



# WEHO 40

## STRATEGIC PLAN

OCTOBER 2024



**The City of West Hollywood recognizes the Gabrileño Tongva and Gabrileño Kizh as the first people of this ancestral and uncaded territory, and we acknowledge that the City is built upon and has benefited from their land stewardship over many generations. With respect to their elders, past and present, we recognize the Tongva/Kizh who are still here, and we commit ourselves to lifting up their stories and culture.**

The land that is today the City of West Hollywood was first inhabited by Native Americans who are known alternatively as the Gabrieleño Tongva and Gabrieleño Kizh.

The name Gabrieleño is not rooted in Indigenous culture; the Spanish gave the local Native American people the name Kichereños or Gabrieleño after they arrived in the eighteenth century. The moniker is derived from the Mission San Gabriel and was also used by anthropologists in the early twentieth century. Tongva has been used as a substitute for Gabrieleño, though the usage of this name is also disputed. It was introduced in the early twentieth century by an anthropologist interviewing a Native American woman and was based upon the name of the village in which she lived. The name was incorrectly interpreted as the name of her entire tribe.

The name advocated recently by many in the community as more accurate is Kizh (pronounced *keech*). It was what the native people in the Whittier Narrows area called themselves when the Spanish arrived in the eighteenth century and appears to be a reference to the houses in which they lived. They derived their identity from their associated villages and did not have a central, unifying tribal identity the way that the name Gabrieleño suggests.

The Tongva/Kizh lived in what is today the southern portion of Los Angeles County, northern portion of Orange County, and western portions of San Bernardino and Riverside counties. The region was known as Tovaangar and stretched from approximately from what is now Palos Verdes to San Bernardino, and between Saddleback Mountain and the San Fernando Valley. Scholars estimate that before 1770,

the Native American population in the area numbered approximately 5,000 people. They lived in about 100 villages, each of which was an independent entity that was interconnected to those surrounding it.

The largest Tongva/Kizh village in the Los Angeles basin was Yaanga (or Yanga), which was located in what is now downtown Los Angeles. The village of Koruuvanga (also spelled Kuruvungna, Kuruvanga, and Kuruvugna) was located in what is now West Los Angeles; it was the closest village to what is now West Hollywood. Koruuvanga was the site of a sacred spring that still flows to this day.



# From the City Manager



## Dear West Hollywood Community,

**It is my honor to present the City of West Hollywood's WeHo 40 Strategic Plan, a roadmap to our City's future over the next 15 years.** This document represents our collective vision for the future and will guide our decisions and inform our priorities for a vibrant and inclusive City. The plan outlines a strategy for the City and community to work together to address our most pressing challenges by building on our strengths and seizing new opportunities.

The development of the **WeHo 40 Strategic Plan** has been a rigorous and collaborative process, grounded in extensive research, analysis, and community engagement. It represents the combined efforts of our City Council, City Staff, Action Team, Core Coalition, and the thousands of community members who dedicated their time and provided feedback to inform the plan.

**WeHo 40** is designed as a living document that will undergo periodic review and adaptation to ensure it remains relevant and effective in meeting our diverse community needs. By monitoring progress toward the plan's goals, the City can be responsive to emerging trends and challenges, refine our approach, and evolve our strategies.

We are committed to ensuring **transparency, accountability, and engagement** with this strategic plan and will provide regular updates on progress toward achieving the plan's goals to both celebrate achievements and highlight areas where further attention is needed. Our intent is to inspire the community to remain engaged and confident in the City's efforts to deliver on our collective goals.

Thank you to everyone who played a role in creating our future. Together, we will work to bring this shared vision to life.

Sincerely,

**DAVID A. WILSON**  
City Manager





# CITY OF WEST HOLLYWOOD



**John M. Erickson**  
Mayor



**Chelsea Lee Byers**  
Vice Mayor



**John Heilman**  
Councilmember



**Lauren Meister**  
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**Sepi Shyne**  
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Arts Bridging the Gap  
City of West Hollywood Disability  
Advisory Board  
City of West Hollywood Russian-  
Speaking Advisory Board  
Coalition for Economic Survival  
Dubbs Coffee  
Dubbs Value Creation  
Fan Girl Cafe  
Foundation for The AIDS Monument  
Free WeHo Coalition  
Jewish Family Service LA  
June L. Mazer Lesbian Archives  
JVS WeHo Works  
Los Angeles LGBT Center  
Medicare Smart Experts  
RimoVision Group  
Russian Language Public Library  
The Last Prisoner Project  
The Lavender Effect  
The Phoenix  
Trans Latin@ Coalition  
West Hollywood Bicycle Coalition

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Ana Sheila Victorino, Organizer



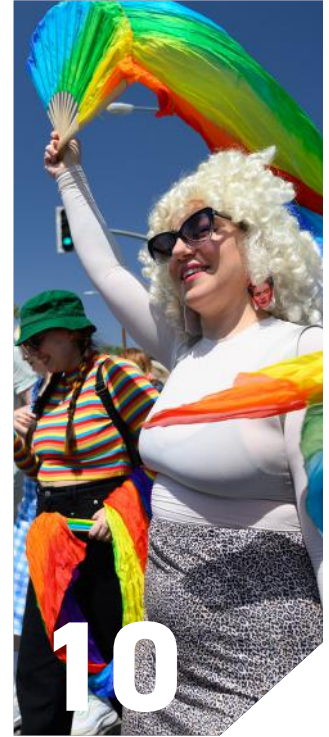
Richard Bernard, Partner  
Adam Sonenshein, Senior Vice  
President



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Letter from the Action Team

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# A Call to Action

## Dear West Hollywood Community,

**We write this as representatives of the WeHo 40 Action Team, a collective voice representing the diverse backgrounds and passions that make our city unique.**

Some of us are newer residents while some of us have called West Hollywood home since the early 1990s.

What we all share is our choice to call West Hollywood home, because it reflects our values, aspirations, and the type of vibrant community we want to continue to cultivate together. As dedicated neighbors, we care deeply about the future of our city and are committed to ensuring it reflects the ideals and desires of its residents, especially as the city and its residents evolve.

The project's community engagement process has been intentionally designed to engage community members in different and informal ways. We moved away from more traditional meetings that can be inaccessible and intimidating to many community members. We worked hard to create spaces that are approachable and welcoming, where community members feel invited to share their perspectives on a variety of themes as the development of the Strategic Plan moved forward.

We hope to help shape a city that is not only welcoming and inclusive but also a thriving community of opportunity for people of all ages, abilities, identities, and means. This strategic plan has the power to transform our shared vision into reality but it requires that residents get involved, stay engaged, propose new ways of partnership, and hold the city accountable. Through our participation, we've seen the impact that community members can have through civic engagement and we want you to know that in this city, your voice matters and every individual has the potential to have an impact.

The publication of this plan is just the beginning, and we invite you to keep an open mind, be patient, and most importantly, engage in the process to help ensure that initiatives come to fruition and truly reflect the community's needs.

Let's seize this opportunity to build the West Hollywood we all want to see!

With hope and excitement,

**THE WEHO 40 ACTION TEAM**



**SHARON  
CARZ**



**CHIEDU  
EGBUNIWE**



**LENNIN  
KURI**



**KAITLIN  
MCCAFFERTY**



**STEPHEN  
POST**



# JOIN US!

Here are three ways to get involved and support the implementation of WeHo 40 initiatives.

1

## COMMUNITY CHECK-INS

The City will host events to discuss the plan's status and keep community members informed about how the plan is influencing the city's decision-making, ensuring that challenges, opportunities, and objectives remain current with the evolving issues in West Hollywood

2

## ACCOUNTABILITY AND FEEDBACK MECHANISMS

The City will establish a process to gather and incorporate community feedback into decision-making. To ensure accountability, meetings will be held to update community members and gather input. Partnering with nonprofits and other organizations, such as those in the Core Coalition, can help foster inclusion for all.

3

## ONLINE ENGAGEMENT & TRANSPARENCY


In addition to in-person activities, community members can track and comment on the plan's progress through online dashboards. These platforms enable community members to track progress through data visualizations that measure progress towards goals, strategies, and actions.

# EXECUTIVE SUMMARY



Aquatics Spring Fest at the Aquatic and Recreation Center, 2024. (Image: John Viscott, City of West Hollywood)





**What do you want  
West Hollywood to be like  
in 2040?** This was the central  
question posed to thousands of  
community members.

WeHo 40 is the answer.

## WHAT IS WEHO 40?

WeHo 40 is West Hollywood’s community-driven roadmap to the year 2040, developed through an intensive community engagement co-authorship process that involved thousands of individuals.

The WeHo 40 Strategic Plan offers a cohesive, community-driven vision for the West Hollywood of 2040. It reflects feedback from thousands of community members, City staff, and other stakeholders, setting clear priorities and a plan of action for the next 15 years. Rooted in 40 years of municipal history – and looking ahead toward 2040 – the WeHo 40 planning process engaged community members, City leaders and staff, and other stakeholders in identifying key issues and priorities that served as the basis for this plan.

The need for this strategic plan arises from a desire to proactively shape our City’s future. This plan establishes a set of strategic focus areas and goals that reflects the needs and aspirations of the community and identifies concrete steps the City can take to support those goals, either by building upon existing

initiatives and services or, where there are gaps, studying and pursuing new actions or approaches.

The strategy also serves as a framework for decision-making and allocation of City resources to respond to the challenges that matter most to constituents and to support the initiatives that have the greatest potential to improve the quality of life and well-being of all community members across the City.

WeHo 40’s strategies are organized into six distinct **focus areas**, each with an aspirational **goal** representing the priorities expressed by community members. **Objectives** break down each goal into component milestones or intermediate outcomes. **Actions** are specific steps the City must take to advance the objectives.

6

FOCUS AREAS &  
GOALS

24

OBJECTIVES

150+

ACTIONS

# IN 2040, WEST HOLLYWOOD WILL HAVE...

## FOCUS AREAS

### 01 COMMUNITY SAFETY & WELL-BEING

### 02 ATTAINABLE HOUSING

### 03 ECONOMIC DEVELOPMENT

### 04 TRANSPARENCY & ENGAGEMENT

### 05 COMMUNITY CONNECTION

### 06 CLIMATE ACTION & SUSTAINABILITY

## GOALS

EQUITABLE PUBLIC SAFETY AND HUMAN SERVICES INITIATIVES THAT ENABLE ALL COMMUNITY MEMBERS TO THRIVE

HOUSING OPPORTUNITIES FOR PEOPLE OF WIDE-RANGING INCOME LEVELS AND BACKGROUNDS

JUST AND INCLUSIVE ECONOMIC OPPORTUNITIES THAT ALLOW EVERYONE TO PROSPER

A CONSTITUENCY THAT FEELS EMPOWERED AND WELCOME TO PARTICIPATE IN LOCAL GOVERNANCE AND CIVIC LIFE

STRONG SOCIAL BONDS AND CONNECTIONS WITHIN THE COMMUNITY

ADAPTATIONS TO THE IMPACTS OF CLIMATE CHANGE THAT IMPROVE EQUITY AND QUALITY OF LIFE



## A COMMUNITY-DRIVEN APPROACH



**WeHo 40 was developed as a community-driven strategic plan, helping to ensure that its overarching vision and aspirations are broadly representative of the community's priorities and needs.** Over the course of 11 months, the WeHo 40 project team collected feedback from more than 6,000 community members and stakeholders using a range of tools and formats, like statistically-valid citywide resident surveys, targeted community focus groups, and over a dozen meetings and events where the WeHo 40 project team met with community members, nonprofit organizations, and business leaders to record their feedback and engage in conversation.

This approach was designed to reach a wide range of community members, capturing both personal stories and quantitative data on lived experiences, aspirations, and needs. Across all of these activities, the project team endeavored to lower barriers to engaging with local government, create a positive and welcoming environment, and most importantly, meet community members where they are.

# 6,000+

### TOTAL COMMUNITY MEMBERS REACHED

Through more than a dozen community workshops, events, and meetings; targeted focus groups; and statistically valid surveys



# 1,000+

### CITYWIDE SURVEY RESPONSES

collected over the phone and online during two separate survey periods, each with a statistically-valid, representative sample of West Hollywood residents



## ENGAGEMENT PRINCIPLES

West Hollywood community members were invited to be co-authors of the plan by helping to shape priorities and offering feedback at key milestones. The WeHo 40 project team approached all of these engagements with a common set of principles that were critical to the success of the process:

- **Organizing with nonprofits to center their constituents' needs and lived experiences**
- **Creating intimate and thoughtful discussions**
- **Listening actively and without judgment to ensure community members feel safe and heard**
- **Meeting people where they are, both physically (location) and emotionally**
- **Celebrating West Hollywood with joy and healing to ensure the process was uplifting**

## CONSULTANT TEAM

The City partnered with a multi-disciplinary consultant team to develop and execute this process. This team included:

- **Gensler**, a global design, strategy, and planning firm, whose Los Angeles-based team led overall strategy development, including community and stakeholder engagement;
- **Designing in Color**, an award-winning collective of architects and designers of culture, who led diversity, equity, and inclusion advisory, community organizing, and production of community events; and
- **FM3 Research**, a California-based public opinion research firm, who led focus groups and statistically-valid surveys in which data was collected from a representative sample of West Hollywood residents.



**WEHO 40**  
CREATING THE FUTURE

THE WEHO 40 LOGO REINTERPRETS THE MULTI-SQUARE GEOMETRY IN THE CITY OF WEST HOLLYWOOD LOGO TO CONVEY A SENSE OF MOVEMENT AND OPTIMISM



# GOALS & OBJECTIVES SUMMARY

## FOCUS AREAS

### 01 COMMUNITY SAFETY & WELL-BEING

## GOALS & OBJECTIVES IN 2040, WEST HOLLYWOOD WILL HAVE...

### EQUITABLE PUBLIC SAFETY AND HUMAN SERVICES INITIATIVES THAT ENABLE ALL COMMUNITY MEMBERS TO THRIVE

- 1.1** Develop neighborhood-specific approaches to addressing public safety and security concerns.
- 1.2** Shift the conversation on housing insecurity and homelessness to foster productive dialogues that identify collaborative, actionable, and community-oriented solutions.
- 1.3** Expand the reach, impact, and awareness of West Hollywood's comprehensive health and human services offerings.
- 1.4** Improve the experience and safety of streets and sidewalks for users, including pedestrians and people with disabilities.

### 02 ATTAINABLE HOUSING

### HOUSING OPPORTUNITIES FOR PEOPLE OF WIDE-RANGING INCOME LEVELS AND BACKGROUNDS

- 2.1** Substantially increase West Hollywood's supply of housing with an emphasis on affordable housing.
- 2.2** Protect residents from being pushed out by rising housing costs, focusing on community members who are older, low-income, or otherwise vulnerable.
- 2.3** Establish replicable approaches to expanding housing and supportive service opportunities at a regional level in partnership with neighboring jurisdictions, nonprofits, and other organizations.

### 03 ECONOMIC DEVELOPMENT

### JUST AND INCLUSIVE ECONOMIC OPPORTUNITIES THAT ALLOW EVERYONE TO PROSPER

- 3.1** Develop and implement an economic development framework that enhances existing economic strengths while leveraging emerging opportunities.
- 3.2** Reinvigorate and diversify the City's daytime economy.
- 3.3** Nurture and support local businesses owned by LGBTQ+, BIPOC, women, and other underrepresented community members.
- 3.4** Recognize and support legacy businesses for their value as cultural and community-building resources.
- 3.5** Support a more inclusive LGBTQ+ culture and nightlife in West Hollywood that is welcoming to underrepresented and intersectional LGBTQ+ identities.
- 3.6** Advocate for the expansion of transit options that can strengthen West Hollywood's connectivity to the broader region.



## FOCUS AREAS

**04**

### **TRANSPARENCY & ENGAGEMENT**

## GOALS & OBJECTIVES

IN 2040, WEST HOLLYWOOD WILL HAVE...

### **A CONSTITUENCY THAT FEELS EMPOWERED AND WELCOME TO PARTICIPATE IN LOCAL GOVERNANCE AND CIVIC LIFE**

- 4.1** Extend resident participation and foster meaningful engagement in local governance and decision-making.
- 4.2** Combat misinformation and foster productive community dialogue through proactive, accessible messaging.
- 4.3** Unify and connect the City's digital databases and tools to enhance and support data transparency, data-driven decision-making, and a streamlined user experience for community members.

**05**

### **COMMUNITY CONNECTION**

### **STRONG SOCIAL BONDS AND CONNECTIONS WITHIN THE COMMUNITY**

- 5.1** Protect, promote, and support inclusive community gathering spaces and programs.
- 5.2** Promote community connection through arts & culture programming and other community events.
- 5.3** Support creative uses of public space for community gatherings and events.
- 5.4** Promote historic and cultural resources preservation to enhance social cohesion and neighborhood resilience.

**06**


### **CLIMATE ACTION & SUSTAINABILITY**

### **ADAPTATIONS TO THE IMPACTS OF CLIMATE CHANGE THAT IMPROVE EQUITY AND QUALITY OF LIFE**

- 6.1** Advance WeHo Climate Action Plan goals, including reaching citywide carbon neutrality by 2035.
- 6.2** Bolster the resilience of City operations by considering climate resilience goals in policy decisions.
- 6.3** Ensure that all West Hollywood residents are adequately prepared for future impacts of climate change regardless of race, socioeconomic status, or other characteristics.
- 6.4** Improve and expand the City's ecosystems-based methods of mitigating the effects of climate change.

# Introducing WeHo 40





WeHo 40 is the culmination of a community engagement and co-authorship process that involved thousands of community members, elected and appointed officials, and City staff.



## CO-AUTHORED WITH THE COMMUNITY

WeHo 40 was informed and enriched by the lived experiences, priorities, and aspirations of over 6,000 West Hollywood community members.

**The City of West Hollywood approached WeHo 40 with an overarching goal: to make a community-driven plan that is broadly representative of the community in all of its diversity and richness.**

The City engaged a multi-disciplinary team of experts to collaboratively craft and execute this inclusive planning process, which kicked off in February 2024. Over the course of 11 months, the project team collected feedback from more than 6,000 community members and stakeholders using a range of tools, including statistically-valid citywide resident surveys, community focus groups, and over a dozen meetings with community members, nonprofit organizations, and business leaders. Together, these activities offered a broad view of the community and its aspirations for the future.

### ENGAGEMENT PRINCIPLES

West Hollywood community members were invited to be substantive co-authors of the plan by helping to shape priorities and offering feedback at key milestones. The WeHo 40 project team approached all of these engagements with a common set of principles that were critical to the success of the process:

- **Organizing with nonprofits to center their constituents' needs and lived experiences**
- **Creating intimate and thoughtful discussions**
- **Listening actively and without judgment to ensure participants feel safe and heard**
- **Meeting people where they are, both physically (location) and emotionally**
- **Celebrating West Hollywood with joy and healing to ensure the process was uplifting**

### LENS OF SOCIAL JUSTICE

Before engaging with the community, the WeHo 40 project team completed an internal series of training workshops titled *Designing with Action (DWA)*. This critical context was then used to inform the refinement of the WeHo 40 project team's community engagement plan.

