

Downtown Long Beach Associates: Strategic Plan Update 2010

(Prepared by Progressive Urban Management Associates, Inc. **DRAFT 5-28-10**)

Executive Summary

The 2008 Downtown Long Beach Associates (DLBA) Strategic Plan provided two-year recommendations for DLBA's organizational, program and operational development. By 2010, much of the actions from the Strategic Plan had been completed. In addition, DLBA was preparing for two upcoming changes in the management and development of downtown -- 1) renewal of the downtown property-based business improvement district, which is set to expire at the end of 2013, and 2) expiration of the downtown redevelopment area in 2017, which has provided significant resources to guide downtown investment.

To recalibrate the Strategic Plan, and to prepare for changes in the development and management of downtown, Progressive Urban Management Associates (P.U.M.A.) was retained by DLBA in early 2010 to prepare a Strategic Plan Update. The Update is intended to reframe downtown's challenges and opportunities, and provide a refreshed organizational game plan for the next two to three years. To complete the Strategic Plan Update, P.U.M.A. guided a participatory process that included a series of focus groups with more than 50 participants from the DLBA Task Forces, Downtown Residential Council, DLBA Executive Committee, an online survey that generated more than 500 responses and a workshop with the DLBA board of directors.

The Strategic Plan Update suggests reshuffling priorities from 2008, including:

- An emphasis on economic development, with particular attention on attracting retail and filling storefronts.
- Continued vigilance on keeping downtown safe and clean, with emphasis on reducing disruptive street behaviors and containing homelessness.
- Create a more visible and understandable profile for DLBA by advancing a variety of communications techniques that educate stakeholders on the basics of the organization, plus mobilize board and task force members as part of a more deliberate community outreach strategy.
- Accelerate the timetable for PBID renewal to 2012.
- Explore the feasibility for creating a community development corporation subsidiary to advance revitalization activities in anticipation of the expiration of the downtown redevelopment area.

Utilizing the framework from the 2008 Strategic Plan, initiatives are organized into the categories of organization, programs and operations. Priority initiatives for the Strategic Plan Update are shaded below.

A. ORGANIZATION	B. PROGRAMS	C. OPERATIONS
A1: Communications	B1. Economic Development: Focus on Retail & Storefronts	C1. PBID Renewal
A2: Downtown Resident Engagement	B2. Clean & Safe	C2. Board Participation
A3. Advocacy	B3. Marketing & Events	C3. Nurture New Leadership
	B4. Beautification	C4. CDC Feasibility

Background & Update Process

The 2008 Downtown Long Beach Associates (DLBA) Strategic Plan was created through a participatory process that engaged hundreds of downtown stakeholders – including more than 100 property owners, businesses, residents and civic leaders that participating in a series of visioning focus groups and interviews, an additional 276 individuals that responded to an online survey and two workshops with the organization’s board of directors. The Denver-based firm of Progressive Urban Management Associates (P.U.M.A.) was retained to guide the strategic planning process. Priorities from the 2008 Strategic Plan included strengthening economic development and public safety programming, working with the City of Long Beach to create a Downtown Community Plan and engaging downtown residents to participate in DLBA initiatives. The 2008 Strategic Plan provided two-year recommendations for DLBA’s organizational, program and operational development.

By 2010, most of the recommendations from the 2008 Strategic Plan had been completed or were in progress. The framework from the Strategic Plan was generally viewed as having served the organization well as it navigated through a challenging economic climate. Key initiatives included:

- DLBA created a vice president position to manage economic development programs, and was facilitating a Retail Visioning process that had involved scores of downtown stakeholders.
- DLBA had been involved in the development and completion of the Downtown Community Plan.
- DLBA-sponsored special events are more frequent and better attended.
- Reorganized the DLBA governance structure, including the creation of a Downtown Residential Council and several Task Forces, to broaden stakeholder participation in DLBA programming and to foster future leadership. Task forces include economic development, marketing and special events, public safety and capital improvements.
- The DLBA board began a leadership development process to engineer a transition in board culture from a “corporate entity” to a “community entity,” suggesting more hands-on participation by board members in communicating directly with DLBA’s diverse set of contributors.

