

# DOWNTOWN LONG BEACH STRATEGIC PLAN – DRAFT 10.4.21

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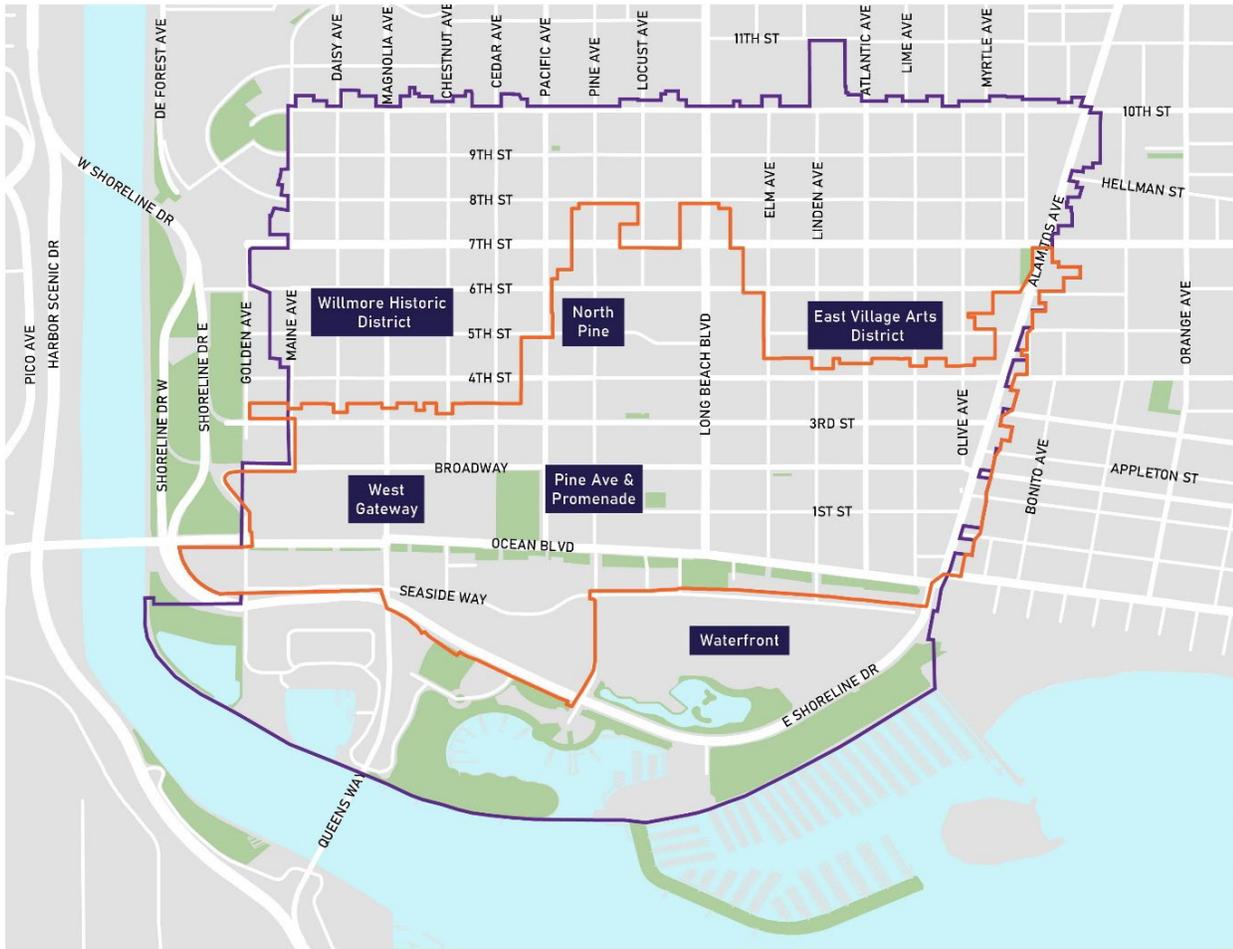
# INTRODUCTION

The Downtown Long Beach Alliance (DLBA) is a 501 (c) (6) non-profit organization operating on behalf of the tenants and commercial and residential property owners in Downtown Long Beach and surrounding areas. It is dedicated to the management, marketing, security, maintenance, advocacy, economic and community development of its two assessment districts in cooperation with the City of Long Beach and the private sector. The assessment districts include the 85-square block Property Based Improvement District (PBID) and the Downtown Parking Improvement Area (DPIA), shown on the map below.

First formed in 1937 as Downtown Long Beach Associates by a group of Pine Avenue merchants, the DLBA has evolved over the years to reflect the changing nature and priorities of the Downtown community.

This strategic plan seeks to refresh the DLBA work program, organizational culture, and operations to ensure it continues to provide an enhanced value proposition to all Downtown stakeholders over the next five years and beyond. This strategic plan will inform a new management plan for the PBID in advance of the district's renewal.

To assist in the strategic planning process, DLBA contracted Progressive Urban Management Associates (P.U.M.A.), Denver-based real estate economics and planning consultancy, along with retail specialist, MJB Consulting. NBS consultants were also a part of the team and will assist in the forthcoming PBID renewal process.



## Downtown Long Beach, CA

□ DPIA    □ PBID

# STRATEGIC PLANNING PROCESS

The strategic planning process was designed to meet the following objectives:

- ✓ Build on the work of past plans and respond to market trends to help guide Downtown Long Beach in its response to conditions through COVID-19 recovery and beyond
- ✓ Align DLBA with the dynamics of a rapidly changing economic, social and political landscape, building on the organization’s fundamental strengths and exploring meaningful ways to become more responsive to community issues, including racial justice and equity
- ✓ Based on an evaluation of market trends, develop recommendations to inform DLBA economic development initiatives, with a specific focus on supporting retail and office uses
- ✓ Engage a variety of Downtown Long Beach stakeholders (property owners, businesses, residents, civic leaders, and others) in a participatory process to develop the Strategic Plan
- ✓ Affirm program priorities for the PBID to inform a new district management plan and engineer’s report in advance of PBID renewal

To provide input, direction and an overall “sense of reality”, DLBA formed a project **Steering Committee** to meet with the consultant team at strategic intervals during the planning process. The Steering Committee included DLBA

board members and well as additional representatives from neighborhood associations, businesses, and community-serving organizations.

The strategic planning process consisted of three steps:

1. The **External Assessment** informed the plan through discovery of stakeholder priorities for Downtown and a high-level assessment of market variables. This included a review of relevant studies and reports, interviews with local developers and leasing professionals, and a variety of on-site and remote stakeholder engagements including one-on-one interviews, small group roundtables, and an online survey. Themes from stakeholder outreach are described in the next section.
2. The **Internal Assessment** reviewed DLBA as an organization to evaluate any changes needed to effectively address the challenges and opportunities identified for Downtown Long Beach through the External Assessment. This included interviewing DLBA staff, programmatic committees, and a review of organizational documents. This step also looked at organizational and programmatic examples from comparable downtown management organizations.
3. The final step, **Plan Synthesis**, took findings from the Internal and External Assessments and put them into a strategic plan framework with initial recommendations for a new vision, refreshed mission, goals, objectives and tactics. This framework was presented to the Board of Directors and project Steering Committee in August of 2021. Feedback from the Board, Steering Committee, and DLBA staff was incorporated into a final draft plan.

## DOWNTOWN MARKET CONDITIONS

Given the unprecedented changes resulting from an evolving pandemic, DLBA staff requested that the consultant team take a deeper dive on Downtown office and retail markets to help guide programs and resources through COVID-19 recovery and beyond. A full office and retail memo can be found in the Appendix, with specific tactics woven throughout the strategic plan.

### Office Market

In the near-term moving out of the pandemic, most economists and real estate professionals project a sluggish recovery for conventional office formats. Adapting to new hybrid workstyles will dominate office planning in the near-term; however, recovery to pre-pandemic absorption is likely within a three- to five-year timeframe, as overall economic growth and social patterns return. Plus, the hybrid option may lose luster in the mid- and long-term time horizons. There are already studies suggesting that remote workers are at a distinct disadvantage to their in-office peers in terms of upward mobility and relevance within a company.

Moving forward, Downtown Long Beach should capitalize on its position as a niche office market with unique competitive advantages. Small and mid-sized businesses should be targeted, with an appeal to employee demographics that are attracted by a diverse urban environment with an unparalleled oceanfront location. Downtown Long Beach is arguably the largest urban oceanfront central business district in Southern California. It is far more affordable than Santa Monica, which offers perhaps the only comparable setting in the region.

**Core positioning strategy for the Downtown office market:**

*Downtown Long Beach offers Southern California's affordable oceanfront urban lifestyle for small and mid-sized businesses with unique amenities and vitality – live, work, dine and enjoy daily experiences within a truly diverse and inclusive city.*

To best support the core positioning strategy for the Downtown office market, the fundamentals of Downtown's experience need to be maintained and enhanced. This includes improving cleanliness and safety, supporting vital and active storefronts, and physical and programmatic place enhancements to enrich amenities and connectivity. Tactics to address these issues, along with recommendations pertaining directly to the office market are included in the Goals, Objectives, and Tactics section of the plan.

## **Retail Market**

Downtown Long Beach appears to have experienced more retail resiliency than might have been expected given its reliance on submarkets – such as office workers, conventioners and cruise-ship passengers – that virtually disappeared during much of the pandemic. Some of this resiliency can be attributed to Long Beach's residential growth in and surrounding Downtown over the last decade, expanded capacity of outdoor dining, government financial relief, technical assistance from the DLBA, and willingness of some landlords to provide flexibility to their tenants.

The pandemic unleashed a flurry of entrepreneurial activity across the country and harnessing this energy will be critical for Downtown Long Beach. In the retail sector, new business applications rose 54% in 2020, according to data from the Economic Innovation Group. DLBA is well-positioned as an organization to assist new entrepreneurs in accessing relatively affordable platforms and spaces in Downtown, as well as, elevating Downtown Long Beach's visibility within the broader retail leasing and tenant community.

Long Beach is one of the most ethnically diverse large cities in the country. Within the retail trade area for Downtown, 55% of population identifies as Latinx, 15% as Black, and 14% as Asian. There are opportunities to better reflect and celebrate this diversity through Downtown's retail mix, arguably the most visible of land uses. Strategies to do this, along with other recommendations, are included in the Goals, Objectives and Tactics section of the plan.

## **STAKEHOLDER ENGAGEMENT SUMMARY**

An important component of the strategic planning process was to engage a variety of stakeholders to understand the current strengths, challenges, and future opportunities for Downtown Long Beach. These inputs were used to inform DLBA's organizational priorities and work program.

