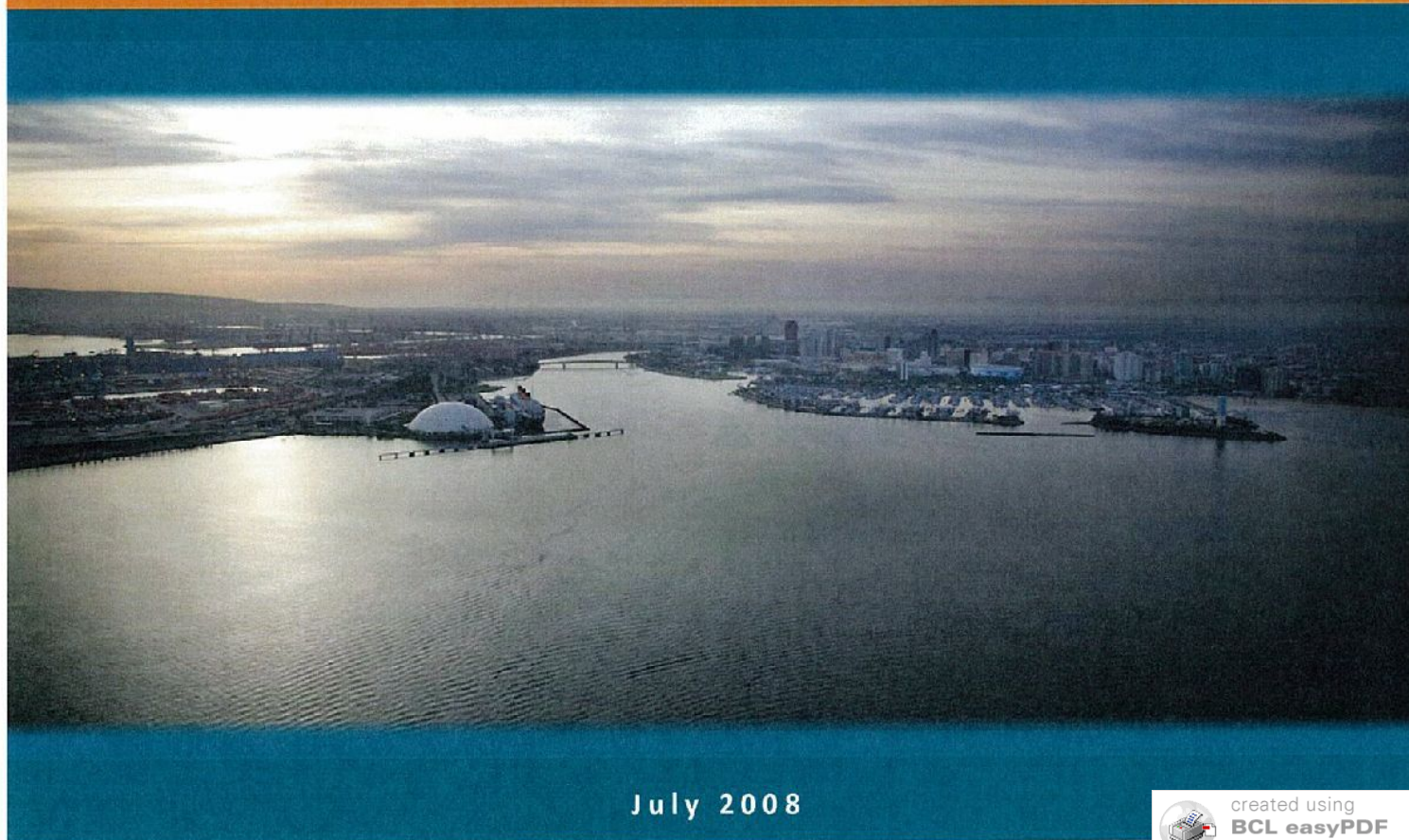


DOWNTOWN LONG BEACH ASSOCIATES 2010

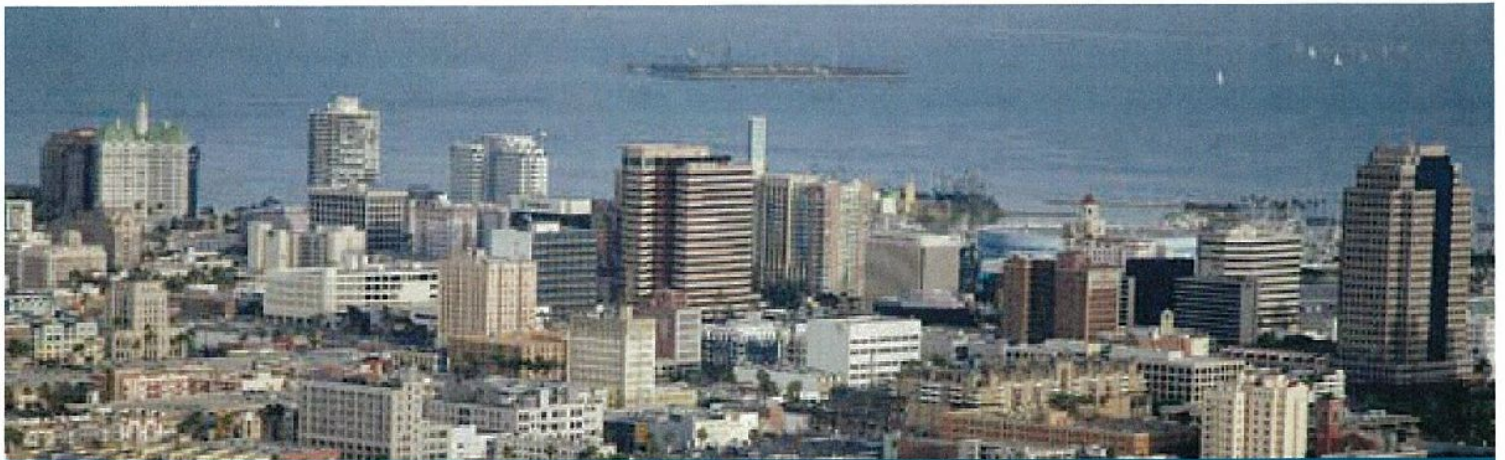


A Focus

FOR LEADERSHIP AND DEVELOPMENT



July 2008



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I. EXECUTIVE SUMMARY

In late 2007, as part of the five-year review of downtown's property-based business improvement district, the Downtown Long Beach Associates (DLBA) commissioned a strategic plan to look at how the organization could best be organized to lead Downtown improvement efforts over the next five to ten years. The Denver-based consulting firm Progressive Urban Management Associates (P.U.M.A.) was selected to lead the process to take a look at "big picture" trends and market changes that are likely to affect Downtown Long Beach, and then determine how DLBA should best be structured and financed to pro-actively overcome challenges and take advantage of opportunities.

The Downtown Long Beach Strategic Plan process began with a comprehensive analysis of Downtown Long Beach's current economic, social and political position within the marketplace. This analysis was accomplished through a comprehensive review of existing planning documents for Downtown Long Beach as well as internal budgets and work plans of the DLBA, extensive interviews and forums with Downtown stakeholders and a survey of Downtown business and property owners as well as Downtown residents. Nearly 100 stakeholders were involved in strategic planning roundtable discussions and interviews and 276 persons responded to a subsequent online survey.

The analysis of DLBA and the Downtown market, plus the findings from the outreach process, resulted in a set of 12 key recommendations. These recommendations were reviewed by the DLBA Executive Committee and top priorities were established. The DLBA board of directors then reviewed and discussed the draft Strategic Plan at a full day planning retreat and at a subsequent special board meeting. The recommendations, which are interrelated, address the following overarching goals:

- Position the DLBA as a leader in the community.
- Adapt to the changing dynamics of Downtown Long Beach.
- Employ a more strategic and long term outlook for Downtown.

The Plan also acknowledges that DLBA's existing structure and programming are fundamentally sound. Plan recommendations build upon DLBA's existing strengths to meet the following operational objectives:

- Redirect resources and energy to program areas that have the highest degree of relevancy to Downtown stakeholders.
- Maximize partnerships with local government and other civic organizations to leverage energy and resources and expand DLBA's influence.
- Establish the groundwork for broadening DLBA's constituencies and resource base, including the eventual renewal of the property-based business improvement district.
- Explore opportunities to diversify DLBA's funding beyond property and business assessments.

