occurrences to the news media—if a better image is developed more people will want to come to Pacoima to visit, shop, locate their businesses and live
- Don't forget to access people who don't have time to come out to meetings, perhaps via printed collateral

Miscellaneous

- Public transportation needs to be improved
- Capitalize on Pacoima's multicultural history and population; its diversity
- Need to develop more pedestrian oriented districts

Industry Leaders' Roundtable Summary
December 11, 2002

Participants

Dave Peterman, CFO, SDI Industries, Inc.
David Leach, Pneumatic Engineering
Francisco Uribe, Director, Verizon
Marylou Steinfeld, The Transportation Group
Lee McTaggart, Sun Valley Area Chamber of Commerce
Steve Brown, Fiesta Plaza
Bob Focosi, Sylmar/Pacoima Neighborhood Councils
Eduardo Zayas, Dean, L.A. Mission College
Fred Weinhart, MSU
Gayle Brousseau, WSCA
Severyn Aszkenazy, PCS
Al Washington, LAEDC
Bob Scott, CivicCenter Group
Saul Gomez, Economic Alliance of the San Fernando Valley
Cheryl Scott, CivicCenter Group
Henry Leyva, Office of Mayor James K. Hahn

Communities Participants Would Most Like the North East Valley to Emulate

Burbank (3)
San Fernando (3)
Glendale (2)
West Hollywood (1)
Ventura (1)
City of Industry (1)
Valencia (1)
Santa Barbara (1)
Downey (1)
Pasadena (1)

Community Features Desired

- Pasadena history and architecture attracts commerce
- San Fernando, village concept city
- Glendale, good city services—police, fire
- Downey/Orange County Area
- Would like a Town Center that is user friendly and pedestrian oriented, with ample parking

Industry & Manufacturing

- It is easier to attract smaller industrial users to the area—big businesses want to move where land is least expensive

- The strengths of the labor pool can determine the types of industries that locate in the area
- Enterprise Zone and Empowerment Zones are sometimes perceived as weaknesses
- Enterprise Zone problems: funds rarely pan out, only two loans were funded in the Northeast Valley—the process is not "user friendly" and it takes too long—subsidizing employees becomes an issue because when money runs out the employee is let go
- Empowerment Zone problems: not marketed correctly, with too much paperwork
- Employee tax credits are good for employers
- The city is not promoting opportunities for businesses
- Advantages in the Northeast Valley: sunshine, freeway access, overall "daytime quality of life"
- There is not enough manufacturing land for companies that need twenty-four acres
- There must be site control so that good manufacturing land does not become commercial
- The region is losing manufacturing jobs to other countries and to other parts of the state
- Lease rates are too high in the area for many businesses—it is sometimes more feasible for them to locate in an area like Lancaster
- Need more Class A and Class B industrial space
- Obsolete land needs to be converted in a useful manner
- Discuss "envelope entitlements" pre-cleared development opportunities, to support community plans and visions
- Look into attracting smaller corporations which can make the area more stable—large corporations that face hard times can have devastating impacts on the local economy
- Employers would like to see the area become more safe and attractive to their current and future employees—complaints that people do not feel safe leaving their facilities at night—by the time extra security is added businesses could locate in a better area
- Employees need more incentives to want to live in the area
- Employers have to search in other counties to find employees with specialized skills—example of Pneumatic Engineering of Sun Valley—only one college in Fullerton offers courses that match their needs

- WorkSource centers and Community Colleges can tailor training programs to meet the needs of industry—there is a need for more communication between educators and industry leaders
- Suggestion: Increase the economic viability of people in the area through training and education—attract people to come to the area to help market and grow the economy
- There is a need for a "Master Plan" to establish pockets of industry and residential areas in the North East Valley
- Some statistics according to participants: Of the jobs in the area 10% require highly skilled employees and 80% utilize unskilled labor, which is readily available in the area[4]
- Suggestion: Bring back industrial arts courses in the local high schools—not everyone is best suited for college, but they can train for quality jobs through industrial arts and vocational schools

Retail & Commercial Clusters

- Complications: entitlements, financing, tenant relationships
- The area is saturated with "bad retail" but lacks enough good retail establishments
- Starbucks in San Fernando has high sales, Home Depot, Office Depot and Sam's Club are always busy—if businesses are accessible and safe residents in the area will shop there

Sylmar Chamber Roundtable Summary
December 11, 2002

Participants

Randy Witt, Randy Witt Productions
Jacky Walker
Barbara Perkins, Sylmar Chamber
James Burkhard, Mayor's Office
Henry Leyva, Mayor's Office
Ed Zayas, Dean, L.A. Mission College
Jeanne Rowe, Rowe Accla Svc. Inc.
Richard Yamauchi, Sylmar Chamber
Bonnie Bernard, Sylmar Chamber
Elaine Gaspard, LAEDC
Joyce A. Haliburton, Sylmar Chamber
Jerry Goodman, Director, Sylmar Chamber
Fred Weinhart, MSU
Bruce Dart, VEDC
Paul Croswhite, Mustang MD
Charlotte Bedard, Sylmar Chamber
Cheryl Scott, CivicCenter Group
Norma Harris, Pac Bell
Deloris Garrison, Pacoima Chamber
Bob Scott, CivicCenter Group
James, ITT Tech
Bob Focosi, Sylmar/Pacoima Neighborhood Councils

Communities Participants Would Most Like Sylmar to Emulate

Valencia (3)
Santa Clarita (3)
Burbank (2)
City of San Fernando (2)
Santa Barbara (1)
Ventura (1)
Chatsworth (1)
Glendale (1)
Granada Hills (1)
Azusa (1)
Saugus (1)
Palmdale/Lancaster (1)
Norco (1)
Santa Ana (1)

Community Features Desired

- Granada Hills has good commercial base and no industry, did a good job fighting the dump
- Santa Barbara has safeguarded against development which can destroy the community and equestrian areas
- Valencia, we should mimic the paseo concept and pedestrian-oriented shopping areas
- Norco is a successful example of a progressive equestrian-oriented community

- Palmdale/Lancaster
- San Fernando has a fine local police department
- Santa Clarita has done well city improvements
- Burbank has an excellent sales tax base
- Promote "It all comes together in Sylmar"
- Ventura takes an aggressive approach to controlling growth

Retail & Commercial Clusters

- Need a Costco, Target, outlet mall, shopping center with clothing stores such as Marshall's and Old Navy, a Trader Joes market—these developments will also attract people from outside of Sylmar
- The grand openings of Peter Piper Pizza and Big Lots were very well attended—people are excited about new stores and amenities
- There are very few sit-down restaurants in the area; would like to see a Mimi's Café
- Sylmar needs a building for community meetings and activities
- There are not any high-end book retailers like Barnes & Noble in the area—college students and professionals could benefit from this, and it also becomes a recreational attraction
- There are no theaters in Sylmar, the closest one is in Granada Hills
- There were plans in 1980 for a theater, restaurants, bookstore and Vons shopping center but the development fell through
- There is not a B.I.D. (Business Improvement District) in Sylmar
- Students at ITT Tech have very few places to eat and shop
- The terrain is responsible for many development problems—the foothills are not heavily populated which changes the demographics and decreases median incomes and amount of residents—this makes the area less attractive to national retailers
- The "perception" of the region needs to be improved—when looking from the 5 or 210 freeways people see junkyards—there is a perception that the neighborhoods are poor an unkempt
- Sylmar has ready access to transportation corridors: 210, 5, 118, 14, 170 Freeways—from Sylmar it is essentially "Twenty minutes to anywhere"
- There is a feeling of "victimization" among some residents; perhaps a P.R. campaign could help remedy some of the misperceptions residents and onlookers have

- There seems to be a disconnect between the mountain side of Sylmar and the San Fernando Road side—some pockets of residents don't seem to want to be a part of Sylmar, we need to encourage these people to try and help improve the shortcomings of the community
- Capitalizing on tourism: Sylmar has one of the finest automotive collections in the world—the "San Sylmar" museum[5]—there is also the Pioneer Cemetery and the new Cascades Golf Club
- Sylmar is the hang gliding capitol of the world but it is rarely found on tourist maps—it needs to become a destination rather than just a place
- Sylmar is actually a well kept secret—it is host to good schools, nice neighborhoods and an overall healthy living environment—it can be marketed this way to attract new residents, shoppers and businesses to the area
- Developers might be able to assist in improving sidewalks, and increasing the numbers of viable restaurants and hotels
- Suggestion: create an amphitheater in the foothills as an outside venue for concerts and events

Industry & Manufacturing

- Sylmar needs more "clean" industry
- The Cascade Industrial Park began developing in the 1990s—a hotel, restaurants and bus transportation were promised, but they never materialized
- There is a small biomedical cluster at Roxford and the 5 freeway with St. Jude, L3 and Medtronic MiniMed
- The various populations in Sylmar need to be addressed to determine how everyone can train up and fit into local industry jobs
- There are movie studios in the Arroyo St./Bradley area
- Industry and the community need to become more engaged with one another; there is a disconnect here—employees don't live, shop or recreate in the area—they do not know what Sylmar has to offer—employers do not know that they can recruit employees from ITT Tech and Mission College

Education & Workforce

- ITT Tech invested money into their local campus, finally working with Sylmar High School
- Need a five-year plan to educate local residents and get them into better paying jobs
- Education increases self-esteem, income levels and ability to gain high quality jobs
- ITT would like to see more students coming from the Sylmar area

- Encourage Mission College to offer a nursing course—there is a shortage of nurses
- Mission College is growing each year—there is a perception to some that Mission is an "ethnic" college—Mission College needs to be promoted to residents and businesses as the "local" college
- In the 1999 San Fernando Valley Business Journal Sylmar was touted as "the place to put your business"
- Focus on improving overall quality of high school, middle and elementary schools—Sylmar needs a secondary school—elementary schools are overflowing—need more highly qualified teachers in public schools—other options are private and charter schools

Miscellaneous

- Housing: Rental housing status is deplorable and there are waiting lists to get into complexes
- People want to live in the area because they work here, but there is not enough quality lower-income housing
- Transportation: buses are not readily available
- Sylmar does not have sufficient public resources such as fire equipment and rescue ambulances
- Infrastructure must be improved if we want to support more residents and businesses
- Increase outreach to people to get them involved in community improvements
- Create a group to work on a marketing plan for Sylmar
- Open Space: We need to maintain or replace any open space that is lost to industry, residential and retail uses
- Equestrian Zoning: needs to be protected
- Reach out to the Latino community to get them involved in improvements

Neighborhood Councils' Roundtable Summary
December 12, 2002

Participants

Kenneth Collins, VP Pacoima Neighborhood Council
Mary Love, Secretary, Pacoima Neighborhood Council
Richard Gallegos, Pacoima Neighborhood Council
Guy Dionne, Pacoima Neighborhood Council
Edwin Ramirez, Pacoima Neighborhood Council
Jorge Quezada, Director, Pacoima Neighborhood Council
Bart Reed, The Transit Coalition
Jim Leahy, Chair, Van Nuys Neighborhood Council
Carol Dig nard, Sun Valley Area Neighborhood Council
Bob Bell, Resident Shadow Hills
Charlotte Beard, Sylmar Chamber of Commerce
Pamela Chaves-Hudson, Sylmar Neighborhood Council
Patricia Zeimanto, Sylmar Neighborhood Council
Wally Aguilar, State of California, Technology, Trade and Commerce Agency
Saul Gomez, Economic Alliance of the San Fernando Valley
Bob Scott, CivicCenter Group

Communities Participants Would Most Like the North East Valley to Emulate

Burbank (6)
Chatsworth (3)
Woodland Hills (3)
City of San Fernando (2)
Studio City (1)
Sun Valley (1)
Shadow Hills (1)
Lakeview Terrace (1)
Northridge (1)
West Hills (1)
Glendale (1)
Norco (1)
Valencia (1)
Santa Clarita (1)
Westwood Village (1)
West Los Angeles (1)

Community Features Desired

- Need active resources for youth, and police availability
- Would like Pacoima to resemble Warner Center, with high quality jobs, more training and educational opportunities

- Norco is a good example because it is a highly equestrian community, which brings a lot of money to the city
- Would like to see street vendors disappear
- Desire to keep rural atmosphere
- The area needs better planning, less zoning problems, low density, more tolerance and cohesiveness in city—not like Panorama City and North Hills—their populations are too large
- Don't want landfills to take over land—want to keep it as rural as we can
- Would like to see Sylmar with infrastructure that would make it cleaner and safer community—like the small town feel, but streets are in need of repair
- Residents want to be in a safe neighborhood when they go shopping
- There are very few sit-down restaurants—industry is poor—and people want to leave the area
- Transit system has not kept up with the community—trying to fix the North-South Busway

Retail & Commercial Clusters

- There are too few restaurants in the area and no bookstores in Sylmar
- The Northeast Valley is a multicultural community
- There is minimal reading material available for public use—the library was torn down and is in the process of being re-built
- Mission College has a bookstore
- A bookstore that is multi-lingual is a good idea
- Many families in the area have limited education—immigrants tend to only read when in school, not out of school
- Businesses don't want to locate in areas that are not clean and well maintained
- Need to brighten up our streets and get members of community to shop at local businesses and take pride in the area
- Lacking variety of tenant mixes throughout all three communities
- B.I.D. Business Improvement District concept can help improve tenant mix
- The area is in desperate need of a central meeting/conference room (to accommodate anywhere from 50-300 people)
- Need to utilize the Neighborhood Councils to assess community wants and needs—develop a collective "list of business and residential wants and needs"

