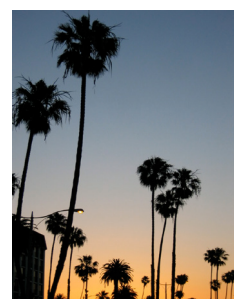




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DOWNTOWN LONG BEACH ASSOCIATES
2013 strategic plan update

July 2013

prepared by:



for:



2013 Downtown Long Beach Associates (DLBA) Strategic Plan Update

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I. Executive Summary

The 2013 Downtown Long Beach Associates (DLBA) Strategic Plan Update (Plan Update) provides an assessment of **current assets, needs, and opportunities** in Downtown Long Beach and proposes a **strategic framework to guide actions** to support and renew the City's Downtown area.

Plan Objectives

This Plan Update:

- *Updates goals and actions identified in the 2010 DLBA Strategic Plan Update.*
- *Takes steps necessary to address the loss of the Redevelopment Agency (RDA) as a Downtown revitalization tool.*
- *Focuses DLBA resources on activities that will leverage resources to achieve the greatest impact possible.*

Plan Background

The 2013 Plan Update **builds on the past strategic planning efforts** of the DLBA, revisiting and revising goals and objectives established in the 2007 Strategic Plan and 2010 Strategic Plan Update based on new ideas from the DLBA Board, focus groups, and best practice research. The 2007 Plan considered how the DLBA could best be organized to lead Downtown improvement efforts over the next 5 to 10 years and how "big picture" trends and market changes were likely to affect Downtown Long Beach. The 2010 Plan Update considered how changing dynamics in Downtown Long Beach might affect long-term goals and actions. Both plans drew from analyses of the DLBA and the Downtown market, in addition to data that resulted from a comprehensive community outreach process.

This document also draws upon existing City reports and strategies for Downtown Long Beach, including the Long Beach Downtown Plan and the Long Beach General Plan, in addition to current strategic planning efforts at the Long Beach Area Chamber of Commerce. Collectively, these plans provide a community vision for Downtown Long Beach and document the actions taken in the past or currently underway to realize this vision.

The 2013 Strategic Plan Update expands this work to reach critical milestones in revitalizing Downtown in the years to come.

The Plan Update incorporates many of the key objectives and successful strategies of previous planning efforts, but proposes a **new framework to consider changing market forces** and outlines **new approaches for creating an economically strong Downtown**. The Plan Update also provides detailed **organizational development models and strategies to facilitate the establishment of a Downtown Development Corporation (DDC) and Downtown Long Beach Partnership**, a coalition of the DLBA and the newly formed DDC. Together, the two organizations will provide the critical tools needed to support and recruit businesses, draw residents and visitors to the area, and foster renewed vibrancy and viability in the Downtown core.

Strategic Framework

The Plan Update focuses on the following four programming strategies, which align with DLBA Board Committees:

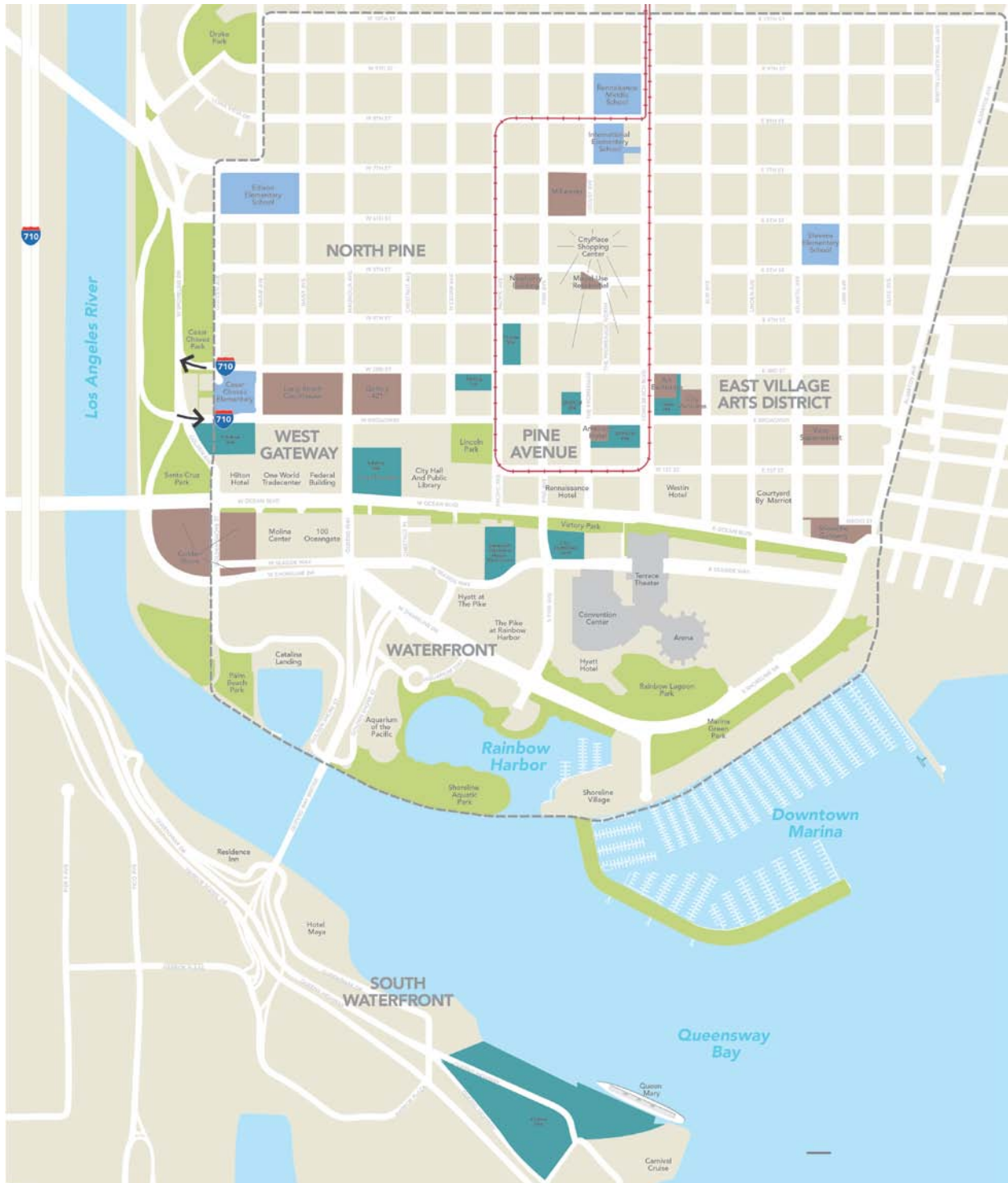
- ***Economic Development:*** How can the DLBA support and retain existing businesses, attract new businesses, and foster a strong economic base in the Downtown area?
- ***Public Realm:*** How can the DLBA support and facilitate better pedestrian environments, stronger connectivity between key destinations, new mixed use development, and other design features that will contribute to a more vital Downtown?
- ***Public Safety:*** How can the DLBA create a vibrant, safe Downtown with active public spaces to draw new and support existing visitors and businesses?
- ***Marketing and Communication:*** How can the DLBA “tell the story” of Downtown happenings accurately and positively to promote the public image of Downtown?