The following chart illustrates three categories that are used to organize recommendations within the Strategic Plan. Strategies highlighted in red are recommended as the Top Four Priorities:

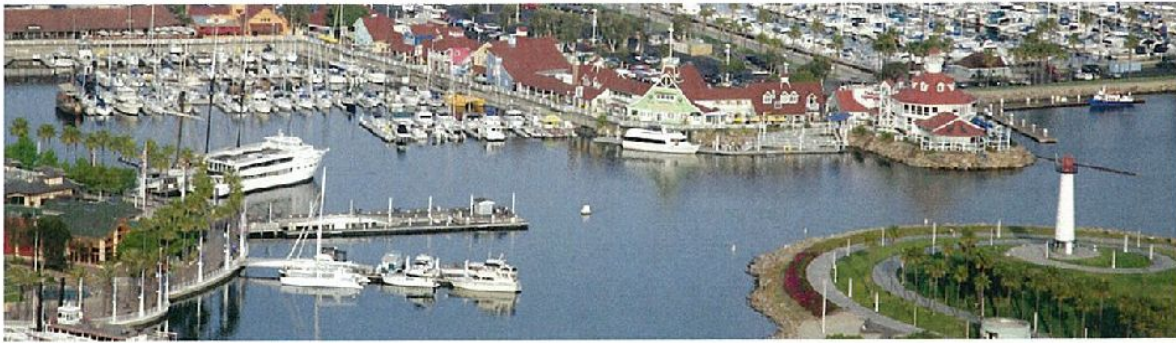
| A: ORGANIZATION | B: PROGRAMS | C: OPERATIONS |
|---|--|---|
| A1: Downtown Resident Engagement | B1: Economic Development: Refocus on Retail | C1: Staffing & Budget Implications |
| A2: Advocacy | B2: Downtown Action Plan | C2: PBID Renewal |
| A3: Communications | B3: Public Safety | C3: Board & By-Laws |
| | B4: Marketing & Events | C4: Nurture New Leadership |
| | B5: Beautification | |

A detailed narrative and suggestions for moving forward are provided for each of the preceding recommendations.

The implementation section of the Strategic Plan provides suggestions for sequencing, objectives and outcomes, staff and resource implications, and board involvement for each recommendation. Recommendations for Year 1 include:

- Recruit a new Economic Development Manager to manage a retail support program.
- Create a Downtown Resident Council to facilitate the exchange of information between DLBA and the growing downtown population.
- Participate in the City's proposed Downtown Community Plan with the goal of creating a unified public/private strategy to guide future projects, programs and investments.
- Continue to be vigilant about improving both the reality and perception of public safety.
- Improve communications to downtown stakeholders by exploring "high-touch" methods.
- Adjust consumer and investor marketing to improve downtown's image.
- Finalize goals, objectives and a draft scope of services for a downtown urban design plan.
- Adopt a new DLBA governance structure to make decision-making more nimble and responsive, and retain accountability to ratepayers.





II. STAKEHOLDER OUTREACH AND SURVEYS

Stakeholder Focus Groups and Interviews: In January and February of 2008, P.U.M.A. conducted site visits in Downtown Long Beach and held a series of roundtable discussions and interviews with key stakeholders. During the visits, P.U.M.A. engaged nearly 100 individuals through focus groups and one-on-one interviews including:

- Downtown residents
- Property owners
- Arts and culture groups
- Downtown business owners (including restaurants, retailers and entertainment venues)
- Professional services representatives
- DLBA Board
- City staff
- DLBA staff

P.U.M.A. led these groups through a participatory visioning process which probed stakeholder's perceptions on how Downtown Long Beach had evolved in the past ten years, and what their vision for Downtown Long Beach is ten years ahead, in 2018. Based on this vision, P.U.M.A. inquired about improvements and investments which need to occur to achieve this vision, and asked stakeholders to prioritize these items, ranking their importance towards achieving the vision. The priorities for Downtown Long Beach that emerged from the stakeholder focus groups included:

DOWNTOWN LONG BEACH IMPROVEMENTS AND PRIORITIES

| | |
|-----|--|
| #1 | Retail Attraction and Retention: Develop an incentive strategy to attract and retain desirable retail. |
| #2 | Develop a Cohesive Downtown Plan: The plan should clearly articulate the vision for Downtown to stakeholders, the general public and investors and should include ideas on long-term financing strategies. |
| #3 | Improve Aesthetics and Access: Create an aesthetically pleasing, accessible environment for pedestrians and bicycles. |
| #4 | Improve Safety: Explore more police, more ambassadors and better lighting. |
| #5 | Increase Residential: Support higher density development and increased residential Downtown and focus on the development and delivery of urban living benefits. |
| #6 | Encourage Art: Make art in all varieties integral to Downtown and work towards making Downtown Long Beach a cultural arts destination. |
| #7 | Marketing and Events: Through aggressive marketing and public relations strategies, create a positive unique identity for Downtown Long Beach both locally and regionally. Support the marketing with special events. |
| #8 | Recapture the Waterfront: Open it up, clean it up and create better access to it. |
| #9 | Public/Private Sector Partnership: Work to build city/business relationships and improve communications between these disparate groups. |
| #10 | Improve Parking: Make it easy, accessible, and provide appropriate supply. |

The role of the DLBA was also probed in the stakeholder focus groups, as P.U.M.A. sought input on stakeholder's opinions on the role of the DLBA both in implementing the priority improvements and investments and generally within the contextual environment of the City of Long Beach and the Downtown community. The following themes emerged:

Downtown Long Beach Associates' Role

| | |
|-----------|---|
| #1 | Advocacy: Provide visionary leadership and be a strong, unified, influential advocate for Downtown. Act as a liaison between government, businesses and residents and develop stronger partnerships with these constituents. |
| #2 | Improved Communication with Stakeholders: Empower constituents through transparent communications and education about Downtown issues. Facilitate partnerships between stakeholders, particularly focusing on engaging the residential segment. |
| #3 | Business Recruitment and Retention: Engage in economic development strategies to attract and retain quality new businesses. |
| #4 | Image Enhancement through Marketing and Public Relations: Strengthen the identity of Downtown Long Beach by marketing all of Downtown's assets to both local and regional markets. Use public relations to improve the community image. |
| #5 | Develop a Cohesive Downtown Plan: Develop a vision for the future of Downtown Long Beach and a specific strategy and implementation plan to meet that vision. The Plan should be created in partnership with the City, should be representative of significant stakeholder support, and should be cohesive and well-supported. |
| #6 | More Special Events: Place more emphasis on the production and development of special event programming that reaches out to diverse markets and benefits Downtown. Criteria should be developed to evaluate the benefit and ROI of each event. |
| #7 | Improve Parking: Examine current parking issues and explore opportunities to improve parking management and marketing. |
| #8 | Re-evaluate the Safe and Clean Program: Stakeholders noted that the "Clean" program is valuable and working well, but the "Ambassador" program may be pre-mature and stronger safety expenditures may be a better use of funds. Also, re-evaluate where services are deployed, particularly as new housing comes on line, and make sure areas of need are being cared for. |
| #9 | Physical Improvement Program: Leverage DLBA resources on physical improvements and be a catalyst for public investment in Downtown. |

Stakeholder Survey: Following the initial on-site visit, P.U.M.A. conducted an online survey for Downtown property owners, business owners and residents to assess priorities for improvements and investments to Downtown and to assess overall satisfaction with the DLBA's activities. 276 individuals representing multiple stakeholder groups responded to the survey which probed insights on a vision for Downtown Long Beach and improvements, projects and investments required to achieve that vision. Of those respondents, nearly 14% identified themselves as Downtown Commercial property owners, 38% as Downtown Business Owners and 44% as Downtown residents who either own or rent. In assessing the current state of Downtown Long Beach, respondents noted the following projects and investments have been "Very Important" in improving the environment over the past five years:

| "Very Important" to Improving Downtown Over the Past Five Years | | | | | |
|--|---------------------------------|----------------------------|----------------------------|-------------------------------|-------------------------------|
| Overall Rank | Improvement | Property Owner Rank | Business Owner Rank | Downtown Resident /Own | Downtown Resident/Rent |
| (80.4%) | Cleaner & Safer | 1 (83.3%) | 1 (81.0%) | 1 (78.9%) | 1 (81.1%) |
| (55.1%) | New Shopping | 3 (47.2%) | 2 (52.0%) | 2 (64.5%) | 4 (56.8%) |
| (54.7%) | Arts, Culture, Festivals/Events | 6 (33.3%) | 3 (50.0%) | 3 (59.2%) | 2 (73.0%) |
| (53.3%) | Restaurants & Entertainment | 4 (38.9%) | 4 (47.0%) | 4 (52.6%) | 3 (59.5%) |
| (43.5%) | New Downtown Housing | 2 (55.6%) | 5 (45.0%) | 4 (52.6%) | 5 (37.8%) |

