



Economic Development Strategic Plan

2025



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MESSAGE TO COMMUNITY

Dear Los Alamitos Community,

It is with great excitement and anticipation that we present the Los Alamitos Five-Year Economic Development Strategic Plan. This project is the result of dedicated work, honest assessment, meaningful engagement, and a deep-rooted commitment to serving every member of our small but vibrant community. Los Alamitos is more than just a City - it is a destination where you can raise a family, start your career, develop lifelong friends, support locally owned shops, and get to know your neighbors. Los Alamitos celebrates its proud history through a variety of collaborative and city-run services and embraces its diverse population with an unrelenting spirit to provide the highest quality of life for all who call this city their home.

As stewards of this small town, our responsibility to set a thoughtful path forward is profound. This is not just about implementing projects and programs. It is about building trust, fostering collaboration, nurturing local partnerships, and ensuring that Los Alamitos retains its small-town charm while being recognized as a prime location for businesses, families, and individuals alike.

In developing this strategic plan, we listened carefully to our residents, business owners, stakeholders, and City employees. The result is a strategic roadmap that travels from the present to future destinations grounded in principles of modern community planning, listing our small town for future challenges and opportunities in an ever-changing local and regional economy. This blueprint provides a flexible yet actionable framework for economic growth while preserving what makes Los Alamitos special.

We extend our heartfelt gratitude to our entire community for your engagement, support, and partnership with the Development Services Department throughout this process. Together, we are shaping the future of Los Alamitos while preserving our small-town character, enhancing community pride, and showcasing our town as a welcoming place for businesses and investment.

As we embark on this exciting new journey ahead, your City Council invites you to remain engaged, hold us accountable, and see this plan come to fruition. This goes beyond just a Strategic Plan; it is a shared vision for ensuring that our small-town community thrives, one that celebrates business success, fosters prosperity, and continues to enhance the quality of life that makes Los Alamitos a truly special place to live, work, and play.

Respectfully,

Los Alamitos City Council



Shelley Hasselbrink
Mayor



Tanya Doby
Mayor Pro Tem



Emily Hibard
Councilmember



Gary Loe
Councilmember



Jordan Nefulda
Councilmember



This plan would not be possible if not for the contributions of our professional staff, elected leaders, City departments and community partners. It is truly an honor to serve our community.

Strategic Plan Committee

Chet Simmons - *City Manager*

Ron Noda - *Deputy City Manager & Development Services Director*

Irving Montenegro, Jr. - *Development Services Manager*

Elisha Boothe - *Economic Development Supervisor*

Gabriela Martinez - *Development Services Department Secretary*

The development of the Plan included extensive outreach efforts to obtain as much public input as possible. This information was utilized in the preparation of the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, which is contained in this Plan. The Plan Committee and consulting team met with many community partners and stakeholders, as well as hosted community events, listed as follows:

- Individual Interviews with Community Partners and Stakeholders - Week of March 3, 2024.
- Plan Presentation at "Good Morning, Los Alamitos" Event - March 26, 2024.
- Opportunity for Public Input at "Los Alamitos Spring Fair" - March 30, 2024.
- Community Partner/Stakeholder Survey - February 26, 2024 - April 8, 2024.



EXECUTIVE SUMMARY

The City of Los Alamitos City Council presents its 2024-2029 Economic Development Strategic Plan, a comprehensive and forward-looking economic and business development roadmap that will help shape the future of the community that we love and serve. In concert with the General Plan, this plan serves as a guiding document, outlining our goals and objectives, as well as the strategic priorities to achieve success over the next five years.

At the core of this Strategic Plan are 4 overarching goals, supported by 4 strategic objectives, 5 strategic priorities and several specific sub-priorities/actions. These goals encompass the City Council's commitment to trust, public engagement, quality of service, accountability, community growth, and business success. By implementing this plan, we aim to sharpen the focus of our economic development efforts and ensure growth and continuing success of our community.

Central to our strategic approach is the recognition of the importance of collaboration and inclusivity, as we actively engage with our business community stakeholders and community members to develop a plan that aligns with their needs and aspirations. By fostering a collaborative relationship between the City and the community, we aim to foster a spirit of partnership and thriving business environment for all.

This Strategic Plan serves as a measure of our commitment to transparency and accountability. It will guide our resource allocation and ensure that we are utilizing our capabilities and capacities efficiently and effectively. With this plan as our compass, we are confident in our ability to community a vision for private investors and businesses wishing to do business in the City of Los Alamitos.

In conclusion, the Los Alamitos Economic Development Strategic Plan 2024-2029 is a comprehensive guide for optimizing and acting on economic growth opportunities, starting now and continuing for the next five years. This plan is intended for collaborative use by City officials, staff, and existing community stakeholders, as well as potential economic development partners. The following Community Overview and discussion of the Community Vision and Economic Development Goals will provide a common base of understanding for current and future partners to grow the local economy and create a brighter future for Los Alamitos.



Purpose

The purpose of this plan is to establish a strategy for the City of Los Alamitos to facilitate and participate in economic development in the current five-year period from 2024 – 2029. This strategic plan will recommend specific actions for the City to identify and guide development interests, initiate partnerships, and incentivize property improvements to expand the tax base and enhance the quality of life in Los Alamitos.