The P.U.M.A. team sought to engage with stakeholders in a number of different formats, including both virtual and in person opportunities. The team held over 50 virtual interviews, five in person roundtable discussions, and distributed an online survey that collected approximately 500 responses. Stakeholder groups included merchants, property owners (commercial and residential), community-serving organizations, developers and real estate professionals, City leadership, and other partners. Additionally, the team interviewed all DLBA staff members and programmatic committees.

## Downtown Long Beach Common Themes

The following are themes commonly expressed during stakeholder outreach through interviews and roundtable discussions, pertaining to Downtown Long Beach.

### Downtown Long Beach Strengths

- Unique setting - urban downtown on the waterfront
- Diversity of people, racially and economically
- Big city with a small-town feel; you see people you know
- Walkable; compact scale
- Proximity to amenities; feels very livable
- Defined and distinctive collection of downtown neighborhoods
- Great local businesses and owners who are dedicated to Downtown Long Beach

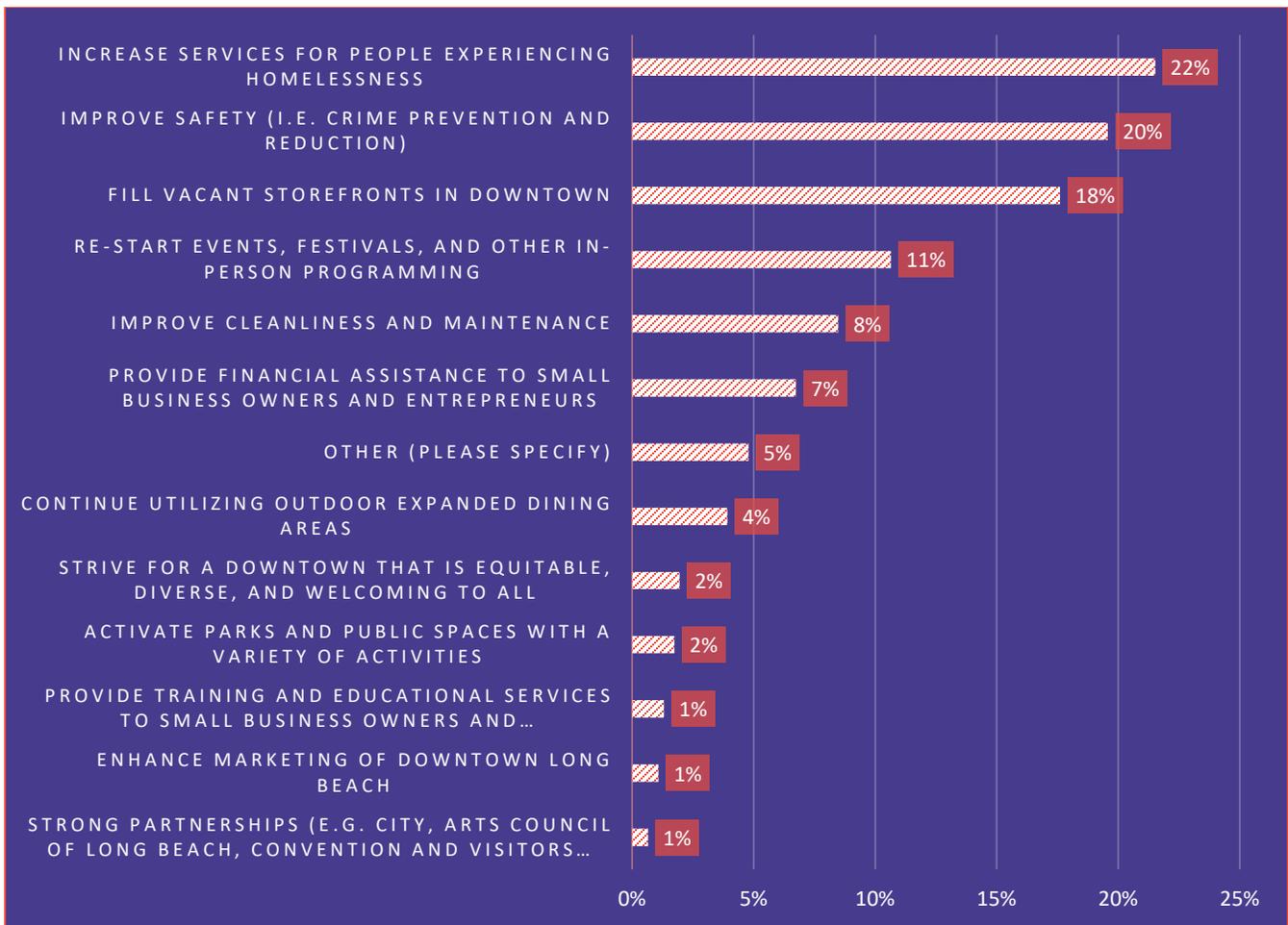
### Downtown Long Beach Challenges

- COVID-19 created a void of activity with fewer visitors, conventioners, office workers, and others, which made Downtown feel less inviting
- A growing number of individuals experiencing homelessness
- Real and perceived safety issues, which have been exacerbated by fewer people being out on the street; some specific instances of harassment and crime were noted
- Storefronts that remained boarded up long after the civil unrest following the murder of George Floyd
- Rising home and rent prices, which were noted to be disproportionately impacting people of color
- New development is seen by some as being for a certain “type” – predominately white millennials, raising the question, “who is downtown for?”
- The west side of Downtown Long Beach is seen by some residents as receiving less attention and services than the east side

### Downtown Long Beach Improvements

- Improve outcomes for populations that are unhoused; explore a variety of solutions (e.g. micro units; safe parking for RVs; affordable housing, more public restrooms; de-escalation training, etc.)
- Re-activate Downtown, bring more people back to the street, fill vacant storefronts
- Continue open streets concepts that were started during the pandemic, consider making permanent
- Place enhancements to make Downtown fun and exciting (e.g. art installations down the Promenade)
- Improve connectivity between different activity centers, in particular better synergy between the Waterfront and Downtown neighborhoods to the north.
- More residential amenities, specifically, grocery options
- Marketing Downtown in several dimensions: 1) encouraging people from the suburbs to come Downtown, helping to change their perception about safety and parking, and 2) do more to acknowledge and celebrate the customer who is already in Downtown

The chart below shows priority improvements for Downtown based on results from the online survey. Respondents were asked to select one action to improve Downtown Long Beach in the near term, next 18 months. The top three responses, collectively receiving 60% of votes, were increasing services for people experiencing homelessness (22%), improve safety (20%), and fill vacant storefronts (18%).



Survey respondents were asked to use three words to describe their vision for Downtown Long Beach 10 years from today.

The words used most frequently included:

- Safe (159)
- Clean (120)
- Diverse (68)
- Vibrant (55)
- Thriving (39)
- Fun (36)
- Busy (33)
- Affordable (31)



### DLBA Common Themes

The following are themes commonly expressed during stakeholder outreach pertaining to DLBA as an organization.

## DLBA Strengths

- Once DLBA builds a relationship, the organization holds it well
- DLBA doesn't just talk, the organization takes action!
- DLBA's clean and safe Ambassador teams are well recognized and have gained even more appreciation during the pandemic
- When asked to rate DLBA services in the online survey, 67% of respondents said the Downtown Clean Team was Good or Very Good, the top-rated service among DLBA's business centers
- DLBA is a helpful resource for small businesses and many businesses said they appreciated the extra support provided during COVID-19 to identify new grant and loan resources

## DLBA Opportunities and Areas for Improvement

### Programmatic

- Stay focused on the fundamentals, ensuring Downtown is clean and safe
- Partner with the City, service providers, and others on solutions to reduce homelessness
- Provide assistance to new entrepreneurs and existing Downtown businesses, helping them to access resources, identifying affordable locations for start-ups, and acting as a liaison for small businesses navigating City permitting processes
- Be more intentional in supporting small businesses and entrepreneurs from historically marginalized groups
- Follow market trends moving through the pandemic and share relevant information with partners
- Be an advocate for affordable housing in Downtown
- Help to improve physical connectivity between nodes of activity, especially between the Waterfront and Downtown neighborhoods to the north
- Improve DLBA's coordination and communication with Downtown stakeholders, including residents, business owners, and partner organizations

### Organizational

- Grow and maintain awareness of the organization and its programs and services
- Continue to diversify the Board of Directors and committees
- Identify strategies to reduce employee turn-over and build organizational capacity
- Improve partnership and coordination with aligned regional organizations like the Long Beach Convention and Visitors Bureau and the Long Beach Chamber of Commerce
- Employ new strategies to attract and retain Ambassadors

## KEY TAKEAWAYS

Based on the internal and external assessments completed as part of the strategic planning process, the following are key takeaways that influence Downtown Long Beach and DLBA's new strategic plan.

1. For those who are familiar with the organization, DLBA is seen as a "doer" and can leverage their respected reputation to promote positive change and innovation in Downtown over the next five years and beyond.
2. Building awareness of DLBA and educating stakeholders on the organization's role is an on-going effort, especially among Downtown residents.

3. DLBA's signature clean and safe program is highly valuable, yet undercapitalized, and could benefit from an infusion of resources.
4. The growing challenge of individuals experiencing homelessness was a resounding concern among stakeholders and DLBA has a role to play in partnering on solutions.
5. The pandemic placed additional need and priority on economic development, necessitating an expanded role for DLBA in assisting small businesses, entrepreneurs, and the evolving Downtown office market.
6. Having recently put a pause all on events, now is an opportune time for DLBA to consider which events to continue, which to stop, and generally to re-think DLBA's role in the production of events, considering instead a facilitation role.
7. Downtown has a great collection of distinct, unique neighborhoods. Communications, marketing, and physical place enhancement should celebrate and spotlight the neighborhoods of Downtown, while also continuing to market Downtown as a whole.
8. DLBA could streamline internal processes and reporting requirements to maximize staff time for programmatic work.
9. There are logical locations where PBID services could be expanded; conversations should be initiated with property owners to explore DLBA's value proposition.
10. DLBA is committed to the process of building an organizational culture centered around equity and should align this strategic plan with forthcoming recommendations from the Diversity, Equity, Inclusion, and Access (DEIA) plan being facilitated by BDS Planning.

## VISION

Downtown is the thriving urban center of Long Beach, embodying and celebrating the region's diversity, innovation, and adaptability.

## MISSION

Cultivate, preserve and promote a healthy, safe and prosperous Downtown *for all*.