In looking to the future, respondents noted the following general improvements will be very important to enhancing Downtown Long Beach in the future:

| "Very Important" to Downtown Long Beach in the Next Five to Ten Years | | | | | |
|--|----------------------------|----------------------------|----------------------------|-------------------------------|--------------------------------|
| Overall Rank | Improvement | Property Owner Rank | Business Owner Rank | Downtown Resident /Own | Downtown Resident /Rent |
| (81.5%) | Cleaner & Safer | 1 (88.9%) | 1 (83.0%) | 1 (85.5%) | 1 (78.4%) |
| (60.9%) | More Pedestrian Friendly | 2 (63.9%) | 3 (60.0%) | 2 (73.7%) | 4 (54.1%) |
| (60.5%) | More Convenient Parking | 3 (55.6%) | 2 (65.0%) | 4 (53.9%) | 2 (73.0%) |
| (53.6%) | More Shopping | 4 (52.8%) | 4 (55.0%) | 3 (69.7%) | 4 (54.1%) |
| (46.0%) | More Arts, Culture, Events | 9 (27.8%) | 5 (42.0%) | 5 (51.3%) | 3 (59.5%) |

When asked to use brief words to summarize their vision for Downtown Long Beach as they look ten years ahead to 2018, the following words were most frequently noted:

| | | | |
|----------------|-------------|--------------|------------|
| Alive | Vibrant | Friendly | Accessible |
| Walkable | Destination | Cosmopolitan | Urban |
| Clean and Safe | Diverse | Progressive | Upscale |

To achieve this vision for Downtown, respondents suggested the following actions will be important:

| "Very Important" to Improving Downtown Long Beach in the Next Five to Ten Years | | | | | |
|--|--|----------------------------|----------------------------|-------------------------------|-------------------------------|
| Overall Rank | Action | Property Owner Rank | Business Owner Rank | Downtown Resident /Own | Downtown Resident/Rent |
| (70.9%) | Improve safety, including more police & lighting | 1 (72.2%) | 1 (72.0%) | 4 (72.4%) | 4 (59.5%) |
| (65.1%) | Clean up the Waterfront & Improve Access | 6 (52.8%) | 2 (69.0%) | 5 (69.7%) | 1 (73.0%) |
| (61.7%) | Improve Retail | 2 (69.4%) | 3 (64.0%) | 1 (77.6%) | 4 (59.5%) |
| (58.2%) | Beautification | 3 (63.9%) | 5 (55.0%) | 2 (75.0%) | 2 (67.6%) |
| (57.1%) | Create a Downtown Plan | 5 (55.6%) | 6 (49.0%) | 2 (75.0%) | 7 (56.8%) |

Most interestingly, a majority of respondents said they would consider paying new or additional assessments to support these actions, improvements and/or investments:

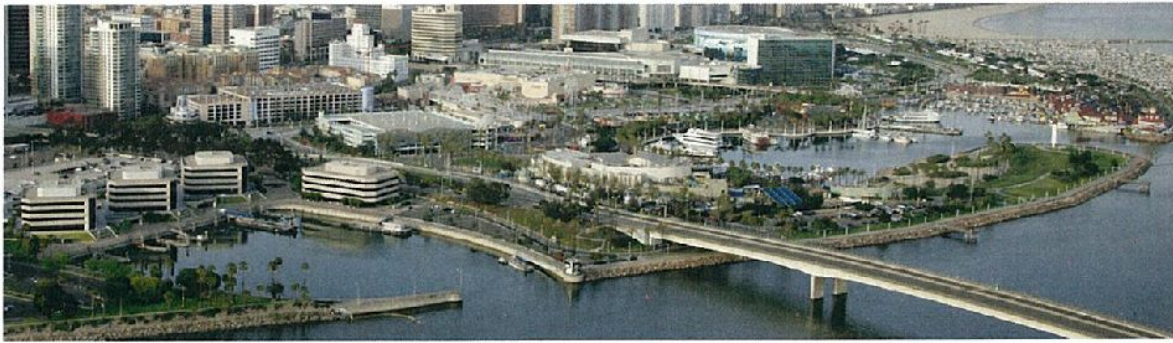
| Willing to Pay? | Overall Score | Property Owners | Business Owners | Downtown Resident /Own | Downtown Resident /Rent |
|------------------------|----------------------|------------------------|------------------------|-------------------------------|--------------------------------|
| Definitely Yes | 14.2% | 19.4% | 14.0% | 13.2% | 24.3% |
| Probably Yes | 44.8% | 41.7% | 47.0% | 40.8% | 51.4% |
| Don't Know | 23.8% | 22.2% | 22.0% | 28.9% | 10.8% |
| Probably No | 8.0% | 5.6% | 6.0% | 5.3% | 5.4% |
| Definitely No | 9.2% | 11.1% | 11.0% | 11.8% | 8.1% |

Of those items respondents would be willing to pay for, the following ranked highest:

| Services Respondents would Consider Paying For | | | | | |
|--|--|---------------------|---------------------|-----------------------|-------------------------|
| Rank | Service | Property Owner Rank | Business Owner Rank | Downtown Resident/Own | Downtown Resident /Rent |
| (55.7%) | Improve safety, including more police & lighting | 1 (62.5%) | 1 (54.7%) | 2 (48.2%) | 1 (55.2%) |
| (43.8%) | Beautification to Improve Pedestrian Environment | 2 (54.2%) | 2 (41.3%) | 3 (42.9%) | 4 (37.9%) |
| (42.7%) | Clean Up Waterfronts & Improve Access | 5 (29.2%) | 3 (40.0%) | 4 (41.1%) | 1 (55.2%) |
| (38.9%) | Encourage art & culture | 5 (29.2%) | 4 (38.7%) | 6 (30.4%) | 3 (48.3%) |
| (34.6%) | Improve Retail | 3 (45.8%) | 5 (32.0%) | 1 (51.8%) | 6 (20.7%) |

Internal Assessment: P.U.M.A. also conducted an internal assessment of the Downtown Long Beach Associates, evaluating the DLBA's programs, budgets and organizational structures. Additionally, other district planning studies and reports completed in the past five years were reviewed, including:

- DLBA Management Plan and Budget (2007-2008)
- Management Plan for the Downtown Long Beach PBID (2003)
- DLBA Budgets (2007-2008)
- DLBA Annual Reports (2006 and 2007)
- DLBA 2005-2006 Annual Audit
- DLBA PBID Contract and PBID Database
- DLBA Staff Organizational Chart
- DLBA 2007 Monthly Board and Staff Reports
- DLBA Bylaws
- 2007 DLBA Marketing Plan
- 2007 Downtown Long Beach Market Data from Cushman and Wakefield
- 2007 Downtown Long Beach Perception and Use Study
- 2002 Downtown Long Beach Strategic Action Plan
- Entertainment District Legislation
- "The Economic Importance of Downtown Long Beach" - 2006 Report
- Long Beach 2030 Plan
- Long Beach Downtown Visioning Plan Work
- Downtown Sales Tax Reports



III. IMPLICATIONS FOR DOWNTOWN LONG BEACH ASSOCIATES

From the preceding summary of research and outreach conducted by P.U.M.A., the following overarching themes emerged:

- ***An Opportunity to Lead:*** Stakeholders made it clear they are looking for leadership to bring alignment and consensus to the Downtown agenda, and provide clear direction on action and implementation strategies. The DLBA is positioned to be this private sector leader and stakeholders agree the organization should serve in this role.
- ***An Evolving Neighborhood:*** What was once a one-dimensional business center has now evolved to a multi-dimensional neighborhood, yet the resources and programming required to support and sustain a new Downtown Long Beach have not fully emerged. New tactics need to be employed to meet the needs of a diverse new Downtown and its equally diverse constituents.
- ***From Tasks to Strategy:*** Since the initial creation of the PBID, the DLBA has focused on the successful development and implementation of specific tasks to serve the unique needs of the Downtown environment. But many changes have occurred in Downtown and to respond to these changes and prepare for future opportunities, an organizational evolution needs to occur to move the DLBA from a task orientation to a strategic orientation.

Based upon our findings, P.U.M.A. developed some initial recommendations for an organizational response from DLBA. These initial recommendations were reviewed with DLBA staff and the DLBA Executive Committee at a meeting in early March. During these review sessions, recommendations were prioritized and an initial response strategy emerged. Priorities emerged which are interrelated and address the overarching themes of:

- Positioning the DLBA as a leader in the community
- Adapting to the changing dynamics of Downtown Long Beach
- Employing a more strategic and long term outlook for Downtown

Recommendations that build upon DLBA's existing strengths and structure: The following recommendations for DLBA acknowledge that the organization's existing structure and programming are sound. Program recommendations build upon DLBA's existing strengths to meet the following operational objectives:

- Redirect resources and energy to program areas that have the highest degree of relevancy to Downtown stakeholders.
- Maximize partnerships with local government and other civic organizations to leverage energy and resources and expand DLBA's influence.
- Establish the groundwork for broadening DLBA's constituencies and resource base, including the eventual renewal of the property-based business improvement district.
- Explore opportunities to diversify DLBA's funding beyond property and business assessments.

