

***DLBA 2010: A Focus for Leadership and Development***  
**18-month Status Report**  
(March 11, 2010)

**I. STRATEGIC PLAN TOP FOUR PRIORITIES**

**A1: Downtown Resident Engagement**

**ACTION STRATEGY: Create a Downtown Resident Council**

The Downtown Residential Council (DRC) meets regularly and includes representatives from several Downtown HOAs and Neighborhood Associations. The DRC has also fostered the development of a new association—Ocean Residential Community Association. One DRC representative serves as a voting member of the DLBA Board of Directors, and residents are represented on each of the four DLBA Task Forces: Capital Improvement Projects, Economic Development, Marketing and Special Events, and Public Safety.

**B1: Economic Development: Refocus on Retail**

**ACTION STRATEGY: Create a Retail Attraction and Retention Program**

- Retail Strategy—As of March 2010, a four-month educational and visioning process—including several steering committee meetings and three well-attended community meetings—has resulted in a retail vision for the next five years. DLBA will be organizing the strategic efforts of several community members and partners to achieve the goals developed through the retail visioning process.
- Retail Incentive Program—Fostering entrepreneurship is one of the 33 priorities that have been identified through the Retail Visioning Strategy, but at this time, incentive programs have not been implemented consistently; but rather determined on a case-by-case basis .
- Marketing—A Downtown economic development website, [www.downtownlbbusiness.com](http://www.downtownlbbusiness.com), was launched in August 2009. The Downtown Development Map was redesigned in July 2009 and displayed in storefronts and other visible locations. The “Location is Everything” collateral, which provides essential data about Downtown’s business environment, was published in September 2009 for the International Council of Shopping Centers (ICSC) conference and continues to be distributed to potential tenants. Data on existing retail inventory and a variety of economic indicators is currently being collected and compiled into an economic profile, scheduled for publication May 2010. Banners announcing new tenants have been hung, and DLBA is creating a Grand Opening package to assist new businesses in promoting themselves. Also, ads have run in local publications such as *Western Real Estate* and *The Gazettes*.
- Coordinating Efforts—Office and Retail Council and Economic Development Task Force meetings have offered opportunities to bring Downtown’s real estate community together. DLBA also serves as a liaison with City staff for existing and potential businesses. DLBA also organized two seminars for existing businesses on marketing and social media in 2009.
- Staffing—DLBA hired a Vice President to manage economic development in February 2009. A research manager has not been hired.
- Although DLBA did not shift much or any consumer marketing funds to investor marketing efforts, DLBA has successfully partnered with the RDA to implement most of the economic development programs identified above.

## B2: Downtown Action Plan

### **ACTION STRATEGY: Collaborate with the City to develop a Downtown Action Plan**

The plan has been drafted with DLBA's input and is in an administrative review period with the City.

## B3: Public Safety

### **ACTION STRATEGY: Support the Development of a Downtown Detail**

Due to budget issues, it has been determined that a Downtown Detail is not feasible at this time.

### **ACTION STRATEGY: Refocus Public Relations Efforts**

DLBA began publishing a monthly Public Safety e-newsletter in June 2009 and revamped the Clean and Safe webpage in February 2010. DLBA also initiated a Neighborhood Watch program for businesses and residents in coordination with LBPD that meets quarterly.

### **ACTION STRATEGY: Improve Entertainment District Security**

DLBA recommenced quarterly Entertainment District meetings for businesses and residents in conjunction with the City of Long Beach and LBPD. Along with LBPD, Downtown Guides have also adjusted their hours to provide better service to the Entertainment District. DLBA convenes monthly Downtown Security Alliance meetings to coordinate security personnel working in offices, entertainment venues, shopping centers, and other Downtown locations.

### **ACTION STRATEGY: Improve Downtown Lighting**

- Lighting—In December 2008, DLBA partnered with the City of Long Beach, Long Beach Redevelopment Agency (RDA), Long Beach Area Convention and Visitors Bureau (LBACVB), Long Beach Transit, and City Light and Power to install LED lighting on several Downtown buildings on Pine Avenue, at the Convention and Performing Arts Center, and in the Waterfront. DLBA also partnered with the City of Long Beach and LBACVB to install additional lighting on Ocean Boulevard adjacent to City Hall in February 2010.
- Pedestrian Experience—DLBA partnered with the Long Beach RDA to support art installations in several vacant storefronts. An event to plant 100 trees attracted 100 volunteers in November 2009.