Location and Setting

The City of Los Alamitos is in a very advantageous position for economic development in Southern California. Located on the western edge of Orange County, Los Alamitos is flanked by regional transportation corridors I-605 on its western boundary and I-405 just south of the City limit. The City is four square miles in area, and half of its land area is dedicated to the Joint Forces Training Base – Los Alamitos (JFTB-Los AI), which has a close relationship with the City. JFTB-Los AI hosts several annual community events and makes recreation facilities available to the public when not in use for military training. JFTB-Los AI is also a major employer in Los Alamitos, with 850 full-time employees, supporting approximately 6,000 National Guard and Reserve troops.

Population

The current full-time population of the City is approximately 11,500 and has remained quite stable at this level since 2000, as illustrated in the following table from the 2021 General Plan Housing Element.

Housing Element Table 2-2
Population Growth 2000–2021

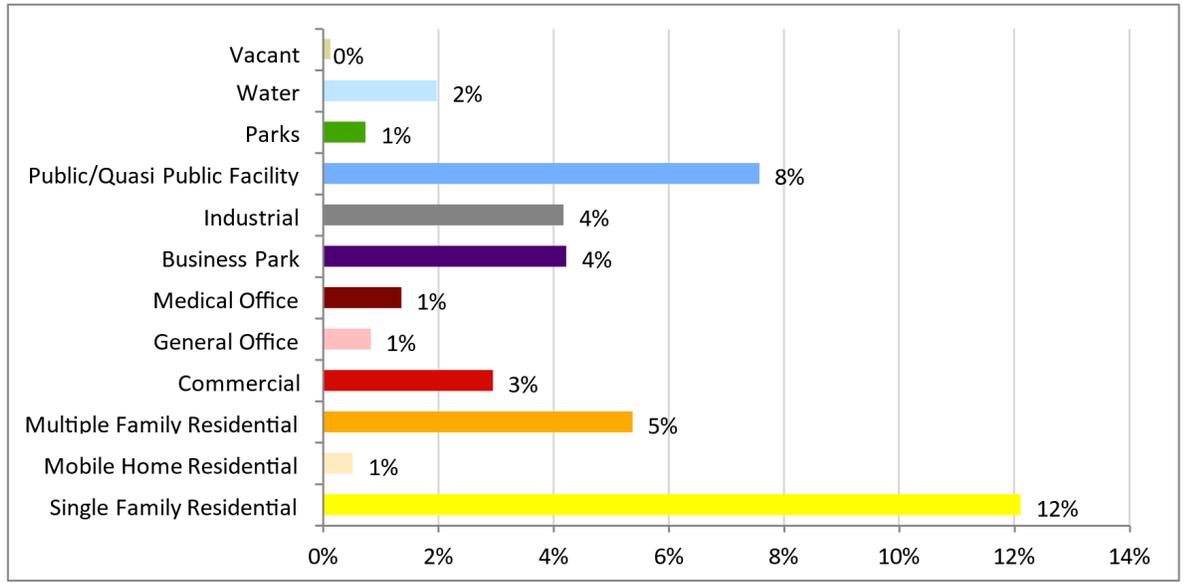
Jurisdiction	2000	2010	2021	2010-2021 Growth	
				Number	% change
City of Los Alamitos	11,536	11,449	11,538	89	1%
Orange County	2,846,289	3,010,232	3,153,764	143,532	5%

Source: US Census Table P1, 2000 and 2010, California Department of Finance E-5, 2021.

One reason for the long-time stability of the population is that Los Alamitos is a mature city, with virtually no vacant land available for new development. Very little growth in housing has been possible over the years because the City is essentially “built out”. The following table from the 2015 General Plan illustrates the mix of existing land uses at the time. Note that the land use areas are expressed as percentages rounded to whole numbers, and the totals don’t add up to 100% due to the exclusion of the JFTB-Los AI. Vacant land is represented in the table with a small amount less than 0.5% and therefore rounded to 0%.



General Plan Land Use Element Chart 1. Los Alamitos, Detailed Existing Land Use Breakdown by Acreage (without JFTB-Los AI)



Source: Los Alamitos 2035 General Plan

Education and Recreation Assets

The community of Los Alamitos is multi-generational, active, and invested in the community. Boasting outstanding education provided by the Los Alamitos Unified School District, the City attracts parents to live and work in the community to take advantage of the educational opportunities for their children. This significant demographic unit of families with children is a priority for the City, which offers an array of recreation services and family-oriented events.



Professional Service and Employment

The City is also home to UCI Health – Los Alamitos, a full-service acute care hospital, part of a health care network serving Orange and Los Angeles Counties. With over 1,000 employees, the medical center is the largest employer in the City, which acts as a magnet for professional and medical services. Retail businesses thrive on commercial corridors in Los Alamitos, and manufacturing and technical businesses also have a strong presence, as exemplified by Arrowhead Products, Mittera, and Epson America.



Community Pride and Support

Given its strategic location, its many community assets, programs, events and job-rich business sector, Los Alamitos is truly a great place to live, work and play. Residents and leaders of Los Alamitos are proud of the community, and the reminder to shop, eat, play, stay and support local businesses is prominent in the City.