Moving Forward – Organizational Response: Twelve strategies were developed as recommendations, all of which are connected and respond to the overarching themes. P.U.M.A. developed these recommendations in three areas:

- Organizational
- Programmatic
- Operational

Within these categories four priorities emerged. The priority initiatives are viewed as the most critical short-term recommendations that can help DLBA meet the strategic planning goals and objectives articulated on the preceding page.

The remainder of this plan provides specific strategies and recommendations for how the DLBA should best be positioned and organized to respond to current challenges and opportunities. These strategies are designed to accommodate areas of emphasis and growth and to improve DLBA's influence in advancing the development and management of Downtown Long Beach. The following chart illustrates these categories and the strategies contained within them. Strategies highlighted in red are recommended as the top organizational response priorities:

| A: ORGANIZATION | B: PROGRAMS | C: OPERATIONS |
|----------------------------------|---|------------------------------------|
| A1: Downtown Resident Engagement | B1: Economic Development: Refocus on Retail | C1: Staffing & Budget Implications |
| A2: Advocacy | B2: Downtown Action Plan | C2: PBID Renewal |
| A3: Communications | B3: Public Safety | C3: Board & By-Laws |
| | B4: Marketing & Events | C4: Nurture New Leadership |
| | B5: Beautification | |



IV. STRATEGIC PLAN TOP FOUR PRIORITIES

■ A1: Downtown Resident Engagement

Downtown’s growing residential base provides a new dynamic that could transform the central business district’s overall influence on local issues. New residents offer votes and passion. If merged with the business community’s resources and historical connection to Downtown, both constituencies could together become a formidable champion.

ACTION STRATEGY: Create a Downtown Resident Council

To effectively connect DLBA to the Downtown resident base, a Downtown Resident Council (DRC) is suggested. A DRC would serve as a conduit to this increasingly important constituency and would provide a channel of information between the DLBA and the larger Downtown residential population. This resident outreach would supplement DLBA’s existing residential representation on the board and allow for a more formalized flow of communication – both ways – between DLBA and residential constituents. Such a Council could also be helpful in developing support and relevancy for the future inclusion of residents in DLBA’s assessment structure.



The primary goal of the DRC is to more effectively facilitate the exchange of information between the DLBA and the growing Downtown resident population. To accomplish this, the DLBA’s role would be to provide regular information to the DRC on the status of projects, programs and advocacy issues that are currently at play.

In turn, members of the DRC would use their distribution methods to share pertinent information to the larger resident population. The DRC would also serve as the point of contact for any Downtown resident wishing to share a concern or express their thoughts on Downtown issues. If DRC members are unable to address these issues effectively, the DRC President can bring these issues back to the DLBA Board and/or staff for further action. The following table summarizes the proposed structure of the DRC:

| Downtown Resident Council Structure | |
|--|---|
| Members | 15 to 20 Members, with at least one representative from neighborhood organizations within the downtown area. The DRC will designate a President, Vice President and Secretary. |
| Relationship with DLBA | President of DRC will be a voting member on the DLBA Board, filling one of the “at-large” seats, and will serve as the primary conduit of information between the two. This will also allow residents to take a stronger role in how decisions are made at DLBA. Consistent with DLBA by-laws, the Residents Council will not make endorsements on ballot issues or political candidates, but will advise DLBA on a variety of policies and issues affecting the downtown. Minutes from DRC meetings will be shared with DLBA Board and Staff |
| Administration | The DRC will meet quarterly. DLBA staff will provide administrative support. |
| Roles | The DRC will provide information about resident needs and desires back to the DLBA, and advocate for projects and programs which support the resident constituency. The DRC will also act as a conduit of information from DLBA back to the downtown residential constituency. |

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

In the Downtown Long Beach market, the office and housing segments are generally strong while retail continues to struggle. Moreover, attracting and retaining retail is the Number One priority of stakeholders that participated in strategic plan focus groups and, after safety, the top priority cited by respondents to the online survey. With its economic development staff position currently vacant, DLBA has an immediate opportunity to refocus this existing business center to the priority of recruiting, retaining and growing quality retail.

The DLBA can be positioned as the primary point of contact for retail and economic development assistance in Downtown Long Beach. Working in partnership with the City of Long Beach, the DLBA could coordinate and package information important to doing business in Downtown, and could serve as a one-stop shop for that information and an ombudsman in efforts to attract and retain quality businesses.

ACTION STRATEGY: Create a Retail Attraction and Retention Program

A business support program model from other downtowns (Dallas, Raleigh, Lincoln, and Denver) is recommended. This business support initiative would position the DLBA to become a “one-stop shop”, or entry portal, for any retail business which wants to start, expand or relocate within Downtown Long Beach. The DLBA would offer up-to-date market information about Downtown, as well as technical assistance to refine business plans, seek financing and facilitate the local development review and permitting processes. This program would also include information on a variety of incentive tools to assist in financing tenant finish improvements, lease subsidies and working capital for innovative business concepts. Such a program provides the support necessary to help get independent businesses started and fill Downtown storefronts. The program consists of the implementation of three specific elements:

1. **Retail Leasing Strategy:** The creation of a retail leasing strategy positions Downtown to be managed with the same general approach as a shopping center. This strategy is developed by pulling together in one place all the necessary information about the existing conditions of the real estate in the target area, and then developing a future plan for how the area should best be used based upon market conditions. This strategy ensures recruitment efforts will be focused on providing a balanced mix of activities for residents, visitors and the daytime population. Components of the Retail Leasing Strategy include:

- **Retail Mix Recommendations:** Data should be collected on the existing retail inventory in Downtown Long Beach and an analysis should be performed to identify future retail demand.
- **Property Owner Outreach:** In order to acquire all the necessary information needed to understand the retail inventory, outreach to individual property owners will be necessary.
- **Data, Maps and Leasing Collateral:** All the necessary data which prospective retail entrepreneurs will need in deciding whether to locate in Downtown Long Beach should be well organized and packaged. Brokers, interested retailers and other downtown stakeholders should have easy access to this information and should be able to quickly find the comprehensive information about the district that they need. Recommended pieces include:

Real-Time Economic Data: DLBA will update and maintain a database on a variety of economic indicators in downtown, including descriptive characteristics on the residential, office, retail and other market segments. The ability to maintain and package current economic data is key to the success of the program.

Retail Recruitment Target Area Map: The map should clearly illustrate: Location of first floor occupants; Vacant spaces with square footage; Occupied spaces that could be considered available by the property owner

“Space Available” Documents: These documents about individual spaces for lease should include: Square footage; Relative condition; Price range per square foot; Broker/owner contacts

Retail Marketing Information Package: This package should include general information about the downtown market, including: Demographics; Sales Tax Trends; Block-by-block employment and residential densities; Development updates; Positive attributes about Downtown Long Beach

2. **Retail Incentive Program:** The retail incentive program will work to entice desirable retail to the core of Downtown Long Beach. The program works by matching eligible retail entrepreneurs with incentives in an effort to assist desirable types of retail businesses in locating within Downtown. A variety of incentive tools are envisioned, including loan and/or equity programs to finance tenant finish improvements, lease subsidies and working capital for innovative business concepts. In other cities that have this type of program, incentive programs are typically financed by the local government, redevelopment agencies and/or local banks. In Long Beach, it is envisioned that the City and RDA would participate in redirecting existing incentives or create a new resource to support this program. Business and property owners would seek incentives on a competitive basis, with ratings developed that reward desirable business types, locations and operating practices. How each prospective business scores against established eligibility criteria will determine the amount of incentive. Eligibility requirements to earn incentives

should be based upon the desired recommended mix of businesses suggested in the Retail Mix Plan.