- How can you guarantee a business like Starbucks that they will make money in the area, especially based on the demographics? Suggestion: Contract for three years
- Monetary/Income variances in communities deter higher end retailers—but people will come up with the money for things that they want
- Commercial Clusters create jobs for people in the community
- Variety of restaurants: there aren't any Sushi restaurants—the area is in need of healthy competition
- Perception of communities needs to be improved—Empowerment Zone may help in this arena

Industry & Manufacturing

- Industries in the area are not interacting and communicating with the community
- Aesthetics of industry heavily affects the city—responsible landscaping (i.e. not used car lots with tons of colored flags)—can do things with CDOs, Community Design Overlay Districts[6]
- We must not perceive ourselves as poor and unable to achieve a higher status in the Valley
- Responsibility of industry to hire local employees—they need to connect with training agencies
- Need additional training and investment in community
- Retail business tends only to bring in low/minimum wage jobs
- Schools do not have time to synchronize with industry
- Need to have a balance of retail and industrial businesses in the area
- There are many industries that are clean and can provide numerous jobs—we need to attract those
- Improve management training for youth—give opportunities to young people
- Sites that are polluting our water table need to be addressed

Public Safety

- Police: Perception that it is not there, and they rarely show up to community meetings
- Ambulances: firefighters are not all paramedics
- Obviously services are lacking as we were considering seceding from the City of Los Angeles
- Crime? There is a perception that because this is a lower income minority community that there is more crime

- West Hills' crime rate is higher than in the Northeast Valley
- Crime perception affects peoples' desire to want to come here—residents know that it is not as bad as perception—this is not a good "welcome mat" to get people to come into area to shop/live
- Serious issue of perception

Miscellaneous

- Transportation: The Metrolink train allows the location to be central to downtown, but the North South busway is in desperate need by residents—Sylmar was overlooked on route planning
- What about grant writing to help clean the streets—like Chrysalis—handle smaller problems through these grants
- Concern for the "NIMBY" (Not in My BackYard) syndrome
- Graffiti has been reduced—doing a lot of outreach—need to do a lot more
- Need to limit amount of high density residential buildings that are built
- Bring film, photography, art and theater institute to the area so that young people can get into the film industry in the nearby areas
- Community needs to be responsible for beautification of neighborhood
- Stop the littering, put up signs and give out tickets, make children responsible, advertise this and create a campaign
- Change perception of community colleges, not just places to learn
- Develop internships for students

Developers and Investors Roundtable
February 4, 2003

Participants

James Acevedo, N.E.E.D./ Commissioner, Port of Los Angeles
Bruce Ackerman, Economic Alliance
Peter Anderson, Union Bank of California
Severyn Aszkenazy, Pueblo Contracting Services
Roberto Barragan, Valley Economic Development Center
Charlotte Bedard, Sylmar Chamber of Commerce
Raul Bocanegra, Office of Councilmember Alex Padilla
James Brewer, Spiegel Development Inc.
James Cline, East West Bank
Kenneth Collins, Pacoima Chamber of Commerce
Bob Facosi, Sylmar Neighborhood Council
Chad Gahr, NAI Capital Commercial Real Estate
Elaine Gaspard, Los Angeles Economic Development Corporation
Saúl Gomez, Economic Alliance/ Los Angeles Economic Development Corporation
Larry Gotleib, KB Homes
Wendy J. Greuel, Councilmember, City of Los Angeles
Paul Krueger, M. David Paul & Associates
Cathy Maguire, The Gas Company/Economic Alliance
Lefky Mansi, Wells Fargo & Co.
Lee McTaggart, Sun Valley Chamber of Commerce
Alex Padilla, Councilmember, City of Los Angeles
Sanford Paris, Paris Industrial Parks
Timothy Regan, The Voit Companies
Bart Reinhard, CB Richard Ellis
Brad Rosenheim, Rosenheim & Associates
Robert L. Scott, CivicCenter Group/Economic Alliance
Daniel F. Selleck, Selleck Development Group
James Smith, Katell Properties
Aracely Soto, Countrywide Home Loan
David Spiegel, Spiegel Development Inc.
George Stavaris, Delphi Business Properties/V.P. North Valley Area Planning Commission
Marylou Steinfeld, Pacoima/Sun Valley C of C/First Choice Transportation Inc.
Nigel Stout, Grub and Ellis Company
Dale Thrush, Councilmember Wendy Gruel, Planning and Economic Development
Vladamir Victorio, Valley Economic Development Center
Robert D. Voit, The Voit Companies
Gregory Whitney, Los Angeles Economic Development Corporation
Brent Weirick, Colliers Seeley Co.
David Young, NAI Capital Commercial Real Estate

Alex Padilla, President, Los Angeles City Council – Remarks:

- The Councilmember has a personal interest in the Northeast Valley—concerns for equity in public sector investment in communities, infrastructure, city services, job creation, economic development, housing and maintenance of public areas
- Street and sidewalk maintenance is very important
- More attention should be given to parks, libraries and housing

- Help is needed developing public and private resources
- By fostering development opportunities new businesses can be accommodated
- Workforce training opportunities can be improved through more partnerships between government, business and educational institutions
- Housing is needed to accommodate an expanding population
- Developers and investors, lacking familiarity with the area, may not be aware of its full potential
- Hansen Dam and San Fernando Mission are among the more important features of the area
- The area needs to be energized
- Residents are generally open to working toward development goals
- The Northeast Valley community could not wait for the CRA to make changes—is working instead with the City to develop an innovative plan for economic development

Wendy Greuel. Councilmember, Los Angeles City Council – Remarks:

- Job creation is a priority within the community
- There are many myths about the San Fernando Valley that need to be debunked in order to attract funds and development
- What happens in the Northeast Valley affects neighboring communities
- There should be a seamless transition in the condition of major thoroughfares when traveling from Los Angeles to adjacent cities, such as where Victory Boulevard crosses over into Burbank.
- There is a sizeable inventory of open and underdeveloped parcels in the Northeast Valley

Facts/Statistics – Saúl Gomez

- Preliminary Northeast Valley profile—snapshot of statistics and demographics
- Look at the three communities together: Pacoima, Sun Valley and Sylmar
- The population in the Northeast Valley is comparatively young with a median age of 28 years
- Despite popular perceptions, median annual income is relatively high overall at $43,752—which translates into increased discretionary buying power
- There is an available labor force of 80,000, with 10% unemployed (2000)
- Average number of employees per establishment is higher than many other areas in the region, indicating larger employers in the area

- The area could support many more businesses, which are now at a relatively low density overall
- The final economic development plan and report mini-summit is scheduled to take place in March of 2003

Opinions/Observations – Bob Scott

- Roundtables are part of project sponsored by City of Los Angeles—fits in nicely with the *Vision2020* process engaged in by the Economic Alliance in 2002, which specifically addressed Northeast Valley issues as well
- Observation through experience that the Northeast Valley is generally very receptive to improvements
- Missed opportunities abound in the area
- Critical mass must be achieved for Town Centers or industrial clusters to be optimized in the area—possible only with a larger, overarching plan
- Data—income data in particular—is positive for the market in the area—but amenities are still lacking that are needed to support commercial centers and industry clusters
- Participants selected Burbank as the city they would most like to emulate—and many Northeast Valley residents shop there. Number two was Santa Clarita, and number three was San Fernando—because of it's cohesiveness—providing a model for the concept of Town Centers
- With a cooperative effort, and a coordinated plan, developers and investors can capitalize on the wide range opportunities in the area
- Residents are anxious for amenities such as sit-down restaurants, unique shopping opportunities and a wider array of retailers
- Restrictions on signage in commercial areas could be helpful in preventing visual clutter and blight—and even more could be accomplished with the establishment of Community Design Overlay Districts to coordinate public and private spaces
- *Pedestrian-Oriented Districts* provide centers on a human scale
- Obsolescence can be dealt with as an opportunity—rethinking the Community Redevelopment Agency to make it more focused and flexible—and developing programs for land assembly, which is one of the biggest challenges in the area
- Encourage and cultivate industry clusters that have a naturally forming core, such as those supporting the entertainment and aerospace industries
- Infrastructure is another great challenge—one that could be ameliorated by the City through proper renovation and maintenance of public spaces and facilities
- Projects that are consistent with a defined set of community vision criteria should be approved administratively, on a *by-right* basis

- If developers were offered by-right entitlement process incentives through *envelope entitlements,* lengthy approvals could be avoided, and they would be far more willing to make investments

Discussion

- Bringing clients to the area is somewhat difficult—mostly because of perception
- The complexion of the corridor needs to be changed
- Phase out older, less functional uses (auto dismantling, trucking and salvage companies) through long-term planning—and implement strategies to attract better uses
- A key to bringing jobs into the community from other areas would be to make more new buildings available
- The Pacoima rezone project resulted the attraction of entertainment companies from Burbank. The most important issue was the price of land
- A race car design company was attracted from Van Nuys, and a high-tech computer company was brought into Sylmar
- Developers have to compete with trucking storage and vehicle storage companies for land. They appear willing to pay more than developers
- Trucking companies affect the area and tend not to upgrade their properties or to substantially increase the number of jobs
- From a job retention standpoint the area has done reasonably well

Need for More Amenities

- There are very few places to shop and eat
- Better amenities are needed to attract businesses, particularly for daytime activities such as shopping and dining

Housing

- Locating properties that are ripe for improvement—developers found that land costs in the area were less, and the overall environment was conducive to development within the Master Plan and Community Plans
- RD-3 houses offer good economies of scale—the ultimate proof is that houses are sold even before they are framed
- One participant is developing approximately 300 lots and targeting 400 more, with $100 million of development in the relatively near future. Almost all of this is within the Seventh District, dealing in R-1 to RD-3.
- There is an abundance of land, and it is possible to develop mid-range housing in the $200,000-250,000 range—which, some suggest, is actually *affordable housing* by Southern California standards

- The high end of housing prices comes in at just over $300,000. A large percentage of people who live in the community can afford these houses as well
- It is generally not necessary to incur large advertising expenses for sales and marketing, because the projects tend to attract attention on their own
- A lot of subcontractors come from the Northeast Valley—and it is good to have opportunities to work and employ people in the area
- More new houses are needed in the area. Sales activity in new housing also tends to stimulate existing residents to upgrade their homes to coordinate with improved values of the new development. This, in turn, increases overall housing values in the area

Support from Council Districts

- Some Council districts tend to encourage housing developments more than others
- Before you purchase a piece of land, it is important to meet with the Council office and community members to determine what will be successful
- The City and other agencies sometimes try to get too much out of a project—causing burdens and uncertainty for developers
- Developing land is expensive, timely and risky—but if developers work with the City Councilmember in the district, risks and delays can be reduced
- Devise a way to build market-rate entry-level housing, and at the same time accept government support without running into SB975 problems[7]
- Watch costs associated with inclusionary zoning[8]
- One project in Mountain Glen comprises 318 units—and it is an area where many fire and police employees have chosen to live

Lender Support in the Northeast Valley

- Union Bank has been more involved in commercial arenas than housing development in the last several years. They are establishing offices in the area and looking at how to better serve Northeast Valley communities
- There have been remediation problems with the Environmental Protection Agency in the past
- From a housing perspective, small infill developments are feasible; those with 20 to 60 homes
- Some have found that lenders are lining up for entry-level housing developments
- Suggestion that putting in city improvements, such as streets and curbs, before construction, would help gain community acceptance
- With the sacrifice of large areas of land for housing, retail and condo developments should be considered.

- Development like Burbank's town center would be successful—with a combination of mall area tying-in to smaller businesses
- Look at areas where a mixed-use project makes sense—jobs-housing balance is essential
- More amenities and jobs are needed for balance when developing more housing
- There is not a "one-size fits all" concept for this area

Developers' Assessment and Proposed Strategies

- Absentee landlords are an issue because of the detachment that results from trusts, multiple ownerships and physical remoteness
- Land assembly, and land banking through an intermediary or cooperative, could be used to promote retail, commercial and residential combinations
- Community plans must be re-assessed in relation to economic development goals and opportunities, as well as to support infill housing where appropriate. Need to decrease time it takes for entitlements. The Council office could assign a specific planner to handle all zoning and tract maps in their district
- Inconsistencies in community plans need to be reviewed and remedied
- For large projects that create jobs for the city, a case manager should be assigned immediately to expedite the process
- Certain areas might even waive development and permit fees—this would be very attractive
- Developers have a difficult time with residential properties that have been approved or listed by the housing authority as income properties. Need a better way to release these properties from housing authority
- The City needs to develop more incentive tools to encourage businesses to locate in these communities
- Expand the Enterprise Zone benefits in Pacoima, as they are a significant consideration—having successfully attracted manufacturing companies from the Burbank area into Pacoima. The program should be expanded
- From a retail standpoint, developing critical mass for pedestrian-oriented centers is essential
- In creating a vision for the East Valley—look at thoroughfares that extend from the south part Burbank to north part of Sylmar
- The complexion of the San Fernando Road corridor needs to be addressed, as it provides a backbone for commercial development
- Local businesses need to be made to feel like a part of the bigger picture
- Need meeting facilities where community organizations, neighborhood councils, Chambers of Commerce and other civic groups can assemble

- Improve police response times in the area. This helps to attract and retain quality businesses as well as reassuring residents
- Crime in the area is more of a perception than reality. Need to work on alleviating fears of customers, business owners and prospective residents
- Recreational facilities in the area need to be increased and enhanced

Closing

- Focus first on common problems
- Develop large parcels of acres through joint public-private partnership

Additional Comments from E-Dialogue
January 10, 2003

- Brand Sun Valley as the place to go for all automotive needs in Southern California.
- Auto Alley is Sun Valley
- All we need to do is attract some auto dealers and distributors. We already have a lot of repair facilities and parts places
- As everyone knows automobile purchases are monetarily large which leads to large revenue streams in terms of sales tax.
- Large sales tax leads to local improvements such as city cultural centers, which could offer art, music and dance classes to children and adults in the area, etc.