## CORE VALUES

The following core values are intended to be guiding principles for DLBA to consider internally as an organization and externally through their delivery of programs and services.

- **Innovative** | DLBA will continue to push the envelope and consider new ways of doing things, soliciting ideas from staff, board members, and community stakeholders to identify solutions that are uniquely tailored to Downtown Long Beach.
- **Inclusive** | One of Downtown Long Beach's great strengths is its diversity; DLBA will honor this diversity through programs, events, and initiatives that are welcoming and reflective of the

community. DLBA will work to identify and remove barriers to participation, in the organization and its programs, for historically marginalized populations.

- **Connected** | Downtown Long Beach is vast and yet many stakeholders note its small-town feel. Through partnerships, programs, and ongoing engagement with stakeholders, DLBA will seek to improve community connections, along with physical connectivity between nodes of activity.
- **Sustainable** | DLBA will strive to be a sustainable organization on a number of fronts. This includes sustainability from an environmental standpoint and using products and resources that are greener and produce less waste, whenever possible. It also means building a culture of longevity within the organization.
- **Action-Oriented** | DLBA has been described as a doer and should continue its action-oriented disposition. DLBA is nimble and can be looked to when quick and decisive action is needed.

## GOALS, OBJECTIVES, TACTICS

### Goal 1: Master the fundamentals, ensuring a model clean and safe program for Downtown Long Beach

- A. **Create a Homeless Outreach Program that is tailored to the unique qualities and needs of the unhoused population in Downtown Long Beach**
  1. Create a new senior-level staff position at DLBA, requiring social work or similar qualifications, specifically dedicated to addressing homelessness in Downtown Long Beach
  2. Determine who Downtown's unhoused are (long time local citizens, recently unhoused, chronically unhoused, veterans, drug addicted, persons experiencing mental illness, etc.) and gain a comprehensive understanding for general needs that should be addressed
  3. Continue to build and strengthen relationships with service providers to effectively refer unhoused individuals to appropriate services
  4. Work with the City to implement and leverage allocations from the American Rescue Plan Act (ARPA) that support unhoused populations
  5. Continue existing meetings (weekly) and facilitate new meetings as needed with key service providers, the City's Homeless Services Bureau/REACH outreach teams, Long Beach Police Department Quality of Life Team and others that are leading efforts to address the unhoused population in Downtown
  6. Maintain DLBA presence on Continuum of Care (CoC), Homeless Services Advisory Committee and Long Beach Homeless Coalition
  7. Coordinate third party de-escalation training for business owners, employees, and residents pertaining to interactions with unhoused and/or persons experiencing mental illness
  8. Work with other organizations to develop a Resource Guide providing a current list of available resources to educate community stakeholders (residents, employees, business and property owners, among others) about the varied issues surrounding homelessness, what to do, and who to contact – in addition to other safety related services

9. Promote the use of amenities like basic medical/dental services, mobile showers, laundry facilities, downtown storage units and other services currently provided by local non-profits and other partners
10. Advocate to City, County and State officials to develop more transitional and permanent supportive housing in Downtown and throughout the City (new construction and/or re-purposing of existing buildings)

**B. Enrich services to enhance the feeling of safety in Downtown**

1. Transition to, and maintain, a pay structure for Ambassadors based on the standard living wage for Long Beach
2. Partner with clean and safe contractor to establish hiring and retention incentives for Ambassadors
3. For clean and safe contract management, follow adopted performance standards and protocols as stated in the services agreement between DLBA and its contractor for the Clean and Safe program
4. Integrate diversity, equity, inclusion, and access (DEIA) practices and principles for all contracted employees
5. Generate greater awareness and utilization of the safety escort program for residents and businesses
6. Establish additional ambassador coverage/shifts with the primary purpose of mitigating nuisance behaviors
7. Explore hiring off-duty Long Beach police officers to supplement Safety Ambassadors during key times of the week and in areas with the greatest number of reported issues; assess approaches and the cost/benefit
8. Work with public and/or private partners to place signage indicating appropriate use of streets and sidewalks by various modes, including autos as well as scooters, skateboards and other micro-mobility solutions; monitor effectiveness and make immediate adjustments as needed

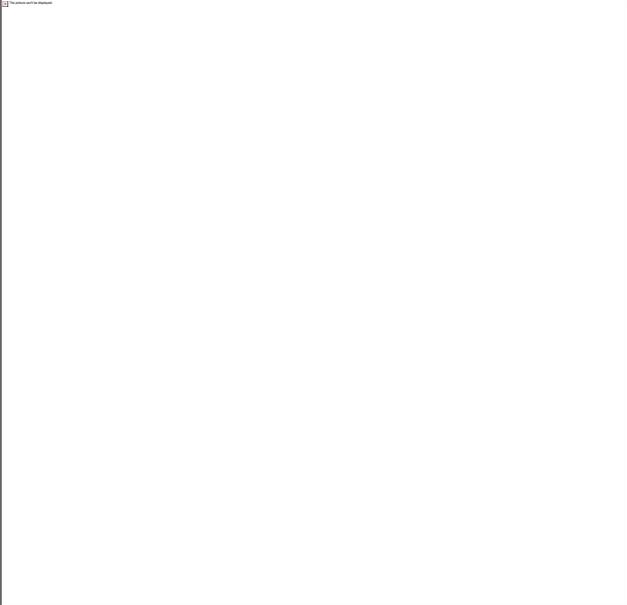
**C. Better publicize existing public restrooms and explore adding more**

1. Ensure that existing public restrooms are well maintained and install highly visible signage on the exterior of restroom structure(s)
2. Explore and advise on other public restroom location options throughout the Downtown

**D. Establish higher standards for clean services**

1. Generate cleaning standards that are higher, stringent and measurable; closely monitor contractor's performance to ensure that the established high standard is consistently met (e.g., wiping entire surface of trash receptacles, removing small debris and bio-waste from tree wells)
2. Increase service frequency to remove miscellaneous trash and debris from walkways and curb lines
3. Maintain focused attention on hot spots, with a special emphasis on areas with chronic human waste challenges
4. Periodically coordinate with the City's Public Works department to review current locations of trash receptacles, remove duplications, and identify new receptacle locations based on pedestrian counts, Clean Team observations, and other relevant factors
5. Partner with the City to expand awareness and use of the GO Long Beach app for reporting maintenance issues
6. Install additional Mutt Mitt stations and consider the cost/benefit of using sustainable waste solutions
7. Explore the potential cost/benefit of partnering with Downtown homeowner's associations (HOAs) for a la carte cleaning services
8. Expand service areas to include alleyways and connecting paseos to remove miscellaneous trash and debris, and provide level of cleanliness equal to adjacent, well-maintained public spaces

- 9. For sustainability, expand the use of environmentally friendly equipment and cleaning products and implement practices to increase efficiencies and reduce waste



- 10. In the long term, implement the use of equipment that utilizes reclaimed water

**E. Enhance lighting levels throughout Downtown**

- 1. Conduct monthly lighting audits to identify low level lighting areas and troubleshoot solutions (e.g., request the repair of inoperable lights, provide more frequent tree trimming to reveal existing lighting)
- 2. Partner with the City to engage lighting consultant to ensure locations, code (foot candle req.), and infrastructure is available and enhance lighting levels

**F. Formalize a new base level of services agreement between DLBA and the City**

- 1. Renegotiate a more detailed baseline services agreement with the City (which spells out what services the City

provides as a baselevel and what enhanced services DLBA provides) to ensure a clean and safe Downtown

- 2. Consider adding additional elements referenced above to memorialize a partnership with DLBA and the City for public realm capital improvements

**G. Improve maintenance of trees, tree wells, and walkways**

- 1. Contract with tree vendor annually to remove palm tree fruit to keep walkways cleaner
- 2. Ensure that all tree wells are flush with the surface; may require adding or readjusting existing tree grates in some locations
- 3. Annually survey and report dead trees and unsafe tree wells (those with trip hazards) to the City for removal or replacement; closely monitor progress and follow up as needed to address hazards

**Goal 2: Strengthen existing businesses and encourage entrepreneurship and innovation in Downtown**

**A. Assist new and existing businesses in accessing resources and working through City processes**

- 1. Continue and expand promotion of DLBA's existing small business support programs
- 2. Help spread awareness of new programs and resources coming through the American Rescue Plan Act 2021

*SPOTLIGHT: SAN JOSE, CA*

Downtown San Jose is home to a solid inventory of healthy trees due in part to the care and attention from the PBID and the San Jose Downtown Association (SJDA). On an annual basis, SJDA contracts with several tree care companies to provide planting, stake installation, pruning, ungirdling, tree removal and maintenance of tree grates and other related tasks. **Most notable is the annual removal of palm tree fruit.** Once this particular fruit falls, it stains sidewalks with a dark, greasy, hard to remove residue, but due to removal of the fruit in the spring Downtown San Jose walkways are impressively clean.

3. Hire a "Business Navigator" to provide guidance for all business types on the City permitting process, licensing, identifying suitable locations, and other business case management support as necessary
4. Initiate a communications campaign for new businesses to "start with DLBA" to make the process of establishing in Downtown easier and to establish the organization as a go-to resource for such purposes
5. Intentionally recruit and support businesses owned by historically marginalized populations to locate in Downtown; understand potential barriers and identify strategies through DEIA consultant BDS Planning
6. Host quarterly open houses for businesses to network with one another, share best practices, and become better acquainted with DLBA services
7. Create a "heat map" showing concentrations of different kinds of foot traffic to aid in site-location decision making
8. Consider the cost/benefit of creating a rebate program to reduce the DPIA fee for the first few years after a new small business (five employees or less) locates in downtown

**B. Work with property owners, developers, and the leasing community in support of Downtown retail and office tenants**

1. In support of pandemic recovery, work with property owners to understand the benefits of retaining tenants by restructured leases, rent forgiveness, and other alternatives to tenant eviction
2. Build and maintain relationships with local, regional and national broker associations, through semi-annual roundtables, newsletters, and other forms of information sharing
3. Seek feedback and input from the retail and office leasing community to ensure statistics gathered and presented are meaningful and address questions of prospective tenants
4. Identify & share market opportunities and gaps with property owners, developers, and brokers
5. Develop a marketing campaign with tailored messaging to the regional leasing and tenant communities to help elevate awareness of - and make the case for -Downtown, in addition to the benefits a "start with the DLBA" partnership
6. Provide property owners and developers with case studies and/or data to help flip the script on retail – thinking of retail as an amenity versus driving the bottom line
7. Align DLBA's financial and technical assistance, and work with the City to align its land use and zoning policy, to support strategic considerations such as the need for retail clustering, which is important for retailers' success