3. Marketing: Marketing as it relates to economic development should essentially revolve around the following:

- **Creating the Vision:** In order to effectively launch the Retail Incentive Program, it is extremely important to sell the vision of what the downtown “will be” and encourage retailers to become investors in the future of Downtown. Retail marketing pieces should be developed which complement and target retail recruitment efforts, and which respond to the needs of all the important parties: retail brokers, potential retailers, and customers. Recommended marketing pieces and tools include: renderings showing how retail areas such as Pine Avenue or the East Village are envisioned once spaces are leased and store fronts are activated, space available and street level inventory maps, and positive collateral in general about downtown.
- **Marketing Campaign:** Multiple marketing campaigns can be conducted for each segment: retail brokers, potential retailers, and the customer. The campaigns should carry a specific call to action for each segment. Campaigns should include an intensive public relations effort surrounding every new development including lease signings, construction announcements, “coming soon” teasers, and grand openings. Facilitate coordinated advertising and promotions among new and existing retailers as part of the customer campaign.
- **Selling the Incentive Program:** Once the incentive program is activated, a marketing/PR campaign should be launched to introduce the program and its workings to prospective tenants.
- **Marketing Suite/Website:** A retail marketing suite, recommended at the ground level or in an existing conference room at the DLBA office, can be used as an additional tool to entice retailers, brokers and developers to review the area, share in the vision of downtown and eventually invest in this “up and coming” destination. Components of a marketing suite could include: enlarged versions of district retail maps, multi-media presentations about the future development of Downtown, charts and graphs on demos and boards on existing retail space.
- **Coordinate Marketing Efforts with Civic Partners:** DLBA will coordinate its economic development efforts closely with other civic partners, including the City and the RDA while the Convention and Visitor’s Bureau, the Chamber of Commerce and others can play roles in the collective effort.

In addition to the elements of the Retail Support Program, business support services would be provided within DLBA. To support a variety of retail businesses, including both new businesses and existing businesses looking to grow, the DLBA would offer:

- Assistance in matching prospects to available properties.
- Technical assistance to refine business plans and seek financing from conventional and unconventional sources.
- Assistance through the local development review process, acting as a liaison to the City.

Staffing and Budget: The development and management of this program would be handled by the DLBA, with funding coming from a variety of sources, including potentially the RDA and the City of Long Beach. One full-time staff person, the Economic Development manager, is recommended to manage the program. It is envisioned that this program would be a redefinition of the duties of the existing but vacant DLBA Economic Development staff position. The individual should have

experience in real estate and should be entrepreneurial and motivated. They should have a strong street presence and their efforts should be primarily focused on retail recruitment and retention. Their duties will require a responsibility to not only manage the incentive program, but to develop, compile and provide data on economic development information. In addition, this individual should serve as an “ombudsman” assisting in overcoming challenges to Downtown development including issues revolving around zoning, permitting and parking among other things.

Optimal staffing for the Retail Support Program would also include a full time Research Manager. The Research Manager could compile, maintain and disseminate economic data on all of downtown’s various market segments, including office, retail, housing, entertainment and culture. Having the capacity to develop and package real-time economic data in a variety of printed and electronic formats would help support economic development efforts, plus provide a valuable benefit accessible to all DLBA ratepayers.

To sustain the Retail Support Program, an annual operational budget of \$150,000 to \$250,000 is recommended to cover staff and marketing costs.

| Program Activity | Estimated Cost |
|---|--------------------------------|
| Economic Development Manager Salary & Benefits | \$ 75,000 to \$ 90,000 |
| Research Manager: Salary & Benefits | None to \$ 50,000 |
| Program Marketing Support | \$ 75,000 to \$ 110,000 |
| Total | \$ 150,000 to \$250,000 |

Operational resources are recommended from existing economic development budgets plus consideration of reallocating funds from DLBA’s consumer marketing efforts (see “Marketing & Events”). For the proposed loan and equity incentive programs, a funding target of \$2 million over a five year period is envisioned. RDA and the City would be a suggested source for incentive funds, and could perhaps participate in the operational budget. A goal for recruiting a set number of quality businesses (i.e. 25) should be set for the five year period.

■ B2: Downtown Action Plan

Despite its many recent successes, Downtown Long Beach lacks a strategic vision for the future to guide public and private investment decisions. In the strategic planning outreach process, the need to develop a cohesive plan was identified as the Number Two priority, following retail attraction and retention. In interviews with city officials, the need for a long term plan was accentuated by concern over the eventual expiration of the downtown redevelopment district and the availability of tax increment financing in 10 years.

While there may not be a formal downtown plan, there is no lack of planning in Long Beach. The City is currently managing a massive general plan update through the Long Beach 2030 process. In Downtown, Vice mayor Bonnie Lowenthal and City Councilmember Suja Lowenthal recently led a Downtown “visioning” process that identified several desirable goals for the future of the center city. Finally, DLBA has been following a Downtown Action Plan that was completed in 2000.

To build upon these efforts, and meet a primary goal of bringing alignment and consensus to identify, guide and implement public/private investment decisions, a new Downtown Action Plan process is recommended.

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

The ultimate goal of a Downtown Action Plan is to create a unified public/private strategy for future projects, programs and investments in Downtown Long Beach. Such an effort would identify priorities for the public and private sectors and would provide the DLBA with a significant leadership opportunity.

Building on prior Downtown planning efforts, the Downtown Action Plan would provide a detailed, tactical plan with recommendations for priorities, sequencing and financing through a process that brings alignment and consensus among diverse stakeholders. This plan would aim to forge an enduring public/private partnership to champion Downtown Long Beach for the next decade and beyond.

For example, the plan could be organized around the Vision goals from Long Beach 2030 and focus on developing detailed tactical actions and investments for Downtown:

- City at Water's Edge: *connecting Downtown to the waterfront*
- Clean Environment: *creating a "green" Downtown*
- Healthy & Active Neighborhoods: *amenities for Downtown residents, such as parks, schools, neighborhood retail, creating a walkable Downtown*
- Expanded Transportation Choices: *connecting Downtown to neighborhoods, streetcar, bicycles, other alternative modes*
- Community Connections & Culture: *connecting to higher education, fostering the arts*
- Economic Prosperity: *creating an environment to attract investment*
- Safe & Secure: *enhancing clean and safe, including urban design*

An immediate opportunity to collaborate with the City of Long Beach is provided by the City's intention to move forward with a Community Plan for Downtown. As a sub-element of the larger Long Beach 2030 process, the proposed Downtown Community Plan will have a land use and zoning emphasis and includes both planning and an environmental impact report (EIR) to accommodate anticipated zoning changes.

In addition to the land use directions sought by the City, the Plan should identify “transformative investments” that are foundational to future downtown development. For each transformative investment, which may be public, private or a combination of both, the Plan should specify project sequencing, roles and responsibilities of the DLBA, the City of Long Beach and other civic partners, estimated costs and financing options and benchmarks to measure success.

The final Downtown Action Plan should include organizational structure recommendations for both DLBA and the City of Long Beach. The plan will aim to define and solidify ongoing working relationships that merge both the energy and resources of the public and private sectors in creating a more vital downtown. An emphasis on “quick wins” and short-term achievable tasks will ensure that the Plan is a catalyst to visible change.

A Downtown Plan recently completed in Denver illustrates the type of programmatic recommendations and “transformative investments” that should be expected from the proposed Downtown Long Beach Community Plan. The following summary of the Denver Downtown Plan includes vision elements that are similar to what is emerging from Long Beach 2030 – prosperous, walkable, diverse, distinctive and green.

What makes the Denver plan different is the identification of specific programs and project investments to realize each of the vision elements. 19 specific initiatives are identified. Seven of the 19 are identified as “transformative” – priority improvements that will establish the foundation for the remaining initiatives. In Denver, both the city and the downtown organization are now working together to realize the transformative projects. Energy and resources are in alignment to improve downtown.

DLBA should consider adding a direct investment of funds into the Downtown Community Plan to ensure that the goals of identifying transformative projects and a tactical public/private implementation strategy are met.

the vision for downtown denver

VIBRANT: An Economically Healthy, Growing and Vital Downtown

the vision elements

To achieve a vibrant, economically healthy, growing and vital downtown, Denver must be committed to a sustained effort in each of the elements: **Prosperous, Walkable, Diverse, Distinctive and Green.** The numerous strategies and projects in each category are critical for downtown to sustain competitive within local, state, national and international markets in the coming decades. The orange bars indicate the seven transformative projects described below.



a. prosperous
Attracting Growth, Jobs and Investment

- A1. The Downtown of the Rocky Mountain Region
- A2. Energizing the Commercial Core
- A3. A Comprehensive Retail Strategy
- A4. Clean and Safe



b. walkable
Putting Pedestrians First

- B1. An Outstanding Pedestrian Environment
- B2. Building On Transit
- B3. Bicycle City
- B4. Park The Car Once
- B5. Grand Boulevards



c. diverse
Being a Socially and Economically Inclusive Place

- C1. Downtown Living
- C2. A Family-Friendly Place
- C3. Embracing Adjacent Neighborhoods
- C4. An International Downtown



d. distinctive
Cultivating a Mosaic of Urban Districts

- D1. District Evolution
- D2. Connecting Aurora
- D3. Downtown's New Neighborhood: Arapahoe Square



e. green
Building a Greener City

- E1. An Outdoor Downtown
- E2. A Rejuvenated Civic Center
- E3. Sustainable Use of Resources

seven transformative projects

These seven projects are identified as the most critical first to advance downtown development and economic health – over the next 20 years.