Comments in response to first round of input – set forth in context above:

- "Pacoima Skills Center is not as current as it could be technology-wise (computers)—does not adequately service the needs of all employers in the area"
    - Response from Pacoima Skills Center:

      The foregoing statement is not factually correct. In fact all of Pacoima Skills Center's (PSC) computer labs are equipped with Pentium 4 or Pentium 3 computers (nothing older). ALL computers are networked and connected to the Internet via a T1 communications line. Students in Our ESL lab use ELLIS and Sequoya software to improve their English Language Skills. PSC has acquired and is currently installing Reading improvement software and GED preparation software. PSC's Software Applications program is equipped to train students to receive their Microsoft Office User Specialist (MOUS) certifications in Word and Excel. In addition PSC has 2 mobile laptop computer labs that are transported to branch locations and community based organizations for the purpose of increasing the computer skills and English language skills of the community.[9]
- "Employers find that the staff of training centers do not know what industry truly needs—there is a disconnect here that needs to be addressed"
    - Response from Pacoima Skills Center: This is an unfair statement that reflects negatively on centers such as Pacoima Skills Center (PSC). We therefore offer the following comments:

        5. We question the validity of the statement since there are few or no employers who appear as participating members as seen above.
        6. PSC holds annual industry advisory meetings to keep abreast of what industry needs.

7. PSC responds very quickly to any new industry (those industries that we currently do not offer training in) needs that we become aware.

8. PSC is very serious about training students to meet the employment preparation needs of the community. [10]

---

[1] The paperwork and tracking required for such city incentives such as the Targeted Employment Area, and the complicated, changing geography of the zone can make seeking the incentives burdensome.

[2] Ed note: The original speaker may be misinformed on these issues relative to Pacoima Skills Center, or may be confusing PSC with a different training center. Assuming that the remarks are well intended, there is, at the very least a misperception, which may indicate a need for better communication and outreach.

[3] *Ibid*

[4] No source was offered for this data

[5] *Merle Norman Classic Beauty Collection at San Sylmar*. Established 1978, J.B. Nethercutt. The multi-storied museum includes a large selection of restored classic and antique automobiles, hood ornaments, musical instruments, striker watches, and a fully restored and functioning Wurlitzer 2400 pipe organ.

[6] There is a trend in the City of Los Angeles, as well as enabling ordinances, to establish Community Design Overlay Districts (CDOs) along commercial corridors—particularly where there is a concentration of storefront and signage clutter

[7] SB975 (Alarcón) 2001 - an act to amend Section 63036 of the Government Code and to amend Section 1720 of the Labor Code relating to the California infrastructure and economic development bank. Require any of those public works financed through the use of industrial development bonds under the California Industrial Development Financing Act to comply with those laws relating to payment of prevailing wages. Existing law generally defines "public works" to include construction, alteration, demolition, or repair work done under contract and paid for in whole or in part out of public funds. This bill would redefine "public works" to include installation and provide that "paid for in whole or in part with public funds" means certain payments, transfers, credits, reductions, waivers, and performances of work, but does not include the construction or rehabilitation of affordable housing units for low- or moderate-income persons, as specified. This bill would provide that certain private residential housing projects and development projects built on private property are not subject to the prevailing wage, hour, and discrimination laws that govern employment on public works projects.

[8] A typical inclusionary zoning ordinance will set forth a minimum percentage of units to be provided in a specific residential development affordable to households at a particular income level, generally defined as a percentage of the median income of the area. Robert W Burchell and Catherine C. Galley, "Inclusionary Zoning: Pros and Cons" *New Century Housing,* October 2000: Vol. 1 Issue 2, The Center for Housing Policy

[9] Ed note: The original speaker may be misinformed on these issues relative to Pacoima Skills Center, or may be confusing PSC with a different training center. Assuming that the remarks are well intended, there is, at the very least a misperception, which may indicate a need for better communication and outreach.

[10] *Ibid*

Appendix C

The Northeast San Fernando Valley Economic Action Collaborative Workforce Development Plan

Prepared by
Al Washington
Workforce Development Consultant
3/21/03

The Northeast San Fernando Valley Economic Development Action Collaborative
Workforce Development Plan

Goal

Develop an employment plan in conjunction with the L.A. City Workforce Investment Board (WIB) that includes educational and job training programs to improve the quality and supply of entry level workers and higher skill employees that meet the needs of local and prospective businesses.

Problem Definition

Current research and programs relative to economic development of the Northeast San Fernando Valley are based in part on the recognition that there is a direct correlation between the continuous growth and stability of business and the quality and availability of a workforce with the skills and attitudes businesses need. As a result there is an increasing emphasis on linking employment training and job placement programs to the business environment of the specific regions in which they will be implemented. This is generally true for the education and training programs currently offered by public and private employment training providers that service the Northeast San Fernando Valley.

The LAEDC/Alliance Consulting Team prepared a comprehensive questionnaire to assess Study Area businesses' knowledge and use of these programs and other workforce issues. Copies of the questionnaire were issued via fax to 949 firms with at least 10 employees who are doing business in the Study Area. Thus far, some 40 responses have been received. More are expected in the future, as the survey is available on the Web. The detailed results of the survey are reported in Exhibit 1. A brief summary follows here.

The survey results to date—combined with a Workforce Development Roundtable and previous surveys conducted in the region—have identified a problematic trend that must be addressed to assure the continued success of existing programs and the creation of additional programs for unmet needs. A full 70% of the businesses responding to the survey indicated that they have not used the L.A. City or County WorkSource Centers that have been established to assist in the recruitment and training of their incumbent and potential employees.

Of those firms using the centers for either workforce recruitment or customized training, some 70% of firms rated their experience as either average (40%) or poor (30%). Customized workforce training was cited as a business need by only 3% of the responding businesses, which may indicate a lack of understanding regarding the availability and benefits of this training for their incumbent employees. This is indicated by the fact that 42% of the respondents indicated that they had not developed any education, training or support relationships with public or private schools, community colleges, universities or training providers.

Additional issues relative to the general business environment of the region are also evident. About 70% of the responding businesses did not know if their business was in an Enterprise Zone, an Empowerment Zone, or a CRA Project area. This is important because they also indicated that they needed business assistance in areas for which businesses in these zones are eligible to include financing, government relations/contract assistance, business expansion/relocation assistance, tax credits/incentives and marketing. Maintenance and public works infrastructure improvements are also seen as necessary to improve and enhance the overall quality of life within the region's business and residential communities.

Thus, while citing the need for increased workforce related education and training programs and facilities, there also appears to be an even more immediate need for improved marketing and outreach by city and county programs that currently provide business assistance. Current programs must also be better aligned with the current and future business development needs of the local industry clusters. While many of these needs may be directly related to workforce training, education and training also are needed by local businesses regarding business infrastructure development, business opportunities, marketing programs, financial opportunities, and tax reforms and incentives that encourage businesses to stay and grow in the area.

Strategic Objectives

A comprehensive workforce development plan is needed for the region that includes education regarding available programs for business owners and skills training for their potential and incumbent workforce. The plan should be design to accomplish the following:

1. **Establish a business education and workforce training collaborative** that includes participants from the following local agencies:
   - Industry based business organizations, trade associations and local Chambers of Commerce
   - Economic Development Organizations
   - LAUSD Secondary & Adult Schools and Job Training Programs
   - Community Colleges and Universities
   - Private Schools & Training Providers
   - WorkSource Centers
   - Community & Faith Based Support Organizations
2. **Establish a regional business leadership infrastructure** utilizing local Chambers of Commerce and supported by regional stakeholders for ongoing strategic planning and implementation of industry specific business and workforce development initiatives to attract, retain and expand business activity in the region, including:

- Establishing a regional job order intake and distribution center for large & small companies
- Establishing an information clearing house for job training and placement programs
- Designing entry level and incumbent workforce development training programs based primarily on the current and future needs of the businesses within the region.
- Creating consortiums of industry based small companies for entry level and incumbent worker training programs that help them attain the minimum number requirements to obtain state training funds.
- Developing career ladders for incumbent workers that help them progressively contribute to the business growth of their employer while increasing their marketability and upward mobility.

3. **Provide businesses in the region with a technical and administrative support program** to develop and implement on-site entry level and incumbent workforce training programs in coordination with local Economic Development agencies, WorkSource Centers, Community Colleges, LAUSD Secondary Schools, Adult Schools and Regional Occupation Centers.
4. **Establish a procedure for ongoing evaluation** of business needs and the current and proposed programs designed to address them.
5. **Develop a 5-year plan** for the economic and workforce development of the NESFV that is in line with federal workforce development guidelines.

Recommended Implementation/Evaluation Strategy: The Northeast San Fernando Valley Economic Action Collaborative (NESFVAC)

The NESFV needs a mechanism to mobilize local businesses to take advantage of the tax incentive programs and training and dollars currently available for business attraction, retention and expansion and workforce development. There are numerous programs available.

- Local Community Colleges, private technical institutes and the Los Angeles Unified School District have been the traditional vehicles for developing and offering both credit and non-credit courses for the current and prospective employees of local businesses.
- The concurrent availability of State Employment Training Panel (ETP) and Workforce Investment Administration (WIA) funds has provided a substantial pool of workforce training dollars for local workforce development.
- A comprehensive WorkSource California program has been established to facilitate business access to these critically needed services.
- The Community Development Department has established a business assistance program that provides tax incentive education and technical support

and emergency consultation for troubled businesses to include displacement assistance for employees who have lost their jobs when a business closes or is relocated.

- Community based institutions such as the Economic Alliance of the San Fernando Valley and the Valley Economic Development Corporation are developing workforce preparation programs for new and incumbent employees in collaboration with local businesses.

Yet it would appear that a significant percentage of businesses in the region are either unaware of or don't know how to use these resources properly. A NESFVAC can be established to assist the businesses in our target area.

A trial run of a model that can be used to establish this regional collaborative has recently been successfully completed. A Workforce Development Workshop was conducted at the ITT Technical Institute on March 6, 2003. The workshop was planned and implemented by a regional collaborative of community service providers and business representatives. (Exhibit 2 contains a list of members of the Planning Committee, and Exhibit 3 has a list of workshop attendees.). The workshop was designed to provide an opportunity for local service providers to interview local businesses to obtain information regarding their current and future business development and workforce needs. However the essential elements of a regional collaborative were employed:

1. The workshop was endorsed and supported by the City of Los Angeles, the Economic Alliance of the San Fernando Valley and the Los Angeles Economic Development Corporation.
2. The planning committee was composed of representatives from the following training institutions and community based organizations:
   - The El Proyecto and Northeast San Fernando Valley WorkSource Centers,
   - The L.A. Valley College Business Success Academy and Tech Prep Center
   - The Center for Regional Employment Strategies
   - The Valley Economic Development Center
   - The Economic Alliance of the San Fernando Valley
   - The YPI Valley Family Tech Project
   - The Pacoima, Sun Valley and Sylmar Chambers of Commerce
   - The North Valley Regional Occupation Center
   - ITT Technical Institute
   - Education Innovations
   - Maximus Inc
   - Employment Unlimited
3. Representatives attended the workshop from 13 local businesses and 17 community based service organizations to include representatives from the Sylmar and Sun Valley Chambers of Commerce, the Mayor's Office of

Economic Development and the Business Response unit of the City of Los Angeles Community Development Department

4. The business representatives were able to discuss their problems and concerns and receive immediate feedback and strategic support to include follow-up red team meetings for relocation assistance and the development of customized training.

5. As a direct result of surveys that were faxed to approximately 900 businesses in the target region, 16 businesses were identified as needing relocation assistance and are in the process of receiving follow-up contacts. We have also learned of businesses completing the survey that are currently planning to hire over 190 employees over the next 12 months including the positions they intend to fill and the companies that will be hiring.

6. A website has been established at the NESFV WorkSource Center for use by local businesses to complete the survey thereby providing current information regarding their concerns and needs. The survey results are currently being monitored by the NESFV WorkSource Center and can be modified as needed to solicit information regarding specific concerns that need immediate attention or require long term planning. To date, 41 businesses have completed a survey. See Exhibit 1 for the complete Business Survey Results.

7. A follow-up Workers Comp Workshop has been scheduled for April 29, 2003 from 5:30pm – 9:30pm, in response to a concern expressed by the attending businesses. The workshop's organizers include the EDD, LAVC, the Sun Valley Chamber of Commerce and the EL Proyecto and NESFV WorkSource Centers. It is anticipated that a legislative initiative will result to address this problem in Sacramento via the region's State Senator and Assembly representatives.

8. A follow-up meeting has also been scheduled to be conducted at ITT Technical Institute to review and discuss the collaborative's progress and continue its further development.

In effect, all of the essential elements needed to implement the strategic objectives and develop a functioning regional collaborative are in place:

1. A regional collaborative has been established, consisting of area stakeholders who are willing and able to with the Sylmar and Pacoima Chambers. It is currently establishing committees support the business development efforts of the local Chambers of Commerce.

2. The Sun Valley Chamber of Commerce has volunteered to be the coordinating agency in collaboration with the Sylmar and Pacoima Chambers. The group is currently establishing committees to plan public relations and service strategies for local businesses. These committees will establish the

organizational framework for soliciting business input and participation in the regional workforce development activities.

3. A series of follow-up activities are currently being planned or conducted by local regional stakeholders to address immediate business development concerns and to develop strategies for remedial programs.
4. A communications process has been established that includes a method to obtain and update a regional business list, a broadcast fax network, a telemarketing strategy utilizing local EDD offices as call centers, and a website for designing, distributing and tabulating industry specific surveys.
5. The participants have agreed to meet on a quarterly basis to review and evaluate their current and past activities and to revise their regional strategies as needed to accomplish their goals and objectives.