The Plan Update also proposes related advocacy strategies in two key areas:

- ***Civic Leadership and Engagement:*** What role can community leaders play in revitalizing Downtown?
- ***Organizational Development:*** What organizational models for DLBA and its partners can best support a growing Downtown?

In addition, the Board Development Committee, Finance Committee, and Audit will undertake supportive administrative strategies.

Together, these strategies form a comprehensive action plan to build a better Downtown Long Beach in the decade to come.



The map above depicts Downtown Long Beach and its neighborhoods.

II. Plan Process

The planning process to develop the 2013 Strategic Plan Update occurred over a six-month time period from January to June 2013. The process included engagement of key stakeholders and community members, incorporating their ideas and concerns into the strategic framework developed to guide Downtown forward.

Full DLBA Board Meetings

Over the course of the Plan Update, the DLBA Board of Directors held several facilitated work sessions. The purpose of these meetings was to identify strategic directions and questions for stakeholders; review stakeholder interview findings and discuss strategic issue areas; craft and refine strategies; and develop implementation actions. Meetings were held in Winter and Spring 2013.

DLBA Executive Committee Meetings

In addition to full DLBA Board meetings, the DLBA Executive Committee met regularly throughout the planning process to provide overall guidance for the Plan Update and to review key data and decisions. The DLBA Executive Committee also helped to oversee the integration of DLBA strategic planning into the broader Long Beach economic strategy process.

Stakeholder Engagement

In February 2013, several facilitated conversations and meetings were held with key stakeholders. The stakeholder engagement involved nearly 100 individuals, 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

Stakeholders identified desired outcomes of the 2013 Strategic Plan Update and mapped the current assets, issues and opportunities in Downtown Long Beach. The groups also discussed key strengths and distinctive competencies of the DLBA and challenges and opportunities facing the organization itself. Finally, stakeholders

considered the creation of a Downtown Development Corporation (DDC) and discussed what role this organization might play and how it might complement the DLBA.

III. Strengths, Opportunities and Challenges

A key component of the planning process was the identification of the assets, challenges, and opportunities in Downtown Long Beach. Key input and ideas that surfaced during the planning process are outlined below.

Downtown Long Beach Assets

- **Central location** in the heart of the region positions Downtown Long Beach to play a prominent role in the local and regional economy.
- Existing urban fabric is **very walkable**, with a **quality urban landscape** and many active residential and business uses.
- **Easy access** to Downtown by car and within the area, visitors and employees can travel aboard the free Passport shuttle.
- **Many destinations and events** such as the Waterfront, Port of Long Beach, Convention Center, performing arts venues, and major employers like Molina Health Care draw visitors and employees Downtown daily.
- **New uses along The Promenade** are expanding Downtown's appeal to new visitors.
- The **Downtown Plan**, adopted in 2012, is a master zoning and development document that established a vision of a sustainable Downtown with increased density, historic preservation, and a strong local economy. The Downtown Plan also streamlines the development process for new projects with a comprehensive Program Environmental Impact Report (EIR) for the area.

Downtown Long Beach Challenges

- **The local and regional reputation** and a **perceived lack of safety** in the area are problematic.
- **A lack of media coverage and support** has made it difficult for potential visitors to learn more about the positive happenings Downtown.
- **Parking challenges** are seen as a disincentive for some drivers, and the poor quality of the physical environment in some areas can be unappealing to pedestrians.

- Historically, there has been a **concentration of social services in the Downtown core**. Many Long Beach residents have long held a “put it Downtown” mentality with respect to these services, however, contributing to misperceptions of the area.
- **Challenges in navigating the Long Beach permitting process and other regulatory barriers** can dissuade new businesses and investors from moving into the area.