DWA is a racialized space training program focused on dismantling racism, bigotry, and gender/sex-based bias inherent in built environments and communities. This collaborative learning process allows individuals from all backgrounds to educate one another on neighborhood cultural assets and their significance.

These workshops enabled the project team to establish a shared understanding of West Hollywood through the lens of social justice as it applies to its places, its people, and its history.



# MEET THE CO-AUTHORS

## COMMUNITY MEMBERS

Community members were central to this process. All West Hollywood community members, including those who live, work, and play in the City voiced their needs, priorities, and aspirations to drive plan development.



## COMMUNITY ORGANIZATIONS

Local nonprofit organizations participated, provided programming for planning workshops, and helped communicate feedback opportunities to the communities they serve.



## BUSINESS COMMUNITY

Local businesses owners and entrepreneurs were invited to small group conversations with the project team and City staff.

## CITY COMMITTEE & STAFF

City staff attended intensive work sessions to review community input and to guide the development of strategies.

## ACTION TEAM

The Action Team included five West Hollywood community members who supported the community-centered approach. Their main responsibility was to grow the project's visibility within the community and co-lead community conversations at community events.



## CORE COALITION

The Core Coalition comprised community-based organizations and individuals who volunteered their insights through guided discussions. They also supported engagement events by promoting events to their respective networks, helping to broaden community attendance.



## CITY COUNCIL

City Council members provided input during initial listening sessions and also participated in community workshops, engaging in lively in-person discussion with event attendees.



## CONSULTANT TEAM

### Gensler

**Gensler** is a global design, strategy, and planning firm. Their locally-based team of strategy and community engagement professionals led the engagement and co-authorship process, leveraging their deep experience collaborating with public agencies on comprehensive long-range planning efforts such as WeHo 40.



**Designing in Color** is an award-winning collective of architects and designers of culture dedicated to building resilient and just communities. They provided diversity, equity, and inclusion advisory services and also led community organizing and production of community events.



**FM3 Research** is a California-based public opinion research firm. They complemented the team's other efforts with community focus groups and surveys, providing critical data-driven insights on community sentiments.

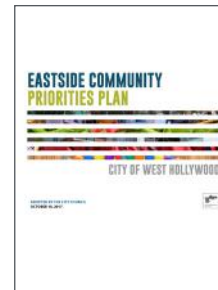
## WEHO 40 FOUNDATIONAL PLANS



Vision 2020 Strategic Plan (2003)



WeHo Arts: The Plan (2017)



Eastside Community Priorities Plan (2017)



Community Study (2019)

As a comprehensive, citywide strategic plan, WeHo 40 is not intended to replace or supersede the City's existing plans. Instead, it serves as a bridge, connecting the City's past efforts and ongoing initiatives with a renewed, community-driven vision for the future.

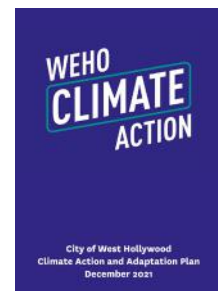
By doing so, WeHo 40 maps out a unified approach that champions the City's ongoing initiatives while offering newly proposed actions that were developed as part of the plan development process. The project team used several key documents (right) for both understanding existing conditions and as a starting point for the determining key issues, priorities, and eventually, potential strategies. Each objective in this plan is accompanied by a list of the plans and initiatives that helped to inform it.



Demographics Study (2019)



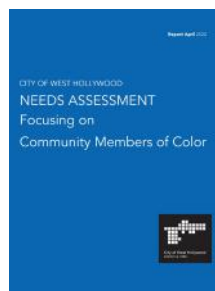
Citywide Traffic and Mobility Study (2019)



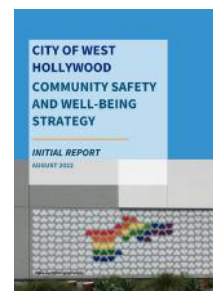
Climate Action and Adaptation Plan (2021)



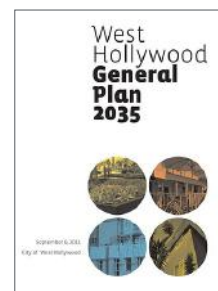
Aging in Place Initiative (2022)



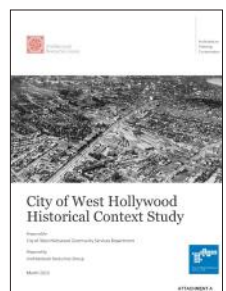
Needs Assessment Report (2022)



Community Safety and Well-Being Strategy (2022)



West Hollywood General Plan 2035 - Housing Element Update (2023)



Historical Context Study (2023)

**THE CITY OF WEST HOLLYWOOD'S EXISTING PLANS AND INITIATIVES PROVIDED A STRONG FOUNDATION FOR WEHO 40**

## A LOOK BACK AT VISION 2020

In 2003 the City of West Hollywood completed *Vision 2020*, the City's second strategic plan and the immediate predecessor to *WeHo 40*. Key outputs of that plan include five primary strategic goals as well as a renewed mission statement and set of core values, which served as guiding principles for this plan.

### MISSION STATEMENT

*As a premier city, we are proactive in responding to the unique needs of our diverse community, creative in finding solutions to managing our urban environment, and dedicated to preserving and enhancing its well-being. We strive for quality in all our actions, setting the highest goals and standards.*

### GOALS & INITIATIVES

Vision 2020 included five primary goals, abridged versions of which are listed below. These goals were accompanied by over a dozen ongoing strategic initiatives on issues ranging from transportation infrastructure to disability access.

1. **URBAN BALANCE & NEIGHBORHOOD LIVABILITY**
2. **AFFORDABLE HOUSING**
3. **PARKING OPPORTUNITIES**
4. **FISCAL SUSTAINABILITY**
5. **PARKS EXPANSION AND LIBRARY COMPLETION**

### CORE VALUES

The City's core values, below, were carried forward as guiding principles for this plan. They served as starting points for discussion in the early stages of the process, and later on, the project team tested goals and objectives to ensure alignment with the core values, which was a critical step in the strategy refinement process.



#### RESPECT AND SUPPORT FOR PEOPLE

We recognize and celebrate the diversity of our community by treating all individuals with respect for their personal dignity and providing a wide array of specialized services. We promote mutual respect, courtesy, and thoughtfulness in all interactions.



#### RESPONSIVENESS TO THE PUBLIC

We hold ourselves accountable to the members of our community and are committed to actively seeking public participation. We promote a public process whereby we can respond to the community's needs while balancing competing interests and diverse opinions.



#### IDEALISM, CREATIVITY AND INNOVATION

We value our artistic richness and support idealism and creativity. We are dedicated to consistently finding innovative and better solutions to provide the best public service possible.



#### QUALITY OF RESIDENTIAL LIFE

We maintain a balanced sense of community by protecting quality of life, conserving our historic neighborhoods, safeguarding housing affordability, and proactively governing growth with care and thought.



#### PROMOTE ECONOMIC DEVELOPMENT

We recognize that economic development is essential to maintaining quality of life for the total community. We support an environment where our diverse and eclectic businesses can flourish, and seek mutually beneficial relationships with the business community.



#### PUBLIC SAFETY

We protect the personal safety of our constituents and safeguard the community from the threats of natural, technological and other man-made hazards. Through preparation and planning, we minimize the effects of these disasters.



#### RESPONSIBILITY FOR THE ENVIRONMENT

We make it our responsibility to protect and improve our natural and built environments, pursuing opportunities to preserve and create open and green space in our urban setting. We initiate partnerships with other cities and agencies to address regional and global environmental challenges.



## HOW THE COMMUNITY SHAPED THIS PLAN



**The WeHo 40 project team used a variety of accessible formats to lower the barriers to entry for engaging with local government and, most importantly, meet people where they are.**

This approach was designed to reach a wide range of community members, capturing both personal stories and quantitative data on lived experiences, aspirations, and needs. Engagement activities were targeted at three main categories: Public Engagement, Community Organizing, and City Leaders and Staff Engagement.

### COMMUNITY ENGAGEMENT

#### Project Website

The City's engagement website ([engage.weho.org](https://engage.weho.org)) was used for the duration of the WeHo 40 project, which included basic project information, announcements on upcoming outreach events, and an interactive map that allowed community members to highlight their favorite parts of the City.

#### Citywide Surveys (2)

In February 2024, FM3 collected survey responses from more than 500 City residents in English, Spanish, and Russian. This baseline survey was used to gauge the public's priorities, concerns, sentiments regarding City services, and visions for the future. In August 2024, a second survey was conducted, which included over 450 resident responses; this second survey was used to validate the plan's goals and objectives.

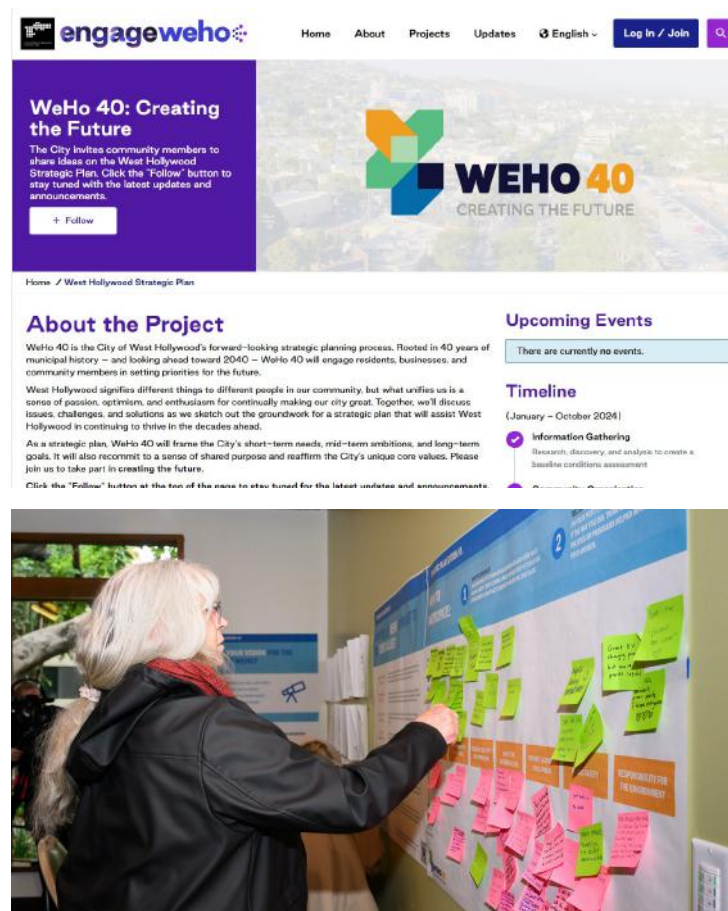
#### Citywide Focus Groups (4)

Four focus groups with City residents were conducted to inform the priorities and focus of the Strategic Plan. To help understand the differences in resident opinions across the City, FM3 conducted three sessions with participants divided by geography: one each with residents who live on the Eastside of the City (east of Fairfax), the City Center (between La Cienega and Fairfax) and the Westside (west of La Cienega). Additionally, a fourth session was held with residents who identify as LGBTQ+.

#### Community Workshops (4)

Citywide marketed events with interactive feedback workshops were hosted to guide plan development throughout the spring and summer of 2024. Programming at these events included nonprofit organizations, food, music, and family activities. Activities were tailored to attract diverse communities, reflect the City's unique





culture, and create a celebratory and positive environment. Events were held at Kings Road Park, Plummer Park, and West Hollywood Park. In addition to in-person events, one virtual meeting was held for those unable to attend in-person.

#### Community Pop-Ups at Existing Events (4)

To leverage large community audiences at existing events, the planning team participated in four pop-up events with interactive planning boards, branded project giveaways, and family-friendly programming such as a photo booth. Events that the team participated in include the Aquatics Spring Festival at West Hollywood Park, the Mishka Festival at Plummer Park, and the WeHo Pride Street Fair.

### COMMUNITY ORGANIZING

#### Action Team Focus Groups (4)

The Action Team met with the project team to support planning of community outreach activities, review findings from the community outreach activities, and provide feedback on strategic priorities.

#### Core Coalition Meetings (4)

The Core Coalition met with the project team throughout the project to ensure that diverse community needs were reflected in the Strategic Plan.

### CITY LEADERS AND STAFF

#### Listening Sessions (8)

Eight listening sessions were conducted (six with City leaders and staff and two with community members, advisory board members, and community organizations) to understand goals for the strategic plan and to identify preliminary themes and issues for further discussion with community members.

#### City Committee Workshops (3)

At three points in the planning process, representatives from each City department gathered in half-day workshops to collaborate, iterate, and draft key components of the plan, ensuring that the recommendations were responsive to community needs and aligned with long-term City goals and ongoing planning efforts.

#### All-Staff Meetings (2)

The team held two hybrid all-staff meetings to both share community findings and evaluate the draft Strategic Plan. Feedback from City staff was crucial to connect ideation with implementation.

#### City Council Presentation (1)

The plan was presented to City Council for final approval.

# PROJECT TIMELINE

The WeHo 40 strategic planning process was conducted over four phases, which consisted of meetings, workshops, and events to gather insights, test ideas, and co-author the strategic plan. Community members, City leadership and staff, and other community partners were engaged in every phase to ensure that the final plan was reflective of community needs and aspirations.

OCTOBER 2023 - FEBRUARY 2024

## I: Discovery and Existing Conditions

Researched existing conditions, community context, and planned a robust outreach campaign and activities.

FEBRUARY - MAY 2024

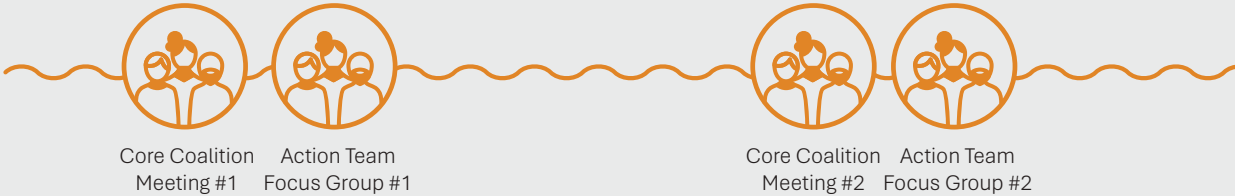
## II: Community Outreach and Co-Authorship

Engaged with community members, City leaders, staff, and partners. Utilized quantitative data sources to understand the City's current state and desires for the future. Developed insights to inform future phases.

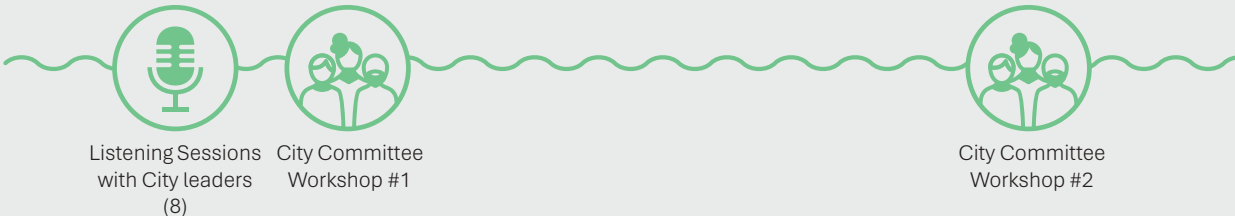
COMMUNITY  
ENGAGEMENT  
Residents,  
business owners,  
workforce, and  
visitors



COMMUNITY  
ORGANIZING  
Action Team and  
Core Coalition



CITY LEADERS  
& STAFF  
City Committee  
and staff



MAY - JULY 2024

### III: Plan Development

Used insights learned in previous phases to develop, workshop and iterate around strategic plan recommendations.

JULY - OCTOBER 2024

### IV: Plan Finalization

Documented final Strategic Plan for implementation.



Community Pop-Up #2  
Mishka Festival



Community Pop-Up #3 and #4  
WeHo Pride



Community Workshop #3



Community Workshop #4



Community Survey #2



Core Coalition Meeting #3



Action Team Focus Group #3



Core Coalition Meeting #4



Action Team Focus Group #4



City All-Staff Meeting #1



City Committee Workshop #3



City All-Staff Meeting #2











# WHO WE HEARD FROM

6,000+

## TOTAL COMMUNITY MEMBERS REACHED

through various in-person workshops and events, targeted focus groups, statistically-valid citywide resident surveys, and virtual meetings



4

## FOCUS GROUPS

with three geographically-based (grouping residents from the eastside, city center, and westside) and a fourth focusing on LGBTQ+ residents

“

*In 2040, West Hollywood will be a place where people will feel safe bicycling on the streets and using many alternative forms of transportation to get around.*

— Community Meeting Participant



1,000+

## SURVEY RESPONSES

captured during over the phone and online during two separate survey periods

8

## COMMUNITY WORKSHOPS & POP-UP EVENTS

at Kings Road Park, Plummer Park, and West Hollywood Park as well as other existing community events, including Aquatics Spring Fest, Mishka Festival, and the WeHo Pride Street Fair

# 3

## CITY COMMITTEE WORKSHOPS

with City Department Directors and other senior staff focused on interpreting community feedback, setting workable goals and objectives, and translating into specific City-led actions

# 2

## ALL-STAFF MEETINGS

open to all City employees to provide updates on project progress and collect feedback on plan priorities and City-led



*WeHo, with its combination of entertainment, nightlife, restaurants, and infrastructure, makes it the kind of place where we can grow and adapt to a growing population and rising demand.*

— Community Meeting Participant

# 8

## LISTENING SESSIONS

conducted with both City and community representatives during the initial phase

# 8

## ACTION TEAM & CORE COALITION MEETINGS

to coordinate community organizing efforts with broader community outreach to guide plan development





# WeHo: Past, Present, and Future





WeHo 40 comes at an **inflection point** in the City's history — a period marked by significant shifts in West Hollywood's **economic, social, and environmental context.**

## PAST

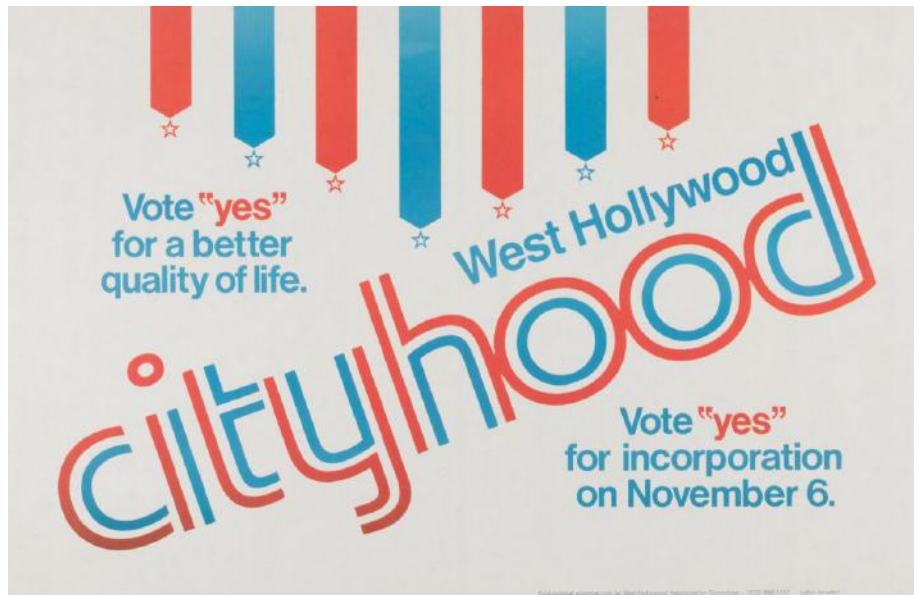
### WEHO'S FOUNDING LEGACY

The incorporation of the City of West Hollywood in 1984 was revolutionary, spearheaded by a diverse coalition of LGBTQ+ activists, older adults, immigrants, and renters.