Regional Industry Clusters & Related Training Programs

There are 949 businesses in the NESFV Study Area communities of Pacoima, Sun Valley and Sylmar. Almost half of these businesses are located in Sun Valley (48.5%). Most of the remaining businesses are located in Pacoima (23.1%) and Sylmar (25.5%). A major percentage of the industries (87%) are composed of small to medium sized businesses with 10 – 100 employees (See Exhibit 1).

The dominant industry clusters in the region are the Aerospace, Communications, Construction, Financial Services, Food Services, Government, Health Care, International Trade, Manufacturing, Motion Picture Production, Retail/Wholesale Sales, Schools, Services, and Transportation industries.

The public and private sector schools, colleges and training programs that provide industry related training for the region's residents are:

- Sylmar High School, San Fernando High School, Francis Polytechnic High School, North Hollywood High School and Adult School,
- The Pacoima Skills Center, the North Valley Regional Occupation Center-Aviation Center (NVOC-AC),
- Los Angeles Mission College, Los Angeles Valley College, Pierce College, California State University-Northridge, and
- The ITT Technical Institute.

Community-based customized training and employment service programs are also being provided by:

- The Valley Economic Development Center (VEDC) in collaboration with Los Angeles Mission College and the Los Angeles Unified School District (LAUSD),
- The Youth Policy Institute (YPI) Pacoima Community Tech Center in collaboration with Cerritos College,

- The Economic Alliance of the San Fernando Valley (EASFV) in collaboration with the Community College Training Alliance[1],
- Maximus, MEND, Chrysalis, and
- The El Proyecto (EP/WSC) and Northeast San Fernando Valley (NESFV/WSC) WorkSource California Centers.

None of the above institutions can possibly address all of the training and support needs of the region's industries or residents. However, VEDC and EASFV have established collaborative regional strategies, using multiple service providers and training institutions, to provide customized training and support programs that meet the needs of local businesses and community residents. Their programs can serve as models and vehicles for expanding economic and workforce development in the North East San Fernando Valley. See Exhibit 5 for Regional Industry/Training Relationships.

Critical Regional Economic/Employment Trends

Local Community Colleges are facing severe budget shortages as we initiate this project. After reducing state funds for the last two years, the Governor has proposed a deep cut of $530 million for next year combined with a $13 tuition increase, which could go into effect this fall. The ability of local Community Colleges to develop and offer new credit and non-credit courses and customized training programs to local businesses will continue to be threatened and may be curtailed as we initiate our regional strategies.

The Los Angeles Economic Development Corporation's recent 2003 – 2004 report indicates that the economy is still in a modest recovery mode. Sluggish economic growth will be further exacerbated by the state budget deficit, the increased cost of doing business in California, and the constant threat of manufacturing moving out of the state and the country due to cost increases and international competition.

However, there are positive indicators for economic recovery in the region including a stabilizing motion picture production industry, anticipated growth in international trade, a stabilizing local apparel/textiles design and hi-tech manufacturing industry, and increased construction of schools, low-cost housing, and major projects.[2] LAEDC is anticipating better economic conditions in 2004. Through a collaborative regional planning effort, a regional plan that anticipates and prepares for growth in apparel/textiles design/manufacturing, international trade, motion picture, construction, and hi-tech manufacturing can be developed and in place when the upturn arrives.

[1] The Community College training Alliance includes Pierce, Valley, and Mission Colleges.
[2] Los Angeles Economic Development Corporation, *2003 –2004 Economic Forecast & Industry Outlook for the Los Angeles Five-County Area,* February 2003

Strategic Objectives & Timelines

1. **Establish a Business & Workforce Development Regional Collaborative** — **June 2003**

2. **Establish a Regional Business Development Infrastructure** — **June - July 2003**

   - Establish a regional job order intake and distribution center for large & small companies
   - Establish an information clearing house for job training and placement programs
   - Design workforce development training based primarily on the current and future needs of the businesses within the region.
   - Create consortiums of industry based small companies for incumbent worker training programs that help them attain the minimum number requirements to obtain state training funds.
   - Develop career ladders for incumbent workers that help them progressively contribute to the business growth of their employer while increasing their marketability and upward mobility.

3. **Design and Implement a Technical & Administrative Support Strategy for On-Site Workforce Training** — **July – November 2003**

   - Provide businesses in the region with the technical and administrative support needed to develop and implement on-site entry level and incumbent training programs in coordination with Community Colleges and LAUSD Secondary and Adult schools and Regional Occupation Centers.

4. **Design and Implement a Regional Program Evaluation Strategy** — **July – November 2003**

5. **Develop a 5 Year Action Plan** — **July – November 2003**

EXHIBIT 1
CURRENT BUSINESS SURVEY RESULTS

Industry:

Manufacturing (36%)
Services (24%)
Wholesale Distribution (21%)
Retail (15%)
Transportation (14%)
Construction (9%)
Finance/Insurance/Real Estate (6%)
Hi-Tech (6%)
Concrete Sawing & Drilling (3%)

Other: Engineering for Distribution Centers, Parts, Metal Stamping, Dies Job Shop Non-Profit, Education

Location: Enterprise Zone (21%), Empowerment Zone (9%), Don't Know (70%)

Employee #: 10 or less (13%), 10-50 (59%), 50-100 (13%), 100-200 (6%), 200-500 (9%)

Employee Skill Level:
Unskilled (64%), Skilled (82%), Professional (56%), Management (67%)

Job Titles:

Manager (3)
Operations Supervisor Sales
Dispatcher (2)
Customer Service Manager
CDL Driver (2)
Welders,
Spot Welders
Finishers
Service Technician (2)
Assistant Manager
Lead Bookkeeper
Warehouse
Account Executive
Die Makers
Shipping & Receiving
Teachers
Building & Grounds Workers
Aides
Members Service Representatives
Operations Manager.
Technician
Bench Workers
General Office
Administrators (2)
Counselors (2)
Machine Operator
Forklift Operator
Operation Supervisor Assistant
Dispatch Mgr
Accounting Clerk
Customer Service Representative (4)
Stockers
Punch Press Operators,
Grinders,
Packers
Supervisor
Bookkeeper
Parts Professional
Sales (3)
Machinist
Inspectors
Machine Operators
Cafeteria Workers
Secretaries
Tellers
A/C Installers & Apprentices
Field Services Manager
General Manager.
Real Estate Sales
Data Entry
Directors (2)
Aides (2)
Packer

EXHIBIT 1 Continued
CURRENT BUSINESS SURVEY RESULTS

Employee Residence: Sylmar (67%), Pacoima (78%), Sun Valley (64%)
Others live in San Fernando, Arleta, Panorama City

If not NESFV, why?:
Difficult to find qualified employees in local labor pool
Few applicants & applicants that do apply have a poorer skill set that other applicants

Total # of anticipated hires within next 12 months: 188

Hire Classifications:

Labor Union (1)	Welders	Packers (2)
Laborers	Service Technicians (3)	Customer Service Rep.
Warehouse	Sales (2)	Drivers (2)
Truck Drivers	Representatives	Mechanic
Office Help	Tellers	Member Representative
Production	A/C Installers	Clerical
Accounting	Real Estate Agents	Manager (2)
Baker	General Warehouse	Machine Operator
Packer	Forklift Operator	

Business Location Rating: Poor (9%), Average (27%), Good (33%), Good-to-Excellent (3%), Excellent (24%)

Sufficient Space: Yes (42%), No (33%), Almost (3%)

More Space? **(42%)**

Less Space? **(6%)**

Considering relocation: Yes (45%), No (45%), Maybe (3%)

Where:

Pacoima	Sun Valley
Same Area (freeway close)	Simi (Valley)
Same area	East Valley
Within a 15 mile radius of our current location	
Smaller older building	
Nevada, Ariz., Texas	Out of State (2)
Don't know yet. (2)	
Not sure	

EXHIBIT 1 Continued
CURRENT BUSINESS SURVEY RESULTS

Reasons for relocation:

1. My workers compensation rates have gone astronomically high due to some fraudulent cases.
2. Building is old.
3. Harassment from Building & Safety
4. Rules & regulations too burdensome. No tax advantages
5. Zoning & permit problems
6. Unsafe & dirty area
7. Burglary, graffiti, street is a dumping ground, no police protection, and I have to do it myself.
8. Increase of clients and program expansion
9. If PDC did relocate it would likely be out of Calif. Due to high Workers' Comp rates & minimum wages
10. Rent too high. Can downsize square footage slightly to save $.
11. Poor work location, slum-like, preservation and improvement of company image, employee morale. High taxes
12. High overhead
13. To my own building
14. We are seriously looking at other states and will make a final decision in 60 days. The cost of doing business in California and L.A. is completely out of control, and we are being forced to look at other options. Workers compensation, minimum wage increases, state income taxes, real estate expenses continue to increase adding to operating expenses. To compound matters we are in a down economy with sales slipping and profit margins decreasing.
15. We can't expand our current building

Used WorkSource Centers: Yes (30%), No (70%)

If not, why?

I have not had the need for it. (2)
We need very specific job training. OJT works best for us.
Not familiar with them. (5)
We have hired out of "Select Personnel or by word-of-mouth.
Not appropriate for our school
We have tried several times in the past however generally agencies want higher than minimum wage placements
Don't know

If yes, how?

Workforce Recruitment (21%) Customized training (15%)

Experience with WorkSource Centers: Poor (30%), Average (40%), Good (30%)

Too slow to post a new position

EXHIBIT 1 Continued
CURRENT BUSINESS SURVEY RESULTS

Business Assistance Needed:

Financing (21%)
International Trade & Commerce (15%)
Obtaining Permits (9%)
Business Relocation (9%)
Marketing (18%)
Govt. Relations/Contracts (24%)
Business Expansion (15%)
Tax Credits/Incentives (27%)
Workforce Recruitment (21%)
Customized Workforce Training (3%)

Other: Keep manufacturing. in America. We can assist with business financing for purchase, expansion or relocation.

Education, Training or Support Relationships:

Private Schools & Training Providers (12%)
LAUSD Secondary Schools (6%)
Local University (3%)
Local Police programs (3%)
LAUSD Elementary Schools (6%)
Local Community Colleges (9%)
Depart. of Probation (3%)
None of the above(42%)

Other: All of the above. Dept. of Children & Family Services. Private Industry Council- ESL Classes. We offer tuition assistance to our employees.

Suggestions to improve business district or community:

1. People conducting illegal business on little San Fernando Rd in front of our business are a constant eyesore. They dump trash & hazardous materials, & cause traffic congestion when their customers stop to do business. Street is not paved and there is a large hole that creates a lake directly in front of our entrance. Suggest paving street and installing curbs and gutters and enforcing “No Stopping at Anytime” Signs.
2. We enjoy having our business in Sylmar. It is convenient for my employees. We have been in business for 22 years and at this location for 7 years. We did some initial property development for expansion at this location, pulled the permits, made the improvements and were signed off by the City. Everything was fine for nearly 6 years until a very aggressive neighbor decided to complain about anything & everything, none of which had to do with the safety of my employees. This has been going on for over a year, has cost me thousands and resulted in my serious consideration to relocate.
3. Haven’t seen and spoke to anyone in years – except the politicians.
4. More police patrol on Ilex Ave., 1 block north of Desmond St. Enforce curfew laws. Street end is used for dumping ground, drugs, overnight camping, you name it!
5. Business Tax reform
6. Better relationships with Bldg & Safety, Industrial Waste Mgmt & other city departments
7. City needs to spend tax revenues from Sun Valley in Sun Valley. Example – street drainage is horrible during rainy season
8. Incentives for companies to stay & grow in Sun Valley, Health Insurance for small business, establish relationships with local community & schools.
9. We do commercial real estate SBA Loans & all credit union products & services inclusing investments via subsidiary AquaPower.

EXHIBIT 1 Continued
CURRENT BUSINESS SURVEY RESULTS

10. Improved streets. Sheldon is just about ready to turn into a mud strip between San Fernando & Glenoaks Blvd.
11. Some basic beautification projects.
12. Harsher punishments for graffiti. Get rid of the slap on the wrist mentality.
13. Increase education awareness for the poor & middle class. What good is a free program if no one knows how, where or when to get it or attend it.
14. Any long term uninhabited houses bulldozed and cleared away. Clear land looks better that some graffitied shack and promotes new building projects.
15. We need help with inexpensive marketing to local area. We want to market to companies with a large volume of HP LaserJet Printers.