In addition to these initiatives, DLBA was preparing for significant changes in downtown’s development and management:

- The property-based business improvement district (PBID) managed by the DLBA, a property owner supported special assessment district that provides about half of DLBA’s revenue, is set to expire at the end of 2013.
- The downtown redevelopment area managed by the City’s Redevelopment Agency, which provides tax increment financing to support development and marketing initiatives, is set to expire at the end of 2017.

To prepare for changes in the development and management of downtown, P.U.M.A. was retained by DLBA in early 2010 to prepare a Strategic Plan Update. The Update is intended to reframe downtown’s challenges and opportunities, and provide a refreshed organizational game plan for the next two to three years. To complete the Strategic Plan Update, P.U.M.A. guided a participatory process that included a series of focus groups with the DLBA Task Forces and Executive Committee as well as the Downtown Residential Council, an online survey and a workshop with the DLBA board of directors.

Results from Stakeholder Workshops & Surveys

In March of 2010, a series of Strategic Plan Update roundtable discussions were held with more than 50 downtown stakeholders representing the DLBA Task Forces, residential community and Executive Committee. The roundtable format provided a brief overview of the 2008 DLBA Strategic Plan, a discussion of DLBA strengths and weaknesses, identification and priority-setting of desired downtown improvements and a discussion of DLBA's role in advancing downtown improvement priorities. *Please reference pages 11 and 12 of this document.*

DLBA strengths and weaknesses from the discussions include:

- Overall, participants appear satisfied with DLBA programs, with particular enthusiasm for clean and safe services, special events and the recent Retail Visioning process.
- Clean and safe programs are viewed as foundational to the downtown Long Beach experience.
- Stakeholders stated that special events have improved over the past year – they are viewed as more community-oriented and benefiting a wide cross-section of downtown.
- The Retail Visioning process is viewed as inclusive, educational and participatory.
- Most participants find value in the DLBA Task Forces, and believe the Task Forces have helped to bring new stakeholders and energy into the organization.
- DLBA communications is viewed as improved, although there remains much work to educate and inform a broader array of downtown stakeholders on DLBA's role and programs. Improving communications, community-based outreach and “high-touch” methods were repeatedly mentioned in all groups.
- Despite a generally positive sense of DLBA, many stakeholders (particularly residents) don't know much about the organization – how it is funded, the breadth of its programming or DLBA's relationship to the City and other civic agencies.

Priorities for improving downtown over the next several years were consistent with the priorities from the 2008 Strategic Plan and match up well with the existing Task Force structure. Priorities include:

- Attracting more retail and filling empty storefronts, particularly small local businesses and sustainable retail concepts that fit the realities of the downtown Long Beach marketplace. Helping existing businesses to succeed was also mentioned.
- Improving safety, particularly combating negative perceptions from the homeless population, disruptive street behaviors and intimidating transit users.
- Making downtown more pedestrian friendly through landscaping, lighting, sidewalk cafes and other physical improvements.
- Parking is viewed as a challenge and solutions are related to signage, marketing and management as opposed to increasing the supply.

Results from the Stakeholder Survey: To build upon the findings from the Task Force roundtable discussions, DLBA's annual stakeholder satisfaction survey was expanded to include questions designed to identify strategic priorities for downtown. The online survey was distributed through a variety of DLBA electronic and social media during April of 2010. The 505 respondents represented both downtown stakeholders and consumers, were generally young, well educated and had relatively high household incomes.

Stakeholders: Downtown residents, employees, business and/or property owners	57 %
Consumers: Visit downtown for personal or work reasons	40 %
Age 30 to 49	51 %
Home Zip Code 90802 (Downtown)	51 %
Education: Bachelor's or advanced degree	67 %
Annual Household Income – More than \$80,000	56 %

Overall, respondents found improvement in downtown’s cleanliness, safety and image over the past year, despite acknowledging a challenging economic climate. Most of DLBA’s services are rated as very good or good, with strongest marks for clean and safe services, special events and marketing. There is no opinion (and less recognition) of homeless outreach and business recruitment and retention initiatives. Overall, the organization’s efforts are rated a “B minus”, which is between good and fair.

