

# DTLB: Vision 2020

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PLAN & STRATEGIC FRAMEWORK | DECEMBER 2016



**DOWNTOWN**  
LONG BEACH  
ALLIANCE

## **ACKNOWLEDGEMENTS**

many thanks to...

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focus groups, surveys & interviews

# DTLB: Vision 2020 Plan & Framework

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## EXECUTIVE SUMMARY

DTLB: VISION 2020 provides a clear path forward for Downtown Long Beach Associates (DLBA). The organization's leaders and stakeholders have identified a bold vision for Long Beach as a regional economic powerhouse with a strong local character. To secure that vision, DLBA created this visionary, strategic and tactical DTLB: VISION 2020 plan.

DTLB: VISION 2020 provides an assessment of current assets, needs and opportunities in Downtown Long Beach and a **strategic framework** to guide actions for DLBA over the next three to five years. It articulates the organization's mission, driving principles and core values, and presents a detailed series of strategic goals and action items for accomplishing those goals. This plan also lays the foundation for developing measurable indicators and targets to manage DLBA performance. DTLB: VISION 2020 builds on past strategic planning efforts of the DLBA – including the successful 2007, 2010 and 2013 strategic plans – as well as extensive leadership and community input and market research.

## DTLB: VISION 2020 OBJECTIVES

Specific objectives of the DTLB: VISION 2020 plan are:

- Update goals and actions identified in the 2013 DLBA Strategic Plan Update
- Focus DLBA resources on activities that will leverage resources to achieve the greatest impact possible
- Align DLBA's leadership and governance structure to further efficient implementation of the plan

This plan focuses on the following four programming strategies, which align with the DLBA Board Committees:

- Economic Development:** How can DLBA build on Long Beach's positive momentum to support and retain existing businesses, attract new businesses, and foster a strong economic base in the Downtown area?
- Public Realm:** How can DLBA support and facilitate better pedestrian environments, stronger connectivity between key destinations, new mixed use development, and other design features that will contribute to a more vital Downtown?
- Public Safety:** How can DLBA help create a vibrant, safe Downtown with active public spaces to draw new and support existing residents, visitors and businesses?
- Marketing and Communication:** How can DLBA accurately and positively tell the story of Downtown's renaissance to a local, regional and national audience, as well as build community vitality through diverse, well-attended Downtown events?

The plan also includes related advocacy strategies in two key areas:

- E. **Advocacy, Civic Leadership and Engagement:** How can DLBA and its community leaders play a strong role in shaping and revitalizing Downtown?
- F. **Organizational Development:** How can DLBA best configure and engage its leadership to efficiently support a growing Downtown?