**C. Activate vacant or underutilized storefronts and help to prevent future vacancies**

1. Continue the retail pop-up grant program
2. Collaborate with the Marketing and Public Realm Departments to temporarily activate storefronts with art, storytelling displays, or other temporary uses; intentionally seek to represent and bring awareness to Long Beach's diverse cultures
3. Work with developers and landlords to create and install wraps that show renderings of, and build anticipation for, what's coming
4. Help to facilitate the production and management of new brick-and-mortar entrepreneurial platforms on public spaces and, possibly, underutilized private lots in agreement with property owners (e.g. co-location, fashion truck pod, container village, public market, etc.)
5. Work with the City on land use / zoning / regulatory modifications to accommodate the ongoing evolution of the retail industry (e.g. permitted uses, flex spaces, etc., possibly with some kind of tiered structure) as well as the specific market dynamics for individual sub-districts and streets [see MJB Retail Strategies Memo for more detail]

**D. Assist the Downtown office market in evolving to meet the new reality**

1. Assist property owners with more traditional office spaces in understanding trends, reconfiguring spaces, and converting standard formats to more creative spaces (like the Hubb)
2. Identify key amenities (e.g. child care) that would encourage office tenants and employees to return Downtown and work with partners to implement
3. Work with partners to solidify a core positioning strategy for Downtown, identify its specific niche within the region (e.g. small to mid-sized companies with services complimentary to the Port, aerospace, and medical services), and develop a recruitment strategy
4. Encourage older office stock, unlikely to be used for future office, to be converted to affordable and workforce housing to support Downtown's diverse professional and service employee profile

**Goal 3: Market and promote Downtown as a whole and as a collection of unique neighborhoods**

**A. Develop a comprehensive marketing & communications strategy**

1. Understand the new Downtown market and what has/hasn't changed as a result of COVID-19
2. Identify Downtown's unique assets and differentiators (e.g. waterfront location, collection of neighborhoods, etc.) and develop a strategy for communicating Downtown's value proposition, in alignment with the City
3. Identify key audiences and tailored strategies to reach these audiences
4. Help to further define and promote Downtown's unique and distinct neighborhoods

**B. Continually seek ways to build awareness of DLBA and educate stakeholders about DLBA's role and value proposition**

1. Utilize the new strategic plan to educate stakeholders about the role DLBA plays and set expectations for what it does and doesn't do
2. Improve communications and outreach to residents; including regular touch points and communications with neighborhood associations, property managers, and homeowner associations
3. Seek to communicate with all new Downtown businesses to explain the DPIA fee and the value it provides

**C. Increase use of online platforms to promote the people, businesses, and activities in Downtown**

1. Continue to grow social media presence and create original content and stories that show the faces of Downtown Long Beach
2. Upgrade the DLBA website to include more use of video; produce segments to promote various market sectors, lifestyles, and entertainment
3. Utilize virtual event formats as front-end marketing campaigns
4. Explore the cost and benefit of utilizing geo-targeting technology
5. Consider locations for digital signage and implement as necessary

**D. Re-think DLBA's role in the production of events**

1. Evaluate all existing events and identify which events make sense for DLBA to continue to produce and which do not
2. For events DLBA no longer wants to produce, identify whether there are other entities that want to take on the responsibility; DLBA could consider remaining a sponsor
3. Establish criteria for the types of events DLBA would be interested in helping to facilitate (e.g. events that celebrate diverse cultures, events that promote distinct neighborhoods)
4. Identify events (for production or sponsorship) that help to promote retail businesses and not just restaurant/hospitality

## **Goal 4: Showcase the beauty, creativity, and unique sense of place in Downtown for all to enjoy**

### **A. Activate key locations with art, music, and culturally responsive placemaking, including programming and physical place enhancements**

1. Encourage open streets concepts and more outdoor dining while ensuring adequate visibility of business signage to passersby
2. Seek activations that celebrate the diversity of people and cultures in Downtown; partnering with businesses, neighborhood associations, and non-profit partners on cultural programming
3. Actively engage the community in re-imagining and creating the next iteration of the Loop
4. Consider alleyways that would be prime for temporary activations and place enhancing features (e.g. murals, festive lighting, games)
5. In partnership with arts and cultural groups, create an “art trail” to explore downtown through murals, music, street art, and other creative elements that link neighborhoods together
6. Revisit previous plans for Harvey Milk Park and explore partnership with new property owner for more permanent activations
7. Work with City to evaluate the possibility of two-way conversion for the Broadway / 3<sup>rd</sup> St. couplet

### **B. Partner with the City to ensure a clean, safe, and enjoyable experience at the newly developed Lincoln Park**

1. Explore a contract for service with the City to provide security and maintenance
2. Explore a contract for service for facilitating events and/or advocate for appropriate levels of activation
3. Develop a plan for maintenance and lifespan of all new elements being provided or managed by the DLBA

### **C. Green Downtown**

1. In partnership with the City, and potentially sponsor partners, plant additional (mature, CA native) trees in empty tree wells, while ensuring adequate visibility of business signage to passersby
2. Develop a plan for comprehensive tree maintenance
3. Explore a partnership for adding more greenery at City Place
4. Explore opportunities to add mini pet parks and/or a temporary dog park on an underutilized lot
5. Consider opportunities for community gardens and engage interest and support from residents for maintaining

### **D. Develop comprehensive wayfinding (signage) throughout Downtown**

1. Continue to strategically add new wayfinding signage, with the Waterfront area being the next priority
2. Install signage to more clearly alert motorists to street closures and offer alternative routes to major destinations and parking facilities
3. Apply unique design treatments and new signage at crosswalks clearly indicating the pedestrian’s right of way
4. Distribute Downtown maps at places like hotels, businesses, and civic and cultural institutions
5. Explore signage or unique markers to indicate gateways to different Downtown neighborhoods

### **E. Differentiate Pine Avenue**

1. Work with the City to study partial or temporary street closures on certain blocks of Pine Ave, including access zones on nearby intersecting side streets for curbside pickup and delivery drivers
2. If portions of the street are closed (either intermittently or permanently), help to identify funding sources for on-going programming and marketing of such closed stretches
3. Support the City and community in implementing ideas from the North Pine Community Vision and Action Plan

4. Work with the City and North Pine community to create uniform design guidelines for dining patios and outdoor displays while providing grants to individual businesses to adhere to them
5. Consider orienting individual blocks or series of blocks towards specific psychographic targets
6. As Pine Ave. evolves (vision plan elements are implemented) market the unique, one-of-a-kind nature of street

## **Goal 5: Be a leading voice in planning for the future of Downtown**

- A. Pursue all necessary requirements to renew the Downtown property-based business improvement district (PBID) for another ten-year term**
- B. Re-define, and advocate for, projects, policies, and initiatives that are considered transformative based on community benefit**
  1. Advocate for policies and resources that support housing development in Downtown, including workforce and affordable housing
  2. Advocate for policies and resources that support enduring solutions to homelessness (see Goal 1)
  3. Help to engage and mobilize the Downtown business and resident communities in committing time, energy, and resources to addressing Downtown’s most pressing challenges
  4. Form a non-profit 501 C3 affiliate of the DLBA to help fund impactful community-minded projects and initiatives
- C. Work with partners to improve connectivity throughout Downtown**
  1. Re-engage in exploring a Downtown circulator with Long Beach Transit to help unite neighborhoods, reduce traffic and parking concerns, and importantly provide equitable access throughout Downtown
- D. Actively track and participate in plans and special projects that impact Downtown**
  1. Track, monitor, and participate in any subsequent update to the Downtown Plan (PD-30)
  2. Track, monitor, and participate in planning initiatives related to PD 6
  3. Preparation for 2028 Olympics

## **ORGANIZATIONAL RECOMMENDATIONS**

### **Staffing**

DLBA currently has an office staff of eleven, as well as a team of clean and safe Ambassadors. To bring staffing to an optimal level over the next five years, to address the current challenges and opportunities in Downtown Long Beach, the following new positions are recommended.

#### **New Positions**

##### **Downtown Business Navigator**

This position is envisioned as a near term opportunity to support Downtown’s economic recovery through direct and tailored support to existing businesses and encouragement of new entrepreneurs, who have increased during the pandemic. This position will be hands on and proactively seek to build relationships with diverse Downtown businesses and entrepreneurs who are new to the Downtown Long Beach market. This position will also work closely with the City of Long Beach Economic Development Department and will help businesses to navigate City process and keep them informed of all the new financial assistance and technical assistance resources flowing through the City as a result of American Rescue Plan Act (ARPA).

This position will support DLBA's Economic Development & Policy Manager in accomplishing the tactics and objectives of Goal 2 and supports one of top priorities identify during stakeholder engagement, which was to fill vacant storefronts.

This position will be supported, at least initially, through ARPA funds. If there is a need and desire to maintain this position for a longer period of time, additional funding would need to be sought and considered.

### **Homeless Outreach Manager**

The Homeless Outreach Manager is a new senior level position, requiring an advanced social work degree or similar qualifications. Working knowledge of the social services and programs in and around the City of Long Beach would be a plus. This manager will be responsible for creating an outreach program that embraces the community's values and concerns while addressing demands and needs of the unhoused population with the main objective of connecting individuals to services and housing. The manager will collaborate with social service agencies, local organizations, non-profits and various city departments to create or strengthen partnerships to most effectively manage the challenges associated with homelessness. The manager would be responsible for managing a budget, benchmarking progress, and communicating with downtown stakeholders and local partners. The manager would direct and supervise any additional DLBA employees hired to support outreach efforts to unhoused community members.

### *SPOTLIGHT: HOLLYWOOD, CA*

In The Hollywood Entertainment District (HED), The Hollywood Partnership implements a multi-tiered approach to address issues related to homelessness. They have a safety and security team which responds to quality-of-life concerns, and within that team homeless outreach services are also provided. Their Homeless Outreach Team is made up of seasoned social workers that are trained to conduct needs assessments and respond as appropriate to unhoused community members. Additionally, they have established relationships with local agencies and service providers. Relationships of trust are being established with unhoused community members, allowing for outreach service delivery and regular maintenance of encampments.

### **Operations Manager**

The Operations Manager is a senior level position, responsible for overseeing DLBA's signature clean and safe program, that is provided within the boundaries of the PBID. This position manages third-party contract services delivered by Clean and Safe personnel and coordinates activities with property owners, merchants, and various City of Long Beach department officials, to enhance cleanliness and safety in public spaces. This includes working with the third-party vendor to negotiate contracts, establish program goals, and track and evaluate outcomes to maximize the program's performance. The Operations Manager also acts as DLBA's advocate and liaison for all Downtown safety, social service and maintenance issues.