EXHIBIT 2 NESFVAC Workshop Planning Committee					
Name/Title	**Location**	**Address**	**City/State/Zip**	**Phone**	**E-Mail**
Gayle Brosseau	**NESFV WorkSource Calif. Center**	11623 Glenoaks Blvd.	Pacoima, CA. 91331		Brosseau@wsca.cc
Sheila Wright	"	"	"		
Roberto Guitierrez Career Ed. Spec.	**L.A. Valley College Tech Prep Ctr.**	5800 Fulton Ave.	Valley Glen, CA. 91401	818. 947.2561	
Lennie Ciufo Director & Nick Alexander	**L.A. Valley College Business Success Acedemy**	5800 Fulton Avenue	Valley, Glen, CA. 91401	818. 947.2941	
Gloria Lazalde Program Manager	**Valley E.D.C.**	11234 Glenoaks Blvd., Suite 11	Pacoima, CA. 91331	818. 897.8485	
Ken Phillips Dir. Ed & Workforce Development	**Economic Alliance SFV**	5121 Van Nuys Blvd, Ste. 200	Sherman Oaks, CA. 91403	818. 379.7000 Ext. 106	
Goetz Wolfe Director	**Center for Regional Employment Strategies**	2130 James Wood Blvd.	Los Angeles, CA. 90006	213. 637.1444 Ext. 14	
Magdelena Duran Director	**El Proyecto WorkSource Calif. Ctr.**	9024 Laurel Canyon Blvd.	Sun Valley, CA. 91352	818. 504.0334	mduran@wscalnetwork.org
Lupe Guzman	**YPI Valley Family Tech Proj**	13630 Van Nuys Blvd.	Pacoima, CA. 91331	818. 899.5550	lguzman@pacoima.net
Lee McTaggart President	**Sun Valley Chamber of Commerce**	8133 San Fernando Rd.	Sun Valley, CA. 91352		
Shirley Walton Exec. Dir.	"	"	"		

EXHIBIT 2 Continued NESFVAC Workshop Planning Committee					
Name/Title	**Location**	**Address**	**City/State/Zip**	**Phone**	**E-Mail**
Kenneth Collins	**Pacoima Chamber of Commerce**	P.O. Box 330249	Pacoima, CA. 91331	818. 517.1771	
Deloris Garrison President	**Pacoima Chamber of Commerce**	P.O. Box 330249	Pacoima, CA. 91331		
Charlotte Bedard President	**Sylmar Chamber of Commerce**	13867 Foothill Blvd., Ste. 104	Sylmar, CA. 91342-3038		
Mary Lou Steinfeld	**The Transportation Group & President Sun Valley Chamber of Commerce**			818. 506.6683	Wesandmls@ aol.com
Sydney Harris Telecom. Instructor	**North Valley ROP**	11572 Welk Avenue	Pacoima, CA. 91331	818. 895.4704	Sergeantsid@ aol.com
Jim Shamboum	**ITT Tech.**			818. 364.5151	Jshanbrom@ itttech.edu
Alan Ringer	**Ed. Innovations**				aringer@eartli nk.net
Bob Focosi	**Sylmar Chamber of Commerce**	12314 Willow Way	Pacoima, CA. 91331	818. 899.0602	maotl@aol.com
Carmen Haywars-Stetson	**Maximus**	3307 N. Glenoaks Blvd.	Burbank, CA 91504	818. 729.8812	Chayward-stetson@ ladpss.org
Ebony Shakoor-Akbar	**Wilshire-Metro WorkSource**	3550 Wilshire Blvd., Ste 550	L.A., CA.	213. 365.9829	e-shakoor@ communitycare er. org
Cynthyny "Bo" Lebo	**Employment Unlimited & New Life Options**	14431 Ventura Blvd., Ste. 312	Sherman Oaks, CA. 91423	818. 990.5410	bo_lebo @hotmail.com

Exhibit 3
Northeast San Fernando Valley Economic Development Action Collaborative Workshop Development Workshop Attendees

Business Participants

Claudio Natali
The Stone Gallary
Sun Valley,CA 91352

Dan Bennet, President
P3
14093 Balboa Ave.
Sylmar, CA 91342

Stephen L. Thompson
Senior V.P.
Larry E. Lisonbee
Senior Consultant
Rudolph Drew & Associates
19191 S. Vermont Avenue, Suite 160
Torrance, CA 90502

Edwin Ramirez
Summit Business
8515 Telfair Ave.
Sun Valley, CA 91352

Bob Who, Director
New Education Options
14431 Venture, #312
Sherman Oaks, CA 91423

Jeffrey Scott
Victor Rose
Experience Unlimited
North Hollywood, CA

Tony Escandon
Angel Suliveras
Rescue Rooter
Sylmar, CA

Brian Thomson
Bob Reid, H.R. Director
Suga Foods Corp.
9500 El Dorado Ave.
Sun Valley, CA 91352

Airna Halling
Experience Unlimited
5045 Newcastle Ave.
Encino, CA 91316

Tom Jones
Rhona Gerber
Water & Power C.C.U.
8413 Laurel Canyon Blvd.
Sun Valley, CA

Bob Shaub, H.R. Director
PDC
13880 Del Sur
San Fernando, CA

Wade Steinfeld, Owner
SPS
6521 Coldwater
Valley Glen, CA 91606

Georgi Massetto
Concern A/C
15751 Roxford
Sylmar, CA

Gonzalo Posada
Posada Welding
12340 Montague St.
Pacoima, CA 91331

Exhibit 3 Continued
Northeast San Fernando Valley Economic Development Action Collaborative
Workshop Development Workshop Attendees

Service Provider Participants

Marylou Steinfeld, President
Lee McTasset
Sun Valley Area Chamber of Commerce

Nancy Sidhu, Vice President
Elaine Gaspard, Regional Manager
LAEDC

Sohm Reynolds, Assist.Prin.
Pacoima Middle School

Maria Serra
EDD Santa Clarita WorkSource Center

Gloria Lazalde, Program Director
Marlen G. Bello, Business Service Rep.
Peter Gomez, Business Service Rep.
Valley E.D.C.

Lenny Ciufo
Nick Alexander
L.A. Valley College Business Success Academy

Kimberly Hkung
City of Los Angeles Business Services

Patricia Roach
L.A. City Community Development Dept.

Peter E. Rodriguez, Assist. Deputy Mayor
David Kahn, Econ. Dev. Rep.
Mayor's Office of Economic Development

Gayle Brosseau
NESFV WorkSource Center

Theresa Cinoccomin
El Proyecto WorkSource Center

Judy Trester, Director
Workforce Development
Pierce College

HaywardStetson,
Community Liason
Maximus

Pamela Paige,Job Developer
Vicky Conway, Job Developer
Housing Authority
City of Los Angeles

Bob Focosi
Sylmar Chamber of Commerce

Wally Aguilar
Calif. Trade & Commerce Agency

Raul Bocanegra, Deputy
Councilman Alex Padilla

Exhibit 4
Northeast San Fernando Valley Business Structure
Total Businesses: 949

LOCATIONS	NUMBER	PERCENTAGES
Arleta	19	2.0%
Lake View Terrace	8	0.8%
Pacoima	219	23.1%
Sun Valley	460	48.5%
Sylmar	242	25.5%
Van Nuys	1	0.1%
Totals	949	100%

EMPLOYEES	LOCATIONS	NUMBER	PERCENTAGES
10-19	Arleta	7	0.7%
	Lake View Terrace	6	0.6%
	Pacoima	103	10.9%
	Sun Valley	196	20.7%
	Sylmar	99	10.4%
	Subtotal:	**411**	**43.3%**
20-49	Arleta	7	0.7%
	Lake View Terrace	1	0.1%
	Pacoima	72	7.6%
	Sun Valley	171	18%
	Sylmar	70	7.4%
	Subtotal:	**321**	**33.8%**
50-99	Arleta	2	0.2%
	Lake View Terrace	1	0.1%
	Pacoima	21	2.2%
	Sun Valley	50	5.3%
	Sylmar	37	3.9%
	Subtotal:	**111**	**11.7%**
100-249	Arleta	3	0.3%
	Pacoima	19	2.0%
	Sun Valley	33	3.5%
	Sylmar	24	2.5%
	Subtotal:	**79**	**8.3%**
250-499	Pacoima	4	0.4%
	Sun Valley	8	0.8%
	Sylmar	8	0.8%
	Van Nuys	1	0.1%
	Subtotal:	**21**	**2.1%**
500-999	Sun Valley	2	0.2%
	Sylmar	3	0.3%
	Subtotal:	**5**	**0.5%**
1,000-4,999	Sylmar	**1**	**0.1%**
	Total:	**949**	100%

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Acoustical Contractors	Sun Valley	1						
Adhesives & Sealant (Mfrs.)	Sun Valley		1					
Advertising-Agencies & Counselors	Sun Valley		1					
Advertising-Direct Mail	Sun Valley	1						
Advertising-Directory & Guide	Sun Valley		1					
Adhesives & Glues	Pacoima		1					
Advertising-Outdoor	Sun Valley	1						
Advertising-Specialties (Wholesale)	Pacoima	1						
Aerospace Industries	Sylmar				1			
AC Contractors & Systems	Sylmar	3						
	Sun Valley		2					
AC Supplies & Parts	Sun Valley		1					
Aircraft Components (Mfrs.)	Pacoima				1			
	Sun Valley		2	1				
Aircraft Equip. Parts & Supplies (Mfrs.)	Sun Valley	1						
	Sylmar			1				
Aircraft Equip. Parts & Supplies (Wholesale)	Pacoima		1					
Aircraft Equip. Parts & Supplies	Lakeview T.			1				
	Sun Valley		3	1		1		
	Sylmar			1				
Aircraft Servicing & Maint.	Pacoima	1						
Airport Transportation Service	Sun Valley		1					
Alcoholism Info/Treatment Centers	Sun Valley	1						
Aluminum Die Castings-Mfg	Sun Valley		1					
Amusement & Rec. NEC.	Sun Valley		1					
Animal Hospitals	Sylmar		1					
Armored Car Service	Sylmar			1				
Art Galleries & Dealers	Pacoima	1						
Artificial Flowers, Plants & Trees	Sun Valley		1					
Asphalt & Asphalt Products	Sun Valley	1						
Associations (NAACP)	Pacoima		1					
Audio-Visual Consultants	Sun Valley	1						
Audio-Visual Equip-Renting/Leasing	Lake View Terrace	1						
Audio-Visual Equip & Supplies (Wholesale)	Arleta			1				
Auto. Body Shop Equip/Supplies (Whsl.)	Sun Valley		1					
Auto Body Repair/Painting	Sun Valley	1						
Auto Dealers-Used Cars	Pacoima	1						
	Sun Valley	1	1					

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Auto Detail & Clean-up Service	Sun Valley		1					
Auto Elec. Service	Pacoima				1			
Auto Machine Shop Service	Sun Valley	1						
	Sylmar	1						
Auto Parts & Supplies (Mfg)	Sylmar	1						
Auto Parts & Supplies-Retail/New	Pacoima	1						
	Sun Valley	1						
	Sylmar		1					
Auto Parts-Used/Rebuilt (Wholesale)	Sun Valley	1						
Auto Racing Car Equip.	Sun Valley	1						
Auto Repair & Service	Sun Valley	1						
Auto Wreckers (Mfg)	Sun Valley	1						
Auto Wrecking (Wholesale)	Pacoima	1						
	Sun Valley	1						
Auto-Antique & Classic	Sun Valley	1						
Awnings & Canopies	Sun Valley	1						
Bags-Specialty (Mfg)	Sun Valley		1					
Bakers-Retail	Pacoima			1				
	Sun Valley		1					
Bakers-Wholesale	Pacoima	1			1			
	Sun Valley	1			1			
	Sylmar		1					
Ball & Roller Bearing (Mfg)	Sun Valley		1					
Banks	Sun Valley	2						
	Sylmar	1						
Banquet Rooms	Sun Valley		1					
Bar Code Scanning Equip & Supplies (Wholesale)	Sun Valley	1						
Bathtubs & Sinks-Repairing & Refinishing	Sylmar	1						
Batteries (Mfg)	Sun Valley		1					
Batteries-Storage/Retail	Sun Valley	1						
	Sylmar	1						
Bearings (Wholesale)	Sun Valley	1						
Beauty Salons	Sylmar	2						
Beauty Salons-Equip & Supplies (Wholesale)	Pacoima	1						
Beer & Ale-Wholesale	Sylmar				2			
Beverages-Wholesale	Sylmar		1					
Blind Institutions	Sylmar		1					
Bolts & Nuts Mfg	Sun Valley			1				
Bolts, Nuts, Screws, Rivets, Washers (Mfg)	Sun Valley		1					
	Sylmar				1			
Book Dealers-Retail	Sun Valley		1					
Boot Manufacturing	Sun Valley	1						
Bottlers	Sylmar					1		
Boxes (Wholesale)	Sun Valley	1						
Brakes (Mfg)	Sun Valley	1						
Brass (Mfg)	Sylmar			1				

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Brazing	Sun Valley		1					
Brick (Mfg)	Sun Valley	1						
Building Contractors	Sylmar	3						
	Pacoima				1			
	Sun Valley		2					
Building Maintenance	Sylmar	1						
Building Materials	Sun Valley		3					
Burglar Alarm Systems	Lake View Terrace		1					
Buses-Charter & Rental	Sun Valley		1					
Business Record & Documents Storage	Sun Valley	1	1					
Business Services NEC	Pacoima		1					
	Sun Valley			1				
Cabinet Makers	Pacoima	1	1					
	Sun Valley	1	3					
Candles (Mfg)	Sun Valley				1			
Candy & Confectionery (Mfg)	Sylmar		1					
Capacitors (Wholesale)	Sun Valley			1				
Car Washing & Polishing	Pacoima	1						
Carpenters	Pacoima	1						
	Sylmar	1						
Carpet & Rug Cleaners	Sylmar	1	1					
Carpet & Rug Dealers	Sun Valley		1					
Cases	Lake View Terrace	1						
Caterers	Pacoima		1					
	Sun Valley	2	1	1				
Cellular Telephones – Equip. & Supplies	Pacoima			1				
Cement – Retail	Sun Valley		1					
Charitable Institutions	Pacoima	1						
Chemical Milling	Pacoima		1					
	Sun Valley	1						
Chemicals (Mfg)	Pacoima			1				
Chemicals – Retail	Sun Valley			1				
Child Care Service	Pacoima	1	2					
Children & Infants Wear – (Wholesale)	Sylmar	1						
Chinaware & Glassware – Retail	Sun Valley		1					
Churches	Pacoima	2						
	Sun Valley	1	1		1			
	Sylmar	1	3					
City Govt. - Environmental	Sun Valley				1			
Clinics	Pacoima		1					
	Sun Valley				1			
	Sylmar	1	1					