Online survey respondents were asked to prioritize a set of downtown improvements that had been identified by the DLBA Task Forces. When asked to choose the most important priority, respondents rated attracting retail and improving safety as the top two:

Improvement	Stakeholders: Most Important	Consumers: Most Important
Attract more retail and fill empty storefronts	58.0 % (1)	36.0 % (1)
Improve safety and reduce disruptive street behaviors	15.9 % (2)	23.3 % (2)
Reduce the homeless population in downtown	7.6 % (3)	4.1 % (7)
Promote a positive image for downtown	7.2 % (4)	5.8 % (6)
Make downtown more pedestrian friendly through landscaping and physical improvements	4.2% (5)	6.4 % (5)
Make parking easier through better signage and management	1.9 % (6)	10.5 % (3)
Create more special events for residents and visitors	1.5 % (7)	7.6 % (4)

Implications

Results from the roundtable discussions, online survey and discussion with DLBA staff and board leadership suggest the following implications for DLBA in 2010:

- A core work program of attracting retail and filling empty storefronts, clean & safe, events and beautification initiatives seems to resonate well with stakeholders. In the near term, stronger emphasis should be placed on implementation of the Retail Visioning recommendations and continued vigilance on safety issues.
- Many of the Task Forces are working well and they should be considered ongoing standing committees. The Marketing and Events and Public Safety Task Forces seemed particularly well suited as standing committees.
- DLBA needs to make a special effort to educate a variety of stakeholders about the basics of the organization.
- DLBA has succeeded in diversifying its participation through the Task Force structure. Additional community outreach should now be orchestrated utilizing Board and Task Force members as emissaries for the DLBA. This direction is consistent with recent Board development work suggesting a shift in organizational culture from corporate to community-based.
- PBID continuation is top-of-mind of the DLBA executive committee and there appears to be leadership interest to accelerate the timing of the continuation process to 2012, as opposed to 2013. The preceding suggestions – including a work program that involves, energizes and resonates with stakeholders, and a concerted communications and education effort that broadens an understanding and recognition of DLBA – would appear to be appropriate for 2010 and also be foundational to build support for PBID continuation.
- The executive committee is looking beyond PBID continuation to the anticipated sunset of the downtown redevelopment area in 2017. The Strategic Plan Update should look at options for DLBA to undertake appropriate RDA roles through a community development subsidiary, or similar mechanism.

Moving Forward

The Strategic Plan Update suggests a reshuffling of priorities from the framework established in 2008. Key areas of emphasis for 2010 moving forward include:

- A programmatic emphasis on economic development, with particular attention directed to attracting retail and filling storefronts.
- Continued vigilance on keeping downtown safe and clean, with emphasis on reducing disruptive street behaviors and containing homelessness.
- Creating a more visible and understandable profile for DLBA by advancing a variety of communications techniques that educate stakeholders on the basics of the organization, plus mobilize board and task force members as part of a more deliberate community outreach strategy.
- Accelerating the timetable on PBID renewal to 2012 to take advantage of momentum created by the current initiatives.
- Advance the transition of board culture from “corporate” to “community” by implementing practical hands-on ways to connect board members to contributors and constituents to identify and meet their needs and add value.

Utilizing the framework from the 2008 Strategic Plan, initiatives are organized into the categories of organization, programs and operations. Priority initiatives for the Strategic Plan Update are shaded below.

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A1: Communications	B1. Economic Development: Focus on Retail & Storefronts	C1. PBID Renewal
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Specific recommendations follow.

STRATEGIC PLAN UPDATE TOP PRIORITIES

A1. Communications

Communications was cited as a key program area in 2008 and is elevated to a priority in 2010. DLBA has a wide array of excellent communications tools, including periodic newsletters, email updates and a state-of-the-art website. The organization has also broadened its reach since 2008 with the management of its Task Forces and linkage to the Downtown Residential Council. Despite these efforts, participants in the strategic planning outreach process indicated that DLBA needs to improve its ability to inform stakeholders on issues affecting Downtown and, perhaps more importantly, needs to clarify its mission and role.

There is growing urgency for DLBA to educate stakeholders on its role in downtown development, management and marketing given the upcoming PBID renewal process. Key messages that need to be resolved include:

- DLBA basics – What is a downtown management organization, most cities have them...
- DLBA's role and responsibilities versus the city and other public agencies.
- DLBA's programs and events.
- DLBA's sources of revenue.
- DLBA's value-add.
- Glossary of acronyms, including PBID, BIA, etc.