### **Field Supervisor**

The Field Supervisor, working under direction of the Operations Manager, helps to manage the third party Clean and Safe contract. This includes monitoring compliance of day-to-day activities, operations and schedules of contract personnel, and managing product and equipment inventories. This position, while based out of the DLBA office, requires extensive field work.

### **Residential Outreach Coordinator [Part Time]**

The Residential Outreach Coordinator is responsible for managing relations between the DLBA and its PBID residential stakeholders. Having this designated, part-time, position will help to nurture resident relationships and build awareness of the organization among its residential stakeholders. This position will maintain a database of all residential units in the PBID, attend HOA and other residential neighborhood group meetings on behalf of DLBA, periodically survey residents to understand their needs and priorities, and relay information on DLBA programs, in particular its clean, safe, and homeless outreach initiatives, that are of interest and benefit to Downtown residents.

## Staff & Contractor Retention

### Office staff

One of the themes that emerged in the outreach phase of the strategic planning process was the challenge of staff retention. Having recognized this as an issue, DLBA pro-actively hired Fuller Management Corporation (FMC) to conduct an organizational assessment in 2020. DLBA should implement recommendation from FMC’s New Hire Assessment report to increase employee satisfaction through a more formalized onboarding process, clearly defined expectations for new hires, and an established process for staff evaluation.

### Ambassadors

DLBA, especially in light of trends related to COVID-19, has been challenged to retain a full deployment of Ambassadors. As DLBA’s signature program, and clean, safe, and homeless outreach being a top priority among stakeholders, this program needs an infusion of resources to deliver its full value. Part of this is retaining Ambassadors, so that there is less re-training required and more experienced contractors in the field. Ambassadors’ have always been paid at least minimum wage but that is not enough to remain competitive in today’s economic climate. Ambassadors should be compensated with living wages and enhanced benefits to not only stay competitive but align with the organization’s values.

#### *SPOTLIGHT: PHOENIX, AZ*

Downtown Phoenix Inc. offers a robust benefit package for their Ambassador team. Not only do they pay above minimum wage, they also pay the deductible on a comprehensive HSA plan, offer an initial consultation with a podiatrist, provide a bi-annual stipend for new shoes, and reimburse a portion of a gym membership.

## Governance

### Organizational Commitment to Equity

DLBA staff, with support from the Board of Directors, is committed to doing the work of integrating diversity, equity, inclusion, and access strategies into the organization, its programs, and policies. To assist in this work, DLBA hired BDS Planning to provide a training in racial equity in the context of Urban Place Management, an organizational equity commitment statement, an equity-specific internal assessment, and aspirational goals and objectives for organizational changes in identified priority areas. Once this work is completed, anticipated in December 2021, DLBA staff should make any necessary updates to this strategic plan document to reflect the values and priorities articulated through that process.

Following completion of the strategic plan and the equity plan, DLBA should consider producing a short video of staff and board leadership stating the goals of the plan and their commitments to the community over the next five years. Additionally, the organization’s equity commitment statement should be featured prominently on the website.

## Continue to Diversify the Board

DLBA has made progress in diversifying the organization's Board of Directors and this should continue to be a commitment and intention moving forward. To assist in this process and track progress over time, it would be helpful to start with a baseline understanding of the current board's demographics and how recruitment of new members has historically taken place. If recruitment techniques have generally not yielded a set of diverse candidates, new recruitment strategies may need to be identified.

## Committees

DLBA requires board members to participate on a committee of their choice. There are currently five programmatic committees and three administrative committees.

### **Programmatic committees**

- Economic Development Committee
- Marketing & Communications Committee
- Placemaking Committee
- Public Safety Committee
- Special Events & Sponsorship Committee

### **Administrative committees**

- Executive Committee/advocacy
- Finance Committee
- Governance Committee
- Audit Committee

The following modifications to the committee structure are recommended to reduce administrative time from staff and increase satisfaction among committee participants.

- Programmatic committees should meet every other month, as opposed to monthly
- DLBA staff should periodically check in with committee members to poll the group on how they prefer to operate, for example, does the committee want to arrange for work to happen outside of scheduled meeting times or exclusively during meetings and seek feedback on how committee members think they can best provide value.
- In light of COVID-19 and the opportunity to re-think DLBA's role in events (shifting from primarily a production role to more of a facilitation role) Special Events and Sponsorship may not warrant its own committee but rather the work could be folded into the Placemaking and/or Marketing & Communications committee.

## Funding Sources

### Revenue Diversification

To continue to diversify sources of revenue and leverage PBID and DPIA assessments, which provide approximately 75% the organization's revenue, the following pathways are recommended.

### **Contracts for service**

PBIDs will often negotiate contracts to provide services outside of district boundaries, or to provide specialized service in areas like parking structures or parks that may or may not be within the district. These contracts, which usually focus on extending clean and safe ambassador services, include a pricing premium to help enhance overall organizational revenues. DLBA should actively monitor requests for proposals (RFPs) from the Long Beach Public Works Department, Long Beach Transit, Long Beach Parks, Recreation, and Marine, and other agencies, and respond to RFPs that align with DLBA’s services.

**Sponsorships, grants, and donations**

DLBA currently seeks sponsorships largely to support events. If DLBA shifts its attention away from focusing on the production of large events, the organization should also shift its focus to seek non-event-based sponsorships for things like culturally responsive placemaking projects, connectivity improvements, greening initiatives, or programs that support businesses with COVID-19 recovery. DTP staff should seek support from the board and programmatic committees in identifying foundations, community organizations, corporations, and other entities that might be interested in partnering or financially contributing to such projects and programs. See also the creation of a new 501 (c)(3) below.

Additionally, the City of Long Beach received American Rescue Plan Act funding and a portion of this funding is set to be distributed to each of the City’s PBIDs. This will be a beneficial near term funding source for DLBA.

**Create a new non-profit 501 (c)(3) affiliate organization**

DLBA had a 501 (c)(3) affiliate in the past that eventually spun off into its own distinct non-profit with staff. DLBA should consider forming a new non-profit 501 (c)(3) affiliate to support innovations and community benefit initiatives pertaining to the five goals of this strategic plan. There are a number of plan initiatives that could benefit from philanthropic dollars, and non-profit 501 (c)(3)s, given their tax write off ability, are a more attractive investment vehicle for corporations, foundations, and individuals, than a non-profit 501 (c)(6) organizations.

Below are suggested ideas for projects that could be supported by a 501 (c)(3), however, DLBA staff and board should define more specifically what this entity would focus on before it is formed. This might include a scan of the existing non-profit landscape to avoid duplication and any possible diversion of resources.

DLBA Goals	Initiatives a 501 (c)(3) could support:
<p><b>GOAL 1:</b> Master the fundamentals, ensuring a model clean and safe program for Downtown Long Beach</p>	<ul style="list-style-type: none"> <li>• Pilot program for mobile public restrooms and/or mobile shower facilities</li> <li>• Ongoing de-escalation training for merchants, residents, and employees in response to individuals experiencing homelessness or mental health episodes</li> <li>• Facilitation of social impact bonds that could be used to help finance permanent supportive housing</li> <li>• Programs that provide adults experiencing homelessness with work opportunities within DLBA’s service areas (e.g. Colfax Works, a program of the Colfax Ave Business Improvement District in Denver, CO)</li> </ul>
<p><b>GOAL 2:</b> Strengthen existing businesses and encourage entrepreneurship and innovation in Downtown</p>	<ul style="list-style-type: none"> <li>• Sponsor a business plan competition for entrepreneurs; with resources allocated to the winner</li> </ul>

	<ul style="list-style-type: none"> <li>• Mobilize seed and working capital to advance business ownership by people of color or other historically marginalized groups</li> <li>• Assist in the management and facilitation of a fashion truck pod, shipping container village or other co-locating arrangement of affordable start-up space</li> </ul>
<b>GOAL 3:</b> Market and promote Downtown as a whole and as a collection of unique neighborhoods	<ul style="list-style-type: none"> <li>• Storytelling campaign to highlight different experiences in Downtown Long Beach (e.g. the Black experience, the Latinx experience, the Cambodian experience)</li> <li>• Initiatives to elevate “the faces” of Downtown Long Beach, with an emphasis on those who keep the local economy humming but may not be widely recognized (e.g. a transit driver, back of house staff at restaurants, school teacher, non-profit leader, small business owners)</li> </ul>
<b>GOAL 4:</b> Showcase the beauty, creativity, and unique sense of place in Downtown for all to enjoy	<ul style="list-style-type: none"> <li>• Initiatives that use Downtown’s public space as a canvas for creativity, which could include murals, interactive art, video, music</li> <li>• Ongoing funding to maintain a more robust urban tree canopy; sponsors could receive a tree in their name</li> <li>• Culturally responsive placemaking initiatives on Pine Ave and programming for closed streets</li> <li>• Programming for the new Lincoln Park</li> </ul>
<b>GOAL 5:</b> Be a leading voice in planning for the future of Downtown	<ul style="list-style-type: none"> <li>• Support for improved mobility and connectivity; such as a Downtown circulator</li> <li>• Improvements to bike and pedestrian infrastructure</li> <li>• Future planning initiatives</li> <li>• Recommendations from the diversity, equity, inclusion and access plan (BDS Planning) that could include a community empowerment fund for work with underrepresented communities in Downtown</li> </ul>

Examples of non-profit 501 (c)(3) affiliates

<b>Downtown Fresno Foundation</b>	<b>Downtown Boulder Community Initiatives</b>	<b>Downtown Austin Alliance Foundation</b>
		

The Downtown Fresno Foundation launched a “Create Here” business plan competition, which included a package of services for start-ups – including IT support, social media advice, remodeling assistance, and one year of free rent. The community was involved in helping to choose a “winner” but the four runners-up all opened new businesses and the competition created a swell of support for the new business concepts.

The Boulder Alley Gallery is a program of Downtown Boulder Community Initiatives (DBCI). The project re-purposes alley and back-of-building doors into an outdoor artist gallery featuring the works of local talent. DBCI publishes a map of all doors and is continually seeking new sponsors to grow the program. Artist pictured: Jerome Coffey.

The Downtown Austin Alliance Foundation was established in 2019 as the 501 (c)(3) non-profit extension of the Downtown Austin Alliance. The Foundation is charged with implementing key projects that support the Alliance’s vision. This includes holding the management contract to operate, program and fund Republic Square, downtown’s central gathering place.