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employment						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Cloth Cutting	Lake View Terrace		1					
	Pacoima	1						
Clothing - Retail	Sylmar	1						
Clothing - Wholesale	Sylmar		1					
Coatings-Protective (Mfg)	Sun Valley	2	2					
Coffee Shop	Pacoima		1					
Colors & Pigments (Mfg)	Sylmar	1						
Commercial Printing NEC	Sun Valley	1	1					
Computer & Equip Dealers	Sylmar		1					
Computer Parts & Supplies	Sun Valley	1						
Computer Services	Sylmar		1					
Computers-Service & Repair	Sun Valley		1					
Concrete Blocks & Shapes (Whlsl)	Sun Valley		1					
Concrete Breaking, Cutting & Sawing	Lake View	1						
	Pacoima	1	1					
	Sun Valley		1	1				
Concrete Contractors	Sun Valley		3					
	Sylmar	1						
Concrete Prods-Ex Block & Brick (Mfg)	Sun Valley				1			
Concrete Products (Whsl.)	Sun Valley	1						
Concrete-Ready Mixed	Sun Valley	1	1					
Concrete-Ready Mixed (Wholesale)				1				
Contractors-Equip/Suppls-Dealers/Service (Whsl.)	Sun Valley		2					
Contractors-Equip & Supplies-Renting	Pacoima	2						
	Sun Valley	1						
	Sylmar	1						
Contractor-Equip & Supplies-Repair	Sylmar	1						
Conveyors & Conveying Equip (Wholesale)	Pacoima					1		
Cooking Utensils	Sylmar	1						
Copying Machines & Suppls (Mfg)	Sun Valley	1						
Corrugated & Solid Fiber Boxes (Mfg)	Sun Valley		1					
Cosmetics & Perfumes-Retail	Sun Valley	1						
	Sylmar				1			
Cosmetics (Mfg)	Pacoima	1						
Cosmetics-Wholesale	Pacoima		1					
Crane Service	Pacoima		1					
Credit Cards-Plastic/Metal-Distribution	Sun Valley			1				
Curtains-Mfg	Sun Valley		1					

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Cushions (Upholstery Service)	Sun Valley		1					
Deburring	Sun Valley	1						
Delicatessens	Sun Valley	1						
Delivery Service	Pacoima		1					
	Sylmar			1				
Dental Equip & Supplies-Wholesale	Sylmar				1			
Dentists	Pacoima	1						
Dept Stores	Pacoima				1			
	Sun Valley				1			
	Sylmar		1					
Die Casting Metals (Mfg)	Sun Valley		1					
Die Casting (Wholesale)	Sun Valley		1					
Direct Mailers & Related-NEC	Pacoima					1		
Display Fixtures & Materials (Wholesale)	Pacoima		1					
Door & Gate Operating Devices	Sun Valley		1					
Doors	Sun Valley	1						
	Sylmar		1					
Drug Abuse Addiction & Treatment	Lake View	1						
	Pacoima	1						
Dust Collecting Systems (Wholesale)	Sun Valley	1						
Electric Contractors	Pacoima			1				
	Sun Valley	1	1					
	Sylmar	1						
Elec. Equip & Suppls (Whsl.)	Pacoima		1					
Elec. Lamp Bulbs & Tubes (Mfg)	Sylmar				1			
Elec. Motors-Dealers/Repair (Wholesale)	Pacoima					1		
	Sun Valley	1						
Electronic Coil & Transformers (Mfg)	Sun Valley		1					
Electronic Equip & Suppls (Mfg)	Sylmar			2				
Electronic Equip. & Supplies (Wholesale)	Sun Valley	1						
Electronic Instruments-Mfg	Lake View	1						
Electronic Parts Assemblers (Wholesale)	Sylmar	1						
Elec. Research & Development	Sylmar		1					
Elec. Testing Equip (Whsl.)	Sylmar		1					
Elevator Sales & Service	Sun Valley	1						
Embroidery	Sun Valley		1					
Enameling	Sylmar	1						
Engineers-Aeronautical	Sun Valley		1					
Engineers-Geotechnical	Sylmar	1						

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Engravers-Metal	Sylmar	1						
	Sun Valley		1					
Escrow Service	Sun Valley	1						
Excavating Contractors	Pacoima	1						
Exporters	Sylmar	1						
	Sun Valley			2				
Fashion Designers	Sun Valley	1						
Fence (Wholesale)	Pacoima			1				
	Sun Valley		1					
Fence Contractors	Pacoima		1					
	Sun Valley				1			
Fence-Mfg	Pacoima		1					
Fiber Glass Fabricators	Sun Valley	1						
Fire Protection Service	Pacoima	1						
	Sun Valley	1						
Fireplace Equip (Wholesale)	Sylmar	1						
Fireplaces	Sun Valley	2						
Flavoring Extracts & Syrups-Mfg	Pacoima	1		1				
Floor Laying Refinishing & Resurfacing	Pacoima		1					
	Sun Valley	1						
Florist-Retail	Sun Valley	1						
Fluid Power Valves/Hose Fittings (Mfg)	Pacoima	1						
	Sylmar	1						
Food Brokers	Sun Valley	1						
Food Markets	Pacoima	2		3				
	Sylmar				1			
Food Products (Wholesale)	Sylmar					1		
	Pacoima	1						
Food Products-Machinery Mfg	Sun Valley		1					
Food Service-Mgmt.	Sylmar		1					
Foods-Carry Out	Pacoima		1					
Footwear Except Rubber NEC (Mfg)	Sun Valley		1					
Fountains-Garden Display (Mfr)	Sun Valley	1						
Frozen Fruit, Fruit Juices/Vegetables (Mfg)	Sylmar				1			
Fruits, Vegs & Produce (Retail)	Pacoima	1						
Furniture Dealers-Retail	Pacoima	3	2					
Furniture Dealers-Wholesale	Pacoima	1						
Furniture Mfg	Pacoima			1				
	Sun Valley	1		1				
Games & Game Supplies-Mfg.	Sun Valley	1						
Garbage Collection	Pacoima	1						
	Sun Valley	1	1	1	1			
Gas-Liquefied Petroleum-Bottled/Bulk-Wholesale	Sun Valley	1						

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
General Contractors	Sun Valley	1	2					
General Contractors-Nonresidential Bldgs	Sylmar				1			
Generators-Elec.-Wholesale	Sylmar	1						
Generators-Elec-Renting	Sun Valley	1						
Glassware-Mfg.	Sun Valley	1						
Golf Courses-Public	Pacoima	1						
	Sylmar	1						
Golf Equip & Supplies-Mfg	Pacoima		1					
Gourmet Shops	Sun Valley		1					
Govt. Offices-City, Village &TWP (Sylmar Playground)	Sylmar	1						
Govt. Offices-County	Sylmar	2	1	1		1		
	Sun Valley			1				
Grinding-Precision & Production	Pacoima	1						
	Sun Valley	1						
Grocers-Retail	Pacoima			3				
	Sun Valley			4				
	Sylmar			2				
Grocers-Wholesale	Lake View	1						
	Pacoima		1					
Gunite Contractors	Sun Valley		1					
Gutters & Downspouts	Sun Valley	1						
Gym Equip & Supplies	Arleta				1			
Hardware-Retail	Sylmar	1						
Hardware-Wholesale	Sylmar			1				
Health Clubs Studios & Gyms	Sylmar	1						
Health Info. & Referral Programs	Lake View		1					
Health Services	Sylmar			1				
Helicopter Dealers	Sun Valley	1						
Home Centers (Retail)	Sylmar					1		
Home Health Service	Pacoima	1						
Hospitals	Sun Valley						1	
Hotels & Motels	Sylmar	1	2					
Household Appliances NEC-Mfg	Pacoima			1				
Housing Authorities	Pacoima	1	1					
Importers	Arleta	1						
	Pacoima	1						
	Sun Valley	1	2	1	1			
	Sylmar	2	1					
Industrial/Commercial Mach/Equip NEC-Mfg	Sun Valley		1					
	Sylmar			1				
Industrial Consultants	Pacoima	1						
Industrial Inorganic Chemicals NEC-Mfg.	Pacoima			1				
Inspection Service	Sun Valley		1					

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Interior Decorators Design & Consultants	Sun Valley				1			
	Sylmar			1				
Irrigation Sys & Equip-Mfg	Sylmar					1		
Janitor Service	Pacoima				1			
	Sun Valley	1						
Kitchen Cabinets & Equip-Household.	Sun Valley	1						
Knit Goods-Mfg	Sun Valley		1					
Lamp Bulbs-Mfg	Pacoima		1					
Lamp Shades-Mfg	Sun Valley		1					
Lamps-Mfg	Sun Valley		1					
Landfills-Sanitary	Sun Valley			1				
Landscaping	Sylmar	1						
Leather Goods, etc.-Whsl	Sun Valley				1			
Libraries-Public	Sun Valley	1						
Lighting Sys & Equip-Whsl	Sun Valley	1	2					
Linen Supply Service	Sun Valley			1				
Lingerie-Wholesale	Sylmar			1				
Loans	Pacoima		1					
Luggage-Mfg.	Sun Valley	1						
Linen Supply Service	Sun Valley			1				
Lingerie-Wholesale	Sylmar			1				
Loans	Pacoima		1					
Luggage-Mfg.	Sun Valley	1						
Luggage-Wholesale	Sylmar		1					
Lumber-Wholesale	Pacoima		1					
Machine Shops	Arleta	2	1					
	Pacoima	3	1					
	Sun Valley	4	4	1	1			
	Sylmar	1				1		
Machine Tools-Wholesale	Sun Valley		1					
Machinery-Movers & Erectors	Pacoima	1						
Magazines-Dealers	Pacoima	1						
Mailing & Shipping Services	Sun Valley			1	1			
Manufacturers	Sun Valley	1	2			1		
	Sylmar						1	
Marble Contractors	Pacoima	1						
Marble Products-Natural-Mfg	Sun Valley	3	1					
	Sylmar		1					
Marble-Natural-Wholesale	Sun Valley	3	1		1			
Marine Equip & Supplies-Wholesale	Sylmar		1					
Marriage & Family Counselors	Pacoima		1					
Masonry Contractors	Pacoima	1						
	Sun Valley		1					
Material Handling Equip-Mfg	Sun Valley		1					
Maternity Apparel-Wholesale	Arleta	1						
Meat Cutting Service	Sun Valley	1						

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Meat-Wholesale	Sylmar	2						
Mechanical Contractors	Pacoima		1					
Men's Clothing & Furnishings	Sun Valley	1						
Mental Health Services	Lake View			1				
Metal Doors Sash Frames & Trim-Mfg	Pacoima				1			
Metal Fabricators	Sun Valley		1					
Metal Finishers-Mfg	Sun Valley	1						
	Sylmar		1					
Metal Goods-Mfg.	Pacoima			1				
Metal Polishing-Mfg.	Pacoima				1			
Metal Stamping-Mfg	Pacoima	1	2					
	Sun Valley				1			
	Sylmar		1					
Metal-Distributors	Sylmar	1						
Microfilming Service Equip & Supplies	Sun Valley	1						
Millwork-Mfg	Sun Valley			1				
Misc. Retail Stores NEC	Sun Valley	1						
Mold Makers	Pacoima	1	1					
	Sun Valley	4	1					
	Sylmar	1	2					
Molded Extruded/Lathe cut Rubber Goods-Mfr	Pacoima		1					
Molds-Mfg	Lake View	1						
	Sun Valley		1					
Motion Pic. Equip & Sup-Mfg	Sun Valley		1	2				
Motion Picture Labs	Sun Valley		1					
Motion Picture Producers & Studios	Sun Valley	3	3					
Motion Picture Properties-Wholesale	Sun Valley		1					
Motion Picture Special Effects	Arleta		1					
Motorcycles-Supplies & Parts-Mfg	Sylmar				1			
Movers	Pacoima	2						
	Sun Valley	2	2					
Musical Instruments-Dealers	Sun Valley	1						
Musical Instruments-Mfg	Sylmar		1					
Non-classified Establishments	Sylmar	1						
	Pacoima	2						
	Sun Valley	4	2	1				
Non-Profit Organizations	Pacoima		2					
	Sun Valley	1						
	Sylmar	1						
Notaries-Public	Sun Valley	1						
Nurseries-Plants Trees-Wholesale	Sylmar				1			
Nurserymen	Sun Valley	1						
Nursing, Convalescent Homes	Sylmar			1				

Exhibit 4 Continued
Northeast San Fernando Valley Business Structure

SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Nuts-Edible	Sun Valley	1						
Office & Store Fixtures-Wood-Mfg	Pacoima		1					
Office Furniture & Equip-Renting	Sun Valley		1					
Oils-Lubricating-Retail	Sylmar		1					
Optical Goods-Wholesale	Sun Valley		1					
Organizations	Sylmar		1					
Ornamental Metal Work-Mfg	Sun Valley	1						
Packaging Materials-Mfg	Sylmar	1						
Packaging Service	Pacoima		1					
	Sun Valley		1			1		
	Sylmar		1					
Paint Varnish & Allied Products-Mfg	Sun Valley		1					
Painters	Pacoima		1					
	Sun Valley		1					
	Sylmar	2	1					
Paint-Mfg	Sylmar		1					
Parking Area/Lots Maint. & Marking	Sun Valley		1					
Parking Stations/Garages Equipment/Supplies-Whsl	Sun Valley		1					
Parking Stations & Garages Equipment-Mfg	Sun Valley	1						
Parks	Pacoima		1					
Paving Contractors	Sun Valley	2		1				
Pen & Pencils-Mfg	Sun Valley			1				
Perfume-Retail	Sun Valley	1						
Pharmacies	Pacoima	1						
	Sun Valley	1		1				
	Sylmar	1	1					1
Photo Finishing-Retail	Sun Valley		1					
Physicians & Surgeons	Pacoima			1				
	Sylmar							1
Physicians & Surgeons Equip & Supplies-Mfg	Sun Valley	1	1					
	Sylmar				1			1
Piano & Organ Moving	Sun Valley	1						
Picture Frames-Wholesale	Sun Valley	1						
	Sylmar	1						
Pipe Line Contractors	Sylmar			1				
Pizza	Pacoima	1	2					
	Sun Valley	1						
	Sylmar	5						
Plastics & Plastic Products-Mfg	Pacoima	1		1				
	Sun Valley	1		1				
Plastics-Foam-Mfg	Sylmar		1					
Plastics-Machinery & Equip-Wholesale	Sun Valley	1						
Plastics-Pipe-Mfg	Sylmar			1				