**Upon incorporation in 1984, West Hollywood constituents elected what was the first majority gay governing body, and became known for championing progressive causes and LGBTQ+ culture.**

Since then the City has become a leading voice on a broad range of causes, such as LGBTQ+, women's, civil, and human rights; HIV/AIDS advocacy; affordable housing; animal rights; and environmental protection.

Cityhood enabled the founding coalition to take action on needs that were left unmet as a small, unincorporated slice of Los Angeles County. The goals outlined in this plan continue this legacy of equity and social justice advocacy, enriched by contemporary sentiments from the LGBTQ+, Russian-speaking immigrant, senior, and renter communities as well as the many other groups that proudly call West Hollywood home today.



Ad promoting West Hollywood incorporation ballot measure, 1984.  
(Image: University of Southern California Digital Library)



West Hollywood becomes its own city, 1984 (Image: Los Angeles Public Library Digital Image Collection, Mike Sergieff)



Gay Pride Parade on Santa Monica Boulevard, 1984. (Image: City of West Hollywood, Josh Barash.)



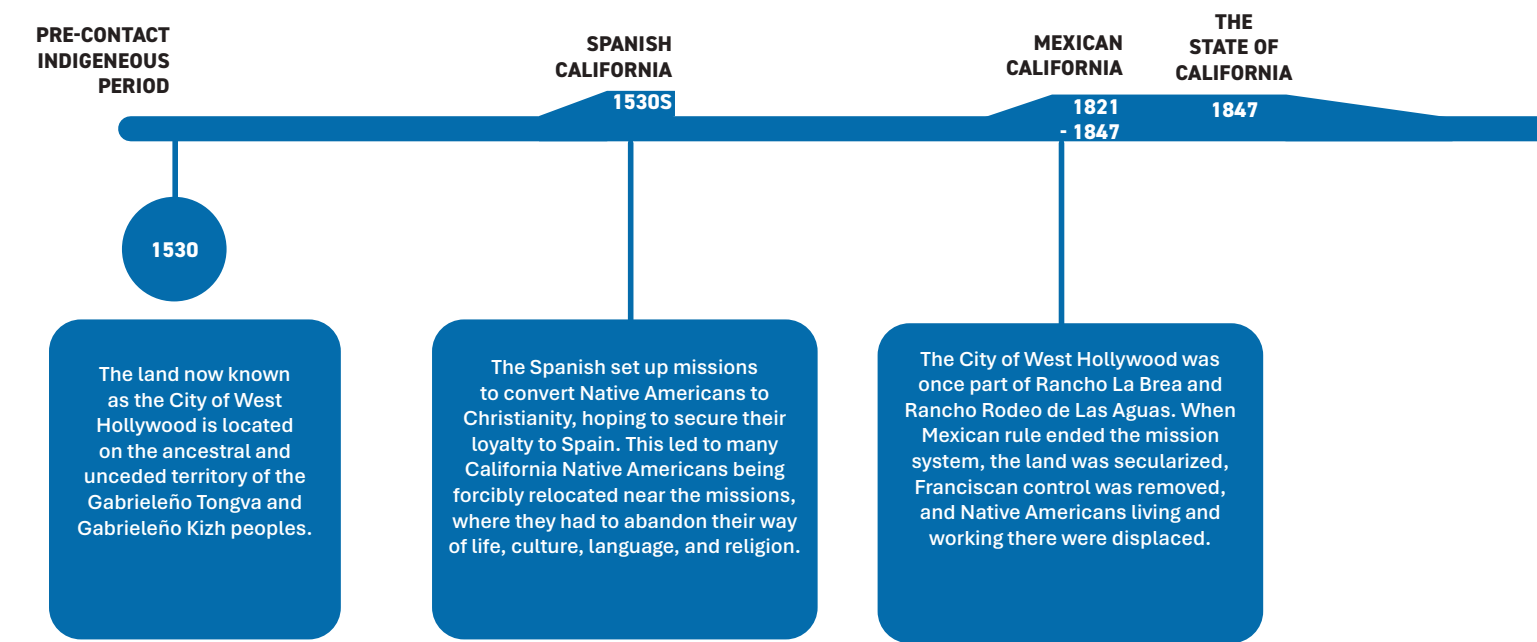
PAST  
UNDERSTANDING THE CITY  
THROUGH ITS SOCIAL MOVEMENTS

Recognizing and understanding the past is essential to fully grasp the social and cultural dynamics shaping the present. In West Hollywood, there is a rich history of progressive policies and activism, particularly around gay liberation and renters’ rights, among other causes. While celebrating the city’s successes and ongoing evolution, it’s equally important to acknowledge the discrimination and marginalization

that has occurred. Doing so helps us better understand the power dynamics and privilege that exist in our community today and how to look to our collective future together.

Using the City of West Hollywood Historical Context Study as a guide, this visual timeline traces the history of West Hollywood from pre-contact Indigenous times to the present day.

In 2023, City Council published the Historical Context Study to examine the city’s Indigenous history, demographic shifts, and patterns of racial and cultural discrimination. The study, which spans from the nineteenth century to the present, is part of the city’s efforts to confront historic discrimination and promote equity in West Hollywood.





**THE  
TOWN OF  
SHERMAN  
1920-1924**

In 1895, Moses Sherman established a five-acre railyard at Santa Monica and San Vicente Boulevards, naming the area "Sherman." The following year, E.H. White subdivided nearby land for workers, including a small Mexican laborer community, which was disparaged as "tenements."

By 1912, Sherman was known as the 'Queen of the Foothills.' By 1926, the Mexican community's buildings were demolished, but a street named El Tovar Place hints at a lingering Latino presence. As Sherman thrived and the film industry grew, stars like William Hart and Alla Nazimova, known for LGBTQ+ gatherings, moved in, reflecting the area's acceptance of LGBTQ+ individuals.

**1925**

**WEST  
HOLLYWOOD**

In 1925, Sherman changes its name to West Hollywood.

In the 1920s, Prohibition-era liquor laws were used to justify raids and arrests for "immoral" behavior, including homosexuality, leading some bars to relocate to West Hollywood, where police enforcement was less stringent.

PAST  
UNDERSTANDING THE CITY  
THROUGH ITS SOCIAL MOVEMENTS

DISCRIMINATION WITHIN LGBTQ+ NEIGHBORHOODS

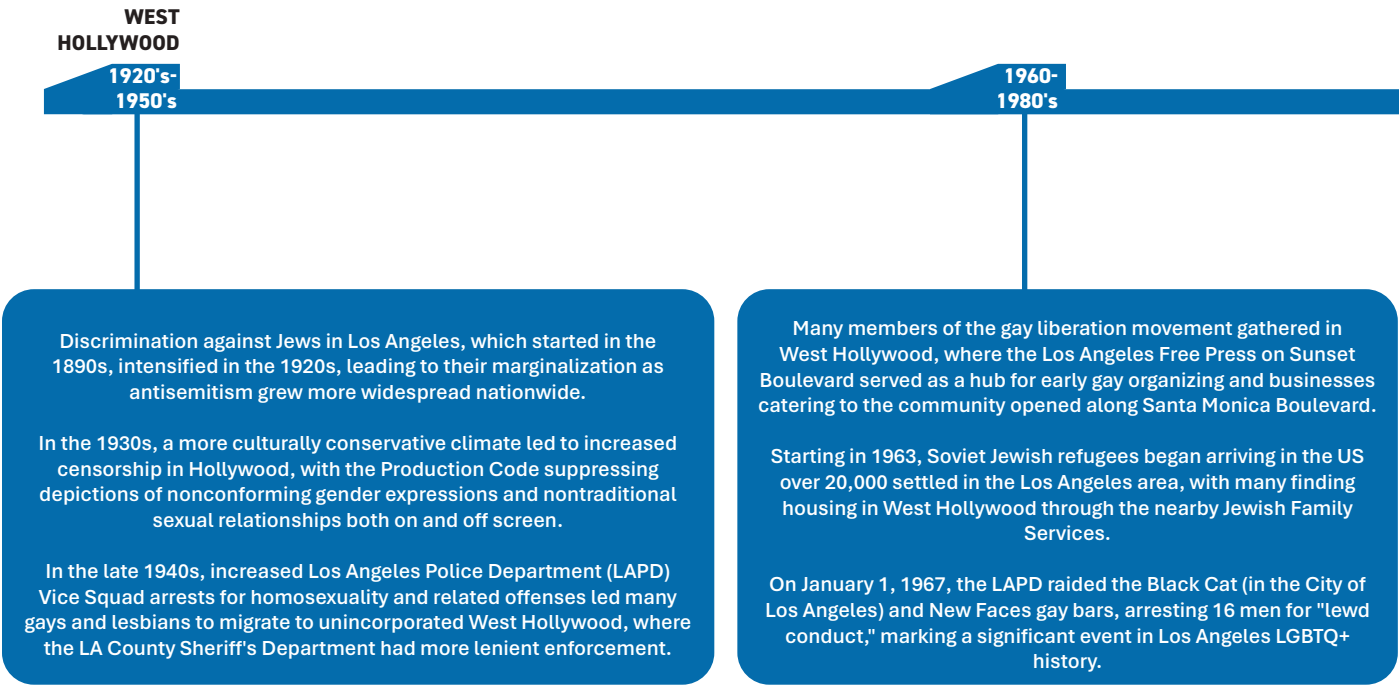
Although West Hollywood became a prominent center for the LGBTQ+ community, it remained a community that is more culturally than racially diverse with a majority-white residential population. This reflects broader patterns of race and exclusion in LGBTQ+ neighborhoods throughout the nation.

Theodore Greene’s research highlights how many of these neighborhoods thrived by systematically limiting the

inclusion of LGBTQ+ people of color, who faced not only discrimination based on their sexual identity but also due to their race or ethnicity. This exclusion often took the form of practices like selective dress codes and arbitrary rules in LGBTQ+ bars, which were used to control who could participate in these spaces.

As Lynn Heidelberg noted in the 1980s, such discriminatory practices were common across the country and

contributed to the overwhelmingly segregated nature of LGBTQ+ enclaves. These dynamics reveal how race and privilege shaped the development of LGBTQ+ spaces, often to the detriment of more diverse communities.







**THE CITY  
OF WEST  
HOLLYWOOD**  
1984

As the LGBTQ+ community grew more visible in West Hollywood, existing residents' concerns about neighborhood decline led to discrimination against LGBTQ+ individuals in the housing market.

Starting in the late 1970s, concerns over the expiration of a rent control law in 1985 spurred a push for incorporation in West Hollywood, driven largely by renters' rights advocates with the issue of gay political influence remaining central to the debate.

In 1984, residents voted to formally incorporate and West Hollywood became a general law city. The West Hollywood City Council was the first US city government with a majority of openly gay councilmembers.

2024

In 2024, the City of West Hollywood continues to set new standards for other municipalities, not only as a leader in many critical social movements — including HIV and AIDS advocacy; affordable and inclusionary housing; LGBT rights, civil rights, and human rights; women's rights; protection of our environment; and animal rights — but also in fiscal responsibility; city planning; infrastructure; social services programs; wellness and recreation programs; senior services and aging-in-place programs; public and community arts; community engagement.

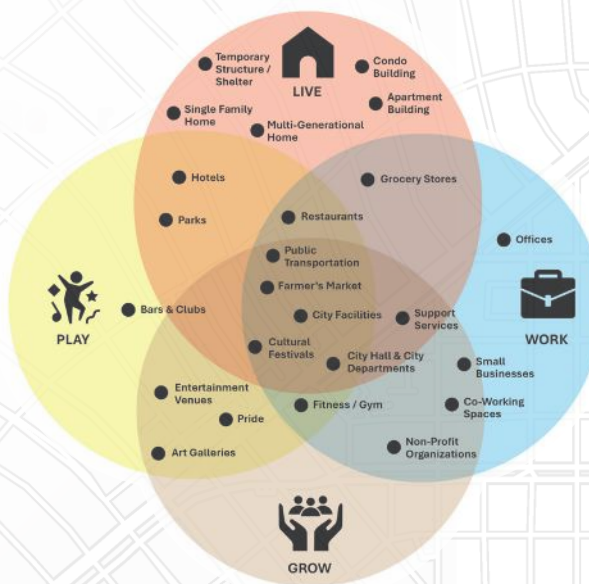
## PRESENT

### WHERE COMMUNITY COMES TO LIFE

When asked what it is that makes West Hollywood special, community members point to the parks, businesses, and community spaces that bring people together.

During the WeHo 40 planning process, community members expressed a deep appreciation for the city's community gathering spaces, ranging from parks to restaurants/bars to sports courts.

Collectively, these types of places play a critical role in the way community members *live, play, work, and grow* — the fundamental domains of daily life. The map (far right) highlights examples of such places that were named by attendees of WeHo 40 community events as well as online on Engage WeHo. These are the places where West Hollywood's sense of community shines, and their importance is acknowledged in the plan within several objectives aimed at supporting the ongoing vitality, accessibility, and inclusiveness of such places for all community members.



**WHERE WEST HOLLYWOOD COMMUNITY MEMBERS LIVE, WORK, PLAY, AND GROW**





## COMMUNITY RESOURCES

**Community resources** like the West Hollywood Recovery Center were recognized as vital assets for public assistance and community support. These facilities play a crucial role in enhancing the well-being and resilience of community members.

C



D



## LOCAL BUSINESSES

**Restaurants, cafes, bars, and other local businesses**, ranging from LGBTQ+ bars to Russian bakeries, were often marked as favorites by community event attendees; many offered personal anecdotes or noted deep personal significance of such spaces.

E



F



H



G



## PARKS & OPEN SPACES

**Public parks and open spaces** and the **community events** hosted at these venues were the most popular destinations called out by community members, including West Hollywood Park, Plummer Park, the West Hollywood Library, dog parks, and recreational spaces like tennis and pickle ball courts. Specific events noted included free concerts, the Helen Albert Certified Farmers' Market at Plummer Park, and Drag Story Hour at West Hollywood Library.



PRESENT  
CHANGING DEMOGRAPHICS

Changes in the City's demographic makeup illustrate the impact that regional and national economic and socioeconomic trends have had on West Hollywood's majority renter population.

**West Hollywood is a majority renter city that has experienced several demographic shifts over the last 10 to 15 years.**

Many of these changes have occurred concurrently with an increasingly severe shortage of housing, which has created an affordability crisis not just in West Hollywood but in many communities across the United States. With 80% of City residents living in rental housing, the impact of rising rents is especially pronounced within West Hollywood.

Understanding these impacts and likely future outcomes was a critical part of the WeHo 40 development process. Many of the strategies in this plan respond to the ongoing impacts, particularly to vulnerable community members who are facing challenges like housing insecurity and displacement.

Some of the more pertinent demographic shifts that influenced the initiatives outlined in WeHo 40 include:

- **The proportion of households earning more than \$100,000 per year has increased, while those earning less than \$100,000 per year has decreased.** Households earning \$200,000 per year increased the most dramatically from 6% in 2010 to 19% in 2024.
- **There has been a notable decrease in the 10 to 19, 20 to 34, and 45 to 54 year old age brackets,** with the 20 to 34 year old age bracket experiencing the sharpest decline.
- **Approximately 25% of renter households were "severely rent-burdened" in 2022,** which means that 1 in 4 West Hollywood renter households were spending 50% or more of their gross income on housing each month.

35,075

TOTAL POPULATION (2024)

23,930

TOTAL HOUSEHOLDS (2024)

\$89,800

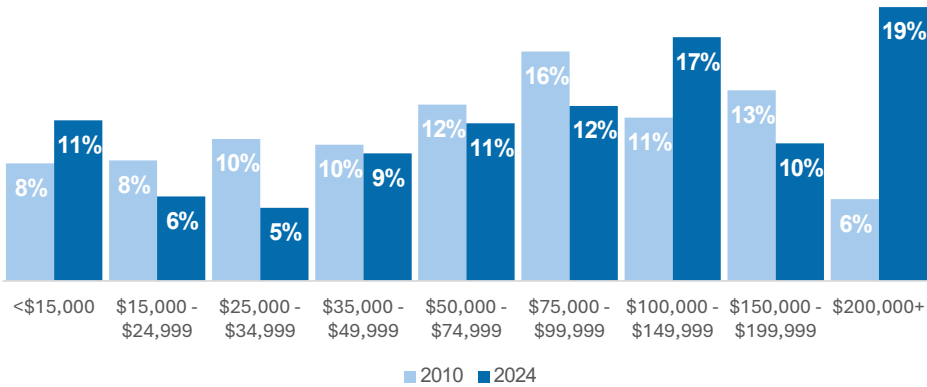
MEDIAN HOUSEHOLD INCOME (2024)

41

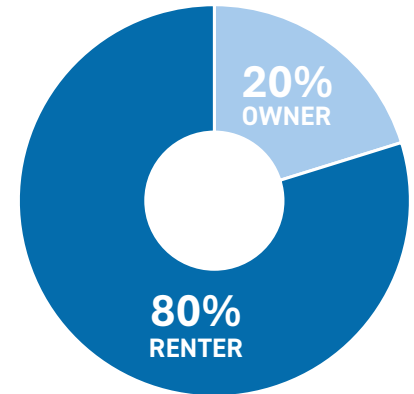
MEDIAN AGE (2024)

Sources: California Department of Finance, E5 Population & Housing Estimates (Jan 2024); Esri forecasts for 2024 Median Household Income and Median Age (based on U.S. Census Bureau data).