Los Alamitos Vision For the Future

The Los Alamitos community is well-developed with safe, attractive neighborhoods, a diverse, job-rich business sector, and many community assets that make Los Alamitos a great place to live and do business. These conditions may be attributed in part to City leadership adopting and being guided by a clear vision for the future of the community. The current expression of this vision for the future is the Citywide Vision statement in the Los Alamitos 2035 General Plan. This Citywide Vision is comprised of several declarative statements about the ideal long-term future condition of the City in the horizon year of 2035. Each statement addresses a different element of community life, as follows:

Citywide Vision

Los Alamitos is an attractive, dynamic, and modern city renowned for its world-class schools, parks, and recreation facilities as well as a nationally-recognized medical center.

The City is comprised of well-maintained neighborhoods that enjoy strong identities, generate civic pride, and collectively offer wide range of places to live.

Los Alamitos hosts a town center that defines the popular image of the City and offers multiple places for the residents, workers, and students of Los Alamitos to meet friends, stroll, enjoy great food, and shop.

The City is home to successful businesses that provide the City with a diversity of tax revenue and fiscal support, helping ensure Los Alamitos is economically sustainable.

Los Alamitos maintains a system of streets and trails that are safe for everyone and every form of transportation - be they children, families, workers, or customers who walk, bike, ride transit, or drive.

Source: Los Alamitos 2035 General Plan

Economic Development Goals

The Los Alamitos 2035 General Plan contains an optional policy element to guide economic development. Like the Citywide Vision and all other elements of the General Plan, the Economic Development Element has a long-range planning horizon of 2035. There are four goals stated in the Economic Development Element:

- Goal #1** - *Development patterns and a mix of uses that provide a fiscal balance sufficient to continue and increase public investment in the community's quality of life.*
- Goal #2** - *A local economy that provides jobs for Los Alamitos residents and improves the region's balance of jobs and housing.*
- Goal #3** - *Distinctive shopping and entertainment corridors and districts that attract consumer spending by residents, workers, and regional visitors.*
- Goal #4** - *An economic development mindset integrated throughout the community and City Hall.*



Foundation for an Economic Development Strategy

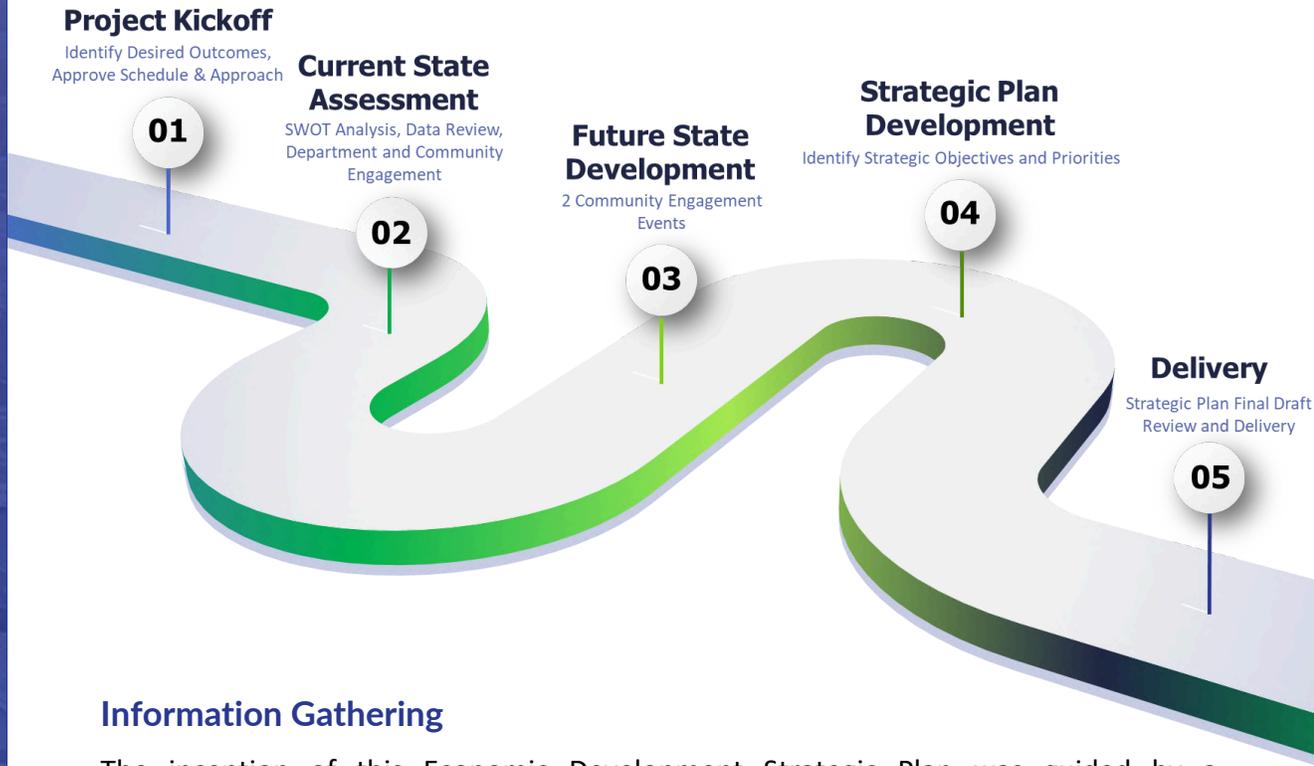
It could be argued that every aspect of the Citywide Vision depends on successful economic development. However, this Economic Development Strategic Plan will focus on the vision of a vibrant town center and the vision of a successful business environment that provides economic sustainability.