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Plastics-Products-Finished-Wholesale.	Sylmar		1					
Plastics-Products-Retail	Pacoima				1			
Plastics-Raw Marls/Powder/Resin-Mfg	Pacoima			1				
	Sylmar						1	
Plastics-Vacuum/Pressure Forming-Mfg	Sylmar	1						
Plating-Mfg	Pacoima	1	1					
	Sun Valley		3	1	1			
Plumbing Contractors	Sun Valley	1						
Plumbing Drain & Sewer Cleaning	Sun Valley	2						
	Sylmar			1				
Plumbing Fixtures & Supplies-Wholesale	Sun Valley	1						
Pneumatic Equip Components-Wholesale	Sun Valley			1				
Poles-Wholesale	Sun Valley				1			
Police Departments	Pacoima					2		
Post Offices	Sylmar				1			
	Pacoima			1				
	Sun Valley			1				
Poultry-Wholesale	Sun Valley		2					
Printed & Etched Circuits-Mfrs	Pacoima		1					
	Sun Valley	1	1					
Printers	Sun Valley	3	1					
	Sylmar	2		1	1			
Publishers-Periodical	Sun Valley	1						
Pumps-Manufacturers	Sun Valley		1					
	Sylmar			1				
Race Tracks	Sun Valley					1		
Racks-Mfg	Sun Valley	1						
Radio Communication Equip & Systems-Wholesale	Sun Valley				1			
Radio/TV Broadcasting/ Communications Equip-Mfg	Sun Valley		1					
	Sylmar		1					

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Real Estate	Sun Valley	1						
	Sylmar	1						
Real Estate Developers	Sun Valley	1						
Real Estate Loans	Sylmar	2						
Recreation Centers	Arleta	1						
	Pacoima	1	1					
	Sun Valley	1	1					
Recreational Vehicles	Pacoima		1					
Recreational Vehicles-Repairing & Servicing	Sun Valley		1					
	Sylmar		1					
Recycling Centers-Wholesale	Sun Valley		1			1		
Refrigeration Equipment, Supplies & Parts-Wholesale							1	
Refrig'n Equip-Comm-Mfg	Sun Valley	1		1				
Relays & Industrial Controls	Sylmar	1						
Rental Service-Stores & Yards	Sun Valley	1						
Repair Shops & Related Services NEC	Sun Valley			1				
Residential Care Homes	Sylmar		1					
Rest Equip & Supplies-Retail	Pacoima			1				
Restaurants	Pacoima	7	3	1				
	Sun Valley	4	6	1				
	Sylmar	6	6	3				
Retail Shops	Pacoima	1						
	Sylmar	1						
Retirement Communities & Homes	Sun Valley				1			
	Sylmar		1					
Roofing Contractors	Pacoima	1						
	Sun Valley	2	3					
	Sylmar	2				1		
Roofing Materials	Pacoima	1						
Rubbish Containers-Mfg	Sun Valley		1					
Saddler & Harness	Sun Valley	1						
Sample Cases-Mfg	Sun Valley		1					
Sand & Gravel	Sun Valley	1		1				
Schools-Elementary, Middle, High School, Skills Centers-Public & Private	Pacoima	1	4	1	7			
	Sun Valley		2	2	7	1		
	Sylmar	1	3	4	4	1		
	Arleta			1				
Schools-Business & Vocational	Sylmar			1				
Schools-Nursery & Kindergarten Academic	Pacoima	1	1					
	Sun Valley		1					
Scrap Metals & Iron-Whsl.	Sun Valley	1	1					
Screen Printing	Pacoima	1	1					
	Sylmar		1					
Screw Machine Products-Mfg	Pacoima			1				

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Search Detection/Navigation Systems/Instruments-Mfg	Sylmar					1	1	
Senior Citizens Service Org.	Pacoima	1						
Service Station Equip-Whsl	Sun Valley		1					
Sewing Contractors	Arleta		1					
	Pacoima	1	1	1				
	Sun Valley		1					
Sheet Metal Fabricators	Pacoima			1	1			
Sheet Metal Contractors	Sun Valley	2	1					
	Sylmar	1						
Shirts-Custom Made	Pacoima	1						
Shoes-Mfg	Sun Valley		1					
Shoes-Manufacturers Supplies-Mfg	Sun Valley		1					
Shoes-Wholesale	Pacoima		1					
	Sun Valley	3					1	
Shot Peening-Mfg	Sun Valley	1						
Shutters	Pacoima	1	1					
Signs & Advertising Spec.-Mfg	Pacoima				1			
Signs-Mfg	Pacoima		1					
	Sun Valley	1						
Skating Rinks	Sylmar	1						
Skylights	Pacoima	2						
Social Service & Welfare Orgs	Lake View Terrace			1				
Special Dies/Tools Fixtures/Ind'l Molds-Mfg	Sun Valley			1				
Sporting Goods-Mfg	Sylmar				1			
Sportswear-Women's-Mfg	Sylmar	1						
Spray Painting & Finishing	Pacoima		1					
Sprinklers-Auto-Fire-Whsl	Sun Valley	1						
Steel Fabricators	Pacoima		1					
	Sun Valley	1	1					
Steel-Distributors & Warehouses	Sun Valley	1						
Stereo & Hi Fidelity Equip-Dealers	Sun Valley			1				
Stone-Natural	Sun Valley	2						
Storage-Portable Bldgs	Pacoima				1			
Store Fixtures-Whsl	Sun Valley				1			
Surgical Appliances	Pacoima		1					
Surgical Instruments-Mfg	Sylmar				1			
Swimming Pool Contractors Dealers & Designers	Sun Valley		1					
	Sylmar	1						
Swimming Pool Coping Plastering & Tiling	Sylmar	2		1				
Swimming Pools-Public	Pacoima	1						
	Sun Valley		1					
Swimwear & Accessories-Mfg	Sun Valley			1				

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Tax Prep & Filing	Sun Valley	1						
	Sylmar	1						
Telecommunications Services	Sun Valley	1						
	Sylmar			1				
Telephone Consultants	Sun Valley		1					
Telephone Equip & Sys.-Service/Repair	Sylmar	1						
Theatrical Equip & Supplies	Sun Valley				1			
Thrift Shops	Sylmar		1					
Tile-Ceramic-Contractors & Dealers	Sun Valley				1			
	Sylmar	1	1					
Tires-Dealers-Retail	Sun Valley	1						
Tire-Distributors	Sylmar	1						
Title Companies	Sun Valley			1				
Tools-Mfg	Sun Valley				1			
Tortillas-Wholesale	Sylmar		1					
Toys-Retail	Sun Valley	1						
Trailer Hitches-Mfg.	Sun Valley		1					
Trailers-Truck-Mfg	Pacoima		1					
Transportation Services	Sun Valley		1					
Travel Agencies & Bureaus	Sylmar	1						
Truck Equip & Parts-Mfg	Sylmar		1					
Trucking	Pacoima							
	Sun Valley	1	4	1				
	Sylmar	1		1				
Trucking-Contract Hauling	Sun Valley			1				
	Sylmar		1					
Trucking-Motor Freight	Pacoima		2	2				
	Sun Valley				1			
Truck-Mfg	Sun Valley	1						
Truck-Repairing & Service	Sun Valley	1						
T-Shirts-Wholesale	Sylmar	1						
Tube Fittings-Wholesale	Sun Valley	1						
Tubing-Mfg	Sylmar			1				
Uniform Rental	Pacoima	1						
	Sun Valley		1					
	Sylmar			1				
Upholsterers Supplies-Whsl	Sylmar	1						
Variety Stores	Pacoima		1					
Vending Machines	Sun Valley		2					
Video Production & Taping Service	Sylmar			1				
Video Tape Editing	Pacoima		1					
Video Tapes & Discs-Renting & Leasing	Sun Valley	1						
Video Tapes & Discs-Whsl	Sun Valley	1						
Warehouses-Private & Public	Sun Valley		1					
Water Companies-Bottled, Bulk	Sylmar			1				
Water Treatment Equip Svc & Supplies	Sun Valley			1				

Exhibit 4 Continued Northeast San Fernando Valley Business Structure								
SIC Description	Location	Employees						
		10-19	20-49	50-99	100-249	250-499	500-999	1,000-4,999
Waterproofing Materials-Wholesale	Sun Valley		1					
Welding	Sun Valley	1						
Wholesale Clubs	Sylmar				1			
Windows-Wood	Sun Valley	1						
Women's Apparel-Contract Mfg	Sun Valley		2					
Women's Apparel-Mfg	Lake View	1						
	Sun Valley		1		1			
	Pacoima			1				
Women's Apparel-Retail	Sylmar	1						
Women's Apparel-Wholesale	Pacoima		1					
	Sun Valley		1					
Women's Misses/Juniors Outerwear NEC-Mfg	Pacoima		2					
	Sun Valley			1				
Wood Specialties	Pacoima			1				
Woodworkers	Pacoima	1						
Woodworkers Equip & Supplies-Wholesale	Sun Valley	1						
Wrecker Service	Sun Valley	2						
Youth Organizations & Centers	Pacoima	1						
Veterinarians	Sylmar		1					

Exhibit 5

Northeast San Fernando Valley Industry Specific Training Providers

Industry Clusters & Related Services	Training/Service Providers															
	Poly. H.S.	San Fern. H.S.	Sylmar H.S.	N. Holly. Adult	Pacoima Skills Ctr.	N.V. ROC-AC	Mission College	Pierce College	Valley College	CSUN Ext.	ITT Tech	Valley EDC	YPI	Econ Alliance SFV	El Proyecto WSC	NESFV WSC
Aerospace	×					×		×			×					
Agriculture	×		×					×	×						×	×
Communications					×	×	×	×	×	×	×	×		×	×	×
Computer Tech	×	×	×		×	×	×	×	×	×	×	×	×	×		
Construction	×					×	×	×	×	×	×				×	×
Financial Services							×	×	×						×	×
Food Services/ Hospitality	×		×				×			×				×		
Government							×	×	×	×					×	×
Health Care			×			×	×	×	×	×		×			×	×
International Trade							×	×	×	×	×			×		
Manufacturing	×					×	×	×	×	×				×	×	×
Motion Picture Production			×			×	×	×	×	×	×					
Retail/Whlsl Sales							×	×	×		×	×		×	×	×
Schools	×		×				×	×	×	×		×		×		
BusinessServices			×		×	×	×	×	×	×	×	×		×	×	×
Transportation						×		×							×	×
Youth Services					×	×				×		×	×	×	×	×
CalWorks/Gain					×			×	×			×		×	×	×
ESL/GED/ H.S. Diploma				×	×	×	×	×	×	×		×	×		×	×

Appendix D

NORTHEAST SAN FERNANDO VALLEY STUDY AREA TRANSPORTATION INFRASTRUCTURE ASSESSMENT

SOUTHERN CALIFORNIA

Trade, transportation and other infrastructure trends do not respect political boundaries. To understand the infrastructure needs of the Northeast San Fernando Valley Study Area, therefore, we first need to step back and take in the big picture. And in Southern California, the big picture is truly enormous. The five counties of Southern California – Orange, Los Angeles, Riverside, San Bernardino and Ventura – are home to 17 million people. The five-county area is thus larger than all other states except California, Texas and New York.

Despite its persistent yet inaccurate reputation for making movies and little else, Southern California employs almost a million people in manufacturing. The County of Los Angeles alone is the second largest manufacturing center (by employment) in the United States, trailing only Chicago. Powered by core strengths in aircraft, biomedical technology, business services, food, furniture, metal fabrication, motion pictures and television production, textiles and apparel and tourism, the region produces nearly $600 billion in goods and services annually. This places our regional gross domestic product tenth in the world among countries, just behind Canada and Mexico, tied with Spain, and ahead of Brazil, India, South Korea and the Netherlands.

Two key trends will shape the infrastructure needs of Southern California over the next twenty years: rapid population increase and enormous gains in international trade.

Population Growth: The five-county Southern California region will add more than 5 million people, between 2000 and 2020. This is roughly equivalent to the combined populations of the Cities of Los Angeles *and* San Diego, or twice the population of Chicago. Southern California is growing faster than much of the rest of the nation, having added about 2.5 million people during the 1990s.

Much of the growth will be internally generated: In addition to having the largest population base among the 50 states, California also has one of the highest rates of natural increase (births minus deaths) as a share of total population. Indeed, California trails only Utah, Alaska and Texas in its rather high rate of natural increase. Given the size of the state's population, California's presence near the top of this list is particularly astonishing. Internal population growth will be supplemented by immigration. California has the highest rate of net international migration of any state, helping make Los Angeles a modern day Ellis Island.