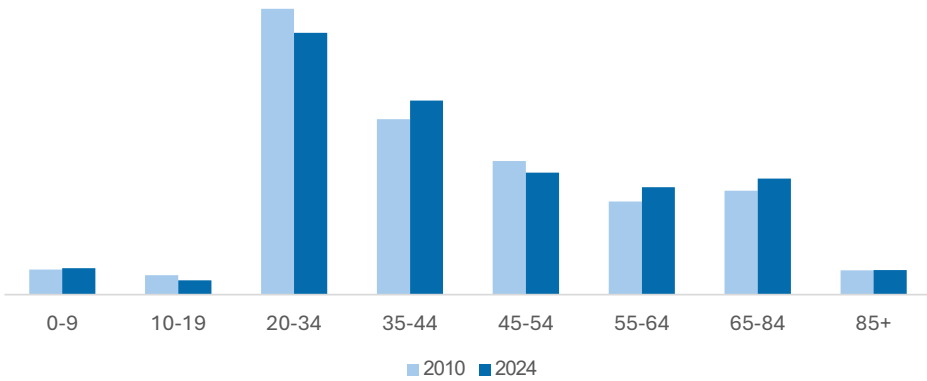
HOUSEHOLDS (AS PROPORTION OF TOTAL) BY INCOME



OWNER/RENTER SPLIT



POPULATION BY AGE



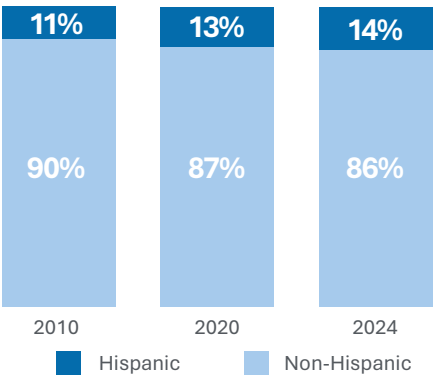
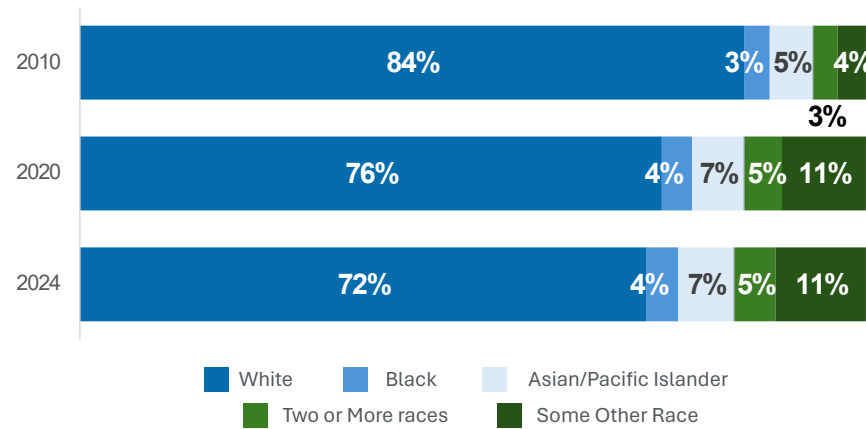
25%

OF RENTERS IN WEST HOLLYWOOD SPEND 50% OR MORE OF THEIR GROSS INCOME ON HOUSING (2022)\*

\*Inclusive of total household rent plus monthly cost of utilities (electricity, gas, and water and sewer) and heating fuels (oil, coal, kerosene, wood, etc.)

Source: U.S. Census Bureau ACS 2022 (5-Yr. Est.); Esri forecast for 2024.

POPULATION BY RACE & HISPANIC ORIGIN



Note: Persons of Hispanic Origin may be of any race.

Source: U.S. Census Bureau 2020 and 2010 decennial Census in 2020 geographies; Esri forecast for 2024.

## PRESENT A FOCUS ON SOCIAL JUSTICE

**WeHo 40 was developed with a focus on social justice and anti-racism, aiming to ensure that all voices, especially those historically underrepresented in public decision-making, were heard.**

These principles served as a guiding compass for collecting and interpreting feedback throughout the engagement process.



### COMMUNITY SAFETY

Balancing the physical, emotional, psychological, and human-centered support services for community members



### CULTURAL BELONGING

Having ownership and access of a space through identity



### GENDER AFFIRMING SPACES

Spaces that are inclusive and safe for people of all gender identities and sexual orientations



### KNOWLEDGE SHARING

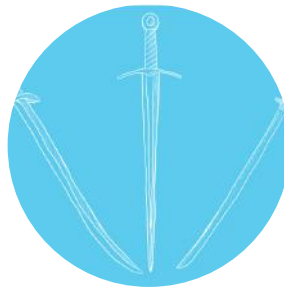
Transparent communication as paramount to developing trust and building community education





### **DISABILITY ACCESS**

How we plan for temporary, situational, or permanent forms of impediment



### **ENVIRONMENTAL DEGRADATION**

The deterioration of the environment due to human activities and decisions that negatively impact people and their surroundings



### **EQUITY & CONSCIOUSNESS**

An awareness of systematic inequalities and access by addressing diverse needs to create just outcomes



### **QUEERING SPACE**

Transforming spaces to be more inclusive and affirming of LGBTQ+ identities



### **SHADE EQUITY**

The lack of and need for tree canopies or structures providing shade in public spaces



### **WELL-BEING**

The prioritization of expanding services, opportunities, and spaces for community members

## FUTURE CHAMPIONING COMMUNITY ASPIRATIONS

The most prominent aspirations expressed by community members are summarized here as broad preliminary visions, which were the basis for the final six strategic focus areas.

### **The preliminary visions thematically organize the many forward-thinking ideas and potential solutions expressed by community members.**

The statements in large, bold text to the right represent the preliminary visions, which were used to organize the items listed below each (in smaller text), which represent the most prominent or commonly noted ideas or potential solutions suggested by community members.

The WeHo 40 project team synthesized these preliminary visions in order to further validate them. These preliminary visions were then refined and synthesized in the focus areas and informed the development of the goals and objectives.



### **A safe space for all**

(inclusivity, equity, and wellness)

- affordable, multi-generational housing
- living wages
- mental health services
- constituent empowerment
- inclusivity beyond status quo
- high-quality recreational amenities



### **A beacon of arts and culture**

- public events and live performances
- creative/maker spaces
- artist support programs
- locally-owned small businesses





## A haven for pedestrians and cyclists

- bike lanes and non-motorized mobility infrastructure
- temporary street closures (for events)
- traffic calming measures
- more public transit options (light rail)



## A leader in urban sustainability

- carbon neutrality / net zero
- transition to alternative energy sources
- more trees



## A magnet for the next generation of talent

- micromobility and transit options
- business/start-up attraction
- safety & walkability



# The Strategy



WeHo 40 builds upon the City's legacy of progressivism to confront today's challenges and to create a more inclusive, equitable, and resilient West Hollywood for all.  
**Join us.**

# OUR COLLECTIVE VISION

The strategy is divided into 6 focus areas and goals, 24 objectives, and more than 150 distinct actions. As an ensemble, these elements form a collective vision for the future of West Hollywood.

**Focus areas** and **goals** describe the overarching vision and desire outcome for the focus area.

.....

6

FOCUS AREAS &  
GOALS

**Objectives** break down the goal into component milestones or intermediate outcomes.

.....

24

OBJECTIVES

**Actions** are specific steps the City will take to advance the objectives.

.....

150+

ACTIONS



# IN 2040, WEST HOLLYWOOD WILL HAVE...

## FOCUS AREAS

## GOALS

**01**  
**COMMUNITY SAFETY & WELL-BEING**

**EQUITABLE PUBLIC SAFETY AND HUMAN SERVICES INITIATIVES THAT ENABLE ALL COMMUNITY MEMBERS TO THRIVE**

**02**  
**ATTAINABLE HOUSING**

**HOUSING OPPORTUNITIES FOR PEOPLE OF WIDE-RANGING INCOME LEVELS AND BACKGROUNDS**

**03**  
**ECONOMIC DEVELOPMENT**

**JUST AND INCLUSIVE ECONOMIC OPPORTUNITIES THAT ALLOW EVERYONE TO PROSPER**

**04**  
**TRANSPARENCY & ENGAGEMENT**

**A CONSTITUENCY THAT FEELS EMPOWERED AND WELCOME TO PARTICIPATE IN LOCAL GOVERNANCE AND CIVIC LIFE**

**05**  
**COMMUNITY CONNECTION**

**STRONG SOCIAL BONDS AND CONNECTIONS WITHIN THE COMMUNITY**

**06**  
**CLIMATE ACTION & SUSTAINABILITY**

**ADAPTATIONS TO THE IMPACTS OF CLIMATE CHANGE THAT IMPROVE EQUITY AND QUALITY OF LIFE**

# HOW TO READ THE STRATEGY

The strategy is divided into 6 focus areas and goals, which are in turn broken down into objectives. Each objective, like the example shown below, follows a consistent format with several components.

**Objectives** describe an intermediate outcome that support the goal. The smaller text below the larger headline offers additional details, like what it will take to achieve the objective and why it is important for advancing the associated goal and overall vision.

**Core values** icons indicate the values that the objective most closely supports.

## 1.4

### Improve the experience and safety of streets and sidewalks for users, including pedestrians and people with disabilities.

Non-motorized mobility is becoming an increasingly important transportation option for residents and visitors, but existing infrastructure must be improved to make these options safer. This will require a re-imagining of the City's street network, so that those who travel car-free can benefit from high-quality infrastructure that is safe, convenient, and accessible.

#### ACTIONS

- Invest in upgrades and expansions of the City's bike lane, sidewalk, and enhanced crosswalk networks.
- Install countermeasures focused on increasing driver awareness of vulnerable street users and reducing conflicts between them and vehicles.
- Implement enforcement and education campaigns regarding speed and impaired driving.
- Use legislation and national research to set context-appropriate posted speed limits suitable for all street users and advocate for speed enforcement.

#### EXTERNAL PARTNERSHIPS

United States Department of Transportation / State of California / Los Angeles County Sheriff's Department / Los Angeles County Fire Department / City of Los Angeles / City of Beverly Hills / Los Angeles Unified School District / Los Angeles Metro / West Hollywood Bicycle Coalition

#### ASSOCIATED PLANS

Pedestrian and Bicycle Mobility Plan  
Target Vision Zero Action Plan  
Pedestrian & Bicycle Mobility Plan  
Mobility Element of the General Plan  
Metro K Line Northern Extension First/Last Mile Early Assessment  
Design District Streetscape Master Plan  
Protected Bike Lane Policy

SAFETY AND WELL-BEING

**Actions** are specific steps the City will take to advance the objective.

**External partnerships** list existing and potential future partnerships with external agencies, nonprofits, or community partners who the City will engage for collaboration or support.

**Associated plans** show existing plans and ongoing initiatives that are related to the objective.





## CORE VALUES & WEHO 40

These icons are used to indicate the West Hollywood core values that each objective most directly supports.

The WeHo 40 project team used the core values as a 'north star' for developing this strategy from start to finish. If any part of the strategy was inconsistent with the core values, it was reworked to ensure alignment.



**RESPECT AND  
SUPPORT FOR  
PEOPLE**



**RESPONSIVENESS  
TO THE PUBLIC**



**IDEALISM,  
CREATIVITY, AND  
INNOVATION**



**QUALITY OF  
RESIDENTIAL  
LIFE**



**PROMOTE ECONOMIC  
DEVELOPMENT**



**PUBLIC SAFETY**



**RESPONSIBILITY FOR  
THE ENVIRONMENT**



## COMMUNITY SAFETY & WELL-BEING

# Invest in equitable public safety and human service initiatives that enable all community members to thrive.

- 1.1** Develop neighborhood-specific approaches to addressing public safety and security concerns.
- 1.2** Shift the conversation on housing insecurity and homelessness to foster productive dialogues that identify collaborative, actionable, and community-oriented solutions.
- 1.3** Expand the reach, impact, and awareness of West Hollywood's comprehensive health and human service offerings.
- 1.4** Improve the experience and safety of streets and sidewalks for users, including pedestrians and people with disabilities.



## COMMUNITY SAFETY & WELL-BEING

### STRENGTHS, CHALLENGES, & OPPORTUNITIES

Supporting community safety and well-being was the highest ranked priority in the citywide resident survey, reflecting increasing concerns about personal safety, crime, and the presence of unhoused community members.

#### WHAT'S WORKING

- Many community members feel that **West Hollywood stands out as a safe place to live** compared to other cities.
- Provision of unarmed security ambassadors to **complement traditional law enforcement** as support for response to non-violent incidents has been viewed favorably by many residents.
- The City maintains a robust and comprehensive portfolio of **free and low-cost health and social services** for community members in need.
- **Community resources** like the Log Cabin are recognized as vital assets dedicated to improving the well-being of community members.

#### WHAT'S NOT

- Community members expressed concern about their **personal safety**, fueled by perceptions of an increase in safety incidents like break-ins and theft.
- **Perception of “safety” is highly variable** among residents and more nuanced than traditional public safety data can capture.
- Factors like high cost of living continue to exacerbate the region's **homelessness and housing insecurity challenges**, negatively impacting the well-being of community members.
- The **City's roadways can feel unsafe** for pedestrians, cyclists, and other non-automobile road users.

#### WHAT'S NEXT

- **Broadening the city's public safety and well-being programs** and services to address neighborhood safety concerns, including:
- **Greater attention to equity and justice** in approaches to enhancing neighborhood safety and security.
- **Increase in resources and community shelter, safety, and support** for TGI (Transgender, Gender-Diverse, and Intersex) community.
- **Enhanced outreach to bolster awareness and impact of existing health and social services** for community members who are economically disadvantaged, unhoused, or otherwise in need.
- **Streetscape and other infrastructure enhancements** to improve safety for drivers, as well as pedestrians, cyclists, and others.

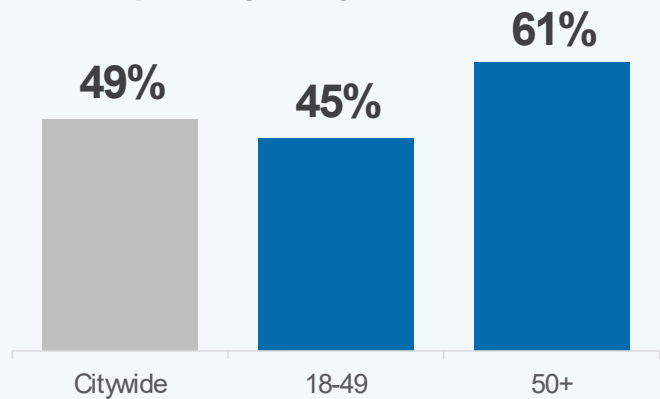


# 67%

of residents rate the quality of life in West Hollywood favorably at either "excellent" or "good"

Source: WeHo 40 Baseline Community Survey (March 2024)

Perceptions of safety as a serious problem varies depending on age.

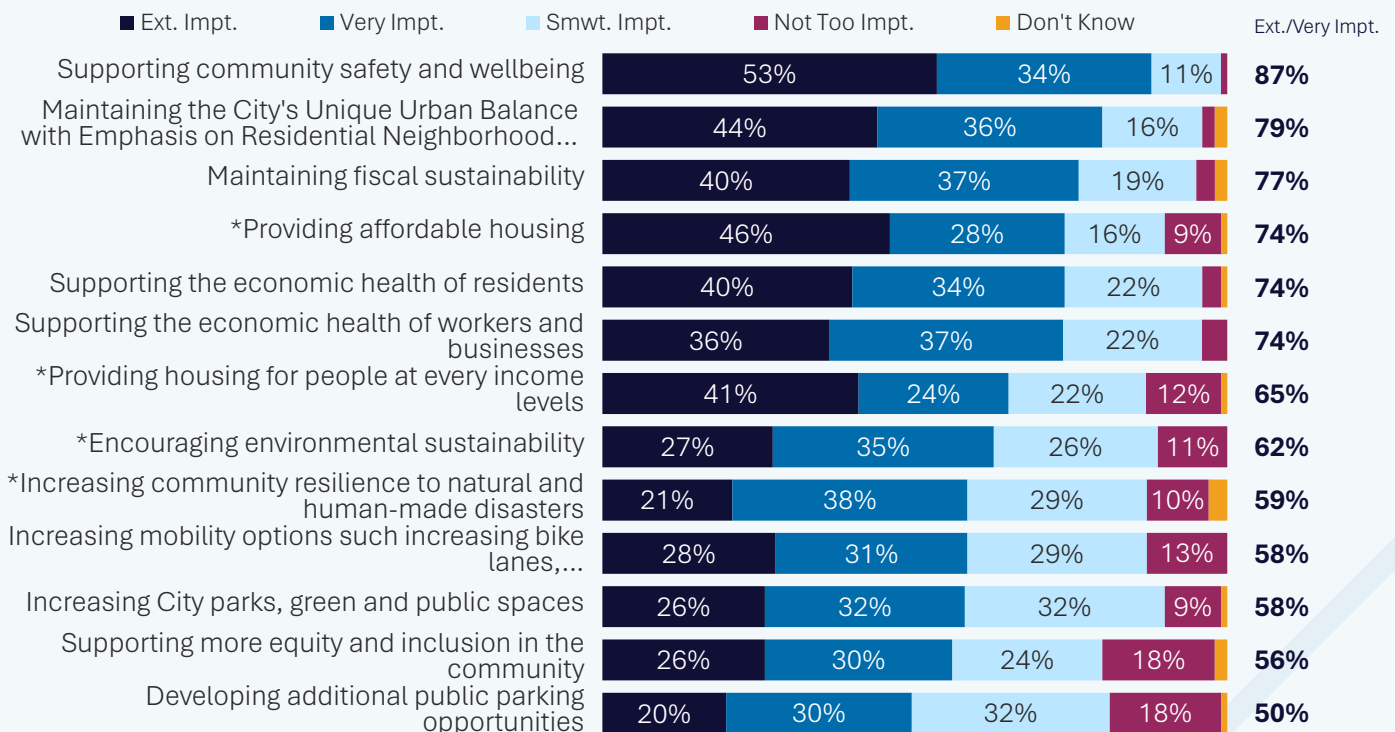


PROPORTION OF WEST HOLLYWOOD RESIDENTS RANKING "VIOLENT CRIME" AS AN "EXTREMELY SERIOUS" OR "VERY SERIOUS" ISSUE

Source: WeHo 40 Baseline Community Survey (March 2024)

Supporting community safety was the highest ranked future priority by residents.

Question: "I'd now like to switch to thinking about the City in the future. I am going to mention some goals which could be considered as part of the City's strategic planning. Please tell me if you think the goal is extremely important, very important, somewhat important or not too important for the City for the next 10 years." \*Split Sample



WEST HOLLYWOOD RESIDENTS' TOP FUTURE STRATEGIC PRIORITIES (RANKED BY EXTREMELY/VERY IMPORTANT)

Source: WeHo 40 Baseline Community Survey (March 2024)

# 1.1



## Develop neighborhood-specific approaches to addressing public safety and security concerns.

The City recognizes the importance of ensuring safety and security. Doing so on a citywide scale requires a nuanced approach that connects the concerns of specific constituencies and neighborhoods with visible solutions that also consider historic challenges, systems-level barriers, and injustices.