To make The City's vision for the community more actionable, it is essential to translate broad goals into specific, achievable steps. This involves developing a clear and detailed strategic plan that outlines priorities, sets measurable objectives, and allocates resources effectively. Engaging with stakeholders and the community throughout the process ensures that the vision aligns with residents' needs and fosters broad support. Regular progress reviews, transparency, and adaptability are also crucial, allowing the City to stay on course and make necessary adjustments. By focusing on actionable strategies, the City can turn its vision into tangible outcomes that enhance the quality of life for its citizens.

The City Council and City staff understand that the entire "City Team" has a responsibility, both individually and collectively, to promote and market the City as a good place to do business. This mindset translates into good customer service for every resident, business and visitor to the City.



Project Life Cycle



Information Gathering

The inception of this Economic Development Strategic Plan was guided by a comprehensive process designed to leverage robust community engagement, City Council input, and insights from stakeholders in the local economy. Information was gathered utilizing best practices for engagement, including face-to-face interviews, anonymous surveys open to all residents, and community outreach events, including a stakeholder workshop held at a Good Morning Los Alamitos event. These inputs, along with extensive input from City staff and field observations were synthesized in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Identifying and studying SWOT is an effective way to gain an understanding of existing conditions, as well as potential changes for better or worse. Analysis of existing conditions in this format helps frame the analysis in terms of strategic recommendations for next steps that will:

- **LEVERAGE STRENGTHS**
- **ADDRESS WEAKNESSES**
- **CAPITALIZE ON OPPORTUNITIES**
- **MITIGATE THREATS**

The information gathering phase of the SWOT analysis of this EDSP revealed several common themes and commonly held views about conditions influencing economic development in Los Alamitos. Following are some highlights:

Strengths

Los Alamitos is widely regarded as a tight-knit community with a small town “feel”. Excellent schools, several major local employers, stable and responsive city government and a wide array of community events make the City highly desirable as a place to live and raise a family. The City also has a good reputation for being business-friendly, especially in its efforts to support local small businesses with promotions like “Los Al Bucks” and the “Mayor’s Business Spotlight”.

Weaknesses

Typical weaknesses of mature cities in Southern California are notable in Los Alamitos. There isn’t much vacant land available for development. Along with the scarcity of vacant land, there is a lack of public gathering space and public parking in developed areas of the City. Major streets carry heavy traffic, and improvements are needed to enhance parking, walking and biking. Infrastructure throughout the City is aging, in need of maintenance, repair, and in some cases rebuilding. New housing development has slowed due to limited building sites, which keeps housing costs high. Commercial property maintenance and proactive improvements are lacking in some areas, which may be attributed to absentee property owners.

Opportunities

Residents and other stakeholders engaged in the SWOT analysis were quite optimistic about economic development opportunities in Los Alamitos. Even adverse conditions may be viewed as opportunities to change things for the better. For instance, the lack of vacant properties for development was identified as a weakness, but people see many opportunities for additional infill development or redevelopment on commercial corridors of the City. People also see room for improvement in engagement between the Chamber of Commerce and the Los Alamitos business community. This was identified as an opportunity to fund and grow business partnerships. With this community feedback in mind, this strategic plan will highlight specific opportunities for development, public improvements, public-private partnerships for economic development and actions to enhance economic conditions in the City. There are very few vacant properties in the City, but there are several sites identified in this plan that have potential for redevelopment or additional use. Public Private partnership opportunities exist for the City to work with property owners and developers to redevelop properties or add development to underutilized sites.





Threats

Los Alamitos is a small community where public safety, community services and quality of life are the highest priorities. However, compliance with state and federal laws and regulatory requirements takes a significant amount of time and resources. This threatens the pursuit of economic development. Homelessness is a regional threat to the quality of life in local communities. Participants in the SWOT analysis cited this growing problem as something that needs attention in many areas, including commercial properties suitable for economic development. Another threat identified in an interview was the potential loss of what makes Los Alamitos special in the pursuit of economic opportunities. This is tied to the general threat of competition from surrounding cities for economic development. The City needs to stand out by highlighting the community strengths as well as its development opportunities.

Strength-Building Recommendations

The recommendations presented in this EDSP are proposed to build on the City's strengths, work on or work around its weaknesses and take advantage of opportunities, all while guarding against potential threats to the City's economic success. In addition to the specific actions detailed in this plan as strategic priorities, the following general recommendations will be helpful in addressing economic development weaknesses and maximizing economic development opportunities. These practices are recommended to improve the competitive advantage of Los Alamitos in the areas of economic development and business retention:

1. Time business outreach visits to maximize benefits. If City actions will affect commercial properties, the Business Visitation Program staff should be informed, and plan their visits accordingly. Well-timed visits in addition to standard forms of notice are truly appreciated. Example situations:

- When Neighborhood Preservation is initiating action to gain compliance with maintenance standards.
- When a scheduled road improvement or a special event will impact access to the property.