These questions need to be addressed repetitively in the simplest terms and media. Suggested communications options include:

- A graphic one-page "DLBA 101" fact sheet that is used in a variety of contexts.
- Simple explanations of DLBA through social media, including DLBA's Facebook page.
- Periodic quizzes, contests, and other inter-active techniques to convey DLBA basics.
- DLBA talking points that are repeated in civic meetings and forums.
- DLBA measures of success and progress against those, agreed upon and communicated to stakeholders.

The DLBA should implement high-touch options to develop one-on-one relationships with Downtown stakeholders. The discussion on board participation (to follow) builds upon recent leadership development work and is transferable beyond the board to the DLBA task forces.

B1: Economic Development: Focus on Storefronts

By far the top priority for downtown stakeholders and visitors alike is attracting more retail and filling vacant storefronts. While DLBA cannot change the market dynamics that have devastated the national retail economy over the past two years, it needs to emphasize ways to make small visible improvements. In addition, visible effort in this area could go far to satisfy stakeholders – evidence the favorable response to the recent retail visioning process. Both short-term and long-term actions are recommended:

- **Short-Term:** DLB A should continue to advance a number of small-scale initiatives that collectively will bring activity to vacant storefronts. Actions include:
 - ✓ Temporary gallery and arts exhibits, including support of Phantom Galleries LA
 - ✓ Temporary cultural uses that enliven storefronts
 - ✓ Temporarily apply graphics/art on windows of vacant storefronts
 - ✓ Welcome banners for new businesses
 - ✓ Merchandising assistance to help existing retailers maximize their market opportunities
 - ✓ Short-term "retail incubator" space that provides favorable terms for new innovative retail concepts
 - ✓ Develop and manage a "shop local" campaign that connects downtown residents and employees to offerings from existing retail stores
 - ✓ Help businesses navigate permitting processes and other regulatory issues

- **Long-Term:** While short-term activities will provide visible temporary improvements, DLBA staff will work on a variety of efforts as part of a long-term commitment to retail recruitment and retention. Actions include a variety of recommendations from the Retail Visioning process, including identifying underserved niches and prime locations for new retail, preparing marketing materials, creating financial incentives and engaging local leaders in the tenant recruitment process. The goal for long-term recruitment and retention efforts is to broaden and deepen retail offerings within downtown, including both local independent boutiques and recognizable brand-name stores.

Due to the overall importance of strengthening retail and filling storefronts, DLBA should place strong emphasis in this program area over the next 18 months. The Redevelopment Agency has approved funding for an economic development assistant position to help advance DLBA's retail efforts through September. A funding commitment through 2013, or whenever the PBID is renewed, should be sought for this position.

B2: Clean and Safe

DLBA's clean and safe services are highly rated and valued by both downtown stakeholders and visitors. These services are the most visible and recognizable activities of the organization; however, the stakeholder roundtables and online survey identify continued vigilance in safety as a top priority.

Much of the safety concern appears to revolve around disruptive and inappropriate street behaviors and nuisance crimes, including aggressive panhandling and graffiti. A continued concentration of homeless in downtown also creates an atmosphere that is at times not inviting, particularly in public parks and other gathering spaces.

DLBA has established a strong and enduring relationship with law enforcement and local officials to make downtown safe. The Public Safety Task Force should continue to persevere in this area, including efforts to:

- Contain disruptive behaviors from nightclub patrons
- Advance policies and programs to reduce homelessness
- Expand the reach of neighborhood watch initiatives throughout downtown
- Install cameras and other visible security deterrents
- Review proposed Pine Avenue and other streetscape plans and advocate for safety enhancements (i.e. lighting, etc.)
- Explore the feasibility for creating a Community Court to provide a quick and appropriate response to individuals that commit nuisance crimes or disruptive behaviors. Community Courts have been utilized effectively in other downtown markets and the concept, including ongoing funding, could be evaluated in the context of the upcoming PBID renewal.