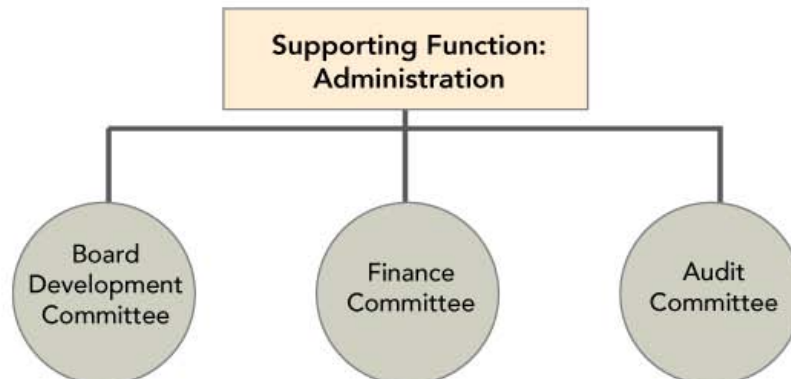
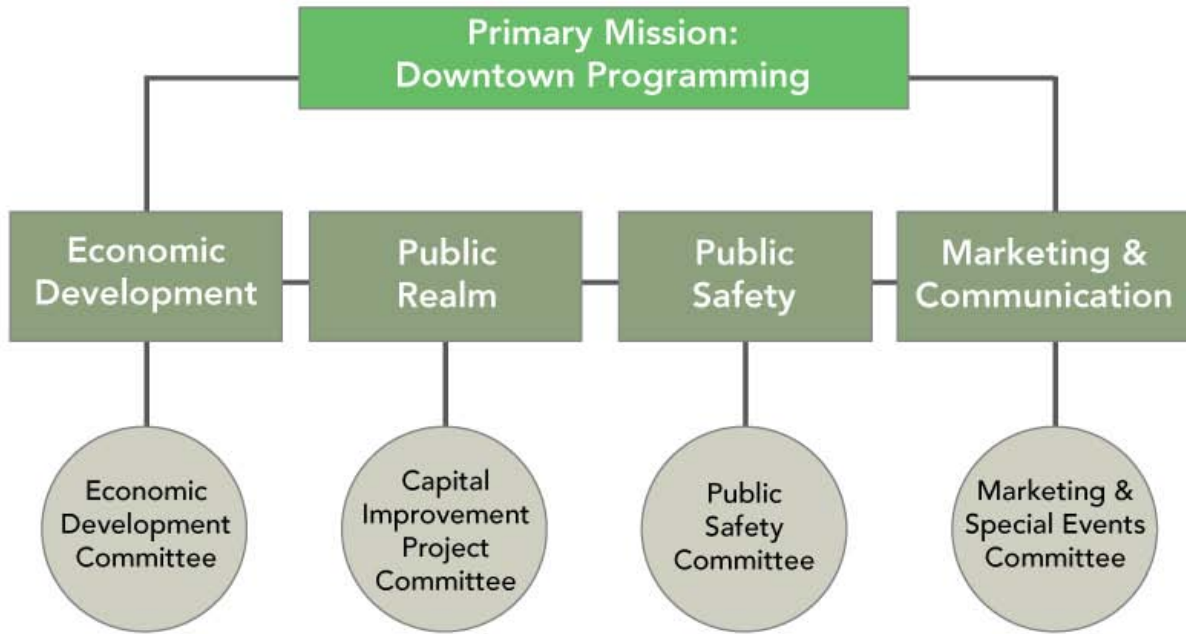
Downtown Long Beach Opportunities

- To overcome the challenges facing Downtown, it will be critical to **leverage key opportunities to catalyze new development** and create vibrancy in the area. There is a need for a range of strategies, including creating separate identities for neighborhoods and districts within Downtown to strengthen placemaking, as well as forming a media relations strategy to ensure that coverage of Downtown is balanced and accurate.
- Helping new and existing Downtown businesses **overcome bureaucratic barriers** will make Long Beach more business-friendly. DLBA can continue to work with the City to streamline the permitting process in areas where more growth is desired.
- New projects can help **draw visitors and anchor Downtown**; examples might include an historic Long Beach interpretive program or a new central transit “Union Station” project.
- Creating a **district-wide parking system** could help address real and perceived parking issues.
- **Increased coordination with social service agencies** to monitor changes to social service provision and develop new programs to address current and anticipated needs of homeless residents across the City.

IV. Strategic Framework

Overview

Based on the strategic issues identified in the Plan Update development process, the strategic framework on the following page was developed. The vision for Downtown Long Beach provides an overarching organization for the primary and supporting strategy areas. The diagram on the next page illustrates the strategy groupings and the role the implementing actions play in supporting multiple strategy areas. In this section, each of these strategy areas is described in detail. Associated strategies for each area follow. A matrix of implementing actions for each strategy area appears in Section VI.



Measuring Success

Key success indicators for DLBA as an organization include the following indicators that can be monitored to track progress in Downtown Long Beach in the future:

- Commercial/office space vacancy rate
- Number of residents (owners)
- Safety
- Number of jobs
- Dollars invested (public and private)
- Dollars of sales (retail sales per square foot)
- Number of visitors

In addition, the following factors were identified as indicators of DLBA's success as an organization:

- Resident, property owner, and business owner engagement in DLBA
- The extent to which DLBA is perceived as a leadership organization
- Communications and level of media exposure

Each of these indicators will serve as a measure of success of the strategies and actions that follow.

Primary Strategy A: Economic Development

Economic development in the Downtown core—an issue identified in both the 2007 and 2010 plans—continues to be an important strategic area for future actions.

Attracting and retaining quality retail and business employment in general will help to solidify the Long Beach economy and position Downtown as a destination for residents and visitors. In order to foster economic strength Downtown, the DLBA must work with the City to **remove barriers to development and retail, and create incentives to draw new businesses and jobs Downtown.**

Actions from the 2010 Plan that are either currently underway or still to be launched include the following:

- A **retail attraction and retention program**, including a business support program, a retail leasing strategy, recommendations on the retail mix, outreach to property owners, data on leasing and economic indicators, and a retail recruitment target area map.
- A **retail incentive program** to attract desirable types of retail to Downtown.
- A **marketing campaign** to reach potential retailers, retail brokers, and customers.
- **Technical and other assistance** for retailers and local developers.