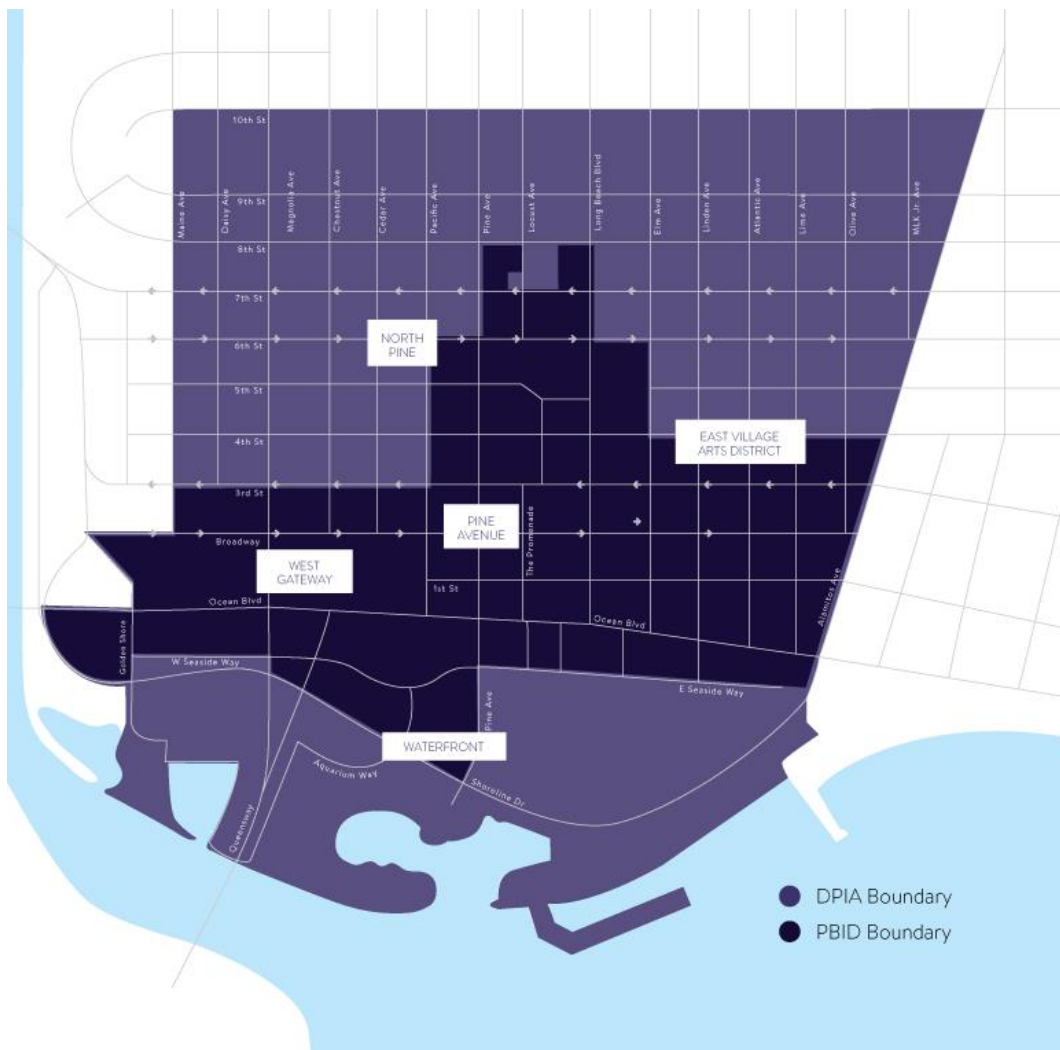
The Board Development Committee, Finance Committee, and Audit will undertake supportive administrative strategies.

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

## CHAPTER ONE: INTRODUCTION

### DOWNTOWN LONG BEACH ALLIANCE ORGANIZATIONAL OVERVIEW

Downtown Long Beach Alliance (DLBA) is a 501(c)(6) non-profit organization that operates on behalf of tenants and commercial and residential property owners in Long Beach's Downtown 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 Downtown Parking Improvement Area (DPIA) stretches from the waterfront north to 10<sup>th</sup> Street, and from Golden Avenue east to Alamitos Avenue and is assessed on business owners. The Property Based Improvement District (PBID) is assessed on property owners and incorporates areas surrounding the Downtown core. DLBA is governed by its bylaws and the PBID Management Plan, which was developed in 2012 as part of DLBA's renewal with the City of Long Beach.



DPIA & PBID Boundaries

## DLBA TIMELINE

- 1937: DLBA is founded by a group of Pine Avenue merchants, including Harry Buffum, the founder of Buffum's Department Store, who decided to launch a cooperative print advertising campaign in the local newspapers.
- 1957: DLBA officially becomes incorporated.
- 1973: Long Beach City Council empowers the DLBA to manage the Downtown Parking Improvement Area (DPIA).
- 1998: DLBA is named to manage the funding and programs associated with the newly established Property Based Improvement District (PBID).
- 2003: Long Beach City Council votes unanimously (9-0) to ratify the renewal of the Downtown PBID.
- 2004: DLBA begins operating within the expanded district boundaries and service for 10 years.
- 2008: DLBA adopts strategic planning document DLBA 2010: A Focus for Leadership and Development
- 2010: DLBA adopts updated strategic planning document.
- 2012: DLBA passes PBID Management Plan.
- 2013: DLBA adopts updated strategic planning document.

## STRATEGIC PLANNING PROCESS

In early 2016, DLBA began the process of updating its strategic plan. DLBA retained MIG, a Berkeley-based firm with extensive experience in strategic planning and with the Long Beach community, to facilitate the planning process. The planning process was completed in October 2016. The process included engagement of key stakeholders and community members, who provided insights into DLBA's needs, strengths and direction. This input informed the direction and details of the plan, which will to guide DLBA and Downtown Long Beach through the next few years and beyond.