2. Focus public improvements to leverage private investment. The need for public infrastructure improvement far exceeds available funding. Capital improvement programs (CIPs) identify many projects with a tentative schedule spanning several years. When adjustments to the CIP schedule can complement private development, the positive impacts of both public and private improvements are enhanced. Open communication and flexible timing are essential to this cooperation. Example situations:

- If a private development is responsible for some off-site improvements to an intersection slated for substantial improvements in the CIP, adjusting the CIP project schedule to coincide with the private development delivers a better development project and more complete intersection improvements.
- If a street pavement overlay project is scheduled for a block where a new development is about to break ground, delaying the pavement project until the development is completed will prevent damage to the new pavement by utility connections for the development project.

3. Offer flexible standards and procedures to incentivize exceptional infill development. One way to stand out to a developer among potential host cities is to show willingness to be flexible to achieve a mutually beneficial outcome. Infill development is often constrained by limited space to provide the desired development as well as required parking and landscape areas. With all development, time is essential. Examples of flexibility incentives:

- On existing developed sites, permit removal of low-value landscape area to replace with building space or additional parking and high-value trees.
- Approve off-site parking or shared parking agreements if pedestrian access is good and the economic benefit warrants the inconvenience.
- Streamline development review procedures for high-priority projects.





Strategic Objectives

Build on the Established Strengths of the Los Alamitos Community and Past Successes

Building on established strengths as a strategic objective involves leveraging the core competencies, assets, and capabilities that the City has already developed and refined. By focusing on areas where the City has proven success, we can optimize resources, enhance efficiency, and reduce risks associated with venturing into unfamiliar territories. This approach allows for the deepening of expertise, fostering innovation within known domains, and sustaining competitive advantages. Moreover, it will enable the City to maximize the value of its existing strengths, while also creating a solid foundation for exploring new opportunities and scaling future growth.

This Economic Development Strategic Plan (“EDSP”) does not envision a major change in Los Alamitos’ economic development direction. By building on our established strengths and celebrating past successes, the City will sharpen its focus and create a robust, dynamic, and inclusive economy that meets the needs of today and anticipates the opportunities of tomorrow.

Optimize Los Alamitos as a Business-Friendly Environment

A business-friendly environment is crucial for a city because it stimulates economic growth, attracts investment, and creates job opportunities for residents. By fostering conditions that support business development—such as streamlined regulations and robust infrastructure—a city can encourage the establishment and expansion of enterprises. This, in turn, enhances the local economy, increases the tax base, and improves public services. Additionally, a business-friendly environment can draw talent and innovation to the area, making the City more competitive and vibrant. Ultimately, this leads to a higher quality of life for citizens and contributes to the long-term sustainability and prosperity of the community.

The City’s objective is to enhance and build on Los Alamitos’ reputation as having a premier business-friendly environment, fostering economic growth and innovation by streamlining regulatory processes, enhancing infrastructure, and offering robust support services. The aim is to attract and retain diverse enterprises by providing a competitive and welcoming landscape that encourages investment, entrepreneurship, and sustainable development. The City’s local and small-town feel provides the opportunity for a more “hands-on” approach to engaging with the existing business community and inviting new business and development investment in the community. The “My City - My Los Al” marketing awareness program is an excellent example of this approach and sets the City apart from others.

Enhance the City’s Revenue Base and Explore Innovative Approaches to Leverage Private Development Investment in the Community

Los Alamitos is committed to strengthening its revenue base through strategic initiatives and innovative partnerships. The City aims to foster a robust economic environment by exploring and implementing creative approaches that leverage private development investment. By collaborating with private sector stakeholders, the City will drive sustainable growth, enhance public services, and ensure long-term financial stability for the community. Efforts will focus on attracting new businesses, supporting local enterprises, and optimizing land use to maximize revenue opportunities while maintaining the City’s unique character and quality of life. By way of the annual work plan and budgeting process, the City will prioritize financial resources for maximum benefit to the community.



Look Ahead, Plan, and Build for the Future

It is important for the City to look ahead and plan for the future to ensure sustainable growth, resilience, and the well-being of its residents. By anticipating challenges such as population fluctuations, environmental changes, and technological advancements, the City can develop strategies to address potential issues before they arise. Forward-looking planning enables the City to invest in infrastructure, services, and policies that will meet future needs, fostering a thriving, adaptable community. This proactive approach not only enhances the quality of life for current residents but also prepares the City to remain competitive and vibrant in the years to come.

Los Alamitos aims to foster a sustainable, inclusive, and innovative community that thrives on forward-thinking urban planning, resilient infrastructure, and equitable access to resources. By prioritizing environmental stewardship, economic vitality, and social well-being, the City envisions a future where all residents enjoy a high quality of life, diverse opportunities, and a vibrant, interconnected urban environment. This commitment guides all efforts to create a city that is not only prepared for the challenges of tomorrow but also poised to seize its opportunities, ensuring a dynamic and prosperous future for generations to come.