### ACTIONS

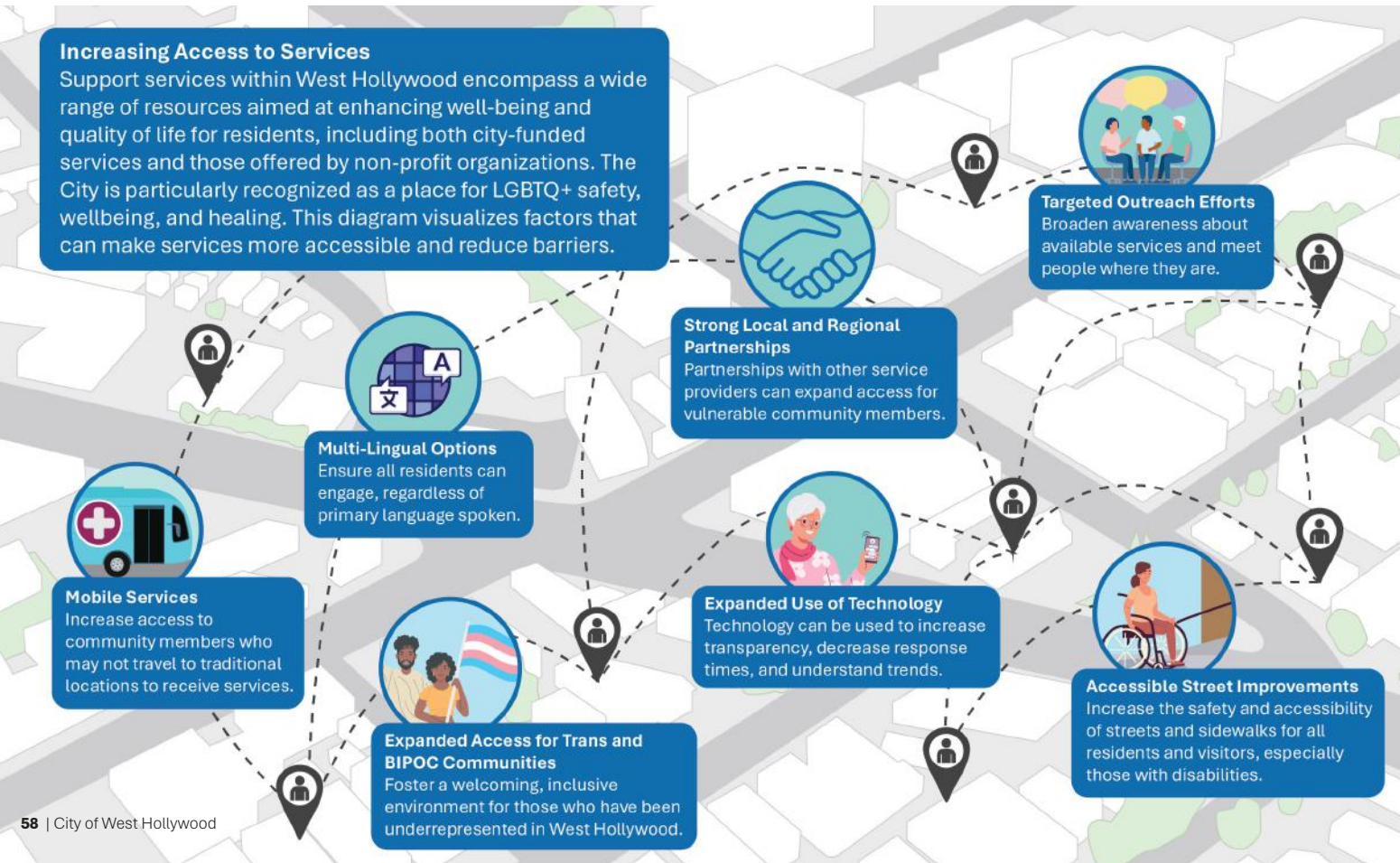
- Leverage technology to enhance effectiveness of public safety personnel, focusing on transparency, response times, incident de-escalation, and solving crime.
- Complement public safety services with additional unarmed community safety programs and programs offering effective alternatives to justice system involvement.
- Implement proactive code enforcement programs to address quality of life and residential habitability in the community.
- Expand sensitivity training with skills-based, historical, and cultural education and training to public safety, transit, business services, and other service providers focusing on LGBTQ+, BIPOC, and other communities.

### EXTERNAL PARTNERSHIPS

Los Angeles County Sheriff's Department /  
Los Angeles County Fire Department / Block  
by Block

### ASSOCIATED PLANS

Community Safety and Well-Being Strategy  
Information Technology Strategic Plan



## 1.2



### Shift the conversation on housing insecurity and homelessness to foster productive dialogues aimed at identifying community-oriented solutions.

**The substantial increase in persons experiencing homelessness is a major challenge that the City, regional, state, and federal partners must address. Approaches to tackle the issue vary widely. This stems from differing understandings of the issue, the complexity of the root causes of homelessness, and the wide range of diverse partnerships and solutions necessary to prevent and address homelessness in a sustainable way.**

**Through greater outreach, engagement, partnership, investments, and education with stakeholders, the City can foster more productive dialogue on potential solutions that are viable, respectful, and supportive of safety and well-being community-wide.**

#### ACTIONS

- Deepen public awareness that promotes compassionate and respectful dialogues about homelessness, highlights successful interventions, personal stories, and the roles of the wide range of stakeholders necessary to prevent and address homelessness.
- Utilize City events and presentations to educate residents about the complex causes of situational and chronic homelessness and the City's various responses, dispel myths, highlight best practices, and share the work of contracted partner organizations.
- Increase awareness and understanding on the intersection of homelessness, aging, poverty, systems barriers, and other challenges to inform effective solutions.
- Use the Holloway Interim Housing Program as a community-driven model for addressing homelessness through local, regional, state, and federal collaboration, shared goals, and public accountability.

#### EXTERNAL PARTNERSHIPS

Regional partners (Westside Council of Governments, Los Angeles County, and neighboring cities) / Los Angeles Homeless Services Authority (Los Angeles Continuum of Care Initiative) / Piece by Piece / Nonprofit partners / Chamber of Commerce / Local Businesses / Neighborhood Watch groups / Local, State, Federal grantors

#### ASSOCIATED PLANS

Community Safety and Well-Being Strategy  
Aging in Place/Aging in Community Initiative  
Poverty Reduction Initiative  
Social Services Contracts  
Homeless Initiative Community Study  
Communications & Community Engagement Strategic Plan



# 1.3



## Expand the reach, impact, and awareness of West Hollywood's comprehensive health and human service offerings.

**West Hollywood is proud to offer a broad range of accessible and free/low-cost health and wellness services to the community, including people experiencing homelessness, LGBTQ+ community members, older adults, people living with disabilities, people living with HIV/AIDS, immigrants, children, people experiencing poverty, historically disenfranchised groups such as people of color, and others.**

**Ensuring widespread awareness and utilization of important, high quality, and cost-effective services across the community continues to be a priority.**

### ACTIONS

- Develop materials in various languages that clarify how community members can access health, safety, wellness, and other social and human services.
- Increase outreach efforts to ensure all community members, including identified priority populations such as older adults, people living with disabilities, people experiencing poverty, and others
- Expand mobile health services to ensure accessibility to a greater number of community members.
- Explore additional collaborative, rights-based, feasible approaches and solutions to supporting people experiencing homelessness, people with serious mental illness, and others in connecting to services and housing.
- Amplify City subsidized transit options for older adults, people living with disabilities, and any other identified community members.
- Expand and enhance programming to achieve the City's existing goals of zero new HIV infections, zero progression of HIV to AIDS, zero discrimination, and zero stigma for those living with HIV and AIDS.
- Collaborate with local, regional, and federal partners to ensure comprehensive support for vulnerable community members.
- Expand access to harm reduction supplies, services, and facilities and low-barrier approaches to housing, health, and wellness as part of a broad strategic approach to human and social services.
- Spearhead an initiative to invest in the act of social prescription, an emerging practice in healthcare that introduces a systematic approach to addressing social/mental needs and well-being through participation in cultural activities.
- Leverage social service providers to provide arts and culture services through community wellness initiatives to improve participants' mental health and overall community well-being.

### EXTERNAL PARTNERSHIPS

California Department of Housing and Community Development / LA County Department of Mental Health / LA Homeless Services Authority / Westside Council of Governments / One Nation/One Project / Cedars-Sinai and other local health providers / Transit partners

### ASSOCIATED PLANS

Community Safety and Well-Being Strategy  
Aging in Place/Aging in Community Initiative  
Social Services Contracts  
Homeless Initiative  
Poverty Reduction Initiative  
HIV Zero Initiative  
Human Services Division Strategy and Action Plan  
WeHo Arts: The Plan  
Communications & Community Engagement Strategic Plan

## CASE STUDY

# SAFER STREETS DO MORE THAN IMPROVE SAFETY

Upgrading roadways to better meet the needs of all road users not only improves everyone's safety but can also support a host of other benefits to the City's local economy, sense of place, and community well-being. Many cities across the country have taken steps to make it easier for motorists, cyclists, pedestrians and other road users to share the road, achieving a number of real benefits:

### PROMOTING MOVEMENT

After sustaining severe damage during Hurricane Katrina, the City of New Orleans rebuilt South Carrollton Avenue, a busy car and transit corridor. Bicycle lanes were added as part of the rebuilding effort, resulting in a **325% increase in cyclists** - all at a cost of less than 1% of the total project budget.

### BOOSTING RETAIL SALES

Following the redesign of Aurora Avenue in Shoreline, Washington, retail establishments along the corridor experienced a **9% increase in annual retail sales**.

### SUPPORTING A SENSE OF PLACE

Over **two-thirds of residents** in Charlotte, North Carolina were in favor of moving forward with adding bike lanes and crosswalk improvements and reducing vehicle lanes on the city's East Boulevard, which helped transform the corridor with more outdoor dining while maintaining average travel times for motorists.

Sources: US Federal Highway Administration; New Orleans Regional Planning Commission; Project for Public Spaces; Portland State University Transportation Research and Education Center; City of Shoreline



**STREETSCAPE IMPROVEMENTS ON AURORA AVENUE IN SHORELINE, WA**

Image: City of Shoreline, WA

## 1.4



## Improve the experience and safety of streets and sidewalks for users, including pedestrians and people with disabilities.

**Micromobility is becoming an increasingly important transportation option for residents and visitors, but existing infrastructure must be improved to make these options safer. This will require a re-imagining of the City's street network, so that those who travel car-free can benefit from high-quality infrastructure that is safe, convenient, and accessible.**

### ACTIONS

- Invest in upgrades and expansions of the City's bike lane, sidewalk, and enhanced crosswalk networks.
- Install countermeasures focused on increasing driver awareness of vulnerable street users and reducing conflicts between them and vehicles.
- Implement enforcement and education campaigns regarding speed and impaired driving.
- Use legislation and national research to set context-appropriate posted speed limits suitable for all street users and advocate for speed enforcement.




### EXTERNAL PARTNERSHIPS

United States Department of Transportation / State of California / Los Angeles County Sheriff's Department / Los Angeles County Fire Department / City of Los Angeles / City of Beverly Hills / Los Angeles Unified School District / Los Angeles Metro / West Hollywood Bicycle Coalition

### ASSOCIATED PLANS

Pedestrian and Bicycle Mobility Plan  
Target Vision Zero Action Plan  
Mobility Element of the General Plan  
Metro K Line Northern Extension First/Last Mile Early Assessment  
Design District Streetscape Master Plan  
Protected Bike Lane Policy

# MEASURES OF SUCCESS

METRIC		TARGET
1	Percent of West Hollywood residents who report they feel safe in their neighborhood based on community survey	
2	Part I crimes* per 10,000 residents by type	
3	Property crimes per 10,000 residents by type	
4	Number of community members receiving health and human services through contracted agency partners, the types of services received, and outcomes	
5	Number of community members experiencing homelessness connecting to housing, including permanent supportive housing, interim housing, and emergency shelter	
6	Percent of total progress toward goals identified in the Community Safety and Well-Being Strategy	
7	Percent of total progress toward goals identified in the Target Vision Zero Plan	

\* Part I crimes are the most serious crimes categorized by the Los Angeles County Sheriff's Department, and include criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny theft, motor vehicle theft, and arson





Bi + Ice Cream Social (Image: Tony Coelho, City of West Hollywood)

## CITY-FUNDED SERVICES

The City funds a range of social services aimed at enhancing the well-being and quality of life for residents via contracts with third-party agencies and programs.

Services include essential resources like food and shelter, AIDS education, preschool programs, job placement, legal assistance, mental health support, and homelessness services. The City primarily focuses on serving seniors, people living with AIDS, gay men, lesbians, and other members of the LGBTQ+ community, families with children, immigrants, and individuals with disabilities.

## NONPROFIT ORGANIZATIONS

Nonprofit organizations are vital to the City, offering services that extend beyond those provided by existing city-funded programs. The diverse range of organizations operating in and serving West Hollywood are key in delivering cultural programs, advocating for marginalized groups—including transgender individuals, BIPOC communities, and other intersectional identities—and supporting those at the intersection of LGBTQ+, youth, seniors, and the arts. Our outreach revealed that West Hollywood is a magnet for those seeking a safe space where LGBTQ+ individuals can find community, safety, well-being, and healing.

## ATTAINABLE HOUSING

# Create housing opportunities for people of wide-ranging income levels and backgrounds.

- 2.1** Substantially increase West Hollywood’s supply of housing with an emphasis on affordable housing.
- 2.2** Protect residents from being pushed out by rising housing costs, focusing on community members who are older, low-income, or otherwise vulnerable.
- 2.3** Establish replicable approaches to expanding housing and supportive service opportunities at a regional level in partnership with neighboring jurisdictions, nonprofits, and other organizations.







## ATTAINABLE HOUSING

### STRENGTHS, CHALLENGES, & OPPORTUNITIES

Affordable housing has been a City priority since its founding, but the high cost of living continues to be a persistent stressor for many community members.

#### WHAT'S WORKING?

- As of 2024, West Hollywood has approximately **16,400 rent stabilized units and over 1,100 publicly assisted rental housing units**, providing critical support to lower-income households which constitute about 50% of the total households in the City.
- **The City has achieved 11% completion of its State-mandated housing production target for 2029.** As part of the State-mandated Regional Housing Need Allocation (RHNA) process, the City has planned for 3,933 housing units to be built in the City by 2029 (1,755 of which are dedicated for lower income households). Since this target was set, **the City has approved 416 units for construction.**
- The City's **Inclusionary Housing program** plays a key role in creating permanent affordable housing that meets the needs of the community.

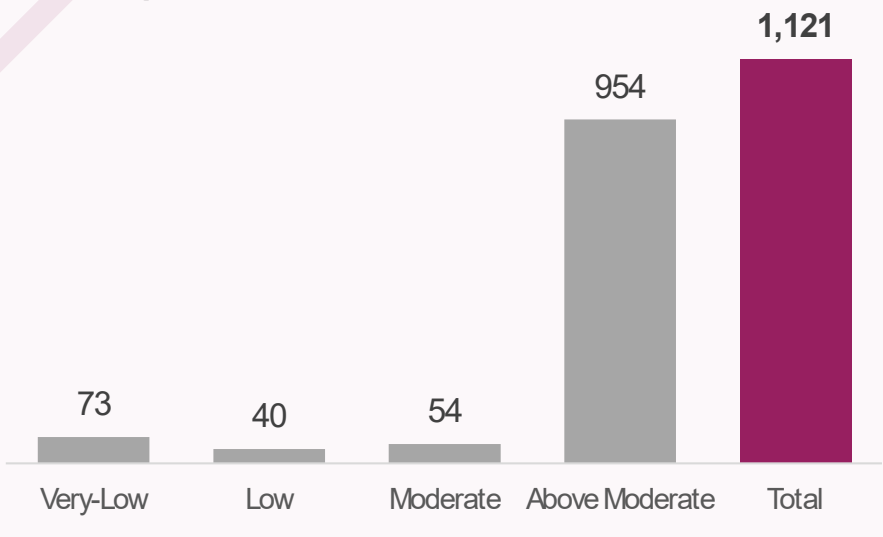
#### WHAT'S NOT?

- **Despite solid progress, affordable housing options remain limited**, making it difficult for economically vulnerable residents to remain in the City; this includes members of the City's workforce, older adults, persons with disabilities, and lower-income households.
- **Demolition of older, lower cost housing stock that is not designated as income-restricted affordable housing** to make way for market-rate housing redevelopment has often resulted in further reduction of lower cost housing opportunities, the impact of which is felt especially on West Hollywood's Eastside.
- **Regional, state, and national policies and forces** that have a big impact on the cost of housing in the City.

#### WHAT'S NEXT?

- **Facilitating the production of more housing of various types** through new construction and adaptive reuse to meet the varied needs of all residents.
- **Forging partnerships to expand the impact** of the City's local affordable housing initiatives to the broader region.
- **Setting realistic expectations** for what the City can do to address the cost of housing through **proactive communication** on what is within the purview or means of city government.
- **Better leveraging of support from community members**, the majority of whom are in support of increasing the City's supply of affordable housing.

More than 1,100 affordable housing units have been entitled, permitted, or constructed since 2021



**AFFORDABLE HOUSING UNITS ENTITLED, PERMITTED, OR CONSTRUCTED BY AFFORDABILITY/INCOME-RESTRICTION LEVEL (2021 TO Q3 2024)**

Source: City of West Hollywood Housing Element Public Dashboard

16,400

rent stabilized housing units in West Hollywood as of 2024

Source: City of West Hollywood



# 2.1



## Substantially increase West Hollywood's supply of affordable housing.

**Housing production in the Los Angeles region has not kept up with population growth. Along with other factors, this has resulted in rapidly rising housing costs for both renters and owners. A combination of regulatory hurdles, resident opposition, and high construction costs has also made housing construction very challenging, especially in land-constrained cities like West Hollywood. Finding ways to expand the City's affordable housing stock is crucial for providing attainable housing opportunities to the community.**

### ACTIONS

- Encourage and provide incentives for the development of housing in mixed use and transit-oriented developments.
- Provide adequate sites to meet the City's housing needs, including those of special groups, including older adults, persons with disabilities, people experiencing homelessness, veterans, single parents, and large households.
- Foster the adaptive reuse of existing structures for residential purposes using construction and planning incentives.
- Support the development of affordable and special needs housing through the provision of financial and regulatory incentives.
- Identify and address additional factors and forces, including zoning policies, that adversely affect affordability.
- Permit density and height increases in transit overlay zones with incentives for housing development near existing and future transit areas.
- Develop incentives to facilitate accessory dwelling unit (ADU) construction, including reduced fees, pre-approved site and floor plans, and expedited review.
- Revise the Inclusionary Housing Ordinance for consistency with the State Density Bonus Law, including amendments beyond state law that will enhance the City's robust affordable housing program.
- Pursue the acquisition of land for affordable housing projects.
- Encourage creative housing types such as co-living housing, micro/efficiency units, residential and commercial subdivisions to increase opportunities for affordable homeownership.
- Streamline the development review process and develop objective standards for 100% affordable housing projects.
- Enhance the post-entitlement plan check process for residential projects consistent with State of California law.