## DLBA LEADERSHIP ENGAGEMENT

The DLBA Executive Committee, Board and Committee Chairs participated in several facilitated work sessions over the course of the planning process. The purpose of these meetings was to highlight progress made since the 2013 Strategic Plan was approved, as well as identify key strengths, constraints and opportunities for DLBA and Downtown. DLBA staff and leadership then drafted and refined the strategic issue areas, goals, objectives and implementation actions that comprise this plan.

## STAKEHOLDER ENGAGEMENT

Beginning in May, 2016, DLBA and MIG convened several meetings and workshops with key stakeholders and the community at large. The engagement program included:

- Downtown residents
- Business owners
- Property owners
- Professional services representatives
- DLBA Board, Executive Committee and Committee Chairs
- City Staff
- City Elected Officials
- DLBA Staff
- Tourists and visitors

Stakeholders identified current assets and opportunities as well as desired outcomes for DTLB: VISION 2020. They mapped areas of concern and opportunity across Downtown. The groups also discussed key strengths and opportunities for DLBA as an organization.

The planning team continued to engage stakeholders in the planning and plan refinement process through stakeholder check-ins and a community booth at Taste of Downtown in August 2016. The plan was presented to the DLBA Board of Directors for approval in October 2016.



# DTLB Vision 2020

## PUBLIC PARTICIPATION

**PHASE 1**  
DISCOVERY AND  
FOUNDATION

MEETING WINDOW #1  
MAY 10/11



Kick-Off Meeting



Site Tour



Stakeholder Interviews and Focus Groups



Executive Committee Meeting

MEETING WINDOW #2  
JUNE 6/7



Board Member Strategy Workshop



Committee Member Strategy Workshop

.....



Executive Committee Conference Call/WebEx

**PHASE 2**  
PLAN PREPARATION

MEETING WINDOW #3  
AUGUST 24/25



Meeting with Executive Committee



Community Forum

MEETING WINDOW #4  
SEPTEMBER 13/14



Board Meeting



Staff Meeting

**PHASE 3**  
ADOPTION PROCESS

MEETING WINDOW #5  
OCTOBER 6



Annual Board Meeting

MEETING WINDOW #6

DECEMBER 1



Executive Committee Meeting

.....

DECEMBER 14



Board Meeting

## ASSETS, OPPORTUNITIES AND CHALLENGES

This section summarizes key assets, challenges and opportunities in Downtown Long Beach. This summary provides context for the planning process and a snapshot of the environment that DLBA is working in and forms the foundation of the plan. This plan is designed to optimize Downtown's assets, address challenges and capitalize on opportunities.

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### DOWNTOWN LONG BEACH ASSETS

- **Investments in the urban landscape** such as new bike lanes, the Loop, murals and parklets bring vitality, texture and uniqueness to Downtown.
- **New residential, municipal and commercial developments** across Downtown are bringing new energy to the city core.
- Long Beach has begun to establish a name for itself for **food, entertainment and vibrant small businesses** that give it a feeling of distinctiveness and authenticity.
- Long Beach **community members are proud and highly invested** in their city's success.
- Long Beach has a **central location** in the heart of the region with strong freeway and transit access enables Downtown Long Beach to play a prominent role in the local and regional economy.
- **DLBA events** are well attended and the **social media presence** is well followed.
- The existing urban fabric is **walkable and bikeable**, with a local bike share program and many active residential and business uses.
- Drivers have **easy access** to and within Downtown.
- Visitors and employees can travel aboard the **free Passport shuttle**.
- **Many destinations and events** draw visitors and employees Downtown daily, including the Waterfront, Port of Long Beach, Convention Center, Queen Mary, Aquarium, museums, performing arts venues, and major employers like Molina Health Care.
- The **Downtown Plan**, adopted in 2012, is a master zoning and development document that established a vision of a sustainable Downtown with increased density, historic preservation, and a strong local economy. The Downtown Plan also streamlines the development process for new projects with a comprehensive program-level Environmental Impact Report (EIR) for the area.
- DLBA has a **good working partnership with the City of Long Beach**.