C1: PBID Renewal

Since 1996, downtown improvement programs have been financed in-part by the property-based business improvement district (PBID). A PBID creates a self-imposed and self-governed assessment on property to finance special services within a downtown. PBIDs are common throughout the nation and in Southern California – similar programs are in place in the downtown business districts of San Diego, Los Angeles, Santa Monica, Pasadena and Hollywood.

In Long Beach, the PBID currently generates about \$1.8 million in revenue for DLBA programs, including 100% of the funding for clean and safe initiatives (which account for more than two-thirds of the PBID's total budget). PBIDs are formed through the initiative of property owners – petitions are required from property owners representing more than 50% of the assessments to be paid. The current PBID is set to expire at the end of 2013 unless it is renewed through a petition and ballot process.

Long Beach is the last major downtown in the state to form a PBID without residential property owners. Subsequent changes and legal interpretations of state law and the California Constitution will require residential owners to

participate in a future renewal of the Downtown Long Beach PBID. However, in other cities, many residents pay a nominal flat rate or a smaller percentage than commercial property owners.

PBID renewal is a process that can take 18 months to complete. Key steps include preparation, development of a new management plan, petition and ballot campaigns. It is recommended that DLBA initiate the renewal process one year early in order to capitalize on momentum from recent planning efforts, including Retail Visioning, the Strategic Plan Update and board leadership development. A PBID renewal timeline is provided below, beginning with activities recommended for the latter half of 2010:

PBID RENEWAL TIMETABLE	
2nd Half 2010: PBID Renewal Preparations	<ul style="list-style-type: none"> • Establish study area – identify expansion options • Database: Verify data, add residential and other parameters • Organize core group of champions – PBID renewal committee • Establish inter-departmental City support team • Budget for consulting, legal and engineering – 2011/2012
1st Half 2011 Management Plan Options	<ul style="list-style-type: none"> • Initiate stakeholder outreach – property owners, businesses, residents • Develop management plan options, including work program, budgets, assessments, PBID vs. BIA, measurable benchmarks, etc. • Develop preferred option with PBID renewal committee
2nd Half 2011 Final Plan & Prepare for Petition	<ul style="list-style-type: none"> • Review preferred plan with stakeholders • Develop community relations and messaging strategies • Final plan • Petition preparation
1st Half 2012 Petition and Ballots	<ul style="list-style-type: none"> • Petition drive • Proposition 218 Mail ballots • City Council approval

C2. Board Participation

Concurrent with the Strategic Planning Update, the DLBA board of directors has been undergoing a leadership development process under the direction of Jeffrey Wilcox. The leadership development process is viewed as “a call to action to move from a board of corporate oversight to a board of community leadership”.

Actions initiated by the board as part of the leadership development process are consistent with the recommendations of the Strategic Plan Update. The board is moving toward a more hands-on high-touch approach in communicating directly with its wide variety of contributors, including businesses and property owners that pay assessments. Board tasks for contributor communications include:

- Each board member becomes responsible for contacting at least 15 stakeholders each year
- Board members are encouraged to participate in Task Forces
- A proposed DLBA board welcome team will provide a personalized introduction to new businesses

These board objectives should be integrated with the priorities of the Strategic Plan Update so that board members communicate information that is most relevant to stakeholders, including:

- DLBA basics

- Progress in retail, storefront and safety initiatives
- PBID basics

The Task Forces can be utilized as extensions of the board and the Downtown Residential Council can be used as a channel to broaden participation in DLBA communications and program efforts.

ADDITIONAL RECOMMENDATIONS FOR DLBA

A. ORGANIZATION

A2. Downtown Resident Engagement

The 2008 Strategic Plan recommended creation of the DLBA Downtown Residential Council to bridge common interests between downtown’s resident and business constituencies: “Downtown’s growing residential base provides a new dynamic that could transform the central business district’s overall influence on local issues. New residents offer voters and passion. If merged with the business community’s resources and historical connection to Downtown, both constituencies could together become a formidable champion”.