These actions will remain a part of the implementation plan for the 2013 Strategic Plan Update to ensure continuity. In addition, the Plan Update evaluates current concerns related to Downtown's economic development and builds on these strategies to create a new set of solutions designed to attract retail and other employment-generating businesses.

Key Challenges

Key economic development challenges Downtown include underutilized and vacant parcels, a lack of private investment, and poor integration of business, residential and entertainment uses as a result of past planning and development patterns.

Proposed Actions

- A1. **Encourage the City to provide incentives for development and reduce or eliminate regulatory barriers.** Simpler and less costly permitting of new development or upgrades to existing development can help to encourage

property and business owners to invest in Downtown. Encourage consistency and consolidation of various City functions to streamline processes.

- A2. **Create opportunities for start-up companies Downtown.** Incubator space can create the environment that small, nascent companies need to establish roots and begin to grow. Providing this Downtown may encourage those new business that flourish to remain Downtown, moving into larger spaces as their needs change.
- A3. **Advocate for the Port to move its headquarters Downtown.** Locating the Port's headquarters Downtown can help to create an employment anchor and highlight the significance of the Port in the Long Beach economy.
- A4. **Work with property owners to adjust the tenant mix to attract a wider range of users.** A more diverse set of businesses will help to draw visitors at multiple times of day so that Downtown streets are continually activated and residents, employees, and business patrons all feel safe in the community.
- A5. **Continue to promote Downtown housing development and bring more residents to Downtown.** Drawing more residents to the Downtown core will ensure that there are more eyes and feet on the streets, improving both actual and perceived safety in the area.
- A6. **Retain current businesses and recruit new business to the Downtown core.** Businesses that feel supported as Downtown tenants are more likely to locate in and stay in the Downtown area. DLBA can support new and existing businesses through Economic Development loan programs, startup grants, façade grants, or other financial support.

Primary Strategy B: Public Realm

Urban design and the form of the urban realm also play significant roles in shaping Downtown Long Beach. **Connections between streets, amenities like sidewalks and street furniture, access to transit, and the visual appearance of Downtown** all affect how likely retailers and other businesses are to locate there, and how likely residents and visitors are to frequent Downtown businesses. **Improved pedestrian thoroughfares and features** can help to make the area more appealing to visitors, and **stronger transit links and improved transit operation** can make Downtown easier to reach. The Waterfront and other key Downtown corridors continue to be underutilized, and present strong opportunities for a new Downtown vision that would draw businesses and visitors from across the region.

Key Challenges

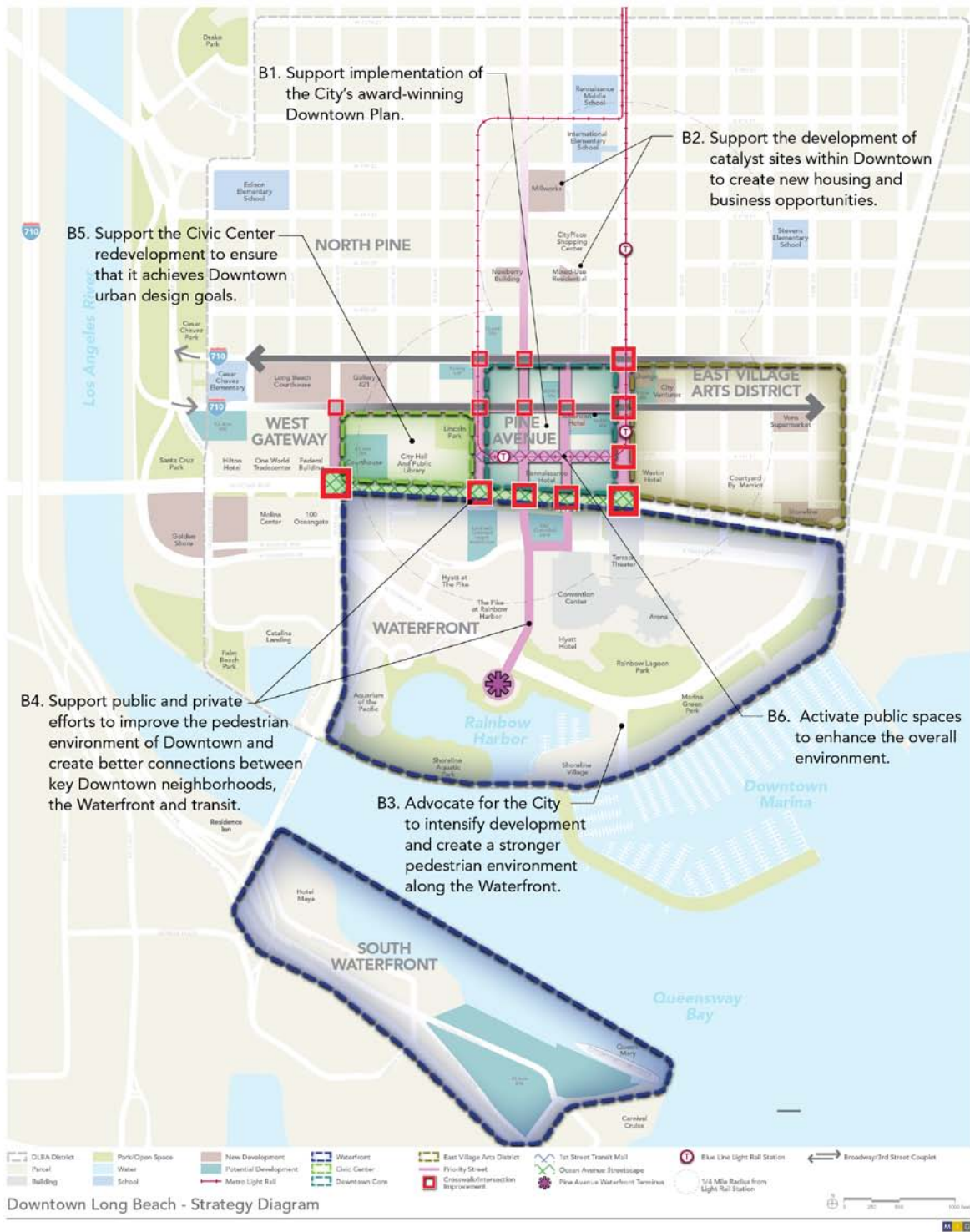
Urban design challenges in the Downtown area include street and block discontinuities, overly wide streets, inactive street frontages, an underutilized Waterfront, and the “suburban” layout of the Waterfront.