A 501 (c)(3) affiliate of the DLBA would have its own board of directors. This board should represent the diversity of Long Beach and skill sets aligned with the focus areas of the non-profit, which might include, fundraising, arts, social services, and racial equity, among other areas.

Similar to how 501 (c)(3) affiliates are organized with other PBID-based organizations, the 501 (c)(3) would not have its own staff but would establish a contract for service through the DLBA. In the near term, it does not appear that the DLBA would need to increase staff capacity to accommodate a new 501 (c)(3). Existing staff, especially those supporting special projects and culturally responsive placemaking, could align with initiatives that receive funding through a 501 (c)(3). Over time, there may be the need for more specialized support, or fundraising expertise, at which point the 501 (c)(3) would need to raise funds to support a new position.

### PBID Boundary Adjustments

In addition to new revenues sources discussed above, there are adjustments to the PBID boundary that should be considered during PBID renewal. If the boundary is expanded, there will be additional revenue generated by the PBID but also additional area in which to provide services. More detail is provided on potential expansion areas in the section on implications for the PBID management plan and renewal on pages 26-to-27.

## Budget

The table below indicates how DLBA’s budget, by business center, should be adjusted moving forward based on current conditions and stakeholder feedback on improvements and priorities for Downtown Long Beach.

DLBA Business Centers	Current Funding (FY 21)	Budget Adjustments
<b>Clean, Safe, Homeless Outreach</b>	\$2,125,831	+
<b>Economic Development</b>	\$387,997	+
<b>Marketing &amp; Communications</b>	\$237,092	=
<b>Placemaking</b>	\$268,578	=

<b>Special Events</b>	\$265,989	-
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- **Clean, Safe, Homeless Outreach.** Safety and support for the unhoused population were the top priorities among stakeholders. To address new demands, additional staff capacity is needed, along with an increased frequency of service. This also considers the need to increase compensation for the recruitment and retention of Ambassadors.
- **Economic Development.** Another top priority among stakeholders was to focus on the storefront economy and help to fill vacancies. COVID-19 has, and will continue to, disrupt this sector and additional resources are needed to support existing businesses and to harness and capture new entrepreneurial activity in Downtown.
- **Marketing and Communications & Placemaking.** The marketing and placemaking budgets are expected to remain fairly static, although they could grow if and when a new 501 (c)(3) is activated, pending the focus of this new entity.
- **Special events.** Many Downtown organizations are taking the pause in events due to COVID-19 as an opportunity to re-evaluate why they are producing events and whether that role is still necessary. As recommended in Goal 3, DLBA should consider which events to continue but also which can be let go. It is recommended that instead of time spent on the production of events, DLBA shift its focus to help facilitate smaller events that need assistance getting started and align with the vision, mission, and goals of the organization. With this shift, it is reasonable to expect the special events budget would decrease.

The net of these changes is an overall increase in the DLBA budget moving forward. The new revenue sources identified above will be important in meeting this budget goal, as will the consideration of increasing the PBID assessment, which will be explored during the PBID renewal process.

**Metrics**

The metrics below are suggested as a way to measure progress toward the five goals of the strategic plan. DLBA program managers should produce department dashboards quarterly or bi-annually (as opposed to monthly) to show how they are pacing toward achieving the objectives within their goal area. Staff should work internally, with input from committee members, to determine which metrics are the most important. The list below is a starting point and can, and should, be refined based on which tactics are being pursued.

With a quarterly or bi-annual report, as opposed to monthly, time should be given on the agenda of the meeting to discuss the metrics in more detail.

Goal	Suggested Metrics
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<p><b>Goal 1:</b> Master the fundamentals, ensuring a model clean and safe program for Downtown Long Beach</p>	<ul style="list-style-type: none"> <li>• Number of bags of trash collected</li> <li>• Number of graffiti/stickers removed</li> <li>• Blocks of sidewalks power washed</li> <li>• Counts of persons experiencing homelessness</li> <li>• Number of individuals connected to services through the DLBA's homeless outreach team</li> <li>• Number of Resource Guides distributed</li> <li>• Number of safety escort services provided</li> <li>• Number of participants in de-escalation trainings</li> <li>• Annual clean and safe stakeholder perception survey</li> </ul>
<p><b>Goal 2:</b> Strengthen existing businesses and encourage entrepreneurship and innovation in Downtown</p>	<ul style="list-style-type: none"> <li>• Commercial and residential occupancy percentages</li> <li>• Number of businesses assisted by the Business Navigator and/or other DLBA programs</li> <li>• Number of new businesses, including the number of businesses owned by people of color or other historically marginalized populations</li> <li>• Number of closed businesses</li> <li>• Number of requests for market data or inquiries by brokers</li> <li>• Total number of jobs downtown</li> </ul>
<p><b>Goal 3:</b> Market and promote Downtown as a whole and as a collection of unique neighborhoods</p>	<ul style="list-style-type: none"> <li>• Number of events DLBA helped to facilitate</li> <li>• Attendance numbers at DLBA produced events</li> <li>• Website visitation &amp; engagement statistics (bounce rate, unique page views, etc)</li> <li>• Social media following and engagement statistics</li> <li>• Email blast following and engagement statistics</li> <li>• Annual perception survey of awareness, and satisfaction with, DLBA services</li> <li>• Track the number of media outreach by type (monthly, quarterly, annual)</li> <li>• Media coverage of DLBA and Downtown Long Beach</li> </ul>
<p><b>Goal 4:</b> Showcase the beauty, creativity, and unique sense of place in Downtown for all to enjoy</p>	<ul style="list-style-type: none"> <li>• Number of local artists/creatives engaged in placemaking; including the number who represent historically marginalized populations</li> <li>• Number of temporary activations; participation in activations</li> <li>• Number of plantings maintained</li> <li>• Number of new trees planted</li> <li>• Number of parklets/streeteries</li> <li>• Counts of public art</li> <li>• Annual pedestrian counts in key locations</li> </ul>
<p><b>Goal 5:</b> Be a leading voice in planning for the future of Downtown</p>	<ul style="list-style-type: none"> <li>• Number of housing units in downtown, including the proportion considered affordable, workforce, or transitional</li> </ul>

	<ul style="list-style-type: none"> <li>• Number of sponsorships and/or grants dollars received to support community benefits</li> <li>• Number of community members engaged in conversations around pressing topics/issues impacting Downtown</li> <li>• Number of plans, studies, or other initiatives where DTP was at the table</li> </ul>
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## IMPLICATIONS FOR PBID MANAGEMENT PLAN & RENEWAL

This strategic plan will help to inform a subsequent PBID Management Plan, a necessary component of the PBID renewal in 2022. The following are key considerations.

### Boundary & Service Area

The boundary of the PBID should be evaluated in three dimensions, described below.

1. **Major activity centers not included in the PBID.** There are two major economic centers in Downtown that are not included in the PBID currently – the Convention Center and Shoreline Village. Both of these areas could potentially benefit from being part of the PBID and accessing DLBA services, especially clean, safe, and outreach services. During the renewal process, DLBA should explore the value proposition and cost of inclusion with the property owners and operators of these spaces.
2. **Extensions of key commercial corridors.** There are potentially logical extensions of PBID services north along major commercial corridors such as Pacific Ave and Atlantic Ave, as well several streets where service is provided on one side of the street but not the other, such as 6<sup>th</sup> Avenue between Long Beach Blvd. and Elm Ave. Conversations should be explored with property owners of these potential expansion areas during PBID renewal.
3. **Alleys within the Downtown core.** Alleys within the Downtown core are currently not serviced by the DLBA clean and safe team. Cleanliness of alleys was one of the top concerns noted by respondents to DLBA’s 2021 public safety perception survey. In the past, DLBA has partnered with other organizations to provide programs like Alleybusters, which helped to remove bulk items and general clean up. Incorporating core alleys into the assessment methodology should be explore during PBID renewal as a way to provide a reliable stream of funding to maintain these spaces with a higher level of service.

### Increased Level of Service

To address stakeholder concerns regarding safety, cleanliness, and the unhoused population in Downtown, the PBID Management Plan will consider increased frequencies of service and increased staff capacity. Specific considerations include:

- Increased frequency of select cleaning services within the Standard Zone
- Increased frequency of daily passes by Safety Ambassadors in the Premium and Standard Zones
- Daily presence by the Homeless Outreach team
- Increased number of Safety Ambassadors

# ACTION PLAN | TIMELINE & PARTNERS

- Initiate program or project
- Continue and adjust as needed

DLBA should evaluate the following implementation schedule and timeline and adjust the timing of individual programs/projects, and partners, as needed.

For all goals, the First Council District, Second Council District, and Office of the Mayor for the City of Long Beach are considered important partners.

## GOAL 1: Master the fundamentals, ensuring a model clean and safe program for Downtown Long Beach

### Key Partners

- Downtown parking management companies
- Hospitality industry
- Clean and safe vendor
- Mental Health America
- Arbor Day Foundation
- Pacific Gateway: Workforce Innovation Network
- Long Beach Homeless Services Bureau
- Long Beach Police Department
- City of Long Beach: Public Works
- City of Long Beach: Water Department
- City of Long Beach: Parks, Recreation & Marine

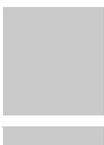
Objectives [listed in order of priority]	Year 1	Years 2 - 5
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**A. Create a Homeless Outreach Program that is tailored to the unique qualities and needs of the unhoused population in Downtown Long Beach**

- |                                                                                                                                                                                                                                                                                                         |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1. Create a new senior-level staff position at DLBA, requiring social work or similar qualifications, specifically dedicated to addressing homelessness in Downtown Long Beach                                                                                                                          |  |  |
| 2. Work with the City to implement and leverage allocations from the American Rescue Plan Act (ARPA) that support unhoused populations                                                                                                                                                                  |  |  |
| 3. Determine who Downtown’s unhoused are (long time local citizens, recently unhoused, chronically unhoused, veterans, drug addicted, persons experiencing mental illness, etc.) and gain a comprehensive understanding for general needs that should be addressed                                      |  |  |
| 4. Continue to build and strengthen relationships with service providers to effectively refer unhoused individuals to appropriate services                                                                                                                                                              |  |  |
| 4. Continue existing meetings (weekly) and facilitate new meetings as needed with key service providers, the City’s Homeless Services Bureau/REACH outreach teams, Long Beach Police Department Quality of Life Team and others that are leading efforts to address the unhoused population in Downtown |  |  |
| 5. Maintain DLBA presence on Continuum of Care (CoC), Homeless Services Advisory Committee and Long Beach Homeless Coalition                                                                                                                                                                            |  |  |
| 6. Coordinate third party de-escalation training for business owners, employees, and residents pertaining to interactions with unhoused and/or persons experiencing mental illness                                                                                                                      |  |  |
| 7. Work with other organizations to develop a Resource Guide providing a current list of available resources to educate community stakeholders (residents, employees, business and property owners, among others) about the varied issues surrounding homelessness, what to do, and who to contact      |  |  |
| 8. Advocate to City, County and State officials to develop more transitional and permanent supportive housing in Downtown and throughout the City (new construction and/or re-purposing of existing buildings)                                                                                          |  |  |
| 9. Promote the use of amenities like basic medical/dental services, mobile showers, laundry facilities, downtown storage units and other services currently provided by local non-profits and other partners                                                                                            |  |  |