Strategic Priorities

Town Center Mixed Use Strategic Plan/Pine Street District

Building on the existing Town Center Mixed Use Plan and successes already established hosting community events and numerous activities on Pine Street, the City will focus on the following specific implementation actions/step(s):

- To incentivize private investment, the City will evaluate and update the Zoning Code and development standards as they apply to the Pine Street District to promote the widest range of possible land uses, consistent with the Town Center Strategic Plan.
- The City will implement a comprehensive hardscape improvement program for Pine Street, including paving enhancements, wayfinding and a banner program to specifically delineate the Pine Street District as a central gathering place and focus for the City.
- The City shall further evaluate and implement public improvements along Katella Avenue at/near the intersection with Pine Street, to emphasize the pedestrian/vehicular connection at this location and calm traffic along this section of Katella Avenue.
- The City will conduct a feasibility study to determine the potential for establishing a Business Improvement District (BID) for the Pine Street District. BIDs can be a source of funds that can enhance baseline services already provided by the City.
- To further attract business to the Pine Street District, the City will evaluate and establish programs to incentivize specific business investment, such as a restaurant equipment assistance program and/or a business façade improvement program.



Existing Civic Center Campus

The City is proceeding with specific projects in the Civic Center area to improve and/or make better use of existing facilities. The renovation of the existing Community Center is underway. Future projects include renovations and improvements to the existing City Hall complex. The City will focus on the following specific implementation actions/step(s):

- The City will continue to implement improvements to existing Civic Center facilities and embark on new projects as appropriate.
- As part of this effort, the City will consider moving some operations off-site and/or re-purposing existing facilities. All projects are focused on making best use of existing facilities and ensuring optimal service delivery as well as fostering a sense of pride in the community. A further purpose is to increase access and use by members of the public and modernize technology for the public to process registrations and permits.

Business Engagement and Networking

The City has a robust outreach and marketing program focused on communication with residents, businesses, and commercial property owners. It is a goal of the City to grow those efforts, with specific focus on business awareness, attraction, retention and marketing. The City will focus on the following specific implementation actions/step(s):

- To expand interaction and engagement with business, the City will grow its Monthly Business Visit program. City staff will visit approximately 5 – 10 businesses per month. Further, the City will seek to partner with the Chamber of Commerce to participate in this program, to assist in expanding the reach of the program and interact with as many businesses as possible.
- To further facilitate business engagement and connection in the community, the City will establish a Business Alliance Commission that will create a nexus for businesses to support one another and establish clear channels of communication. This Alliance will convene on a regular basis to discuss and promote all Los Alamitos businesses and recommend allocation of resources to assist businesses in Los Alamitos. In connection with this effort and to fund programming and related efforts, the City will evaluate current business license fees and implement modifications to these fees as appropriate.
- The City will explore new business assistance programs to add value, with particular focus on small business. Examples include targeted exterior façade and signage improvement programs, as well as educating/assisting businesses with access to business resources such as social media and attracting new employees.
- To increase awareness of the importance of business success in the community, the City will pursue growing the Mayor's Business Spotlight Program. This information will be shared via the City's social media platforms.
- The City will maintain all current business engagement and networking programs, all of which seek to connect with existing and new business and bring awareness to the priorities of the City Council with respect to business success in the community. These programs and initiatives are noted as follows:
 - Mayor's Business Spotlight - serves as a complimentary initiative aimed at highlighting the diverse array of local businesses within the City of Los Alamitos. Each month, a select business will be featured in an informal on camera interview with the Mayor sharing the business' history, unique service, and reasons for calling Los Alamitos as their home. Businesses may inquire for interest, otherwise the selection of businesses is based on the various Shop Local Campaign pillars: Eat, Shop, Play, Stay, and Support Local.

STRATEGIC OBJECTIVES AND PRIORITIES



- Business Visitation Program - Economic Development Personnel will conduct five to 10 business visits each month building rapport and trust through purposeful dialogue. Additionally, the visits will consist of evaluation of business concerns surrounding key elements such as safety, marketing, attraction, accessibility, and support.
- Good Morning/Evening, Los Alamitos - this annual business and community engagement affair invites residents, business owners, stakeholders, and partners to attend and learn about City projects, programs, and resources. Offered twice a year, this program increases interest through meaningful dialogue and information shared by City Personnel, including the City Manager.
- New Business Welcome Program - in partnership with the Chamber of Commerce and through the initial process of new businesses establishing their business license, the Economic Development team will meet and greet with new businesses in town providing them with a welcome packet which includes City swag, key service and resource information, City publications, and multiple references to common concerns.
- Parklet Series - in concert with the City's Town Center Mixed Use Plan and intent to revitalize and reimagine the future Downtown, Pine Street is the hub for community events, economic vitality, and high pedestrian traffic flow. Each spring and summer, a portion of Pine Street will be sectioned off with a parklet that invites patrons to convene, shop, and dine while events take place.
- Nites on Pine - in an effort to increase visibility and vibrancy on Pine Street, this lively street fair will feature live music, a free kid's zone, gourmet food trucks, and creative pop-up retail vendors. Scheduled monthly on the 3rd Saturday, all of Pine Street will be enclosed to provide an intimate and fun ambiance for those in attendance.
- Revive Façade Improvement Grant Program - this program is designed for brick and mortar storefronts and commercial establishments to invest in their property through improvements to their façade, address outdated repairs for their business, replace old structures and landscaping, and otherwise freshen the aesthetics for greater shopping experience and customer appeal.
- Pine StrEATS - the Economic Development Division partners with Recreation and Community Services Department in the Celebrate Los Al event each fall by providing a grant opportunity of up to \$5,000 for Los Alamitos based restaurants. This grant covers all costs related to event personnel and supplies, including marketing expenses aimed at promoting their business during the event. The goal is to encourage residents to try the selected food offerings from each participating business and highlight some of the hidden gems in the City.
- Discover Los Alamitos - in partnership with a City consultant who shines a light on the inspiring stories behind local businesses through engaging and meaningful social media content. Discover Los Alamitos will feature businesses across various sectors surrounding the Shop Local Campaign: eat, shop, play, stay, support local. This initiative is designed to connect residents and visitors with the heart of Los Alamitos, helping to uncover hidden gems while boosting economic growth and community engagement.
- Legacy Business Program - this program, conducted two times per year, recognizes and promotes the longevity of a Los Alamitos business that has been located in the City for 25 or more years.