### EXTERNAL PARTNERSHIPS

California Department of Housing & Community Development / Southern California Association of Governments / Westside Cities Council of Governments / Los Angeles Metro / West Hollywood Community Housing Corporation

### ASSOCIATED PLANS

Housing Element of the General Plan



## 2.2



### Protect residents from being pushed out by rising housing costs, focusing on community members who are older, low-income, or otherwise vulnerable.

**Rising housing costs and state limitations on rent-stabilization protections have placed financial pressure on existing residents, often resulting in community members leaving the city altogether in search of more affordable communities. Addressing displacement protects our most economically vulnerable community members and also safeguards the long-standing community relationships, diversity, and cultural heritage that make West Hollywood unique and special.**

#### ACTIONS

- Address the effects of vacancy de-control (Costa-Hawkins) through legislative efforts and local regulations.
- Encourage the replacement of multifamily housing that is demolished with housing that is affordable to a wide spectrum of households.
- Promote programs, policies, and incentives that preserve the City's existing affordable housing stock.
- Maintain a condominium conversion ordinance that helps to mitigate the impact of rental to condominium conversions and expand tenant protections for units approved for conversion.
- Utilize interim housing to help community members transition from displacement or homelessness to stable, permanent housing.
- Defend tenant's rights through the preservation and expansion of eviction and anti-harassment protections.
- Enhance relocation fees for displaced tenants.
- Defend vulnerable residents in eviction proceedings, educate tenants, provide legal advice, and distribute rental assistance.
- Explore programs to increase income and lower expenses for community members experiencing financial insecurity.
- Explore land banking opportunities, including establishing a Community Land Trust, to develop and preserve affordable multi-family housing.
- Promote social cohesion and stability by protecting rent-stabilized housing with long term tenants.

#### EXTERNAL PARTNERSHIPS

California Department of Housing and Community Development / Bet Tzedek Legal Services / Coalition for Economic Survival / Housing Rights Center / National Council for Jewish Women / Jewish Free Loan Association / The Alliance for Housing and Healing / Mayors for Guaranteed Income / University of Pennsylvania's Center for Guaranteed Income Research / Ascencia

#### ASSOCIATED PLANS

Aging in Place/Aging in Community Initiative  
Homeless Initiative - Prevention  
Social Services Contracts  
Poverty Reduction Initiative  
Housing Element of the General Plan

# 2.3



## Establish replicable approaches to expanding housing and supportive service opportunities at a regional level in partnership with neighboring jurisdictions, nonprofits, and other organizations.

**Housing affordability is a statewide issue that the City of West Hollywood cannot solve on its own.**

**Working with other jurisdictions will enable WeHo to support a broader range of approaches and solutions beyond adding more housing within the City. This is especially important for the workers who power the City’s service and hospitality industries, many of whom cannot afford to live in West Hollywood.**

**ACTIONS**

- Facilitate the development of a diverse range of housing options.
- Encourage the development of mixed-income housing that accommodates a range of ages and family types.
- Reduce the costs of affordable housing development, including increases in density and flexibility in development requirements.
- Support service providers that help meet the diverse housing and supportive service needs of the community.
- Encourage the development of ownership housing affordable to low and moderate-income households and the City’s workforce.

**EXTERNAL PARTNERSHIPS**

California Department of Housing & Community Development / Southern California Association of Governments / Westside Cities Council of Governments

**ASSOCIATED PLANS**

Housing Element of the General Plan





*Know Your Renters' Rights*

**Coalition for**








“

*In 2040, I want West Hollywood to be the area for affordable housing—catering to populations of the disabled, LGBTQ+, as well as the chronically displaced.*

— WeHo 40 Strategic Plan Community Meeting Participant

*Don't Complain, Organize!*



MEASURES OF SUCCESS		TARGET
1	Number of affordable housing units funded by the Affordable Housing Trust Fund	
2	Number of inclusionary housing units approved and constructed, by affordability level	
3	Percent of rent-burdened households (as proportion of total households)	
4	Total inventory of deed-restricted affordable housing units citywide	
5	Progress toward meeting RHNA housing allocation target	
6	Percent of existing units on nonvacant sites replaced with units affordable to the same or lower income level	
7	Number of tenants receiving enhanced relocation assistance from City	





## ECONOMIC DEVELOPMENT

# Advance just and inclusive economic opportunities that allow everyone to prosper.

- 3.1** Develop and implement an economic development framework that enhances existing economic strengths while leveraging emerging opportunities.
- 3.2** Reinvigorate and diversify the City's daytime economy.
- 3.3** Nurture and support local businesses owned by LGBTQ+, BIPOC, women, and other underrepresented community members.
- 3.4** Recognize and support legacy businesses for their value as cultural and community-building resources.
- 3.5** Support a more inclusive LGBTQ+ culture and nightlife in West Hollywood that is welcoming to underrepresented and intersectional LGBTQ+ identities.
- 3.6** Advocate for the expansion of transit options that can strengthen West Hollywood's connectivity to the broader region.





## ECONOMIC DEVELOPMENT

### STRENGTHS, CHALLENGES, & OPPORTUNITIES

**West Hollywood's hotels, restaurants, bars and nightclubs draw in visitors from across the region and beyond; this same success, however, makes it challenging for new small businesses to enter the market.**

#### WHAT'S WORKING?

- Community members give high marks to the City's **retail, dining, entertainment, and other commercial offerings**, like high-quality restaurants and bars, and small, neighborhood-serving businesses.
- The City has long been a **de facto hub of LGBTQ+ retail and nightlife**, which continues to be a defining feature of the local economy.
- **Tourism is a major economic driver in West Hollywood.** Hotels, such as those on the City's famed Sunset Strip, provide jobs, attract visitors who patronize other local businesses, and generate significant tax revenues.
- **The City's small office market has been more resilient** to the worst impacts of the pandemic and shifting work habits than neighboring competitors.

#### WHAT'S NOT?

- West Hollywood's high-cost environment makes it **difficult for new small businesses to enter the market.**
- Community members are concerned about **empty storefronts attracting crime and impacting quality of life.**
- The City's famed **LGBTQ+ businesses are seen as increasingly homogeneous**, catering almost exclusively to cisgender gay men.
- **Ongoing popularity of remote work** has hurt weekday retail sales for businesses that rely on worker and resident spending.
- **Westside businesses benefit more from tourism than Eastside businesses.** Eastside shops are more dependent on workforce and resident spending rather than visitors.

#### WHAT'S NEXT?

- **Small business and entrepreneur support and incubation programs** that alleviate high barriers to entry new businesses face, with a special focus on BIPOC and other underrepresented entrepreneurs.
- **Diversification of the local economy** beyond hospitality, food & beverage, and other service sector businesses.
- **Supporting greater day-time** foot traffic to mitigate the ongoing impact of remote work.
- **Support for small business collaboration opportunities** such as pop-ups, markets, and partnerships.



# 2.5M

total visitors to  
West Hollywood in 2023

# 73%

domestic travelers

# 27%

international travelers

Source: Tourism Economics





# 3.1



## Develop and implement an economic development framework that enhances existing economic strengths while leveraging emerging opportunities.

**The City acknowledges the challenges and opportunities presented by an evolving economy and continues to proactively support existing industry sectors through outreach and partnership.**

**ACTIONS**

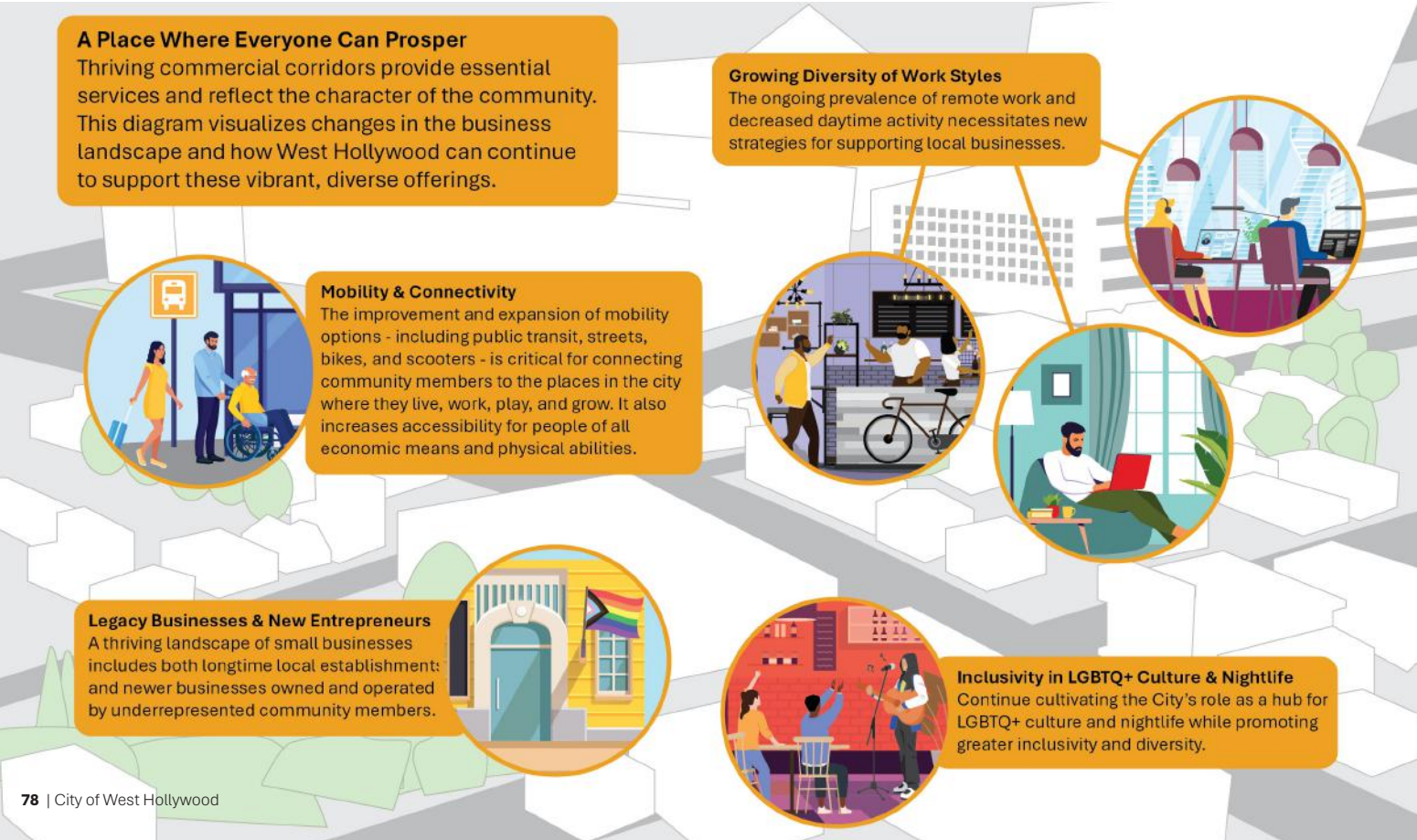
- Position the City as a destination of choice for visitors during upcoming major national and global special events coming to the Greater Los Angeles area including the World Cup, Super Bowl, and the 2028 Olympic and Paralympic Games.
- Develop targeted business attraction and retention strategies for new and existing businesses.
- Expand programs to encourage businesses to renew commercial leases.
- Convene industry cluster groups to foster collaboration and provide support.
- Support technological infrastructure and innovation to foster emerging and creative businesses.

**EXTERNAL PARTNERSHIPS**

Visit West Hollywood / West Hollywood  
Chamber of Commerce / West Hollywood  
Design District / Sunset Strip Business  
Improvement District

**ASSOCIATED PLANS**

Economic Study



## 3.2



### Reinvigorate and diversify the City's daytime economy.

**The COVID-19 pandemic has shifted the way people work, with many businesses adopting remote and hybrid schedules. This fundamental shift has reduced daytime foot traffic and altered spending patterns that will require new strategies to support local businesses as they adapt. Attracting more workers in growing industries to the City can add foot traffic and daytime activity during the week, resulting in a more resilient local business community.**

#### ACTIONS

- Attract emerging industries in the greater Los Angeles region and encourage those businesses to locate within the City, leveraging our innovative ecosystem to drive economic growth and diversification.
- Encourage daytime filming in the City.
- Support the creation of designated spaces for small arts and culture businesses to activate and invigorate daytime uses.
- Support the business ecosystem for self-employed workers and people who work from home.

#### EXTERNAL PARTNERSHIPS

Los Angeles Economic Development Corporation / Visit West Hollywood / West Hollywood Chamber of Commerce

#### ASSOCIATED PLANS

Economic Study  
Eastside Community Priorities Plan  
WeHo Arts: The Plan

### 3.3



## Nurture and support local businesses owned by LGBTQ+, BIPOC, women, and other underrepresented community members.

**Ensuring that resources and support are available to businesses that may be less capitalized is crucial to ensuring their success. Taking steps to promote and protect small businesses can help ensure that the city’s business community serves the city’s full spectrum of communities, needs, and income levels.**

**ACTIONS**

- Target grant opportunities and free resources that offer business support to businesses owned and operated by underrepresented community members.
- Partner with organizations to host seminars and workshops that cover business finance, government contracting, growing a business, and marketing to support small, local businesses.
- Recruit successful business leaders that represent underserved communities.
- Develop public-private partnerships to implement business accelerator and/or incubator programs.
- Address affordable workspace needs for artists, arts organizations, and small creative businesses.

**EXTERNAL PARTNERSHIPS**

United States Small Business Administration / California State Treasurer’s Office / California Office of the Small Business Advocate / West Hollywood Small Business Foundation / Los Angeles Economic Development Corporation / LA Regional Small Business Dev. Center

**ASSOCIATED PLANS**

Economic Study  
WeHo Arts: The Plan

### 3.4



## Recognize and support legacy businesses for their value as cultural and community-building resources.

**West Hollywood’s bars, restaurants, and other establishments draw people from across the City and region for face-to-face interaction and community gathering. For LGBTQ+ people across the Los Angeles region, visiting the bars and nightclubs in West Hollywood is often seen as a rite of passage. Similarly, small businesses catering to the City’s Russian-speaking**

**population serve as a local cultural cornerstone, facilitating far-reaching social connections.**

**It is important that long-standing businesses with deep ties to the communities that make West Hollywood special are recognized and supported as cultural and community-building resources.**

**ACTIONS**

- Showcase and market legacy businesses to encourage patronage.
- Support and fund arts and culture programming at local businesses.
- Develop incentives to assist legacy businesses with renovations to older buildings.
- Expand small business assistance programs.
- Mitigate the construction impacts of major infrastructure projects on business operations.

**EXTERNAL PARTNERSHIPS**

Iconic and Historic Properties on the Sunset Strip / West Hollywood Chamber of Commerce / Sunset Strip Business Improvement District / West Hollywood Design District

**ASSOCIATED PLANS**

Economic Development Element  
Economic Study  
Sunset Arts & Advertising Program  
WeHo Arts: The Plan  
Eastside Community Priorities Plan





## CASE STUDY

# PROTECTING LONGSTANDING NEIGHBORHOOD BUSINESSES IN SAN FRANCISCO

In November 2015, San Francisco voters approved Proposition (Prop) J, which established the Legacy Business Historic Preservation Fund. The City of San Francisco defines a legacy business as "a for-profit or nonprofit business that has operated in San Francisco for 30 or more years... [and contributes] to the neighborhood's history and/or the identity of a particular neighborhood or community."

The program created Rent Stabilization Grants\* for landlords that enter into long-term lease agreements with legacy businesses. These Grants provide an incentive to landlords that may not otherwise extend or sign new long-term leases for longstanding businesses. "Legacy Businesses are valuable

community assets," said Katy Tang, Director of the Office of Small Business. "Their stability as anchor institutions benefits entire neighborhoods and sectors."

Since its launch, the program has protected 56 beloved local businesses from being displaced due to rising rents. "Through its Rent Stabilization Grant for Legacy Businesses, our 80+ year old noodle factory was able to relocate down the street and maintain our operations in San Francisco," said Connie Kong, owner of Tin Wah Noodle Co.

In January 2024, Mayor London Breed introduced legislation to allow the City to provide funding directly to Legacy Businesses, with

a goal of stabilizing these long-standing businesses which add to San Francisco's culture. If enacted, landlords would be required to share at least 50% of the grant with their tenants, which is not currently a requirement of the program.

"Being a small-business-friendly City means supporting entrepreneurs at every stage whether by helping them develop an idea or providing them with the resources they need to become iconic," said Mayor Breed.

\*As a charter city, the City of San Francisco is authorized to direct public funds toward public purposes like Rent Stabilization Grants, which the City of West Hollywood, as a general law city, cannot.

Source: City of San Francisco

# 3.5



## Support a more inclusive LGBTQ+ culture and nightlife in West Hollywood that is welcoming to underrepresented and intersectional LGBTQ+ identities.

**The City’s role as a hub for LGBTQ+ culture and nightlife in the region is something the City will continue to actively cultivate. Taking a more nuanced and intentional approach to marketing the City’s LGBTQ+ culture and nightlife brand will be critical for promoting greater inclusivity and a welcoming environment for those who have been underrepresented in West Hollywood.**

**ACTIONS**

- Identify and promote existing and new LGBTQ+ businesses and destinations.
- Streamline processes for holding special events that appeal to a broad range of LGBTQ+ communities.
- Promote the City’s requirement for multi-stall gender-neutral restrooms in all private developments.
- Launch a regional marketing effort to represent a diverse cross-section of LGBTQ+ culture and nightlife.
- Leverage cultural activities and programs to bring people together and create community.

**EXTERNAL PARTNERSHIPS**

Visit West Hollywood / West Hollywood Chamber of Commerce / West Hollywood Design District / Sunset Strip Business Improvement District

**ASSOCIATED PLANS**

Economic Study  
Communications & Community Engagement Strategic Plan  
WeHo Arts: The Plan

**SMALL BUSINESSES AS THIRD PLACES**

Small businesses play an important role in the City beyond offering goods and services. They also serve as informal community gathering spaces or "third places" between home and work, where people experience day-to-day social interaction. Some examples of these spaces that enrich the experience of West Hollywood include:

**Femme spaces** - dedicated to celebrating and supporting women, non-binary, and LGBTQ+ identities.

**BIPOC-owned small businesses**

- ranging from startups, creative agencies, and professional service firms spanning industries like retail, finance, healthcare, and media.

**Arts nonprofits** - organizations uplifting the voices, experiences, and self-expression of youth from under-resourced communities through healing arts programs.