The DLBA subsequently encouraged residents to form the Downtown Residential Council by adding a residential voting seat on the board. Through the Downtown Residential Council, the DLBA has offered resident participation on its Task Forces. Over the next several years, the Downtown Residential Council could evolve to help DLBA implement several ideas that have emerged from the Retail Visioning and Strategic Plan Update processes, including:

- Implementation of a “Shop Local Campaign” to boost patronage at downtown stores.
- Enhance downtown safety through broader participation in the Neighborhood Watch initiative.
- Recruit residents as volunteers and participants in special events.
- Help with communications initiatives that inform residents on the role and responsibilities of the DLBA, and keep residents apprised of downtown issues, and vice versa.
- Work with DLBA leadership to communicate to and involve residents in discussions on PBID renewal.

A3. Advocacy

As in the 2008 Strategic Plan process, stakeholders clearly feel that DLBA should be positioned as a strong Downtown advocate that can provide visionary leadership and a unified, influential voice for Downtown.

Recommendations for strengthening DLBA’s advocacy role remain:

- Focus on issues and policies that affect the collective interests of Downtown Long Beach.
- Utilize the updated Downtown Community Plan and Retail Visioning results to provide consensus and direction for advocacy.
- Promote an environment to attract investment by providing assistance to property owners, businesses, developers and other investors to overcome stumbling blocks (permitting, parking, etc.).
- Demonstrate leadership by tackling tough issues that are barriers to a successful Downtown.

B. PROGRAMS

B3. Marketing & Events

Stakeholder responses to DLBA marketing and events efforts are generally positive. Promoting a positive image was rated as the fourth highest priority by downtown stakeholders (following retail recruitment, safety and homelessness) and while adding special events is viewed as a low priority, there appears to be increased satisfaction with special event programming that is viewed as more focused and inclusive of residents and other downtown stakeholders. Marketing and events account for about 20% of DLBA’s overall annual budget.

The Strategic Plan Update does not recommend significant changes to marketing and events programming. There are opportunities for marketing and events programming and messages to help fortify higher priorities within the Plan, including recommendations oriented to communications, economic development and safety.

B4. Beautification

DLBA's Capital Improvement Task Force has taken the lead in establishing priorities and projects for the organization's beautification efforts. Projects since the 2008 Strategic Plan have included participation in the Pine Avenue streetscape design process, enhancing lighting on key Downtown buildings and on Ocean Boulevard and bollards to facilitate street closures for events in the East Village.

Moving forward, the Capital Improvement Task Force needs more structure and has an opportunity to lead planning for physical improvements in the downtown. The Task Force should develop principles or criteria for evaluating investments. Also, the Task Force could serve as a clearinghouse for all public and private capital improvements and eventually develop a Capital Improvement Plan (CIP) that could guide and leverage investments.

C. OPERATIONS

C3. Nurture New Leadership

The 2008 Strategic Plan suggested that young professionals should be a key target of the DLBA as it looks to the future. "Nurturing these individuals to become educated about, and involved in, Downtown will prove critical to both the future of the DLBA and the Downtown neighborhood as a whole. The organization should look to add younger voices to the DLBA Board and task forces and should be exploring ways to connect and partner with existing young leadership groups and individuals."

The Task Force structure and link to the Downtown Residential Council structure were envisioned as ways to connect DLBA to young energy in the downtown community. These groups have been successful in recruiting emerging leaders and should continue to be utilized as a conduit for leadership development.

C4. Community Development Corporation Feasibility

As in most cities, downtown development in Long Beach is based upon a public/private partnership that includes the DLBA and civic partners such as the City and the Redevelopment Agency (RDA). Over the past several decades, the RDA has been a critical source of financing to advance downtown planning and development. The RDA's principal tool is tax increment financing, which allows a portion of downtown's property and sales tax to be reinvested in downtown improvements. This source of financing has been challenged during the economic recession as the State of California has appropriated millions of RDA dollars. Due to state limitations on the duration of a redevelopment district, RDA's downtown district will completely be dissolved in 2017 creating a potential void in leadership and resources.

To build upon the RDA's legacy and to continue to advance downtown development efforts, the feasibility of establishing a DLBA community development corporation (CDC) should be explored. Common in neighborhood development contexts, a CDC is a grassroots 501(c)3 non-profit organization that can help advance real estate and infrastructure improvements. Potential advantages of a DLBA CDC could include:

- Provide organizational focus and expertise on advancing commercial and housing development
- Diversify funding for both operations and projects through access to charitable and government grants, earned income through services and projects, contract for services to the City and other agencies
- Ability to target resources to specific properties
- Ability to work within and outside of DLBA's assessment district boundaries
- Flexibility to respond to opportunities that an uncertain market may bring

It is recommended that the feasibility for establishing a DLBA CDC be incorporated into the PBID renewal process, since the CDC option may impact future DLBA funding and programs.