Strategic Development Opportunity Sites

As part of this Economic Development Strategic Plan effort, the City will implement a special focus of attention on the following opportunity sites, which represent potential opportunities for either new development or re-positioning/expansion of existing development.

4411 Katella Avenue

4411 Katella Avenue currently is home to Arrowhead Products, a long-standing Los Alamitos-based business and a market leader in providing creative engineering solutions in the fields of aerospace engineering and rocket propulsion. The company employs approximately 600 people and is located at 4411 Katella Avenue. This approximately 28-acre site represents both mid and long-range opportunities for business expansion and/or infill development.

In the context of economic development and exploration of all potential opportunities for this important site, the City seeks to establish a regular and on-going dialogue with company representatives, to discuss options for business expansion, potential mixed use development, and infill residential development specifically at the northern portion of the site. It is the goal of the City that these discussions focus on outcomes with are mutually beneficial to the Company and the City. The following implementation/action step(s) will be pursued by the City in connection with this specific site:

- Engage Company Representatives: City staff will engage with company representatives to discuss the site area of interest, exchange ideas for approaches to addressing future development of the site, and agree upon a schedule for regular and on-going dialogue concerning the site.
- Conduct Assessment for Potential Site Development: City will propose that the parties conduct a development site assessment, summarizing site development potential, and what, if any, land use regulation changes might be necessary to achieve mutually identified goals for the site.
- Develop a Strategic Vision and Master Plan: The parties will create a detailed vision for the site, outlining the desired land use, density, and design principles. This should be guided by the City's and company's broader strategic objectives and incorporate sustainable development practices. A master plan should be developed to serve as a roadmap for the project.
- Identification of Disposition and Development Plan. The parties will mutually develop an approach to potential disposition and development of the site, to achieve mutually agreed-upon goals. This plan will reference the agreed-upon scope of development for the site, and will further identify the means by which the site might be developed, either by current ownership, or by way of the sale/lease to another entity.

4141 Katella Avenue

Currently the 1.32-acre site houses the Davita Center and is located at 4141 Katella Avenue. Current land use at the site is medical services. The City seeks to position this site for future in-line commercial/retail development, with the potential for a high-quality drive-thru restaurant use at the southeast corner of the site. The following implementation/action step(s) will be pursued by the City in connection with this specific site:

- The City will conduct an assessment of current land use regulations and development standards as they apply to the site and make recommendations for necessary amendments to facilitate the type and intensity of development for the site.



10862 Bloomfield Street

The City is in the very early stages of exploring the possibility of making this very well-located 9.275-acre site available for infill mixed-use or residential development. Should the site be made available for development, all park acreage lost would be replaced and enhanced at another location in the City. The City Council and staff are mindful of this very important community asset and will seek to obtain community input at critical junctures during this process. The following implementation/action step(s) will be pursued by the City in connection with this specific site:

- The City will form an ad-hoc stakeholder group that will meet on a regular basis to explore alternatives as they relate to the possible development of the park site and replacement of the park acreage at another location. The results of the ad-hoc committee's work will be presented to the City Council at a public forum.

Joint Forces Training Base

The City values its long-standing partnership with the command staff at the Joint Forces Training Base (JFTB-Los AI). The association between JFTB-Los AI and the City go hand-in-hand; as Southern California and the City of Los Alamitos have grown, the physical presence of the Base and its operations have been a hallmark of the history and story of the City.

Most importantly, the City seeks to expand the regular dialogue between the two entities. Existing partnerships, such as the joint-use agreement for City park space at Little Cottonwood Park and LAYB ballfields, and the use of JFTB-Los AI facilities for City and regional events have benefitted the local community in numerous ways. The City looks forward to exploring other partnership opportunities which can be of benefit to the City and to JFTB-Los AI operations. The following implementation/action step(s) will be pursued by the City in connection with this important community partnership:

- The City will take the lead to establish a regular schedule of meetings/consultations with command staff at JFTB-Los AI, to ensure that on-going communication and dialogue is in place, and to set the stage for enhancing partnership opportunities between the two entities.