## II. ADDITIONAL RECOMMENDATIONS FOR DLBA

### A. ORGANIZATION

**A2: Advocacy:** The DLBA has steadfastly endeavored to implement the strategic plan, which focuses on the collective issues identified through several focus groups in 2008. Specific projects are mentioned throughout this 18-month status report.

**A3: Communications:** DLBA continues to improve its communications through press releases, website updates, postcard mailings, events calendar magnets, one-on-one meetings, community meetings, and other efforts.

## B. PROGRAMS

**B4: Marketing & Events:** DLBA manages a comprehensive consumer marketing program, including a mix of promotions, advertising and special events that account for nearly a quarter of the organization's annual budget. The strategic planning process revealed that improving downtown's image remains a top priority of stakeholders. After a very busy and often hectic calendar of events schedule in 2009 (produced or sponsored 30 events), DLBA has focused its energies to produce 12 signature events in 2010 (Taste of Downtown at the Waterfront, Tecate Thunder Thursday, Long Beach Bicycle Festival, Pink Party, Summer and Music Series, Taste of Downtown in the East Village, Taste of Downtown on Pine Avenue, Latin American Parade and Festival, Halloween, 7<sup>th</sup> Annual State of the Downtown, Festival of Lights, and New Year's Eve).

**Shift Resources from Consumer to Investor Marketing:** DLBA continues to advertise events and promotions to consumers; see B1 for investor marketing efforts.

**Develop and Utilize Criteria to Evaluate the Effectiveness of Events:** An event matrix was developed in August 2009 and currently employed to evaluate the return on investment for DLBA-produced events throughout the year.

**Increase Sponsorship Revenue & Earned Income for Events:** DLBA has increased the amount of outside funding for events, including partnering with the Long Beach RDA to produce Summer and Music in 2009, and with the Port of Long Beach and the CVB, while continuing to identify other resources for upcoming events.

**B5: Beautification:** In addition to planting trees and improving lighting, DLBA supports the Pine Avenue Street and Landscape project headed by the City of Long Beach. The Capital Improvement Projects Task Force also has allocated funding to art on the Ocean Boulevard median as well as bollards to facilitate more attractive street closures in the East Village. The CIP Task Force continues to seek projects to enhance the Downtown.

## C. OPERATIONS

**C1: Staffing and Budget Implications:** The DLBA has not hired a controller or COO (chief operating officer) to the staff structure.

**C2: PBID Renewal:** With the pending renewal for the PBID scheduled for 2014 and the RDA Downtown project area sunseting in 2017, the DLBA is investigating alternative organizational structures and subsidiaries used in other cities, including the formation of an Economic Development Corporation (EDC), Community Development Corporation (CDC), and for-profit-events production company as a few examples to enhance the public-private partnership and funding sources.

**C3: Board and By-Laws:** DLBA created a maximum number of three two-year terms for Board members, added a voting representative from the Downtown Residential Council and expanded the Executive Committee from five to seven members. The Chair Elect's term was reduced from two years to one year. DLBA has not diversified the definition of "stakeholder" beyond commercial and governmental interests to include downtown residents. DLBA is in the midst of reorganizing how goals, strategies, and tasks are developed and accomplished by the President and CEO, staff, and Board in coordination with the annual budget calendar, although the general purpose statements of the DLBA organization have not be revised.

***Create a More Effective Governance Structure:***

- **Policy Board:** Rather than quarterly Board meetings, the Board meets six times a year, every other month.
- **Operating Board:** The Executive Committee has developed into more of an Operating Board due to the expansion of members and with the Board meeting only every other month.
- **Task Forces and Committees:** Four Task Forces were created in 2008 and continue to evolve.

**C.4: Nurture the Next Generation of Leadership:** DLBA has incorporated new voices through Task Forces, community meetings, and other outreach, although the task is ongoing.