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## DOWNTOWN LONG BEACH CHALLENGES

- The local and regional reputation and a **perceived lack of safety** in the area continue to be problematic.
- **Outdated perceptions of high crime rates** and illegal street behavior are ongoing issues despite 60% reductions from 1990.
- A **lack of regional media coverage and support** has made it difficult for potential visitors to learn more about the positive events and trends Downtown.
- **Parking challenges and confusion about location** are seen as a disincentive for some drivers.
- The **poor quality of the physical environment** in some areas is unappealing to pedestrians.
- **Ocean Boulevard forms a functional division** between Downtown, the Convention Center and the waterfront. This division keeps visitors from enjoying and patronizing Downtown businesses, and keeps people working and living Downtown from easy enjoyment of the waterfront.
- There is a **concentration of social services** in the city core due to previous policy decisions.
- Some residents and businesses are getting **priced out** as Long Beach develops and becomes more expensive.
- Downtown lacks a full range of **resident amenities** such as higher-end grocery stores, resident-serving retail shops, and family-friendly parks and play areas.
- Continue to work with the City to **streamline the permitting process, bolster the Police Department, and improve the public realm.**
- Create a **district-wide parking and wayfinding system** to address real and perceived parking issues.
- Increase **coordination with social service agencies** to monitor changes to social service provision and develop new programs to address current and anticipated needs of homeless residents across the city.
- Build strong, appealing pedestrian and bike **connections between Downtown, Convention Center and Waterfront.**

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## DOWNTOWN LONG BEACH OPPORTUNITIES

- Establish a sense of place and uniqueness in the area between Downtown and the Waterfront to create a mutually-beneficial relationship between the two.
- Create **additional programs and events** aimed at drawing residents outside of their apartment buildings to bring vitality to Downtown and strengthen the residential community.
- Develop a **targeted marketing strategy** aimed at increasing regional coverage of Long Beach progress and events in mainstream and online news outlets to enhance Downtown's reputation and regional trajectory.
- **Broaden the Downtown economy** to include more services, retail options and resident amenities.
- **Encourage development** on identified opportunity sites as well as in historic buildings and on ground floors throughout Downtown.

## CHAPTER TWO: DTLB: VISION 2020 STRATEGIC PLAN FRAMEWORK

The following Plan Framework was developed from an understanding and analysis of the strategic issues, goals and action items identified during the planning process. The framework consists of **driving principles, mission, values and goal areas for DLBA.**

### PLAN FRAMEWORK COMPONENTS

The Plan Framework includes the following components:

- I. Mission Statement
- II. Principles
- III. Values
- IV. Goal Areas
- V. Goals, Actions and Objectives

### I. MISSION STATEMENT

The **mission** describes DLBA's fundamental purpose, reason for existence, and primary roles and functions.

Cultivate, preserve and promote a healthy, safe and prosperous Downtown.

### III. PRINCIPLES

The leaders of the Downtown Long Beach Alliance is guided by the following driving principles:

1. **Transparency** ... operating openly with all stakeholders with a commitment to responsible and collaborative stewardship and management.
2. **Collective Action** ... engaging the community and local partners in its decision-making efforts to advance Downtown Long Beach.
3. **Community Service** ... providing consistent and quality programs in service to the downtown community.
4. **Innovation** ... consistently striving to be a leading-edge organization in the advancement of a modern urban community.
5. **Return on Investment** ... adding direct value that amplifies stakeholder investments in the downtown community through the efforts of DLBA.
6. **Fun** ... Downtown is an exciting, vibrant, lively and productive environment, reflected in our organization and its workplace. DTLB and DLBA work smarter and play harder.

## IV. VALUES

The Downtown Long Beach Alliance believes that a healthy, safe and prospering urban community is the result of these values:

1. Actively engaging business and citizen involvement in understanding issues affecting Downtown Long Beach and inviting their participation in resolving issues.
2. Promoting and supporting new developments that increase commerce in the downtown corridor and attract citizens desiring to reside in a modern urban community.
3. Designing and sustaining environmentally and people-friendly enhancements to urban life in the downtown area.
4. Reforming and redesigning the built environment to reflect a modern urban landscape to increase tourism in the downtown area and attract diverse businesses and residents.
5. Employing modern technology whenever possible to engage the maximum number of businesses and residents in monitoring and influencing the key indicators of the community's overall health, safety and economic prosperity.
6. Forging defined partnerships with established groups and municipal government to create coalitions that effectively work together to advance a common vision of a modern urban downtown environment in Long Beach.