Proposed Actions (see diagram on page 14)

- B1. **Support implementation of the City’s award-winning Downtown Plan.** The Downtown Plan, adopted in 2012, offers a clear vision for Downtown, and DLBA can support its implementation by ensuring that organizational goals and initiatives are aligned with the Plan and advocacy activities support Plan objectives.
- B2. **Support the development of catalyst sites within Downtown to create new housing and business opportunities.** New development such as Transit-Oriented Development (TOD) projects near the Metro Blue Line will help to bring more residents Downtown, creating the critical mass needed to support new businesses and other civic activities. Catalyst sites may include surface parking lots, underutilized lots that can accommodate increased density or new uses, and other opportunities.
- B3. **Advocate for the City to intensify development and create a stronger pedestrian environment along the Waterfront.** An expanded waterfront with more opportunities for development will help Downtown become a destination with a unique identity, and presents a crucial opportunity for drawing new residents and visitors Downtown. The DLBA and other Downtown advocates

can help to foster this by encouraging the City to incentivize and expand development where this is feasible and appropriate. Catalyst sites may include surface parking lots, underutilized lots that can accommodate increased density or new uses, and other opportunities.

- B4. Support public and private efforts to improve the pedestrian environment of Downtown and create better connections between key Downtown neighborhoods, the Waterfront and transit.** Improving the pedestrian environment helps pedestrians feel more comfortable walking Downtown and enhances perceptions of safety in the surrounding areas. Streets with safe, vibrant spaces and amenities for pedestrians also benefit area businesses. Connecting communities like East Village and Downtown will help to draw the arts community and arts destinations into the Downtown core, while linking Downtown to one of the area's strongest assets, the Waterfront, will help to foster a strong identity for the area. Improved transit routes and frequency will make Downtown more accessible for both visitors and residents and may help to improve overall experiences in Downtown.
- B5. Support the Civic Center redevelopment to ensure that it achieves Downtown urban design goals.** As the civic heart of Long Beach, the Civic Center has the potential to set the tone for Downtown, drawing residents, visitors, and employees to the area. The DLBA and other Downtown advocates can work with the City to ensure that the Civic Center redevelopment furthers the urban design goals for Downtown.
- B6. Activate public spaces to enhance the overall environment.** Initiatives such as parklets, street vendors, and other activities can help to draw people to Downtown streets and public spaces and create a compelling new energy.



The diagram above illustrates the place-based Public Realm strategies for Downtown.

Primary Strategy C: Public Safety

The third programming strategy, Public Safety, includes both actual safety concerns and perceived safety concerns—**how safe visitors feel as they walk through the streets or travel to and from Downtown**. Strategies to address public safety range from coordination with social services and law enforcement, shifting the tenant mix to make Downtown a destination for a wide range of visitors at different times of day, to design approaches that ensure that Downtown spaces are well-lit and feel physically secure. Each of the proposed actions contributes **to enhancing the social fabric** that connects Downtown businesses, visitors and residents **to create a safe, vibrant neighborhood**.

Key Issues

Key public safety issues Downtown include crime and/or the perception of crime, public intoxication, the homeless population, unsavory club patrons, and the “hermit factor” whereby Downtown residents remain in their homes and do not claim the public realm.

Proposed Actions

- C1. **Play a leadership role in developing strategies to address behavior such as public intoxication and disorderly conduct.** Ensuring that nighttime patrons are an asset to Downtown will help to foster the restaurant and entertainment sectors, encourage new businesses feel comfortable opening Downtown, and assuage visitor concerns about safety. Strategies such as partnerships with local venue owners or collaborating to enforce ordinances targeted at problem behavior will give police and Downtown business owners the tools they need to actively address problems. The DLBA can also examine the use of community-based policing techniques that will allow business owners, residents, and other Downtown advocates to work closely with LBPD to combat crime.
- C2. **Work with the City and social service providers to encourage the provision of social services in areas beyond the Downtown core.** Providing social services throughout Long Beach will help providers reach all residents in need, and will prevent issues such as loitering tied to the concentration of these services in a centralized area.

- C3. **Facilitate implementation of Crime Prevention through Environmental Design (CPTED) principles such as natural surveillance, natural access control, territorial enforcement, lighting and maintenance.** CPTED principles allow the physical form of a building and its surroundings to become a tool in discouraging crime. Spaces that are well-lit, easily seen from other businesses or homes, and frequented by a wide range of people throughout the day are less likely to attract criminal activity. The DLBA can collaborate with the Long Beach Police Department to make CPTED evaluations and trainings available to property and business owners and can potentially provide financial support for needed improvements to public space.

Primary Strategy D: Marketing and Communication

The final programming strategy, Marketing and Communication, contributes to a stronger public perception of Downtown Long Beach. To draw more people Downtown, visitors and Long Beach residents must have a better sense of the activities and amenities Downtown. Actions to **strengthen the public image** include media, marketing, communication, and special events outreach.

Key Issues

Key marketing and communication issues include media perceptions of Downtown; the reputation of Downtown, both locally and regionally; lack of media coverage of Downtown activities; and a need for a comprehensive media relations strategy.