## 3.6



### Advocate for expansion of transit options that can strengthen West Hollywood's connectivity to the broader region.

**While there are a limited number of City-operated transit routes, regional public transportation to and through the City is provided by external agencies. Advocating for the expansion of regional services that meet constituent needs will allow community members to travel to, through, and within West Hollywood using high quality public transportation and other mobility technology.**

#### ACTIONS

- Support zero emission mobility options within Southern California.
- Improve existing transit route connectivity within the City and to the broader region.
- Advocate for accelerated funding and construction of a Metro K Line Northern Extension that serves as much of West Hollywood as possible.
- Leverage the Metro K Line extension plans and Metro's first /last mile initiative to increase awareness of the City's programs and attractions.
- Actively participate in regional discussions regarding the development of regional bus lanes and bus rapid transit systems, automated enforcement programs, and advocate for the inclusion of routes serving West Hollywood.
- Advocate for the integration of West Hollywood into the bike share system.
- Expand and improve infrastructure to accommodate first/last mile transportation options.
- Evaluate emerging first/last mile technologies to reduce auto-dependency and climate impacts.
- Enhance the reliability and reach of existing City-operated transit services to fill gaps underserved by the regional system.
- Develop integrated artworks into transit stops.






#### EXTERNAL PARTNERSHIPS

United States Department of Transportation  
/ California Department of Transportation  
/ Westside Cities Council of Governments  
/ Los Angeles Unified School District / Los Angeles Metro / City of Los Angeles / County of Los Angeles / West Hollywood Bike Coalition

#### ASSOCIATED PLANS

Mobility Element of the General Plan  
Climate Action and Adaptation Plan  
Rail Integration Study  
Eastside Community Priorities Plan  
WeHo Arts: The Plan



MEASURES OF SUCCESS		TARGET
1	Number of business retention, attraction, expansion, and entrepreneurship support meetings performed	
2	Number of new businesses by sector	
3	Number of new businesses owned by BIPOC, LGBTQ+, or Women	
4	New jobs created in West Hollywood	
5	Total percent in progress toward goals identified in the Economic Study	



## TRANSPARENCY & ENGAGEMENT

**Ensure all constituents feel welcome and empowered to participate in local governance and civic life.**

- 4.1** Extend resident participation and foster meaningful engagement in local governance and decision-making.
- 4.2** Combat misinformation and foster productive community dialogue through proactive, accessible messaging.
- 4.3** Unify and connect the City's digital databases and tools to enhance and support data transparency, data-driven decision-making, and a more streamlined user experience for community members.





## TRANSPARENCY & ENGAGEMENT

### STRENGTHS, CHALLENGES, & OPPORTUNITIES

**West Hollywood community members would like to see more opportunities for substantive two-way communication with City Hall, reflecting the community's passion and commitment to improving their city.**

#### WHAT'S WORKING?

- Community members feel that the City is committed to fostering **public participation and being responsive** to community needs, and some noted the City's creative approaches to engage its residents more effectively.
- The City supports a multitude of **commissions and advisory boards** that offer opportunities for people to be more directly involved in addressing community concerns.
- City has invested heavily in **new formats and media for communications and community engagement**, such as the Engage WeHo website and WeHoTV.

#### WHAT'S NOT?

- **Responsiveness to resident concerns is inconsistent** according to some community members, especially with regard to land use and development decisions, and a majority of residents would like **more opportunities to share their opinions** with the City.
- The City needs to get ahead of **misinformation** on social media and other digital platforms.
- There has been a **lack of setting clear expectations and consistent communication** on what can be controlled by or directly managed by city government.

#### WHAT'S NEXT?

- **Streamlined tools or platforms** for two-way communication and overall greater public participation.
- **Enhanced accessibility of City communications** through more language options and more user-friendly design of digital touchpoints.
- **Innovative formats and new opportunities** for public participation beyond City Council meetings and other "traditional" modes for community input.

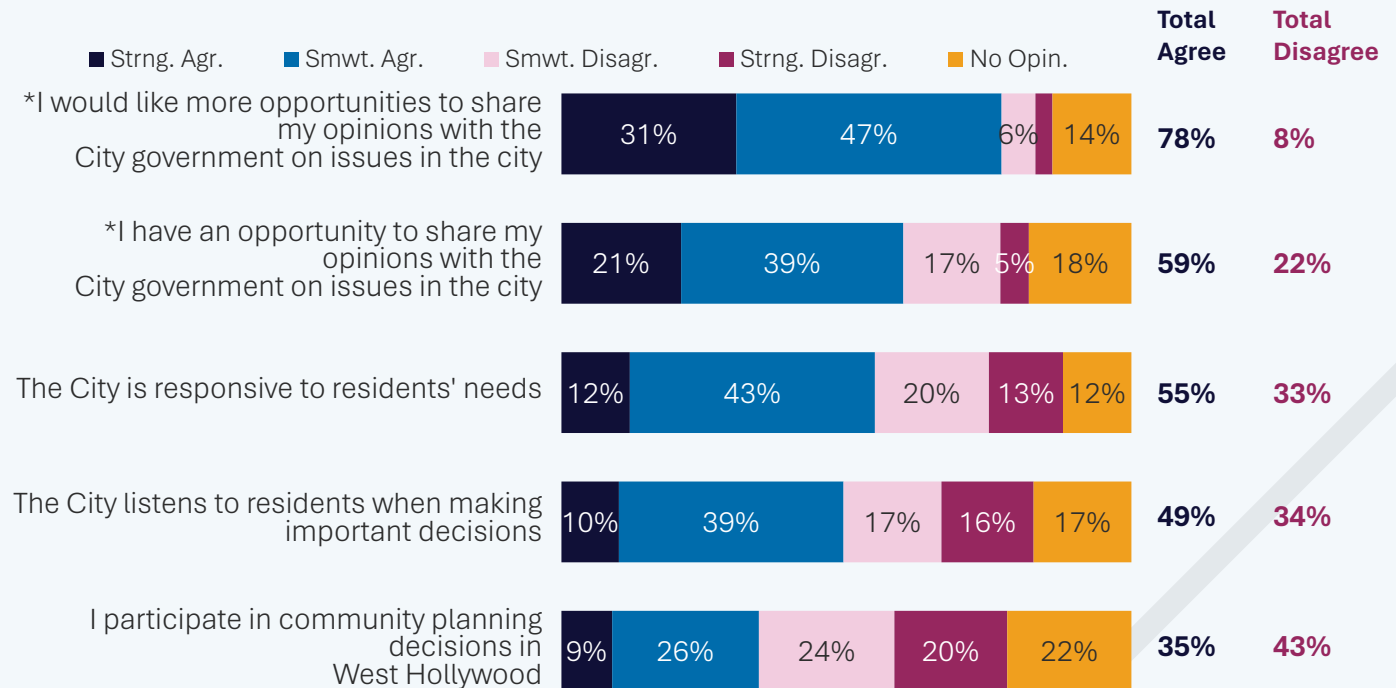
# 59%

**of residents agree that they have an opportunity to share their opinions with City government**

Source: WeHo 40 Baseline Community Survey (March 2024)

**A majority of West Hollywood residents would like more opportunities to connect with City government, but close to 6 in 10 feel they have an opportunity to do so and more than half agree that the City is responsive to residents' needs.**

Question: "I would like to read you some statements. After you hear each one, please tell me whether you agree or disagree with the statement, or if you do not have an opinion." \*Split Sample



## WEST HOLLYWOOD RESIDENTS' SENTIMENTS ON ENGAGEMENT WITH CITY GOVERNMENT (RANKED BY STRONGLY/SOMEWHAT AGREE)

Source: WeHo 40 Baseline Community Survey (March 2024)



# 4.1



## Extend resident participation and foster meaningful engagement in local governance and decision-making.

**For the City to more equitably represent and operate in the best interests of the community, all community members should feel welcome, invited, and able to get involved.**

**Participatory governance empowers community members to more directly influence how decisions are made, and it affords government officials a richer and more nuanced understanding of community needs and lived experiences.**

**Some of the desired outcomes of such practices include improvements in government transparency, accountability, and responsiveness; greater equity and innovation in decision-making; and more delivery of more effective City-led policies, programs, and services.**

### ACTIONS

- Expand use of public service announcements, outreach, and education to increase public participation.
- Leverage a mix of civic technologies and in-person events to create space and opportunities for participation by all community members.
- Refine the City’s Civic Leadership Academy.
- Upgrade and enhance the use of CRM (customer relationship management) software to engage with the community.
- Expand new tools for activating the public realm for civic dialogues.
- Expand opportunities for virtual public engagement and track the implementation of adopted City plans through dashboards and regular updates to the community.
- Cultivate leadership, stewardship, and equity with younger community members.
- Balance digital and analog communications tools with language options that best meet the preferred methods by which people want to receive information.

### EXTERNAL PARTNERSHIPS

Los Angeles County Registrar-Recorder/  
County Clerk

### ASSOCIATED PLANS

Engage WeHo  
Communications & Community Engagement  
Strategic Plan  
Envisio

## 4.2



### Combat misinformation and foster productive community dialogue through proactive, accessible messaging.

**The spread of misinformation and its role in shaping public opinion and priorities is a concerning trend that West Hollywood is committed to addressing.**

**For productive dialogue to thrive, civil discourse must be grounded in a shared understanding of a common set of facts. The City can play a role in safeguarding democratic processes and promoting effective public deliberation through trustworthy, accessible, and proactive messaging that keeps our community informed.**

#### ACTIONS

- Actively track misinformation and seek corrections in published information.
- Develop tools that enable the City to effectively convey its policies, programs, and accomplishments.
- Enhance accessibility and participation by implementing a language selection tool on the City website and microsites.

#### EXTERNAL PARTNERSHIPS

Media Partners

#### ASSOCIATED PLANS

Communications & Community Engagement  
Strategic Plan

4.3



Unify and connect the City’s digital databases and tools to enhance and support data transparency, data-driven decision-making, and a more streamlined user experience for community members.

Many of the City of West Hollywood’s core technology systems have, historically, been decentralized.

To facilitate more seamless operations, engagement, and data-generation, it is important to prioritize centralizing systems and reporting. This will positively impact services to constituents, and it will provide insights to drive more

ACTIONS

- Expand opportunities for virtual public engagement through the City’s online platforms.
- Encourage feedback from community members in policy-setting and budget processes.
- Increase digital literacy by offering workshops and training.
- Design user-friendly web interfaces that are easy to navigate and understand for people with varying levels of technical expertise.
- Present City data using geographic information systems (GIS) in a visual and accessible way.
- Increase feedback mechanisms by integrating them within City software/communications touchpoints or City website.
- Responsibly implement artificial intelligence technology tools to enhance user experience on the City website and mobile app.
- Reduce operational inefficiencies by creating real-time efficiency tracking software to proactively manage preserving resource allocation and improving action standards.
- Develop a comprehensive online portal where users can manage their City-based accounts and access relevant services.

EXTERNAL PARTNERSHIPS

Municipal Information Systems Association of California / Government Finance Officers Association / California Society of Municipal Finance Officers / Media Partners

ASSOCIATED PLANS

Information Technology Strategic Plan  
Communications & Community Engagement Strategic Plan





## CASE STUDY

# AN “OPEN URBAN PLATFORM” FOR IMPROVING PUBLIC SAFETY, SERVICE DELIVERY, AND TRANSPARENCY IN ROTTERDAM

Since 2018, the City of Rotterdam in the Netherlands has been exploring ways to better leverage its data platforms within and across the city systems and services through its Digital City program. The primary goal of the program is to improve the efficiency and effectiveness of city processes and services by creating a digital environment that supports data sharing and reuse across different city systems and applications.

Such a solution was needed because the city had invested heavily in “smart city” solutions for critical services and systems like their energy grid, transportation system, and waste management services, but those systems were developed independently with little coordination. And without something to tie these systems together, the trove of important data being collected cannot be leveraged to its full potential.

To address this, the city has been investing in unified data system called Open Urban Platform (OUP),

which will allow anyone to see how environmental data, underground infrastructure, bus lines, and a wide range of other city data are connected. A key benefit of this work is the opportunity to form cross-silo connection of data. Once fully developed, the platform is expected provide real-time snapshots of everything from parking space utilization, to traffic counts, to how full the city’s garbage cans are.

Although the platform is still in development, the city has outlined many compelling use cases and benefits:

### PUBLIC SAFETY

First responders will be able to see much more information before they arrive at an emergency situation. Firefighters in Rotterdam currently have 2D maps on tablets available to them, but they do not have full information on the interiors of buildings. The application will bring together 3D information on the surrounding area, the interior of the building and even underground






infrastructure such as pipes and cables.

### TRANSPARENCY AND COMMUNITY CO-CREATION

By using shared data, city staff, businesses, residents, and other stakeholders can deliberate proposed changes and make informed decisions based on current information that is available to all. Community members can then provide feedback with a better understanding the complexities at play.

### CITY PERMITTING

The unified data system is expected to speed up construction permitting by combining building information models – which public agencies have been slower to adopt, despite widespread use by private firms in the architecture and engineering industry – for new building plans with city code overlays that that can automatically check compliance, eliminating the need for to wait for manual reviews which are often time-consuming and resource-intensive for city governments.

MEASURES OF SUCCESS		TARGET
1	Voter participation in the municipal election (as a percentage of registered voters)	
2	Percent of City Board and Commission members by demographic category (race, age, gender, etc.)	
3	Percent of residents reporting “strongly agree” or “somewhat agree” that they have an opportunity to share their opinions with City government on community survey	
4	Social media engagement (by channel)	
5	Percent of residents reporting “somewhat satisfied” or “very satisfied” with the City’s digital touchpoints as measured by the community survey	







## COMMUNITY CONNECTION

# Strong social bonds and connections within the community.

- 5.1** Protect, promote, and support inclusive community gathering spaces and programs.
- 5.2** Promote community connection through arts & culture programming and other community events.
- 5.3** Support creative uses of public space for community gatherings and events.
- 5.4** Promote historic and cultural resources preservation to enhance social cohesion and neighborhood resilience.



## COMMUNITY CONNECTION

### STRENGTHS, CHALLENGES, & OPPORTUNITIES

**Sense of community and belonging, once considered a hallmark of the West Hollywood experience by community members, is under threat by many of the same trends have contributed to increased loneliness across the country.**

#### WHAT'S WORKING?

- **Walkability and high-quality urban amenities that bring people together**, which includes both public open spaces/facilities as well as private establishments, were frequently cited as assets by community members; many offered personal anecdotes or noted deep personal significance of cafes, bars, and other local businesses, ranging from LGBTQ+ to Russian bakeries.
- The City's investments in **attractive and amenity-filled parks and open spaces** has provided much-needed space for community event programming and recreational activities.
- The City's **public arts and culture venues, programs and organizations** are robust and highly valued by community members, including the City's historical archives, public art programs, entertainment venues, and live theater venues/performances.

#### WHAT'S NOT?

- **Disappearance of free or low-cost community activities and gatherings** has made social connection difficult to find, especially for underrepresented groups, contributing to the loneliness epidemic observed nationwide.
- **Displacement of economically vulnerable community members** disrupts social ties and weakens socioeconomic and cultural diversity.
- **Widening socioeconomic inequality and other demographic shifts** have created competing priorities and stoked tensions, often between newer and longstanding community members.
- **Some community members feel increasingly isolated**, especially older people, who feel excluded from job opportunities, social events, and other community activities as a result.

#### WHAT'S NEXT?

- **Additional support for low-cost or free community programming** (e.g. block parties, community markets, etc.) to increase intergenerational connection and community belonging.
- **More opportunities for celebrating and amplifying underrepresented groups** in the community like immigrants, people with disabilities, BIPOC and subsets of the LGBTQ+ community.





# 94%

**of residents say they want  
West Hollywood to be known  
for being a walkable city in 10  
years**

Source: WeHo 40 Baseline Community Survey (March 2024)



# 5.1



## Protect, promote, and support inclusive community gathering spaces and programs.

**A major contributor to what has sometimes been called a loneliness epidemic is the disappearance of “third places.”**

**Traditional third places include religious institutions and places of worship, low-cost or free recreational spaces like sports leagues, community gyms, and other civic clubs and organizations that bring people with similar interests or values together.**

**These are typically designed, created, and operated by community members and community groups, not by government, and the City is committed to supporting this form of community building.**

### ACTIONS

- Foster community by bringing people of all ages together through meaningful, high-quality, and community experiences.
- Provide affordable, high-quality recreational programming and facilities for all ages and abilities.
- Integrate arts into the built environment, with physical spaces for creation and presentation.
- Expand classes/workshops and other activities for life-long learning, especially for older adults, in various community settings.
- Engage community partners to create connection opportunities for community members, with an emphasis on vulnerable communities.
- Support intergenerational programming and other opportunities for cross-community connections.
- Support community groups that facilitate continuous and ongoing connections.
- Maintain public parks and City facilities as formal and informal community gathering spaces available to community members and community groups.
- Support collaboration between local businesses and community organizations to encourage partnering on events, sharing space, and fostering community.

### EXTERNAL PARTNERSHIPS

Los Angeles Unified School District / Los Angeles County Library / Visit West Hollywood West Hollywood Chamber of Commerce / Local businesses / Neighborhood Watch Groups / WeHo Arts Grant Awardees / West Hollywood Design District / Sunset Strip Business Improvement District / Social Services Providers

### ASSOCIATED PLANS

WeHo Arts: The Plan  
Aging in Place/Aging in Community Initiative  
HIV Zero Initiative  
Co-sponsorship Policy



## 5.2



### Promote community connection through arts & culture programming and other community events.

**Free or low-cost arts and cultural programming are an important way of bringing people together to get to know their neighbors, share stories, and foster a stronger sense of community. This includes educational and enrichment programs as well as performances or other events.**

#### ACTIONS

- Invest in the artists, arts and culture programs, social events, and educational seminars.
- Establish and maintain multidisciplinary City facilities for arts, culture, and recreation.
- Create space for structured or informal dialogue and artist-led experiences.
- Present moving image artwork on digital media in the public realm.
- Provide affordable, educational, and fun art-making activities and programs for youth and adults.
- Host events and programs to highlight the City's history and culture.
- Sponsor and support community events targeted towards underrepresented communities within West Hollywood, focusing on the LGBTQ+ community, Russian-speaking community, BIPOC community, and women.

#### EXTERNAL PARTNERSHIPS

California Park and Recreation Society /  
WeHo Arts Grant Awardees / West Hollywood  
Design District / Sunset Strip Business  
Improvement District

#### ASSOCIATED PLANS

WeHo Arts: The Plan  
Sunset Arts and Advertising Program (SAAP)  
Co-sponsorship Policy

#### CULTURAL FESTIVALS & EVENTS

Cultural festivals play a significant positive role within West Hollywood by fostering social cohesion, celebrating diversity, and enhancing community identity. West Hollywood is home to a variety of cultural festivals, including WeHo Pride, the WeHo Pride Arts Festival, Halloween Carnaval, the Women's Leadership Conference, the Human Rights Speakers Series, and the Russian Cultural Festival, also known as the Mishka Festival, and the newly observed Juneteenth National Independence Day.