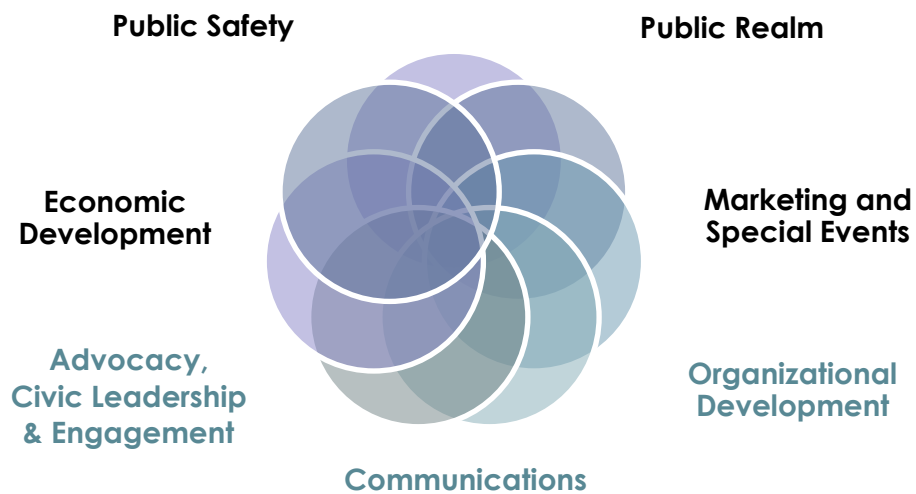
## IV. GOAL AREAS

Seven mission-driven **goals areas** provide overall structure and direction for DLBA as the organization strives to advance its service delivery and realize its vision. Four program goal areas govern DLBA's areas of concentration. These are:

- Economic Development
- Public Realm
- Public Safety
- Marketing and Special Events

Three **supporting goals** govern DLBA's organizational operations and engagement with the City of Long Beach and other local agencies and stakeholders. These are:

- Advocacy, Civic Leadership and Engagement
- Organizational Development
- Communications



## V. GOALS, ACTIONS AND OBJECTIVES

This section details key challenges, goals, strategies and actions for each goal area. The **goals** provide an overarching direction for each goal area and are enduring charges for DLBA. The **strategies** are approaches to achieve the goals, while the **actions** are specific tasks for implementation.

### A. ECONOMIC DEVELOPMENT

Development in Downtown Long Beach has advanced greatly in the past several years, including the creation of new residential, commercial and retail space, as well as the reuse of existing buildings. DLBA has accelerated its economic development efforts and issued its Annual Report and Quarterly Snapshot, which documents Downtown's successes and market profile for potential investors. Economic development in the Downtown core remains a focal area for future action. **Attracting and retaining quality retail, dining and business employment** will continue to solidify the local economy and position Downtown as a destination for residents and visitors.

#### KEY CHALLENGES

- Lack of an Economic Strategic Plan which identifies the Downtown's existing assets and recommends/prioritizes actions that will make the positive economic impact on our Downtown.
- Lack of mobility or related-use connections between the waterfront district and Downtown core
- The community is dissatisfied with parking Downtown and sees it as a barrier to visiting the area
- Ongoing need to attract, expand and retain businesses
- Residents and businesses getting forced out of rented spaces by price increases
- Lack of new housing inventory for potential and existing residents, which is resulting in higher occupancy levels and increased rent requirements
- Negative regional and local perceptions related to crime and lack of recognition/caché
- Lack of a presence of Cal State University, Long Beach, including facilities, programs, and students Downtown
- Ground floor retail vacancy

#### GOALS

- Develop and conduct an Economic Development strategy for Downtown that identifies tasks associated with driving the greatest amount of economic return for downtown.