Proposed Actions

- D1. **Highlight Downtown successes for media distribution.** Engaging the media to “tell the story” of Downtown by depicting Downtown happenings and businesses accurately and positively can help to promote the public image of Downtown and dispel myths about safety or other issues.
- D2. **Support third parties in their efforts to create new and expand existing events to bring people Downtown.** Providing activities that will draw residents and visitors to Downtown and encourage them to frequent Downtown businesses will help to build an awareness of what Downtown offers and can provide businesses with added revenue.
- D3. **Recognize, support and promote private sector leadership and investment.** Thanking businesses publicly helps to promote awareness of Downtown businesses, acknowledge those who are taking leadership roles in improving Downtown, and reassure businesses that their contributions to the civic life of Downtown are appreciated.

Advocacy Strategies: Civic Leadership and Organizational Development

The Civic Leadership and Organizational Development supporting strategies include proposed actions that will support and enhance the four primary strategic issue areas. These cross-cutting actions will be coordinated with a wide range of initiatives in each of the strategic issue areas to build capacity within the DLBA and the business community for lasting vitality in the area.

Proposed Civic Leadership Action

E1. Play a prominent role in facilitating community involvement in Downtown.

The DLBA can lead Downtown businesses and residents in coalition-building to work proactively with the City in advocating for policies, programs, and projects that support Downtown.

Proposed Organizational Development Actions

F1. Establish a Downtown Development Corporation (DDC). The DDC will supplement the activities currently undertaken by the DLBA to engage private leadership and potentially manage and develop property. *See Section V: Organizational Development Recommendations for more information.*

F2. Form the Downtown Long Beach Partnership. The Downtown Long Beach Partnership will help to unite the activities of the DLBA and the new DDC to create a comprehensive Downtown organization. *See Section V: Organizational Development Recommendations for more information.*

F3. Align the DLBA committees with strategic priorities. Ensuring that the DLBA Committees are aligned with the strategic framework will facilitate effective implementation of the actions identified in this plan.

F4. Develop a performance measurement framework. Creating a performance measurement framework with indicators, baseline data and targets will ensure that DLBA actions are helping to realize the vision for Downtown.

V. Organizational Development Recommendations

A key strategy identified by stakeholders was the creation of a Long Beach Downtown Development Corporation (DDC) to work in concert with the DLBA to foster development in Downtown. A Downtown Long Beach Partnership umbrella organization will unite the two independent organizations. The DLBA will continue to manage Business and Property Based Improvement District (BID) services and will retain its organizational structure.

Structure of the Downtown Development Corporation (DDC)

The DDC will be a private partnership with a nonprofit but nongovernmental status, modeled after similar organizations in Wichita, Kansas; Cincinnati, Ohio; and Sacramento, California. As a private entity, the DDC will engage private leadership and may manage and develop property. The organization's by-laws will define the frequency of its meetings and membership of its board, which will likely be comprised of investors and other stakeholders in real estate and economic development. The DLBA will continue to engage business owners, property owners, residents, and other stakeholders, and will retain its role in managing BID operations, keeping Downtown clean and safe, and coordinating events and other activities.

Organizational Roles and Functions



Downtown Development Corporation

- The DDC represents the DLBA's number one priority for furthering Downtown development goals.
- The DDC will be a private nonprofit organization (modeled after successful models such as Wichita, Cincinnati and Sacramento).
- As a private entity, the DDC will acquire, develop and/or manage property in the Downtown.
- The DDC will hire professional staff with expertise in real estate development and property management.

DLBA

- The DLBA will continue to manage the Business Improvement District (BID) and will retain its current organizational structure.
- The DLBA will retain its role in keeping Downtown clean and safe and coordinating marketing, events and other activities.

Downtown Long Beach Partnership

- The DLBA and the DDC will be independent organizations with their own boards performing separate functions.

- Both organizations would become members of a newly formed Downtown Long Beach Partnership organization for the purpose of advancing a common vision and set of goals for a revitalized Downtown.

DLBA Committee Structure

The 2013 Strategic Plan Update proposes to continue and expand the current committee and task force structure of the DLBA, giving each committee a distinct set of proposed actions to oversee. Standing DLBA groups will be given the moniker “committee,” while temporary groups dedicated to specific short-term tasks will be referred to as “task forces.”

The following standing committees will oversee implementation of the 2013 Plan Update:

Executive Committee: The Executive Committee will coordinate organizational development tasks, including the formation of the DDC.

Economic Development Committee: In addition to its current activities, the Economic Development Committee will be the primary group responsible for implementation of the Economic Development actions in Strategy Area A.

Capital Improvement Committee: In addition to its current activities, the Capital Improvement Committee will coordinate implementation of the Public Realm actions in Strategy Area B.

Public Safety Committee: In addition to its current activities, the Public Safety Committee will be the primary group responsible for implementation of the Public Safety actions in Strategy Area C.

Marketing and Special Events Committee: In addition to its current activities, the Marketing and Special Events Committee will coordinate implementation of the Marketing and Communication actions in Strategy Area D and the Leadership actions in the Supporting Strategies.

VI. Implementing Actions

The following implementing actions outline next steps in achieving the goals identified in this plan. Alongside each action and sub-action, the responsible party and any partners are listed, in addition to potential funding sources and a timeframe for the task. Progress towards each of the implementing actions should be tracked annually, with the responsible parties coordinating implementation steps and reporting back to the DLBA Executive Committee on steps taken and outcomes achieved. The Executive Committee will then update the Board of Directors on implementation status.