# 5.3



## Support creative uses of public space for community gatherings and events.

**Public space includes not only streets and sidewalks but also public parks, medians, and public plazas or similar public realm elements.**

**West Hollywood seeks a balance for its public spaces to provide for diverse civic needs, allow for both pedestrian and vehicular uses, integrate transit-related amenities, maintain access for first responders, and support outdoor dining and other business uses. The City further supports creative, environmentally-responsive enhancements in new public spaces.**

### ACTIONS

- Pursue community visioning efforts to foster unique public space design.
- Produce community education and public awareness events and programs that focus on public space enhancement opportunities.
- Integrate unique public space design and activations as part of the public realm requirements.
- Encourage art and culture activations to drive tourism and enhance the identity of a neighborhood.
- Promote the dedication of publicly accessible open space in private development projects.
- Host major open streets events and community events to encourage residents and visitors to experience their streets in new ways.
- Utilize the City’s planning processes to identify areas where pedestrian improvements can be made.
- Provide pedestrian amenities throughout the street network such as wider sidewalks, street trees and landscaping, bulb-outs, seating areas, and pedestrian-oriented lighting.
- Promote the use of green spaces as opportunities for physical activities, social interactions, stress relief, and restoration.

### EXTERNAL PARTNERSHIPS

Southern California Association of Governments / Public Facilities, Recreation, & Infrastructure Commission / Visit West Hollywood / West Hollywood Chamber of Commerce / Sunset Strip Business Improvement District / West Hollywood Design District / Various Residents Associations / Los Angeles County Sheriff’s Department / Los Angeles County Fire Department / Southern California Edison / Los Angeles Metro / CicLAvia

### ASSOCIATED PLANS

Climate Action & Adaptation Plan  
Adopted Streetscape Master Plans  
Eastside Community Plan  
Sunset Specific Plan  
Plummer Park Comprehensive Improvement Plan  
WeHo Arts: The Plan  
Sunset Arts & Advertising Program (SAAP)  
Pedestrian & Bicycle Mobility Plan  
Mobility Element of the General Plan  
Design District Streetscape Master Plan  
Eastside Community Priorities Plan

### Fostering Community Connection

Outreach revealed both the desire to uplift specific identities within the City—particularly those who have been underrepresented—and the opportunity to build more social cohesion in spaces where diverse groups intersect. This diagram represents the places that provide platforms for inclusive community gathering.

#### Public Parks & City Facilities

The active public programming of West Hollywood's public parks and City facilities promotes intergenerational and cross-cultural engagement. Parks also serve as the setting for many community-driven events and informal gatherings.

#### Cultural Festivals

West Hollywood is home to a variety of cultural festivals including WeHo Pride, the Pride LGBTQ Arts Festival, Halloween Carnaval, the Women's Leadership Conference, the Human Rights Speakers Series, and the Russian Cultural Festival, also known as the Mishka Festival.

#### Arts & Culture Spaces

Private arts and culture venues and events play an important role in strengthening community connections.

#### An Active Streetscape

Streets and open spaces provide numerous opportunities for enhancing community life. These range from large-scale street events like Pride and CicLAvia, to shared spaces like community gardens, to everyday spaces like sidewalks and bus stops.

5.4



Promote historic and cultural resources preservation to enhance social cohesion and neighborhood resilience.

The City is committed to a comprehensive approach promoting the preservation of historic or cultural resources.

Community members can play a role in enhancing the impact of preservation efforts by leading activities and programming that activate underutilized spaces while bringing neighbors together. Strong neighborhood ties and social cohesion have been shown to be a contributing factor to faster recovery from climate-related disasters.

ACTIONS

- Establish cultural resource centers.
- Encourage opportunities for community gardens in public and private locations.
- Utilize existing neighborhood networks to expand community outreach and education.
- Foster community support for the local urban forestry program and pursue public-private and nonprofit partnerships to assist with program development.
- Organize annual historic preservation events to connect community members with the City’s efforts to preserve historic and cultural resources.
- Pursue historic resource surveys to identify additional historic and cultural resources.

EXTERNAL PARTNERSHIPS

Neighborhood Watch groups / LA County Fire / West Hollywood Preservation Alliance

ASSOCIATED PLANS

WeHo Climate Action & Adaptation Plan  
Urban Forest Management Plan  
Safety and Noise Element of the General Plan  
WeHo Arts: The Plan



*I see WeHo as being a city that is welcoming to all. Even if you fall on hard times, WeHo isn't the city that's going to turn its head and not help you find solutions.*

— WeHo 40 Strategic Plan Community Meeting Participant





Candy Land Fairytale, 2024 (Image: Alec Wolvec, City of West Hollywood)

MEASURES OF SUCCESS		TARGET
1	Number of arts and culture or community events held	
2	Estimated annual attendance at arts and culture and other community events	
3	Percent of community members rating arts and culture programs accessibility as “good” or “excellent” based on a community survey	
4	Percent change in progress toward goals identified in WeHo Arts: The Plan	







## CLIMATE ACTION & SUSTAINABILITY

# Adapt to the impacts of climate change while improving equity and quality of life.

- 6.1** Continue to advance WeHo Climate Action Plan goals, including reaching citywide carbon neutrality by 2035.
- 6.2** Bolster the resilience of City operations by considering climate resilience goals in policy decisions.
- 6.3** Ensure that all West Hollywood residents are adequately prepared for future impacts of climate change regardless of race, socioeconomic status, or other characteristics.
- 6.4** Improve and expand the city's ecosystems-based methods of mitigating the effects of climate change.



# CLIMATE ACTION & SUSTAINABILITY

## STRENGTHS, CHALLENGES, & OPPORTUNITIES

The City has made notable progress in tracking and reporting its Climate Action goals, but faces ongoing challenges with community-led action, risk to vulnerable populations, and disaster preparedness.

### WHAT'S WORKING?

- **By 2017, the City implemented 75% of the action items from the 2011 Climate Action Plan ("CAP")**, and by 2018, the City reduced its greenhouse gas emissions by 31%, surpassing the 2035 target outlined in the 2011 CAP years ahead of schedule.
- West Hollywood's recently completed **Climate Action and Adaptation Plan** sets clear goals for addressing or mitigating expected impacts of climate change. As of 2024, the City has **successfully completed 20% of its initiatives, projects, and programs across its five key Climate Action areas**.
- **Community members are supportive of City climate action efforts**, such as carbon neutrality and transitioning to alternative energy sources.

### WHAT'S NOT?

- West Hollywood has relatively high numbers of **older adults, people with disabilities, and people without access to vehicles**, three groups that are likely to be affected by air quality, health, and evacuation issues posed by extreme heat and wildfires. These populations exist predominantly and disproportionately in the eastern part of the City.
- **High-heat days, wildfires, and other climate-related incidents** are expected to increase over time; some impacts may be manifesting or worsening faster than previously projected.

### WHAT'S NEXT?

- **Continued attention to disparities** in how climate change impacts community members of varying socioeconomic backgrounds.
- **Greater promotion of community-led collective actions** to support the City's climate action goals, enhance the impact of City-led actions, and to equitably enhance disaster preparedness.
- **A focus on social cohesion and equity as strategies** for bolstering neighborhood-level climate resilience and disaster preparedness.
- **Consideration of shade equity** through tree planting and improved health of urban tree canopy.



# 62%

of community members consider environmental sustainability an extremely important or very important issue for the City to address

Source: WeHo 40 Baseline Community Survey (March 2024)

# 15

Number of "extreme heat" days expected in West Hollywood annually by mid-century

Source: WeHo 40 Baseline Community Survey (March 2024)



CicLAvia: Meet the Hollywoods, 2024 (Image: Jon Viscott, City of West Hollywood)

# 6.1



## Continue to advance WeHo Climate Action Plan goals, including reaching citywide carbon neutrality by 2035.

The City is already committed to and taking steps toward meaningful climate action, and it is committed to continuing these efforts to reach its long-term sustainability goals.

These efforts are crucial in addressing the global climate crisis while enhancing the quality of life and contributing to global efforts to combat climate change. By continuing to invest in green infrastructure and promoting sustainable practices, the City paves a more resilient and environmentally responsible future.

### ACTIONS

- Develop a carbon-neutral (net zero) building framework for city facilities, city-owned real property development, and city-funded projects.
- Upgrade the City’s vehicle fleet with alternative fuel vehicles.
- Encourage businesses to participate in the Green Business Program.
- Promote more efficient buildings through the implementation of design standards in the California Energy Code and CalGreen.
- Promote greater access to electric vehicle charging stations (EVCS) through implementation of state and local design requirements for private development.
- Reduce greenhouse gas emissions in City facilities and bolster the resilience of City operations.
- Accelerate climate action, adaptation, and resilience strategies through regional partnerships.
- Improve energy performance, decarbonize, and improve energy resilience of the existing building stock and decarbonize the future buildings.
- Promote, support, and expand the use of local solar power, battery energy storage, and electric vehicle readiness.
- Reduce transportation emissions by increasing sustainable mobility, promoting zero and near-zero carbon transportation, and implementing transportation demand management solutions.

### EXTERNAL PARTNERSHIPS

Los Angeles Metro / Local, State, Federal Resources for funding / Los Angeles Regional Collaborative (LARC) / California Green Business Network / Community Air Resources Board / Southern California Regional Energy Network (SoCalREN) / SoCal Edison / The Energy Coalition / Institute of Market Transformation / United States Green Building Council / EnergySage / Clean Power Alliance / West Hollywood Bicycle Coalition / Southern California Association of Governments / Westside Cities Council of Governments / Athens

### ASSOCIATED PLANS

WeHo Climate Action and Adaptation Plan  
West Hollywood Green Business Program



## 6.2



### Bolster the resilience of City operations by considering climate resilience goals in policy decisions.

**Prioritizing climate resilience in city processes and policies will be critical as the region faces increasing frequency and severity of high heat days, wildfires, and droughts, among other climate-change-induced challenges. By elevating climate resilience, defined broadly as the ability to withstand and/or quickly recover from major climate incidents, as a critical consideration and responsibility for all City departments, the City can broaden the impact of climate adaptation tactics already identified in the City's Climate Action and Adaptation Plan.**

#### ACTIONS

- Benchmark water use in City facilities and grounds on an annual basis.
- Install energy submeters at municipal facilities and expand the use of smart energy controls.
- Implement heat preparation and response measures, prioritizing areas with higher proportions of older adults and low-income individuals.
- Assess and establish City facilities that serve as centers for disaster preparedness, rapid response, and recovery from nature-based events.
- Advance solar plus storage and microgrid projects to support the infrastructure needed for City facilities.

#### EXTERNAL PARTNERSHIPS

County of Los Angeles / Los Angeles  
Regional Collaborative / Social Service  
Providers / Environmental Organizations

#### ASSOCIATED PLANS

Climate Action and Adaptation Plan



#### CLIMATE ACTION AND SUSTAINABILITY

Climate action and sustainability are essential for ensuring the long-term health and resilience of our planet, as well as protecting future generations from the harmful effects of environmental degradation. The WeHo Climate Action and Adaptation Plan outlines steps to which the City has committed to achieve carbon neutrality by 2035 while adapting to the impacts of climate change, with a focus on equity and quality of life.



6.3



Ensure that all West Hollywood residents are adequately prepared for future impacts of climate change regardless of one's race, socioeconomic status, or other characteristics.

Historically marginalized or disadvantaged communities have often borne much more than their fair share of negative environmental impacts, and studies also indicate that many of these same communities will be disproportionately impacted by climate change. Ensuring that our most vulnerable community members are prepared for future climate impacts is a foundational requirement for supporting more just and equitable climate action outcomes.

ACTIONS

- Engage community members facing disproportionate impacts of climate change in the development of plans to mitigate and prevent negative impacts.
- Ensure that disaster preparedness plans and programs adapt to changing conditions.
- Bolster social and economic safety nets for community members vulnerable to climate impacts.
- Provide wellness calls and in-person wellness checks for vulnerable housed and unhoused community members in times of climate disrupting events.
- Assess the current impacts and future risks of climate change to identify disproportionately impacted and vulnerable groups.

EXTERNAL PARTNERSHIPS

Los Angeles County Fire Department / Los Angeles County Sheriff's Department

ASSOCIATED PLANS

Climate Action and Adaptation Plan (2021)  
Aging in Place/Aging in Community Initiative  
Homeless Initiative  
Poverty Reduction Initiative  
Community Study



## CASE STUDY

# A PARTNERSHIP-BASED APPROACH TO BUILDING COMMUNITY RESILIENCE IN BERKELEY, CALIFORNIA

The City of Berkeley, California adopted its first citywide resilience strategy in 2016, a central priority of which was strengthening neighborhood-level capacity to withstand and recover from climate disasters by tapping into and improving community social connection.

In support of this, the City of Berkeley established the Community Resilience Centers (CRC) program, which are strategically located to extend the reach of existing resilience-building and disaster preparedness programs (e.g., Community Emergency Response Team, Emergency Supply Cache), which at the time were not effectively reaching some of city's most vulnerable populations.

To implement this program, the City of Berkeley partnered with existing community-based organizations and nonprofits that were located within economically distressed neighborhoods not well served by existing programs. This partnership strategy allowed the City of Berkeley to leverage the critical role of those organizations in the communities they served, forging a direct link to populations that were most vulnerable to key resilience risks, such as racial and social inequity, sea-level rise, and flooding.

Organizations participating in the program receive city-funded infrastructure upgrades, service delivery support, and additional year-round programming developed with community input.

Today the CRC program continues to direct funding to neighborhood facilities that can provide shelter and resources during climate and other emergencies, as well as year-round services and programming that strengthen community connections and resilience. In the City of Berkeley's 2021–2022 Climate Resilience budget, \$100 million was allocated to support the CRC Program. The State of California legislature also appropriated \$100 million through SB155 (2021) to support the development or retrofit of climate resiliency centers across the state.

Sources: City of Berkeley, CA; California Strategic Growth Council

# 6.4



## Improve and expand the city’s ecosystems-based methods of mitigating the effects of climate change.

West Hollywood is committed to pursuing climate action with holistic consideration of the city’s people, natural context, and built environment, so that solutions consider and support human needs as well as those of plants, wildlife, and watersheds that make up our regional ecosystem.

Employing an ecosystems-based approach to climate action will help ensure that West Hollywood continues to advance mitigation solutions that produce benefits for community members as well as the broader ecosystem that they inhabit.

### ACTIONS

- Implement actions necessary to advance the Urban Forest Management Plan, including assessing the state of West Hollywood’s urban forest.
- Expand future tree planting areas, where possible, to allow for greater soil volume that will support larger, mature trees in the city.
- Protect and expand the urban tree canopy; nurture green spaces, biodiversity, and wildlife habitat; improve water management; and encourage green infrastructure.
- Develop educational and outreach programs to encourage tree planting and preservation.
- Support innovative technologies that reduce the city’s environmental impact while bolstering the health of the natural landscape.
- Provide incentives to support green roofs and roof gardens in existing buildings.

### EXTERNAL PARTNERSHIPS

Tree City USA

### ASSOCIATED PLANS

Urban Forest Management Plan  
Climate Action and Adaptation Plan



## Equity Through Climate Action

The community's ability to adapt to challenges brought on by change and respond to climate impacts will depend on a range of factors: environmental, infrastructural, and social. Resiliency can look like many things, as visualized in this diagram.



### Emergency Preparedness

Having a communications system and plans in place will help the city respond quickly to climate-related events.

### Expanded Transportation Options

Building the infrastructure for low-carbon transportation including electric vehicles, public transit, bikes, and other mobility options will reduce dependency on cars.

### Energy Efficient Buildings

Improving building performance in both construction and operations will help the City reach its sustainability goals.

### Transparency & Access to Information

Providing easily accessible information about potential climate impacts and available resources helps residents can be prepared.



### Outreach and Trust Building

Building connections with vulnerable community members ensures that all residents are prepared for future climate impacts.



### Social Resilience

Providing access to public community spaces can help neighbors maintain strong social ties, which is a key factor in a community's ability to respond to environmental threats.









### Tree Planting

Green infrastructure not only improves the ecosystem's health, but it also contributes to a more equitable resident experience by providing shade, improving air quality, and beautifying streets.





MEASURES OF SUCCESS		TARGET
1	Progress toward carbon neutrality	
2	Percent in total progress toward goals identified in Urban Forest Management Plan	
3	Number of trees planted in locations with lower tree canopy and greater exposure to health and environmental burdens (i.e. Eastside neighborhoods)	
4	Water use in City facilities	
5	Number of buildings built or retrofitted to meet climate resilient design guidelines	
6	Percentage of households within 15-minute walk to a cooling center	





# Appendix





# GLOSSARY OF TERMS

**Aging in place** – The U.S. Centers for Disease Control and Prevention defines aging in place as "the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level."

**Climate Action** – Refers to efforts taken to combat climate change and its impacts.

**Co-creation** – Refers to a process that seeks to actively plan and develop ideas with community input and participation.

**Equity** – Refers to fairness and justice and recognizes that we do not all start from the same place due to systemic socio-economic and bias barriers and must acknowledge and make adjustments to imbalances.

**Griot Circles** – Griot is a West African term for a storyteller, historian, and/or an experienced orator. Traditionally, Griots keep and pass down the history of a community as a way of celebrating and preserving their heritage. In this document, Griot Circles refer to a format of conversation used in community engagement events that were led by community leaders and welcomed community members to share their lived experiences and plan feedback.

**Human-centered Design** – Refers to a methodology that places the end user at the center of a design or planning process. This process seeks to understand user behaviors and respond to their needs, challenges, and desires.

**Implementation** – For the purposes of this document, implementation refers to the steps needed for the City to achieve the goals and objectives outlined in the strategic plan.

**Inclusivity** – Refers to the practice of providing equal access and opportunities for all members of society with particular attention to people who might otherwise be excluded or marginalized.

**Intersectionality** – Refers to the interconnected nature of race, class, gender, and ability as they apply to individuals or groups in our society which shape an individual's experience and opportunities.

**Mobility** – Refers to various modes of motorized and/or non-motorized travel such as transit (trains, buses, trolleys, trams), bikes/e-bikes, scooters, motorcycles, and walking.

**Resilience** – Refers to the ability to successfully adapt and recover from climate-related disasters as well as ongoing stressors. Used in an urban context, resilience is often used to describe how well prepared or equipped communities are to respond to climate disasters, economic challenges, or other crises or ongoing challenges.

**Strategic Planning** – Involves setting goals, determining actions to achieve those goals, setting a timeline, and mobilizing resources to execute the actions. Cities, organizations, and institutions do strategic planning to define priorities that can guide decisions and allocation of resources.

**Sustainability** – Refers to the ability to maintain or support a process continuously over time. Commonly this term is used in relation to ecological or economic health and assumes resources are finite and should be used conservatively in order to plan for the future.

**Social Justice** – Refers to the practice of creating and sustaining a fair and equal society in which all people are valued and affirmed.

**Spatial Justice** – Refers to the link between social justice and space in our cities and neighborhoods and recognizes the impacts of regional and urban planning on our communities.

**Third Spaces** – Refers to spaces in which communities gather regularly outside their two primary spaces of home and work. Examples of third places include parks, community centers, places of worship, restaurants, bars, clubs, libraries, gyms, bookstores, and theaters.

**Well-being** – Refers to a person's ability to be safe, comfortable, healthy, and content.







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