A2. Energizing the Commercial Core



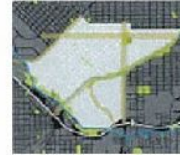
Boost economic development opportunities in the Commercial Core.

B2. Building On Transit



Enable the regional transit network with an actively ambitious local Denver serving transit park-and-ride system that provides quick and efficient connections.

B5. Grand Boulevards



Improve the experience for pedestrians and motorists along 50th, Colfax, Broadway, Park and Arapahoe Parkways.

C3. Embracing Adjacent Neighborhoods



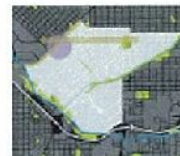
Link Denver's neighborhoods more closely with its downtown.

D2. Connecting Aurora



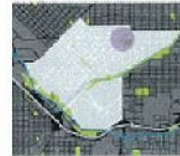
Foster a public-private partnership to attract development on the campus northwestern edge.

D3. Downtown's New Neighborhood: Arapahoe Square



Reinvent Arapahoe Square as a cutting-edge, densely populated, mixed-use area and center of innovative businesses.

E2. A Rejuvenated Civic Center



Redevelop and realign Civic Center park to attract visitors and serve local residents, academics and students.

■ B3: Public Safety

Consistently ranking as a top barrier to visiting and enjoying Downtown, the public safety issue needs continued vigilance. In the online survey for the 2008 Strategic Plan, making downtown cleaner and safer was cited as the Number One priority for the next 10 years. Survey respondents also indicated that improving safety, including adding police and lighting, would be the top service for which they would consider paying additional assessments.

Safety concerns appear to revolve around two major influences: 1) late night activity resulting from night clubs concentrated in the downtown entertainment district and 2) lingering perceptions from downtown's past. The DLBA should explore options to increase the uniformed presence Downtown, particularly during peak entertainment hours.

ACTION STRATEGY: Support the Development of a Downtown Detail

The DLBA has initiated discussions with the Long Beach Police Department supporting the notion of a Downtown Detail. Such a localized deployment of police could provide a stronger police presence at the times and locations most crucial to overcoming the perception of crime that still exists in Downtown. Efforts by the City to take a stronger policing control of the Blue Line should also be supported.

ACTION STRATEGY: Refocus Public Relations Efforts

Currently, DLBA employs a public relations consultant with a specialty in the hospitality sector. DLBA should consider shifting the focus and expertise of its public relations counsel from travel and tourism to focus on addressing image and quality of life issues, such as improvements in safety and overall vitality of Downtown. Local markets, including Long Beach residents and the downtown community, should be targeted for public relations efforts that provide actual police data and information on efforts to improve public safety and other quality of life issues.

ACTION STRATEGY: Improve Entertainment District Security

Downtown's Entertainment District policies offer enforceable regulations. The DLBA should explore options to work with the City of Long Beach to enforce existing policies and control mechanisms while additionally looking at added controls that could be included to refine the existing policy. Refinements could include exploring ways to better coordinate private security that is currently provided within each facility. The coordination could be as simple as having each security member carry a two-way radio that connects to other security personnel and/or the police. More formal options could include standard uniforms for security personnel from all individual venues.

ACTION STRATEGY: Improve Downtown Lighting

The pedestrian experience is inconsistent throughout downtown. There are many gaps between key activity centers that, particularly after dark, can be intimidating by the lack of activity on the street. To improve downtown's walkability and both the reality and perception of public safety, increased attention is needed to improve connections and gaps. Lighting and activating storefronts are key elements of this approach. A downtown-wide lighting and streetscape plan is proposed (see Item B5). Implementation of this plan could become an impetus for subsequent renewal of the PBID and/or the overlay of new downtown lighting and landscaping district.





V. ADDITIONAL RECOMMENDATIONS FOR DLBA

A. ORGANIZATION

A2: Advocacy: Stakeholders clearly feel that DLBA should be positioned as a strong Downtown advocate that can provide visionary leadership and a unified, influential voice for Downtown. To achieve this advocacy role, DLBA should be positioned to advance strategic issues and policies that affect Downtown by becoming a liaison between the public and private sectors. The development of a cohesive Downtown Action Plan would provide an immediate opportunity to coalesce and lead. Recommendations for strengthening DLBA's advocacy role include:

1. Focus on issues and policies that affect the collective interests of Downtown Long Beach.
2. With an updated Downtown Action Plan that provides consensus and direction for future public and private investment, direct advocacy efforts around top priorities. The vision should be fluid and flexible to respond to changes in the market and advocacy efforts should respond to these changes.
3. Create an environment to attract investment by providing assistance to property owners, businesses, developers and other investors to overcome stumbling blocks (permitting, parking, etc.).
4. Demonstrate leadership by tackling tough issues that are barriers to a successful Downtown.

A3: Communications: DLBA has a wide array of communications tools, including periodic newsletters, email updates and a state-of-the-art website. Despite these resources, participants in the strategic planning outreach process indicated that DLBA needs to improve its ability to inform stakeholders on issues affecting Downtown and, perhaps more importantly, needs to clarify its mission and role.

The DLBA should explore high-touch options to develop one-on-one relationships with Downtown stakeholders. Ideas include:

- Assign retention calls to members of the board of directors. If each director was assigned to contact one stakeholder each month, more than 200 contacts would be completed in a year.
- The proposed Residents Council provides a potential method of distributing information directly to several thousand residents within the Downtown area.
- The proposed repositioning of the Economic Development Manager creates a staff position that will devote much of its time to street level communications with property owners and the real estate community.

In addition to high-touch distribution channels, the DLBA should evaluate messages within its communications materials. Updates on the Four Top Priorities from the strategic plan would resonate with stakeholders, as these issues were identified as most important to the future of Downtown.

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.

Shift Resources from Consumer to Investor Marketing: To augment the economic development strategy recommended in B1 of this plan, the DLBA should explore shifting resources from consumer marketing to investor marketing. "Consumer marketing", which is currently the focus of DLBA marketing efforts, aims to attract customers to drive sales and improve regional image. "Investor marketing" is targeted to attract jobs, businesses and investment. An investor marketing focus could be directed to developing the Downtown product and on creating a vision for what the DLBA is working to achieve. Marketing pieces should also include a "call to action" for investors and consumers and should help to make markets feel compelled to engage in Downtown. Specific ideas to accomplish this shift in resources are detailed in B1: Economic Development Strategy and include options such as strengthening DLBA's ability to compile and package market information, creating a "marketing suite" to showcase Downtown leasing and investment opportunities, and collateral material resulting from the Downtown Action Plan illustrating a unified vision and road map for future public/private investment.

Develop and Utilize Criteria to Evaluate the Effectiveness of Events: To measure the value of DLBA event investments, surveys should be undertaken that identify specific demographic and opinion data on the event's visitors. The survey should be designed to ascertain to what extent the event influenced the customer's decision to come to this event, to what extent the customer is likely to shop, dine or lodge downtown while participating in the event, to what extent the visitor may return to downtown at another time in the future, and to what extent customers view the event as benefitting downtown. Also to be analyzed is how well the event supports other marketing and branding efforts underway. Questions could include:

- Where customer lives
- How they learned of the event
- If/how often they plan to return to the event
- If they plan to shop, dine or lodge downtown while there for the event
- How much money the customer plans to spend while downtown
- Customer's overall satisfaction with the event
- Does the customer believe the event benefits downtown
- Demographic data – income, age, etc.
- Contact information

To assess the value of investment in an event, DLBA needs to first return to the event objective or goal, and then analyze both survey responses and hard financial and attendance data from the event. For example, if a goal was to bring new visitors to Downtown, but only 5% of your visitors

said they were new, the event has failed at that particular objective. If the goal was to increase lodging in downtown hotels, and 80% of the visitors stayed in a downtown hotel, the event succeeded. Any number of factors can be used to assess the effectiveness of an event at achieving particular goals, and evaluating whether the investment in the event was valuable in attaining the goals stated, or whether the event failed and needs to be re-evaluated or discontinued.