A. Economic Development

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
A.1	Encourage the City to provide incentives for development and reduce or eliminate regulatory barriers.	Economic Development Committee	City of Long Beach	0-2 years
A.1.1	Identify existing regulatory barriers to development.	Economic Development Committee	City of Long Beach; Developers	0-2 years
A.1.2	Coordinate with City staff to ensure that permitting processes are streamlined and easy for prospective business owners to navigate successfully.	Economic Development Committee	City of Long Beach	Ongoing
A.1.3	Identify specific incentives such as reduced parking requirements, permit streamlining, and fee reductions to develop or expand.	Economic Development Committee	City of Long Beach	0-2 years
A.1.4.	Work with the Harbor Commission to explore the idea of establishing Long Beach as a maritime hub.	Economic Development Committee	Port of Long Beach; City of Long Beach	0-2 years

<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
A.1.5 Align implementation actions for the Long Beach Downtown Plan, the Chamber of Commerce Economic Development Strategy, and this 2013 DLBA Plan Update to ensure that resources are used effectively to achieve key goals.	Economic Development Committee	City of Long Beach; Chamber of Commerce	Ongoing
A.2 Create opportunities for start-up companies Downtown.	Economic Development Committee		2-5 years
A.2.1 Work with the Long Beach Community College Small Business Development Center (LBCC SBDC) to provide incubator space for start-up companies Downtown.	Economic Development Committee	LBCC SBDC	Ongoing
A.2.2 Conduct an inventory of potential office spaces that can accommodate incubator space or small start-up companies.	Economic Development Committee	City of Long Beach; real estate brokers	0-2 years
A.2.3 Support and consider expanding the Goldman Sachs 10,000 Small Businesses project at Long Beach City College to provide support for small business owners.	Economic Development Committee	LBCC SBDC	Ongoing
A.3 Advocate for the Port to move its headquarters Downtown.	Economic Development Committee	Port of Long Beach, City of Long Beach	2-5 years
A.3.1 Continue the conversation with Port leadership to identify specific locations appropriate for housing the headquarters and consider other incentives to facilitate the move.	Economic Development Committee	Port of Long Beach, City of Long Beach	

Implementing Action		Responsible Party	Partners	Timeframe
A.4	Work with property owners to adjust the tenant mix to attract a wider range of users.	Economic Development Committee		
A.4.1	Update inventory of existing tenants annually.	Economic Development Committee		
A.4.2	Assess and evaluate the tenant mix to identify trends and desired uses.	Economic Development Committee		
A.4.3	Identify specific properties that can accommodate desired uses.	Economic Development Committee		
A.5	Continue to promote Downtown housing development and bring more residents to Downtown.	Economic Development Committee		
A.5.1	Identify housing developers interested in building housing Downtown.	Economic Development Committee		
A.5.2	Identify sites that can support new housing.	Economic Development Committee		
A.5.3	Create a toolkit to help developers, real estate brokers, and other professionals understand the opportunities and incentives for housing development Downtown, navigate the City process to build housing, and secure sites for development.	Economic Development Committee		

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
A.6	Retain current businesses and recruit new business to the Downtown core.	Economic Development Committee		0-2 years
A.6.1	Study current businesses and market dynamics to understand why businesses are moving out or in by surveying business and property owners.	Economic Development Committee		0-2 years
A.6.2	Conduct outreach to existing businesses to understand their needs and how well they are currently being met, and to develop strategies or programs to address unmet needs.	Economic Development Committee	Long Beach Area Chamber of Commerce	0-2 years
A.6.3	Continue to work with the Chamber of Commerce to promote Downtown to new businesses.	Economic Development Committee	Long Beach Area Chamber of Commerce	Ongoing
A.6.4	Continue to offer financial support for new and existing businesses through Economic Development loan programs, startup grants, façade grants, or other programs.	Economic Development Committee	LBCC SBDC; City of Long Beach	Ongoing

B. Public Realm

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
B.1	Support implementation of the City's award-winning Downtown Plan.	Capital Improvement Committee	City of Long Beach	Ongoing
B.1.1	Provide grants or loans for design improvements to buildings that will enhance safety in Downtown.	Capital Improvement Committee		Ongoing
B.2	Support the development of catalyst sites within Downtown to create new housing and business opportunities.	Capital Improvement Committee	City of Long Beach	Ongoing
B.2.1	Support the City's efforts to develop the south side of Ocean with high intensity/high density uses.	Capital Improvement Committee	City of Long Beach	Ongoing
B.2.2	Advocate for Transit-Oriented Development (TOD) near Metro Blue Line stations.	Capital Improvement Committee	City of Long Beach	Ongoing
B.3	Advocate for the City to intensify development and create a stronger pedestrian environment along the Waterfront.	Capital Improvement Committee	Economic Development Committee	2-5 years
B.3.1	Support implementation of the City's General Plan Mobility Element.	Capital Improvement Committee	City of Long Beach	Ongoing
B.3.2	Consider temporary uses for the Grand Prix site between races to ensure that the site is always an active part of Downtown.	Capital Improvement Committee	City of Long Beach; Long Beach Grand Prix	Ongoing
B.4	Support public and private efforts to improve the pedestrian environment of Downtown and create better connections between key Downtown neighborhoods, the Waterfront and transit.	Capital Improvement Committee	City of Long Beach	Ongoing

<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
B.4.1 Continue making enhancements through the DLBA street environment improvement fund and continue looking for funds to augment City capital projects.	Capital Improvement Committee	City of Long Beach	Ongoing
B.4.2 Support improvements to the visual appearance of the pedestrian realm.	Capital Improvement Committee	City of Long Beach	Ongoing
B.4.3 Encourage the City to connect upper Pine to the Waterfront through increased development, street activation and improved streetscape.	Capital Improvement Committee	City of Long Beach	0-2 years
B.4.4 Advocate for stronger pedestrian connections between the East Village and Downtown and between Downtown and the Waterfront area.	Capital Improvement Committee	City of Long Beach	Ongoing
B.4.5 Activate the connection between Pine, the Promenade and the Waterfront.	Capital Improvement Committee	City of Long Beach	0-2 years
B.4.6 Encourage a redesign of Ocean Boulevard between Long Beach Boulevard and the Queensway Bridge to improve pedestrian connectivity.	Capital Improvement Committee	City of Long Beach	2-5 years
B.4.7 Advocate for improved bus and rail operations with an enhanced bus/rail/pedestrian interface.	Capital Improvement Committee	City of Long Beach; Metro; Long Beach Transit	Ongoing
B.5 Support the Civic Center redevelopment to ensure that it achieves Downtown urban design goals.	Capital Improvement Committee	City of Long Beach	2-5 years/ 5+ years