5030 - 5090 Katella Avenue

Located at the southwest corner of Katella Avenue and Siboney Street, this 2.40-acre site is currently occupied by a mix of commercial and professional office uses. The site represents an important redevelopment opportunity given its adjacency to major commercial retail and restaurant uses on Katella Avenue in Los Alamitos and in the nearby City of Cypress. The City seeks to position this site for a potential new mixed use development. Consistent with this objective, the City will work to enhance dialogue with the property owner and/or representatives toward this end. The following implementation/action step(s) will be pursued by the City in connection with this specific site:

- The City will conduct an assessment of current land use regulations and development standards as they apply to the site and make recommendations for necessary amendments to facilitate the desired type and intensity of development for the site.

4411 KATELLA AVENUE

The City seeks to establish a regular and on-going dialogue with Arrowhead Products company representatives, to discuss options for business expansion, potential mixed use development, and infill residential development specifically at the northern portion of the site.



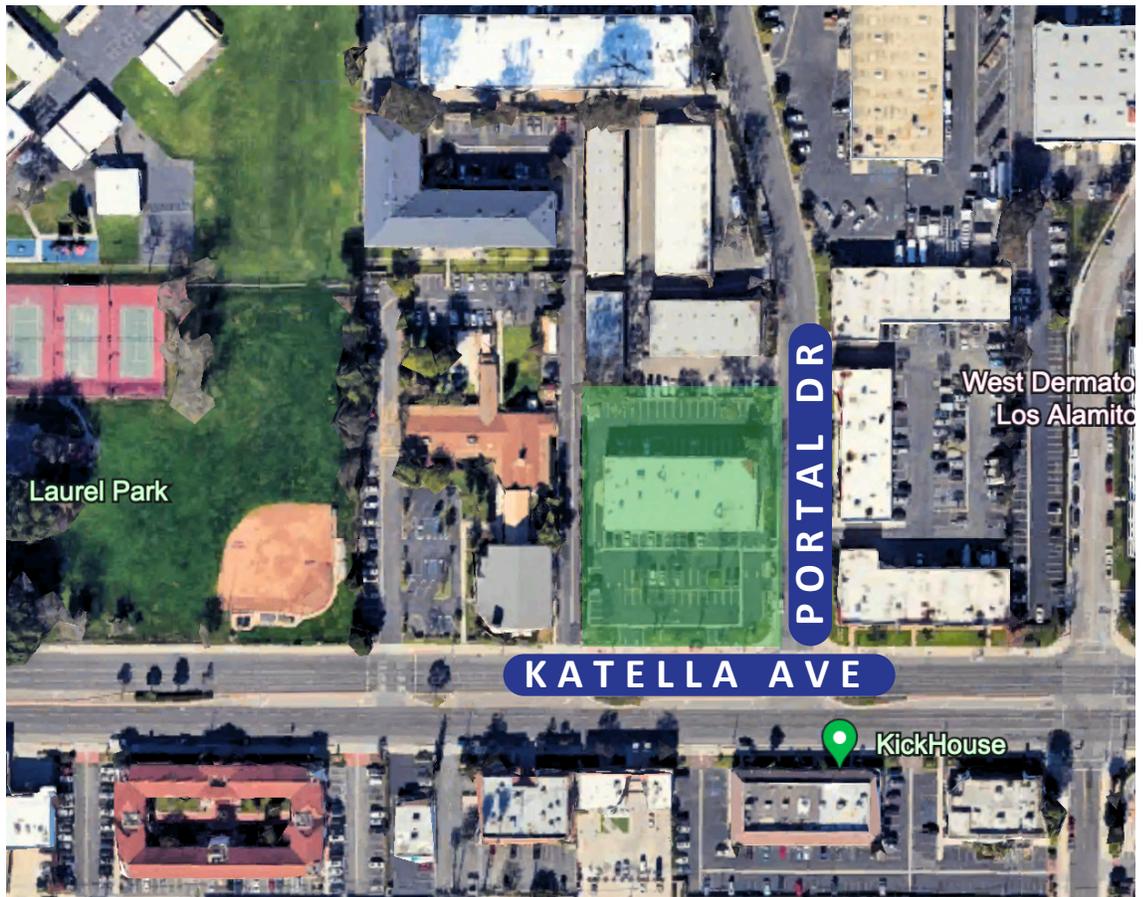
Area of potential future infill residential development.



4141 KATELLA AVENUE



The City seeks to position this site for future in-line commercial/retail development, with the potential for a high-quality drive-thru restaurant at the southeast corner of the site.





10862 BLOOMFIELD STREET



The City is in the very early stages of exploring the possibility of making this site available for infill mixed-use or residential development. Should the site be made available for future development, all park acreage lost would be replaced and enhanced at another location in the City.



JOINT FORCES TRAINING BASE



The City seeks to expand the regular dialogue between representatives of the two entities. Using the existing partnerships and joint-use agreements as a foundation, the City looks forward to exploring other partnership opportunities which can be of benefit both to the City and to Base operations.



5030 - 5090 KATELLA AVENUE



The City seeks to position this site for a potential new mixed-use development, should it be redeveloped at some point in the future.



ONGOING STRATEGIC PLAN MANAGEMENT



Los Alamitos City Council



2025-2030 STRATEGIC PLAN

City of Los Alamitos

PREPARED BY



JACOBGREENANDASSOCIATES.COM



CITY OF
Los Alamitos
California