Increase Sponsorship Revenue & Earned Income for Events: DLBA produces a variety of special events throughout the year and is often a partner in financially supporting events that are produced by other organizations. If the State of Downtown event is omitted, the DLBA 2007-08 budget anticipates that 90% of special event costs (i.e. \$300,000) will be supported by PBID or DPIA assessments, with the remaining 10% supported by direct sponsorships. The amount of sponsorship revenue is low compared to other downtown organizations. Plus earned income, such as beverage sales, booth and banner rental, is also an important component of event revenue for downtown organizations.

We acknowledge that there are constraints on local sponsorship opportunities for special events; however, in the long term, we urge DLBA to consider becoming more aggressive in seeking regional and national sponsorship revenues and earned income with the goal of reducing the amount of assessments spent on special events. Assessment dollars could then be reallocated to other marketing initiatives, such as supporting economic development.

In the future, DLBA should evaluate the formation of a for-profit and/or non-profit events production company as a subsidiary to the DLBA. Events production companies have helped to make special events business centers more entrepreneurial in other downtown associations.

B5: Beautification: Improving the aesthetics of Downtown was cited as a top priority from stakeholders that participated in the strategic planning process. Related priorities included connecting Downtown to the waterfront, improving safety through lighting and enhancing the overall "walkability" of Downtown.

Current work is underway to enhance the aesthetic environment of Downtown, including tree lighting and planter projects, gateway design elements and an overall plan to encourage building design that is in line with the feel of Downtown. In addition to these ongoing projects, the DLBA should explore developing a comprehensive urban design plan to identify large scale streetscape and connection improvements. Such a plan could be completed in the short term and implementation of the plan could provide a compelling cornerstone for PBID renewal.

Goals of a comprehensive urban design plan for Downtown could include:

- Improve the pedestrian experience and overall “walkability” of Downtown;
- Create stronger connections between Downtown’s various attractions and neighborhoods;
- Create connections to the waterfront and design ways to activate waterfront spaces;
- Explore the use of lighting and urban design to improve the perception and reality of public safety;
- Create open spaces and parks that accommodate a variety of active uses.

C. OPERATIONS

C1: Staffing and Budget Implications: The DLBA Strategic Plan is built upon the assumption that the Top Four Priorities can be implemented with existing staff and resources. Key assumptions for each Top Priority include:

- A1: Resident’s Council – Quarterly meeting schedule can be supported by existing staff.
- B1: Refocus of Retail – Staffing and partial program expenses through existing economic development budget.
- B2: Downtown Action Plan – Utilize PBID special project and/or reserve funds.
- B3: Public Safety – DLBA as advocate, funding to come from City and other agencies.

To become a more effective leader and advocate, the organization should consider providing more administrative support to the President and CEO. Currently, the President is charged with managing both the “forest AND the trees” – the big picture plus day-to-day operational issues. If advocacy and civic leadership are truly priorities, it is recommended that the DLBA look at a structure where the President can be a stronger advocate focusing on external Downtown issues. The addition of a controller or COO (chief operating officer) to the staff structure would introduce a management level staff member who could focus on issues internal to the DLBA and provide management depth.

C2: PBID Renewal: The 2008 DLBA Strategic Plan was initially commissioned as part of the five-year review of the property-based business improvement district (PBID). The PBID, originally formed in 1998 and renewed in 2003, raises \$1.8 million to support DLBA Downtown improvement programs. The PBID has a ten year term and it expires at the end of 2012. The PBID assesses commercial and governmental properties, including rental apartment units, but exempts owner-occupied housing. PBID funds are restricted by the 2003 Management Plan, which set initial allocations of expenditures to support clean teams, downtown guides, image and communications, special projects and advocacy. While initial PBID budget allocations were set in the Management Plan, the Plan allows flexibility for the future reallocation of funds. In practice, California PBIDs have been given the latitude to reallocate up to 10% of funds among categories from year-to-year.

By 2007, there were several reasons to re-evaluate and perhaps renew the PBID, including:

- Significant new development in Downtown, notably the construction of several thousand owner-occupied housing units.
- A growing interest in using PBID funds for new uses, such as street beautification.
- A continued interest to consolidate Downtown's two existing assessment districts, the PBID and a pre-existing business license business improvement district, into one.

The strategic planning process reshuffled priorities for DLBA, but did not reveal a compelling need to renew the PBID; however the Top Four Priorities are intended to collectively build support and momentum for eventual PBID renewal. The proposed Resident's Council is intended to connect DLBA to the growing residential community, demonstrating relevancy and value so that owner-occupied housing can be added in the next PBID renewal. The top four program initiatives respond to stakeholder priorities in 2008 and progress in these areas can quickly elevate the profile of DLBA and the PBID.

As part of next PBID renewal, a variety of financing sources should be evaluated based upon the improvements and priorities that emerge. For example, if new lighting is sought, a lighting and landscaping district overlay may be an option in conjunction with the PBID. The PBID's relationship to the business license-based PBIA should also be evaluated. Options include streamlining all assessments into one assessment mechanism, or evaluating the desirability of contiguous service boundaries if both the PBID and PBIA continue to coexist.

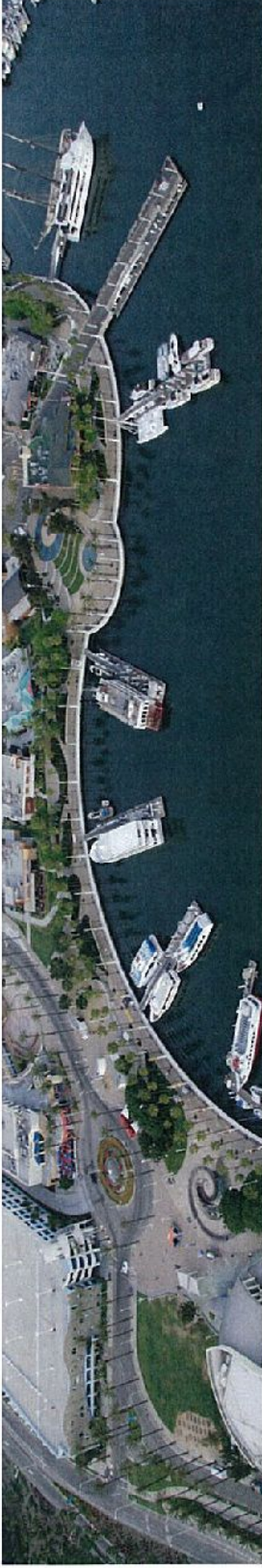
C3: Board and By-Laws: A strong organization benefits from leadership turnover and the presence of multiple and diverse voices. The DLBA should explore a bylaw amendment that would provide term limits for board members and ensure a more diverse board composition that is representative of the emerging Downtown neighborhood. Additionally, the make-up of the executive committee should mirror the diversity of the board and therefore may need to expand in size. Suggested revisions to the DLBA by-laws include:

- Add the Resident's Council as a formal committee and designate the chair of the Council to fill one of DLBA's voting at-large seats.
- Create a maximum number of terms for board members. We recommend two terms, which must be followed by at least a one year departure from the board.
- Consider enlarging the Executive Committee to seven to nine members.
- Consider reducing the Executive Committee service time for the "Chair-Elect" from two years to one.
- Diversify the definition of "stakeholder" beyond commercial and governmental interests to include downtown residents.
- Update the general purpose statements of the DLBA organization. The purpose statements appear oriented to serve a one-dimensional business district, as opposed to an emerging multi-dimensional neighborhood.

Create a More Effective Governance Structure: To meet the goals and implement the initiatives of the Strategic Plan, DLBA should consider governance changes that would make decision-making more nimble and responsive, yet retain accountability to ratepayers. The following governance changes are suggested as a package, together creating a more effective DLBA. These changes could also help the organization become a more focused advocate on downtown issues plus create opportunities to include a broader range of stakeholders.

- **Policy Board:** DLBA's 26-member board can become more focused on policy and less enmeshed in operational issues. As a policy board, the DLBA board is envisioned to meet quarterly. Each quarterly meeting could be in an extended workshop format (i.e. 2 to 3 hours) with a focus on providing direction on policies or issues that are emerging at the time.
- **Operating Board:** An expanded Executive Committee is suggested to maintain its existing role in organizational oversight, meeting monthly. A nine member Executive Committee is suggested, mirroring the representation of the larger policy board. For example, composition of an enlarged Executive Committee could include:
 - Two members representing the DPIA
 - Three members representing the PBID
 - One City or RDA representative
 - One Resident
 - Two At-Large
- **Task Forces and Committees:** The preceding governance model assumes the introduction of board-led task forces and committees to tackle specific issues, launch initiatives or monitor programs. As part of the Strategic Plan process, board members indicated that they are receptive to task and results-oriented involvement. A task force approach could keep board members engaged and focused in areas that most interest them.