**B. Enrich services to enhance the feeling of safety in Downtown**

- |                                                                                                                                                                |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1. Transition to, and maintain, a pay structure for Ambassadors based on the standard living wage for Long Beach                                               |  |  |
| 2. Partner with clean and safe contractor to establish hiring and retention incentives for Ambassadors                                                         |  |  |
| 3. For clean and safe contract management, follow protocols as stated in the services agreement between DLBA and its contractor for the Clean and Safe program |  |  |
| 4. Integrate diversity, equity, inclusion, and access (DEIA) practices and principles for all contracted employees                                             |  |  |
| 5. Establish additional ambassador coverage/shifts with the primary purpose of mitigating nuisance behaviors                                                   |  |  |

6. Generate greater awareness and utilization of the safety escort program for residents and businesses	 
7. Explore hiring off duty Long Beach police officers to supplement Safety Ambassadors during key times of the week and in areas with the greatest number of reported issues; assess the cost/benefit	 
8. Work with public and/or private partners to place signage indicating appropriate use of streets and sidewalks by various modes, including autos as well as scooters, skateboards and other micro-mobility solutions; monitor effectiveness and make immediate adjustments as needed	
<b>C. Better publicize existing public restrooms and explore adding more</b>	
1. Install signage on existing public restrooms	 
2. Work with partners to explore and advise on other public restroom location options throughout the Downtown	
<b>D. Establish higher standards for clean services</b>	
1. Generate cleaning standards that are higher, stringent and measurable; closely monitor contractor's performance to ensure that the established high standard is consistently met (e.g., wiping entire surface of trash receptacles, removing small debris and bio-waste from tree wells)	 
2. Increase service frequency to remove miscellaneous trash and debris from walkways and curb lines	 
3. Maintain focused attention on hot spots, with a special emphasis on areas with chronic human waste challenges	 
4. Periodically coordinate with the City's Public Works department to review current locations of trash receptacles, remove duplications, and identify new receptacle locations based on pedestrian counts, Clean Team observations, and other relevant factors	 
5. Expand service areas to include alleyways and connecting paseos to remove miscellaneous trash and debris, and provide level of cleanliness equal to adjacent, well-maintained public spaces	 
6. Partner with the City to expand awareness and use of the GO Long Beach app for reporting maintenance issues	 
7. For sustainability, expand the use of environmentally friendly equipment and cleaning products and implement practices to increase efficiencies and reduce waste	
8. Install additional Mutt Mitt stations and consider the cost/benefit of using sustainable waste solutions	
9. Explore the potential cost/benefit of partnering with Downtown homeowner's associations (HOAs) for a la carte clean services	
10. In the long term, implement the use of equipment that utilizes reclaimed water	
<b>E. Enhance lighting levels throughout Downtown</b>	
1. Conduct monthly lighting audits to identify low level lighting areas and troubleshoot solutions (e.g., request the repair of inoperable lights, provide more frequent tree trimming to reveal existing lighting)	 

- 2. Partner with the City to engage lighting consultant to ensure locations, code (foot candle req.), and infrastructure is available and enhance lighting levels ■
- F. Formalize a new base level of services agreement between DLBA and the City**
- 1. Renegotiate a more detailed baseline services agreement with the City (which spells out what services the City provides as a baselevel and what enhanced services DLBA provides) to ensure a clean and safe Downtown ■ ■
- 2. Consider adding additional elements referenced above to memorialize a partnership with DLBA and the City for public realm capital improvements ■
- G. Improve maintenance of trees, tree wells, and walkways**
- 1. Contract with tree vendor annually to remove palm tree fruit to keep walkways cleaner ■ ■
- 2. Work with the City to ensure that all tree wells are flush with the surface; may require adding or readjusting existing tree grates in some locations ■ ■
- 3. Annually survey and report dead trees and unsafe tree wells (those with trip hazards) to the City for removal or replacement; closely monitor progress and follow up as needed to address hazards ■ ■

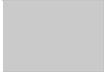
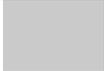
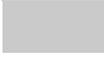
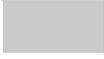
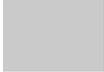
**GOAL 2: Strengthen existing businesses and encourage entrepreneurship and innovation in Downtown**

**Key Partners**

- Downtown commercial property owners, retail and office brokers, developers
- Long Beach Economic Partnership
- Long Beach Center for Economic Inclusion
- Council of Business Associations
- Long Beach Area Chamber of Commerce
- Long Beach Commercial Real Estate Council
- Institute for Innovation & Entrepreneurship
- CentroCha
- ESHIP Long Beach Community Council
- City of Long Beach: Development Services
- California State University, Long Beach
- Long Beach City College
- City of Long Beach: Economic Development
- Long Beach Small Business Development Center

**Objectives [listed in order of priority]** Year 1    Years 2 - 5

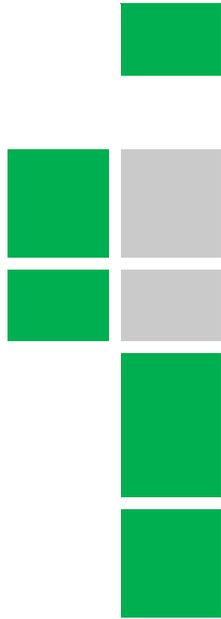
- A. Assist new and existing businesses in accessing resources and working through City processes**
- 1. Continue and expand promotion of DLBA’s existing small business support programs ■ ■
- 2. Help spread awareness of new programs and resources coming through the American Rescue Plan Act 2021 ■ ■
- 3. Hire a “Business Navigator” to provide guidance for all business types on the City permitting process, licensing, identifying suitable locations, and other business case management support as necessary ■ ■
- 4. Initiate a communications campaign for new businesses to “start with DLBA” to make the process of establishing in Downtown easier and to establish the organization as a go-to resource for such purposes ■ ■

- |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Intentionally recruit and support businesses owned by historically marginalized populations to locate in Downtown; understand potential barriers and identify strategies through DEIA consultant BDS Planning                                                                 |       |
| 6. Host quarterly open houses for businesses to network with one another, share best practices, and become better acquainted with DLBA services                                                                                                                                  |       |
| 7. Create a "heat map" showing concentrations of different kinds of foot traffic to aid in site-location decision making                                                                                                                                                         |                                                                                          |
| 8. Consider the cost/benefit of creating a rebate program to reduce the DPIA fee for the first few years after a new small business (five employees or less) locates in downtown                                                                                                 |                                                                                          |
| <b>B. Work with property owners, developers, and the leasing community in support of Downtown retail and office tenants</b>                                                                                                                                                      |                                                                                                                                                                             |
| 1. In support of pandemic recovery, work with property owners to understand the benefits of retaining tenants by restructured leases, rent forgiveness, and other alternatives to tenant eviction                                                                                |       |
| 2. Build and maintain relationships with local, regional and national broker associations, through semi-annual roundtables, newsletters, and other forms of information sharing                                                                                                  |       |
| 3. Seek feedback and input from the retail and office leasing community to ensure statistics gathered and presented are meaningful and address questions of prospective tenants                                                                                                  |       |
| 4. Identify & share market opportunities and gaps with property owners, developers, and brokers                                                                                                                                                                                  |     |
| 5. Develop a marketing campaign with tailored messaging to the regional leasing and tenant communities to help elevate awareness of - and make the case for -Downtown, in addition to the benefits a "start with the DLBA" partnership                                           |                                                                                        |
| 6. Provide property owners and developers with case studies and/or data to help flip the scrip on retail – thinking of retail as an amenity versus driving the bottom line                                                                                                       |                                                                                        |
| 7. Align DLBA's financial and technical assistance, and work with the City to align its land use and zoning policy, to support strategic considerations such as the need for retail clustering, which is important for retailers' success                                        |                                                                                        |
| <b>C. Activate vacant or underutilized storefronts and help to prevent future vacancies</b>                                                                                                                                                                                      |                                                                                                                                                                             |
| 1. Continue the retail pop-up grant program                                                                                                                                                                                                                                      |   |
| 2. Collaborate with the Marketing and Public Realm Departments to temporarily activate storefronts with art, storytelling displays, or other temporary uses; intentionally seek to represent and bring awareness to Long Beach's diverse cultures                                |   |
| 3. Work with developers and landlords to create and install wraps that show renderings of, and build anticipation for, what's coming                                                                                                                                             |   |
| 4. Help to facilitate the production and management of new brick-and-mortar entrepreneurial platforms on public spaces and, possibly, underutilized private lots in agreement with property owners (e.g. co-location, fashion truck pod, container village, public market, etc.) |   |
| 5. Work with the City on land use / zoning / regulatory modifications to accommodate the ongoing evolution of the retail industry (e.g. permitted uses, flex spaces, etc., possibly with some kind of tiered structure) as well as the specific market dynamics                  |                                                                                        |

for individual sub-districts and streets [see MJB Retail Strategies Memo for more detail]

**D. Assist the Downtown office market in evolving to meet the new reality**

1. Assist property owners with more traditional office spaces in understanding trends, reconfiguring spaces, and converting standard formats to more creative spaces (like the Hubb)
2. Identify key amenities (e.g. child care) that would encourage office tenants and employees to return Downtown and work with partners to implement
3. Work with partners to solidify a core positioning strategy for Downtown, identify its specific niche within the region (e.g. small to mid-sized companies with services complimentary to the Port, aerospace, and medical services), and develop a recruitment strategy
4. Encourage older office stock, unlikely to be used for future office, to be converted to affordable and workforce housing to support Downtown’s diverse professional and service employee profile