- Promote economic development and vibrancy in Downtown Long Beach by taking advantage of the city’s central location and waterfront, while preserving and enhancing a strong sense of place
- Expand and curate the DLBA’s business attraction efforts that serve the community and provide a complete urban experience for a diverse group of residents, businesses, and visitors.
- Increase job creation for Downtown

## STRATEGIES AND ACTIONS

### **A1. Work with the City to streamline the business licensing, permitting and entitlement process**

- A1.1. Identify and engage specific partners at the City to work with on licensing, permitting and entitlement processes
- A1.2. Conduct regular meetings with the City’s Innovation Team (i-team) to ensure ongoing collaboration
- A1.3. Work with the City to evaluate and streamline regulatory and permitting processes to identify barriers to development
- A1.4. In coordination with the Public Realm department, work with the City to update PD-6 (zoning south of Ocean Boulevard) to streamline development regulations and capitalize on general waterfront access

### **A2. Track and evaluate economic and development trends Downtown**

- A2.1. Conduct a detailed market profile documenting local purchasing and preference patterns
- A2.2. Evaluate and track progress made on the City’s Downtown plan, including changes catalyzed by the plan
- A2.3. Collect input from current businesses as well as those moving into or out of Downtown Long Beach
- A2.4. Develop a system for inventorying and tracking office and ground floor retail tenants Downtown

### **A3. Promote Downtown housing developments and bring more residents Downtown**

- A3.1. Identify housing developers interested in developing Downtown
- A3.2. Collaborate with DLBA’s Public Realm staff and the City to support a Downtown Parking Management and Development Plan that aligns with the Downtown Plan
- A3.3. Collaborate with the City and DLBA’s public realm efforts to make Downtown’s streets and public spaces more livable and family friendly

A3.4. Support Downtown residents' desires for additional grocery choices at either new or existing grocery stores

A3.5. Develop a tour of new, planned and potential residential sites for developers

**A4. Support existing businesses and attract new businesses to Downtown Long Beach**

A4.1. Conduct outreach to existing small businesses to understand their needs and how well they are being met

A4.2. Partner with Long Beach Community College's Small Business Development Center to offer educational seminars for existing and prospective small business owners

A4.3. Partner with outside organizations and Long Beach Downtown Development Corporation (DDC) to provide grant funding to small businesses for start-up costs, façade improvements, or other programs

A4.4. Continue to develop and distribute an annual *Downtown Economic Profile and Snapshot*

A4.5. Be the leading site-selection data resource for potential and existing stakeholders

A4.6. Establish a strong communications link with new businesses and support them through the start-up process

A4.7. Use pedestrian sensing technology to assist businesses to locate in areas with strong foot traffic and share this information with the Long Beach Police Department and Public Safety staff at DLBA

A4.8. Consider developing an incubator space for entrepreneurs

A4.9. Develop a "Welcome to Downtown Long Beach" toolkit detailing resources and start up processes for firms looking to locate in Long Beach

A4.10. Support a range of ground-floor development for creative office, retail and restaurant uses

A4.11. Work with real estate brokers and new businesses to provide connections to investment capital

A4.12. Develop a strategy for supporting entrepreneurial companies in Downtown Long Beach

A4.13. Support infrastructure investment to attract technology firms in Downtown Long Beach

## B. PUBLIC REALM

Urban design and the form of the public realm play significant roles in shaping Downtown Long Beach. **Connections between streets, amenities such as sidewalks and street furniture, access to transit, and the visual appearance of Downtown** all affect how likely retailers and other businesses are to locate Downtown. They also influence stakeholders' security and how likely residents and visitors are to frequent area businesses. DLBA and Downtown have made significant positive public realm improvements over the past several years, including The Loop (a temporary park and art installation), new bike lanes, a bike share program, public art and parklets. There are many additional opportunities to activate and improve the public realm. The Waterfront and other key Downtown corridors continue to be overly auto-oriented and underutilized, and present strong opportunities to build upon a Downtown vision that draws businesses and visitors from across the region. The redevelopment of Shoemaker Bridge also offers a major opportunity for increasing access to open space and the Los Angeles River.