C.4: Nurture the Next Generation of Leadership: Young professionals should be a key target of the DLBA as it looks to the future. Nurturing these individuals to become educated about, and involved in, Downtown will prove critical to both the future of the DLBA and the Downtown neighborhood as a whole. The organization should look to add younger voices to the DLBA Board and task forces and should be exploring ways to connect and partner with existing young leadership groups and individuals. Committees and Task Forces, including the proposed Resident's Council, are an additional option for inviting new voices.



VI. IMPLEMENTATION

A draft “working paper” of the Downtown Long Beach Associates Strategic Plan was reviewed by the DLBA board of directors at a planning retreat held on April 1, 2008. During the retreat, board members discussed the pros and cons of volunteering to help develop and implement DLBA initiatives. Meaningful board involvement was defined as including the following characteristics:

- Short-term task-oriented involvement is most desirable
- We want work that has a defined goal, tangible outcomes and results
- Need to see potential outcomes and objectives stated upfront
- Board members should be positioned to lead efforts to advance or develop a program
- There should be opportunities for non-board member stakeholders to also be involved

Based upon these directives from the DLBA board, the following Strategic Plan Implementation section outlines a suggested sequencing schedule and the following parameters to advance initiatives, including:

- Objective/Outcome of Initiative
- Staffing and Resource Implications
- Board Volunteers

Board involvement is anticipated to advance each of the Top Four priorities. Board members will help develop, launch and participate in the proposed Residents Council. A 90 to 120 day Task Force is envisioned to help launch the new Retail Support Program. An oversight committee will monitor the City’s Downtown Community Plan to ensure that DLBA goals and objectives are addressed in the planning process. Individual board members will continue to work with staff to advocate for public safety improvements.

YEAR 1

| Objective/Outcome of Initiative | Staff and Resource Implications | Board Volunteers |
|--|---|---|
| A1: Downtown Resident Engagement Within six months, DLBA will create and convene a Downtown Resident Council to facilitate the exchange of information between DLBA and the growing downtown population. Thereafter the Resident Council will meet quarterly. | Staff support will be required to help convene quarterly Resident Council meetings, including communications with Council leadership, meeting logistics and keeping DLBA leadership informed on Council activities. It is anticipated that 5% to 10% of DLBA's administrative team staff time will be allocated to this activity. | Neysa Colizzi and Robert Garcia will assist DLBA staff to form and coordinate the Downtown Resident Council. |
| B1: Economic Development: Refocus on Retail Within three months, DLBA will advertise and recruit for a new Economic Development Manager to manage the program envisioned by the Strategic Plan. By the end of Year 1, the Retail Attraction and Retention Program will be fully operational. | Existing funding in the DLBA personnel and program budgets is available to support this initiative. Additional resources for personnel and program support will be sought from the City of Long Beach and the Long Beach RDA. | Craig Beck, Dennis Thys, Becky Blair, Tony Shooshani, Mark Schneider and Steve Goodling volunteered to assist in launching the retail support program. |
| B2: Downtown Action Plan Participate in the City's proposed Downtown Community Plan with the goal of influencing the process to create a unified public/private strategy to guide future projects, programs and investments. | Participation in the Downtown Community Plan process is envisioned for DLBA's President and CEO. Additional staff support may be necessary. DLBA should consider investing special project and/or reserve funds in the planning process, provided that the investment can influence the scope of work to identify transformative investments and specific public/private tactics to implement them. | Jim Anderson, Tony Shooshani, John Morris and Phil Appleby volunteered to participate on behalf of DLBA in the planning process. The Plan may create an opportunity for a broader constituent advisory committee. |
| B3: Public Safety Continue to be vigilant about improving both the reality and perception of public safety in Downtown Long Beach. | Continue to work with the City and advocate for the creation of a Downtown Detail. Re-focus DLBA's existing public relations consultant or retain new counsel to focus on improvement to safety and quality of life issues. Within the next year, investigate the scope and costs for a downtown beautification plan that includes improvements to lighting and connections. | John Morris and Syndi Croad have volunteered to assist in DLBA public safety efforts. |

YEAR 1 (continued)

| Objective/Outcome of Initiative | Staff and Resource Implications | Board Volunteers |
|--|---|---|
| A3: Communications Improve communications to downtown stakeholders by exploring “high-touch” methods to build relationships. | Explore coordinating board outreach by assigning stakeholder retention calls and creating suggested talking points. Consider a three month test approach where each board member is assigned one retention call each month. | Full board commitment. Each board member assigned one stakeholder contact per month. Start with three month trial program. |
| B4: Marketing & Events Improve downtown’s image by making adjustments to downtown’s consumer and investor marketing efforts. | Within the next 12 months, develop and utilize special event evaluation criteria to evaluate the effectiveness of events. | To be determined... |
| B5: Beautification Within the next year, finalize goals, objectives and a draft scope of services to commission a downtown urban design plan that would focus on streetscapes, connections and lighting. | The urban design plan could be financed in part with PBID special project funds and/or reserves. | Downtown Action Plan volunteers could be connected to a subsequent urban design plan. |
| C3: Board and By-Laws Within six months, adopt the new governance structure that aims to make decision-making more nimble and responsive, yet retain accountability to ratepayers. This includes expanding the Executive Committee, moving to quarterly meetings for the DLBA board and the creating appropriate task forces and committees. | Staff and the Executive Committee will need to work with legal counsel to develop changes to the DLBA by-laws to accommodate the new governance structure. | Two-thirds of the DLBA board of directors will need to vote to approve by-laws changes affecting governance. |

YEARS 2 & 3

| Objective/Outcome of Initiative | Staff and Resource Implications | Board Volunteers |
|---|---|--|
| A1: Downtown Resident Engagement Quarterly meetings of the Downtown Resident Council. | Ongoing management of Resident Council meetings. | To be determined... |
| A2: Advocacy Completion of Downtown Community Plan provides the platform, consensus and direction for guiding DLBA advocacy efforts. | Ongoing participation by President & CEO to monitor and guide issues and policies affecting downtown. May want to explore COO/Controller staff position to allow CEO to place more time and energy in advocacy. | Entire board discusses and develops positions on issues and policies that affect the collective interests of downtown. |
| A3: Communications Ongoing efforts to improve communications between DLBA and its constituents. | Evaluate effectiveness of board retention calls. If effort results in demonstrated improvement in communications, continue it. | If found effective, continue board member retention calls with constituents. |
| B1: Economic Development: Refocus on Retail Attract, grow and incubate new retail businesses in downtown Long Beach. | Ongoing management of program, evaluate effectiveness by tracking new businesses, jobs and investment. | To be determined... |
| B3: Public Safety Improve the reality and perception of downtown safety. | Continue advocacy efforts to strengthen downtown policing and keep public relations focused on public safety and quality of life issues. Complete urban design plan that includes enhancements to lighting and connections (see B5). | To be determined... |
| B4: Marketing & Events Continue marketing and events to improve the image of downtown and attract both consumer and investor markets. | Investigate opportunities to increase earned income and sponsorships for events. | To be determined... |
| B5: Beautification Plan Complete an urban design plan that addresses downtown streetscapes, connections and lighting. | Commission an urban design plan funded in part with PBID special project and/or reserve funds. | Downtown Action Plan volunteers may continue to assist. |

YEARS 2 & 3 (continued)

| Objective/Outcome of Initiative | Staff and Resource Implications | Board Volunteers |
|--|---|--|
| C2: PBID Renewal Establish a game plan for renewing the PBID, including the addition of owner-occupied residential units. | During Year 2, survey constituents to determine support for DLBA and the PBID. Test satisfaction with existing services, progress in meeting the Top Four Priorities, and identify any new emerging priorities. Begin preparations for renewal in Year 2 or 3. Budget for PBID renewal consulting services. | All board members will need to be prepared for the PBID renewal process, including building support among stakeholders for required petition and voting processes. |
| C3: By-Laws Revisions Revise DLBA by-laws to reflect market changes in downtown and the influence of residential and other non-commercial uses. | Following Year 1, consider by-laws revisions based upon the success of new initiatives, particularly the Resident Council. | Consider and adopt by-laws revisions. |
| C4: Nurture the Next Generation of Leadership Encourage new and diverse constituents to be engaged in DLBA activities and provide pathways to DLBA's leadership structure. | Identify young emerging leaders that can be placed strategically on DLBA committees, events and, eventually, board of directors. | Allow change to happen! |



100 West Broadway, Suite 120
Long Beach, CA 90802
Phone: 562.436.4259 • Fax: 562.437.7850

www.DowntownLongBeach.org