<i>Implementing Action</i>		<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
B.6	Activate public spaces to enhance the overall environment.	Economic Development Committee	City of Long Beach	Ongoing
B.6.1	Adjust regulations to make it easier for street performers, musicians, and others to perform in Downtown and for temporary and/or mobile food sales to occur Downtown.	Capital Improvement Committee	City of Long Beach; County of Los Angeles	Ongoing
B.6.2	Create new and expand existing events to bring people Downtown.	Marketing and Special Events Committee	City of Long Beach	
B.6.3	Create opportunities for tactical urbanism such as temporary park spaces, pop-up retail, food truck events, or other temporal uses of space throughout Downtown.	Economic Development Committee		
B.6.4	Orient new development toward public space to provide eyes on the street.	Economic Development Committee		
B.6.5	Strengthen code enforcement throughout Downtown.	Economic Development Committee	City of Long Beach; Long Beach Police Department	

C. Public Safety

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
C.1	Play a leadership role in developing strategies to address behavior such as public intoxication and disorderly conduct.	Public Safety Committee	City of Long Beach; Long Beach Police Department; Business owners	0-2 years
C.1.1	Continue to work with owners of nighttime entertainment venues to better manage patron behavior.	Public Safety Committee	Long Beach Police Department	Ongoing
C.1.2	Research best practices in community-based enforcement techniques to address problem areas.	Public Safety Committee		Ongoing
C.1.3	Work with new and existing partners to implement identified interventions.	Public Safety Committee		Ongoing
C.1.4	Work with the City and the Long Beach Police Department to enforce existing panhandling ordinances in Downtown.	Public Safety Committee	City of Long Beach; Long Beach Police Department	Ongoing
C.2	Work with the City and social service providers to encourage the provision of social services in areas beyond the Downtown core.	Public Safety Committee	City of Long Beach; social service providers	0-2 years/ Ongoing
C.2.1	Identify social service providers throughout the City who can serve as partners and expand existing relationships with providers.	Public Safety Committee	Social service providers	Ongoing
C.2.2	Coordinate with the Long Beach Homeless Services Division to ensure that individuals in need of services receive help, especially in high need areas such as Lincoln Park.	Public Safety Committee	City of Long Beach; social service providers	Ongoing

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
C.3	Facilitate implementation of Crime Prevention through Environmental Design (CPTED) principles such as natural surveillance, natural access control, territorial enforcement, lighting and maintenance.	Public Safety Committee	Long Beach Police Department	0-2 years/ Ongoing
C.3.1	Work with the Long Beach Police Department to conduct CPTED assessments for individual property owners.	Public Safety Committee	Long Beach Police Department	0-2 years
C.3.2	Advocate for the elimination of blank walls in new development projects.	Public Safety Committee		Ongoing
C.3.3	Conduct a CPTED assessment of public space in Downtown and work with the City to address any safety concerns identified.	Public Safety Committee	Long Beach Police Department	0-2 years

D. Marketing and Communication

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
D.1	Highlight Downtown successes for media distribution.	Marketing and Special Events Committee		Ongoing
D.1.1	Prepare regular press releases to provide local media with information about new business openings, new office leases and business awards.	Marketing and Special Events Committee		Ongoing
D.1.2	Develop a list of online media including local bloggers and create an email listserv to provide updates about Downtown businesses.	Marketing and Special Events Committee		Ongoing
D.2	Support third parties in their efforts to create new and expand existing events to bring people Downtown.	Marketing and Special Events Committee		Ongoing
D.3	Recognize, support and promote private sector leadership and investment.	Marketing and Special Events Committee		Ongoing
D.3.1	Create an annual event to honor local leadership and individuals who have contributed to the success of Downtown.	Marketing and Special Events Committee		Ongoing

Supporting Strategies: Leadership and Organizational Development

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
E.1	Take a leadership role in advocating for policies, programs and projects to support Downtown revitalization.	Marketing and Special Events Committee		0-2 years
E.1.1	Coordinate with the City to host a brainstorming session for community members and other Downtown stakeholders to connect and share ideas for Downtown.	Marketing and Special Events Committee		0-2 years
E.1.2	Work with the DDC and the DLBP to help bridge the gap between the public and private sectors.	DLBA Executive Committee		Ongoing
F.1	Establish a Downtown Development Corporation (DDC).	DLBA Executive Committee		0-2 years
F.1.1	Conduct a DDC expert panel to understand best practices and current models.	DLBA Executive Committee		0-6 months
F.1.2	Develop the DDC governance structure and membership.	DLBA Executive Committee		6-12 months
F.1.3	Identify current and future funding sources.	DLBA Executive Committee		0-12 months
F.1.4	Launch the DDC and identify staffing.	DLBA Executive Committee		1-2 years
F.1.5	Assign priority action plans with timelines.	DLBA Executive Committee		0-2 years
F.2	Form the Downtown Long Beach Partnership.	Executive Committee		0-2 years
F.2.1	Develop the DLBP governance structure and membership.	Executive Committee		0-2 years

	<i>Implementing Action</i>	<i>Responsible Party</i>	<i>Partners</i>	<i>Timeframe</i>
F.3	Align DLBA Committees with strategic priorities.	Executive Committee		0-2 years
F.4	Develop a performance measurement framework.	Executive Committee		0-2 years