Trade Growth: Southern California has emerged as a leading global trade and transshipment center because of its massive internal market, heavy investment in world-class trade infrastructure, and its new role as the distribution center for U.S.-Pacific Rim trade. The massive internal market draws trade both for final consumption and for inputs in valued-added products ranging from shirts that are labeled and placed on hangers to parts that are used in manufacturing. These two factors help to pull in still more trade, and drive up the percentage share of international cargo that makes its first stop in Southern California. With so much cargo destined here in the first place, it makes sense for shippers to use the region as a distribution center for the rest of the United States. This role is confirmed by data for the Los Angeles Customs District, which recorded almost one-quarter trillion ($212.5 billion) dollars in trade for year 2000.

The $212.5 billion in trade is an *under*estimate since it is merchandise trade only, therefore excluding some of our core strengths such as motion pictures, tourism, engineering and financial services. The number is also low because it is based on port of entry only, thereby excluding our NAFTA trade with Canada and Mexico, which travels primarily by truck and rail and thus is counted in border areas such as San Diego, Laredo and Seattle. Even still, the value of merchandise trade moving through the L.A. Customs District is expected to almost triple to $661 billion, 2000-2020.

Infrastructure Implications: Coping with the growth in trade and population over the next twenty years will be the region's premier challenge. Just to maintain the status quo, population growth of more than five million people will require that we add twice the infrastructure and service capacity that exists in present-day Chicago. For every school in Chicago we will need to build two.

Mobility is going to be a critical challenge. Traffic congestion in Southern California is already among the worst in the nation, and will get even worse before it gets better. Most of the area's freeways are at (or beyond) capacity during peak periods, and Los Angeles has four of the ten most congested freeway interchanges in the country. Population trends will add another 2.7 million cars over the next twenty years, and trucks exacerbate the problem. On freeways such as the I-710 and SR-60, 30 to 60 percent of capacity is used by trucks, and daily truck vehicle miles traveled are expected to jump from approximately 38 million miles in 2000 to 50 million miles as early as 2010

Congestion is a problem across all modes. The region will struggle to accommodate future freight operations; current intermodal facilities at local ports and rail yards will reach capacity within 10 years; and without major investments, the rail lines east of downtown Los Angeles will be congested as well. These problems will be exacerbated by congestion on the roads. Air cargo facilities, for example, rely on trucks to feed shipments to the airport and deliver airfreight to its final destination, yet traffic is terribly congested in the vicinity of LAX. Congestion threatens both our quality of life and our regional competitiveness.

Population growth will also have enormous repercussions on housing. There are not enough houses now, and homebuilding is not keeping up with population or jobs growth. There is very little land available for mega-housing developments of thousands of units each, and cities are reluctant to add new housing when it will likely cost more in services than it will generate in taxes. "Move-up" housing is in particularly short supply, and homeownership rates are lower in California than in the rest of the country. This is reflected in the low Housing Affordability Index scores – the percentage of households that can afford to purchase a median priced home – from around the state.

There will also be a growing mismatch between the available houses and jobs. Orange County, for example, will have more job growth than housing growth; the Inland Empire will add more people than jobs. Estimates from the Southern California Association of Governments suggest Orange County will see a 24 percent increase in jobs, 2000-2020, but only a 7 percent increase in population. The Inland Empire will see its job growth (30 percent) outstripped by population growth of 42 percent. In the City of Los Angeles jobs will be up 11 percent while the population will increase 20 percent. In the rest of L.A. County, jobs will be up 29 percent while the population will grow 27 percent.

Adding infrastructure will become more difficult, especially as the region gradually runs out of developable land. Outside of North County, Los Angeles County is basically built out. Retail, manufacturing, educational and residential uses all compete for any available space. The region's future competition for land use is illustrated by the Los Angeles Unified School District, the region's single largest developer. The pressing need for new schools and the lack of space to build them, coupled with the LAUSD's ability to condemn land makes land use planning difficult.

Looming challenges include land reuse, densification and green space. With more than 50 percent of Los Angeles County's industrial facilities obsolete – primarily because they are old and often because they are inaccessible to newer, larger trucks – land reuse must be a priority. Reuse is complicated by brownfield (contamination) issues, and state tax laws which create a bias among cities leading them to favor retail over industrial (re)development. Densification will be given a powerful boost by a burgeoning population, a lack of space and rising traffic congestion. The Southern California Associations of Governments (SCAG) and the Los Angeles County Metropolitan Transportation Authority (LACMTA) seek to encourage this trend, especially with transit-oriented development along its metro rail lines. Even with densification, green space (often called open space by urban planners) will be particularly vulnerable to residential development in the lower-cost exurban periphery as population and housing trends send people further a field in search of affordable housing.

REGIONAL INFRASTRUCTURE

Ports: The San Fernando Valley, like the rest of Southern California and, indeed, the nation, relies on the Ports of Los Angeles and Long Beach. These ports are the busiest in the nation, together handling one-third of all container traffic in the United States and 65 percent of all container traffic on the West Coast. The long-term trend in container traffic at the ports has been steady growth, though the pace slowed in 2001 reflecting the recession. Container traffic is now expected to almost double by 2010, and then double again to 32 million TEUs (Twenty Foot Equivalent Units) by 2025. For perspective, consider that a single large ship typically carries 6,000 TEUs. That is enough containers, placed end to end, to build a wall of boxes more than twenty miles long. The ports have expanded recently to handle the expected increase in containers. The key issue for San Fernando Valley users of the ports will be congested landside access, both near the docks and along the freeways connecting the Valley to the ports.

Railroads: Rail traffic is expected to rise dramatically over the next twenty-five years. The newly constructed Alameda Corridor – a 20-mile, high-speed, completely grade-separated train route connecting the ports and the rail yards just east of downtown Los Angeles – will handle much of the increase driven by international trade. East of the rail yards, however, locally generated freight will combine with the international trade. Two rail corridors connect the rail yards with the transcontinental rail network: the Alameda Corridor East (ACE), via the Union Pacific tracks through the San Gabriel Valley into San Bernardino County, and the OnTrac Corridor, which accommodates the Burlington Northern Santa Fe line through northern Orange County into Riverside County. Rail traffic on these routes, at more than one train every ten minutes, will easily surpass the capacity of the current system barring major improvements. Intermodal lift capacity in the region – the facilities that transfer containers between trucks and trains – is similarly constrained. Intermodal lift capacity is forecast to exceed demand within 5 to 7 years.

San Fernando Valley communities will not be directly affected by the increase in train traffic, at least in terms of local impacts such as grade-crossing delays and noise. Failure to solve the rail issues, however, will have serious repercussions for the regional economy, of which the San Fernando Valley is a part. Increasing freight rail traffic will also create complications for expanded passenger rail service, at least in cases where the passenger and freight trains share the rails.

Freeways: The number of vehicle miles traveled in Southern California has been rising faster than population growth. "Rush hour" has become an oxymoron in Los Angeles. The peak travel period has crept up to six hours per day, during which the average travel speed drops to 35 miles per hour. The Texas Transportation Institute annually surveys road congestion in metropolitan areas across the U.S., and Los Angeles has had the worst congestion every year since 1982. The latest survey reveals 85% of all lane miles are congested, with almost half classified as "extremely congested."

Since cars, light trucks, and SUVs are the primary mode of transportation for most San Fernando Valley residents, the congested freeways are a crucial issue. Major routes into the Valley, such as the 405 through the Sepulveda Pass are already severely congested. Mobility for residents, tourists, and goods moving in, out of, and around the Valley looms as a potential Achilles heel.

Airports: Southern California's economy is increasingly dependent on airports. Many of the region's leading industries – from tourism to manufacturing to biotechnology – depend on air travel and air cargo. Even businesses that don't rely on air cargo directly benefit from the enhanced business connections and opportunities made possible by direct flights to and from our key overseas trading partners. The region's exports increasingly travel by plane.

Although air passenger (and to a much lesser extent, air cargo) demand dipped following the September 11, 2001 tragedy, the impact on long-term air travel trends is expected to be slight. Air traffic demand has been skyrocketing, outpacing population growth. The

Southern California Association of Governments (SCAG) estimates that air passenger demand will almost double, and air cargo volume will triple, 2000-2020.

As a whole, Southern California faces a capacity crisis, particularly now that it seems certain that an airport will not be built at El Toro. The capacity crisis is not just airside; there is a looming ground access crisis as well. The problem is particularly acute at LAX, which as the world's number one origin and destination airport, sees most passengers beginning or ending their journey in Los Angeles. (Many of the passengers at Atlanta or Chicago, in contrast, merely change planes without ever leaving the airport.) Ground access times for passengers and cargo will likely double by 2020, with the proposed Manchester check-in facility at LAX threatening to increase delays and passenger inconvenience even further. Though served locally by the Burbank-Glendale-Pasadena Airport (described below), the San Fernando Valley's economic future is tied to the timely implementation of a shared solution to the larger region's airport needs.

SAN FERNANDO VALLEY INFRASTRUCTURE

The San Fernando Valley is well served by excellent, if frequently congested, freeways, including the 5, 101, 118, 134, 170, 210 and the 405. Some of these have High Occupancy Vehicle (HOV) lanes for buses and carpools. In addition to serving the Valley, the 5 freeway is the state's major north/south roadway "spine."

The Valley has rail service from the Los Angeles Metropolitan Transportation Authority, Metrolink, and Amtrak. The MetroRail "Red Line" subway runs from North Hollywood south and east through Universal City and Hollywood to downtown Los Angeles. Metrolink operates heavy rail commuter service on two routes. Both Metrolink routes connect downtown Los Angeles with points north: one serves the Antelope Valley via the northeast portion of the San Fernando Valley; the other runs across the San Fernando Valley to destinations in Ventura County. Amtrak service includes daily "Coast Starlight" service between Los Angeles and Seattle, as well as frequent trains on the "Surf" Line between Santa Barbara and San Diego.

The Valley is home to three airports: Burbank-Glendale-Pasadena Airport, Whitman Airpark, and the Van Nuys Airport. Burbank-Glendale-Pasadena Airport is a relatively small facility offering commercial air service to the western United States. The airport is home to five carriers, with the largest being Southwest Airlines and United Airlines. Whitman Airpark and the Van Nuys Airport both serve general aviation, with the latter being the world's busiest general aviation airport. International air service for the San Fernando Valley – and the rest of Southern California between San Luis Obispo and Mexican border – is provided by Los Angeles International Airport. (Passengers using Burbank-Glendale-Pasadena Airport can, however, connect to international flights at other airports such as O'Hare International in Chicago.)

INFRASTRUCTURE IN PACOIMA, SUN VALLEY, AND SYLMAR

Current Issues: The Northeast San Fernando Study Area has excellent freeway access, with most areas of the communities within a few minutes of Interstates 5 & 405 (North/South) as well as I-210 & I-118 (East/West). These freeways, like most in Southern California, are heavily congested. Traffic moves well on most surface streets, though the congestion has gotten worse in recent years. Residents describe traffic congestion as "terrible" during peak hours through main corridors such as Sunland Boulevard. Some roads in the Study Area lack proper lighting, others lack storm drains, and the high volume of heavy truck traffic has reduced the quality of numerous surface streets.

Many of the roads are in a sad state of disrepair. Major arterials (particularly in Sun Valley) show the wear caused by high levels of heavy truck traffic. The configuration of freeway on-ramps is a contributing factor in the pattern of truck traffic on surface streets. Here, too, the problem is acute in Sun Valley, where several ramps need to be reconfigured to improve freeway access for trucks, many of which spend extra time on surface streets so they can use other freeway ramps. Traffic light synchronization and better signage along major thoroughfares would also help improve traffic flows.

Streets throughout the Study Area frequently lack paved sidewalks, though the dispersed, low-density layout makes heavy pedestrian traffic unlikely in many areas. In some neighborhoods, notably in residential portions of Sylmar, alleys and side streets can still be found that lack paving of any kind. The lack of gutters and storm drains is a pressing concern, especially in Sun Valley. Absent storm drains, the roads serve as temporary storm channels. During heavy storms, elementary school attendance drops by half in some Sun Valley neighborhoods because the roads are literally flooded, making them unsafe. (The safety issue is not limited to schoolchildren; some businesses in Sylmar suspend operations during rainstorms because of the volume of water on the roads.)

Lighting and overhead wiring represent another area of concern. The Study Area is probably best described as "poorly lit," an obvious safety concern. Lighting along major thoroughfares appears adequate, but on many surface streets the lighting is sparse to nonexistent. While not a safety issue, the overhead power lines are an aesthetic issue. The contrast with the neighboring City of San Fernando, where most power lines have been buried underground, is particularly evident when driving from San Fernando to one of the Study Area communities.

Metrolink rail and poor to fair bus service serve the Study Area. The provision of high-quality transit service is difficult because of the classic low-density development characteristic of the Study Area. As a whole, the area is underserved by public transportation, and local residents complain that non-peak service – on evenings, weekends, and holidays – is particularly inadequate. This is problematic when key services are not in or adjacent to community centers. The Olive View – UCLA Medical

Center, for example, is North of the 210, away from the community it serves. The hospital has limited bus service, making a car, taxi, or ambulance the most likely means of getting there.

Upcoming Projects: The California state legislature has earmarked $100 million to build "a North-South corridor bus transit project that interfaces with the East-West Burbank Chandler corridor project and with the Ventura Boulevard Rapid Bus Project." The Los Angeles County Metropolitan Transportation Authority is responsible for overseeing the construction of the corridor. The MTA is currently studying proposed routes, which will include urban design and streetscape improvements, as well as transit priority through intersections. The network of corridors will be a key component of future mobility in the Valley. Study Area residents and leaders need to get involved in the MTA's public participation program for routing alternatives. The Northeast San Fernando Valley will be a terminus for the North-South Transit Corridor, but community participation is necessary to ensure that Pacoima, Sun Valley, and Sylmar are well served by the route that is ultimately selected.