**GOAL 3: Market and promote Downtown as a whole and as a collection of unique neighborhoods**

**Key Partners**

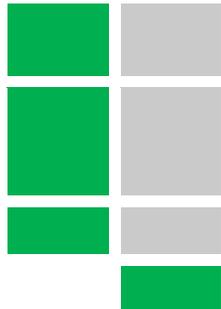
- Studio LBP
- LB Home + Living
- Long Beach Convention & Visitors Bureau
- Long Beach Arts Council
- PowWow Long Beach
- KCRW
- LBTV
- KLBP
- Downtown Residential Council
- East Village Association
- North Pine Neighborhood Alliance
- Ocean Residents Community Association
- Promenade Area Residents Association
- West Gateway Neighborhood Association
- Wilmore City Heritage Association

**Objectives [listed in order of priority]**

Year 1	Years 2 - 5
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**A. Develop a comprehensive marketing & communications strategy**

1. Understand the new Downtown market and what has/hasn’t changed as a result of COVID-19
2. Identify Downtown’s unique assets and differentiators (e.g. waterfront location, collection of neighborhoods, etc.) and develop a strategy for communicating Downtown’s value proposition, in alignment with the City
3. Identify key audiences and tailored strategies to reach these audiences
4. Help to further define and promote Downtown’s unique and distinct neighborhoods



**B. Continually seek ways to build awareness of DLBA and educate stakeholders about DLBA’s role and value proposition**

- |                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Utilize the new strategic plan to educate stakeholders about the role DLBA plays and set expectations for what it does and doesn't do</li> </ol>                                                  | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>2. Improve communications and outreach to residents; including regular touch points and communications with neighborhood associations, property managers, and homeowner associations</li> </ol>      | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>3. Seek to communicate with all new Downtown businesses to explain the DPIA fee and the value it provides</li> </ol>                                                                                 | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <p><b>C. Increase use of online platforms to promote the people, businesses, and activities in Downtown</b></p>                                                                                                                             |                                                                                                                                                                                                                                        |
| <ol style="list-style-type: none"> <li>1. Continue to grow social media presence and create original content and stories that show the faces of Downtown Long Beach</li> </ol>                                                              | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>2. Upgrade the DLBA website to include more use of video; produce segments to promote various market sectors, lifestyles, and entertainment</li> </ol>                                               | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>3. Utilize virtual event formats as front-end marketing campaigns</li> </ol>                                                                                                                         | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>4. Explore the cost and benefit of utilizing geo-targeting technology</li> </ol>                                                                                                                     | <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>5. Consider locations for digital signage and implement as necessary</li> </ol>                                                                                                                      | <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-left: 5px;"></div> |
| <p><b>D. Re-think DLBA's role in the production of events</b></p>                                                                                                                                                                           |                                                                                                                                                                                                                                        |
| <ol style="list-style-type: none"> <li>1. Evaluate all existing events and identify which events make sense for DLBA to continue to produce and which do not</li> </ol>                                                                     | <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>2. For events DLBA no longer wants to produce, identify whether there are other entities that want to take on the responsibility; DLBA could consider remaining a sponsor</li> </ol>                 | <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>3. Establish criteria for the types of events DLBA would be interested in helping to facilitate (e.g. events that celebrate diverse cultures, events that promote distinct neighborhoods)</li> </ol> | <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-left: 5px;"></div> |
| <ol style="list-style-type: none"> <li>4. Identify events (for production or sponsorship) that help to promote retail businesses and not just restaurant/hospitality</li> </ol>                                                             | <div style="display: inline-block; width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div style="display: inline-block; width: 20px; height: 20px; background-color: #00a651; margin-left: 5px;"></div> |

## GOAL 4: Showcase the beauty, creativity, and unique sense of place in Downtown for all to enjoy

### Key Partners

- |                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Long Beach Arts Council</li> <li>• City Fabrick</li> <li>• City of Long Beach: Development Services</li> <li>• City of Long Beach: Public Works</li> <li>• City of Long Beach: Parks, Recreation &amp; Marine</li> <li>• Long Beach Public Library: Billie Jean King Main Library</li> <li>• Long Beach Transit</li> <li>• Downtown Residential Council</li> </ul> | <ul style="list-style-type: none"> <li>• East Village Association</li> <li>• North Pine Neighborhood Alliance</li> <li>• Ocean Residents Community Association</li> <li>• Promenade Area Residents Association</li> <li>• West Gateway Neighborhood Association</li> <li>• Wilmore City Heritage Association</li> <li>• 3<sup>rd</sup> Fridays on Pine (3FP)</li> </ul> |
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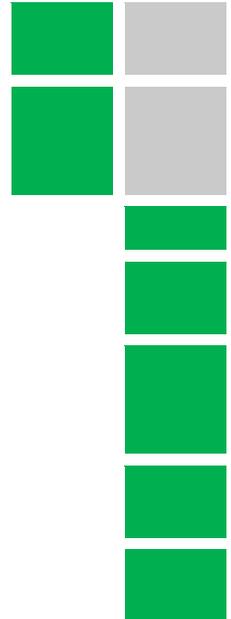
## Objectives [Listed in order of priority]

Year 1

Years  
2- 5

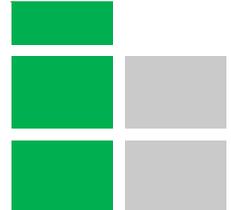
### A. Activate key locations with art, music, and culturally responsive placemaking, including programming and physical place enhancements

1. Encourage open streets concepts and more outdoor dining while ensuring adequate visibility of business signage to passersby
2. Seek activations that celebrate the diversity of people and cultures in Downtown; partnering with businesses, neighborhood associations, and non-profit partners on cultural programming
3. Actively engage the community in re-imagining and creating the next iteration of the Loop
4. Consider alleyways that would be prime for temporary activations and place enhancing features (e.g. murals, festive lighting, games)
5. In partnership with arts and cultural groups, create an "art trail" to explore downtown through murals, music, street art, and other creative elements that link neighborhoods together
6. Revisit previous plans for Harvey Milk Park and explore partnership with new property owner for more permanent activations
7. Work with City to evaluate the possibility of two-way conversion for the Broadway / 3<sup>rd</sup> St. couplet



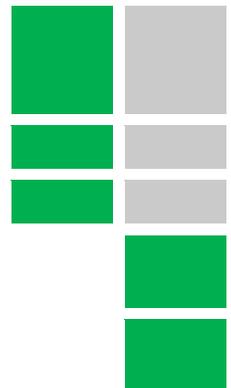
### B. Partner with the City to ensure a clean, safe, and enjoyable experience at the newly developed Lincoln Park

1. Explore a contract for service with the City to provide security and maintenance
2. Explore a contract for service for facilitating events and/or advocate for appropriate levels of activation
3. Develop a plan for maintenance and lifespan of all new elements being provided or managed by the DLBA



### C. Green Downtown

1. In partnership with the City, and potentially sponsor partners, plant additional (mature, CA native) trees in empty tree wells, while ensuring adequate visibility of business signage to passersby
2. Develop a plan for comprehensive tree maintenance
3. Explore a partnership for add more greenery at City Place
4. Explore opportunities to add mini pet parks and/or a temporary dog park on an underutilized lot
5. Consider opportunities for community gardens and engage interest and support from residents for maintaining



### D. Develop comprehensive wayfinding (signage) throughout Downtown

1. Continue to strategically add new wayfinding signage, with the Waterfront area being the next priority
2. Install signage to more clearly alert motorists to street closures and offer alternative routes to major destinations and parking facilities



- 3. Apply unique design treatments and new signage at crosswalks clearly indicating the pedestrians' right of way
- 4. Distribute Downtown maps at places like hotels, businesses, and civic and cultural institutions
- 5. Explore signage or unique markers to indicate gateways to different Downtown neighborhoods



**E. Differentiate Pine Avenue**

- 1. Work with the City to study partial or temporary street closures on certain blocks of Pine Ave, including access zones on nearby intersecting side streets for curbside pickup and delivery drivers
- 2. If portions of the street are closed (either intermittently or permanently), help to identify funding sources for on-going programming and marketing of such closed stretches
- 3. Support the City and community in implementing ideas from the North Pine Community Vision and Action Plan
- 4. Work with the City and North Pine community to create uniform design guidelines for dining patios and outdoor displays while providing grants to individual businesses to adhere to them
- 5. Consider orienting individual blocks or series of blocks towards specific psychographic targets
- 6. As Pine Ave. evolves (vision plan elements are implemented) market the unique, one-of-a-kind nature of street



**GOAL 5: Be a leading voice in planning for the future of Downtown**

**Key Partners**

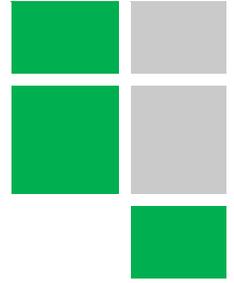
- Long Beach Economic Partnership
- Long Beach Center for Economic Inclusion
- Long Beach Area Chamber of Commerce
- CentroCha
- Long Beach Forward
- Linc Housing
- Mental Health America
- California State University, Long Beach
- Long Beach City College
- Long Beach Transit
- City of Long Beach: Economic Development
- City of Long Beach: Development Services
- Downtown Residential Council
- East Village Association
- North Pine Neighborhood Alliance
- Ocean Residents Community Association
- Promenade Area Residents Association
- West Gateway Neighborhood Association
- Wilmore City Heritage Association
- Downtown HOAs

**Objectives [Listed in order of Priority]** Year 1 Years 2- 5

- A. Pursue all necessary requirements to renew the Downtown property-based business improvement district (PBID) for another ten-year term**
- B. Re-define, and advocate for, projects, policies, and initiatives that are considered transformative based on community benefit**
  - 1. Advocate for policies and resources that support housing development in Downtown, including workforce and affordable housing



- 2. Advocate for policies and resources that support enduring solutions to homelessness (see Goal 1)
- 3. Help to engage and mobilize the Downtown business and resident communities in committing time, energy, and resources to addressing Downtown’s most pressing challenges
- 4. Form a non-profit 501 C3 extension of the DLBA to help fund impactful community-minded projects and initiatives



**C. Work with partners to improve connectivity throughout Downtown**

- 1. Re-engage with Long Beach Transit to explore the feasibility of a Downtown circulator to help unite neighborhoods, reduce traffic and parking concerns, and importantly provide equitable access throughout Downtown



**D. Actively track and participate in plans and special projects that impact Downtown**

- 1. Track, monitor, and participate in any update to the Downtown Plan (PD-30)
- 2. Track, monitor, and participate in planning initiatives related to PD 6



# APPENDIX

Downtown Long Beach Retail and Office Strategy