STRATEGIC PLAN UPDATE SEQUENCING

TOP PRIORITIES	SHORT-TERM: Next 18 Months (July 2010 through December 2011)	LONG-TERM: 18 Months to 3 Years (January 2012 through June 2013)
A1. Communications	Prepare a variety of tools and media that simplify DLBA's mission, role and operations. Disseminate these tools throughout DLBA's programming, including presentations, stakeholder meetings, board, Downtown Residential Council and task force outreach, web and social media.	Continue to communicate DLBA basics to a variety of stakeholder and consumer constituencies. Reinforce messages through PBID renewal process.
B1: Economic Development: Focus on Storefronts	Implement both short and long-term initiatives from the Retail Visioning process that aim to recruit and retain retail and fill vacant storefronts. Bolster staff support for economic development with a program assistant.	Evaluate Retail Visioning initiatives and market conditions and adjust program efforts accordingly.
B2: Clean and Safe	Continued vigilance on keeping downtown safe and clean, with emphasis on reducing disruptive street behaviors and containing homelessness. Expand neighborhood watch program. Explore opportunities to enhance safety with lighting and other physical improvements. Evaluate optimal clean and safe deployment as part of PBID renewal process.	Explore the feasibility of establishing a Community Court funded in part from PBID renewal.
C1: PBID Renewal	Accelerate PBID renewal timetable to 2012. Begin database and leadership preparations in latter half of 2010, conduct outreach and develop new management plan in 2011.	Complete petition and ballot processes to renew PBID in first half of 2012. Prepare for next generation of PBID programming, beginning January 1, 2013.
C2: Board Participation	Deploy board members to contact at least 15 stakeholders each year, participate in Task Forces and welcome new businesses.	Continue board deployment efforts with a focus on peer-to-peer support for PBID renewal petition and ballot processes.

ADDITIONAL RECOMMENDATIONS	SHORT-TERM: Next 18 Months (July 2010 through December 2011)	LONG-TERM: 18 Months to 3 Years (January 2012 through June 2013)
A2. Downtown Resident Engagement	Support the Downtown Residential Council and maintain resident representation on Task Forces. Identify and develop opportunities for engaging residents in the PBID renewal process.	Continue to support the Downtown Residential Council and evaluate appropriate resident involvement in new programming pursuant to PBID renewal.
A3. Advocacy	Continue to provide a unified voice for downtown and advocate for issues that affect the collective interests of downtown.	Continue to provide a unified voice for downtown and advocate for issues that affect the collective interests of downtown.
B3. Marketing & Events	Build upon recent progress in broadening stakeholder participation in a focused series of DLBA sponsored events. Promote a positive image for downtown through a variety of marketing channels.	Maintain marketing and events programs that engage downtown stakeholders and promote a positive image.
B4. Beautification	Through the Capital Improvement Task Force, develop investment evaluation criteria. Partner with a variety of civic agencies to serve as a clearinghouse for public and private capital improvements and maximize opportunities to leverage limited resources.	Work with government and agency partners to develop a Capital Improvement Plan for downtown – a five year program that leverages investments and offers flexibility to respond to market changes and funding opportunities.
C3. Nurture New Leadership	Utilize the Task Force structure and involve the Downtown Residential Council to offer meaningful involvement for emerging leaders that can advance downtown and DLBA improvements. Identify and engage new advocates for PBID renewal.	Continue to offer meaningful involvement opportunities for emerging leaders and nurture new leadership to the DLBA board of directors.
C4. CDC Feasibility	Evaluate the feasibility of adding a CDC to the DLBA structure as part of the PBID renewal process. The CDC is envisioned as an entity that can advance revitalization activities beyond the expiration of the downtown redevelopment agency in 2017.	Following successful completion of PBID renewal, and if found feasible and desirable, carry out the legal incorporation of the CDC and add its program complement to DLBA.