### KEY CHALLENGES

- Streets are overly wide and auto-oriented, creating barriers for pedestrians and bicycles
- The block pattern is discontinuous both in Downtown and between Downtown and the Waterfront Area, leading to a lack of connectivity
- Lack of mobility or related-use connections between the Waterfront Area and Downtown core
- The community is dissatisfied with parking Downtown and sees it as a barrier to visiting
- Some buildings and land in Downtown are underutilized or have inactive faces, though there is positive change happening in this area
- The Waterfront Area is spread out, suburban, separated by wide roadways, and functionally separated from Downtown
- City capacity to focus on amending the zoning for PD-6 is limited
- Lack of a consensus long term vision consistent with the Downtown Plan for future waterfront development
- DLBA faces a lack of funding for major CIP investments

### GOALS

- Improve livability in Downtown Long Beach by supporting the development of a beautiful, safe and vibrant public realm
- Develop a highly transit-, pedestrian- and bicycle-friendly Downtown
- Encourage residents and local employees to walk and bike throughout Downtown
- Pursue recommendations made by the DLBA commissioned Urban Land Institute Technical Assistance Panel (ULI TAP) study in September 2014, to improve pedestrian connectivity to and future development in the waterfront (PD-6)

## STRATEGIES AND ACTIONS

### **BI. Advocate for stronger pedestrian and bicycle connectivity within and between Downtown's unique districts and neighborhoods through strategic long term capital improvements**

- BI.1. Work with the City and relevant agencies to guide the redevelopment of the Shoemaker Bridge into a unique community space
- BI.2. Work with the City and relevant agencies to ensure the redesign of West Shoreline Drive and Golden Park provides for improved integration with the Downtown fabric and more direct pedestrian and bicycle access to the Los Angeles River
- BI.3. Advocate for the transformation of Shoreline Drive into a more pedestrian and bicycle-friendly road while still facilitating mobility for automobiles and ensuring the continued presence of the Grand Prix of Long Beach as stated in the ULI TAP study.
- BI.4. Advocate for a redesign of Victory Park/Santa Cruz Park that aligns with the desires of the Downtown community
- BI.5. Continue to support the Civic Center redevelopment and the activation of new open spaces
- BI.6. Support the development of public and private parklets
- BI.7. Improve pedestrian and vehicular wayfinding Downtown in cooperation with the City
- BI.8. Advocate for enhancements to the Downtown bicycle network through the addition of bicycle lanes, sharrows and other infrastructure improvements
- BI.9. Continue to administer the annual community grant program for public realm improvements

### **B2. Develop strategic streetscape improvement and activation programs**

- B2.1. Develop a prioritized list of streets and open spaces to focus public realm efforts on, including landscape, wayfinding, pole banners and lighting
- B2.2. Identify DLBA's "Next Big Thing" in public realm improvements to continue the positive momentum built by the Loop project
- B2.3. Identify underutilized spaces and inactive frontages on an annual basis and report on their ownership and development status
- B2.4. Develop and advocate for redesigning Pine Avenue south of Ocean Boulevard into a pedestrian oriented street with active building frontages and pedestrian scale amenities
- B2.5. Develop creative infrastructure approaches and partnerships to making the public realm more appealing and livable

- B2.6. Identify and develop opportunities for additional tactical urbanism initiatives such as temporary park spaces, pop-up retail, food truck events, and other temporal uses of space throughout Downtown
- B2.7. Develop play areas as well as experiential art along sidewalks and in overlooked spaces
- B2.8. Develop a Downtown street furniture plan in cooperation with the City
- B2.9. Work with the City and the Long Beach Bike Share operator to encourage system use and expansion
- B2.10. Orchestrate lighting and holiday decoration programs

**B3. Promote programs and policies that encourage pedestrian activity**

- B3.1. Collaborate with DLBA's Economic Development staff and the City to support a Downtown Parking Management and Development Plan
- B3.2. Support efforts to update City regulations affecting the public realm
- B3.3. Support new sidewalk dining regulations that enhance the pedestrian experience and a streamlined public walkway occupancy permit process that supports business expansion
- B3.4. Advocate for improved transit opportunities and multimodal connections
- B3.5. Produce biking and walking guides for Downtown
- B3.6. Advocate for requirements specifying that new development be oriented towards public spaces and the street to provide "eyes on the street"
- B3.7. Continue to support active transportation throughout and across the city
- B3.8. Utilize technology to enhance the public realm experience for visitors, residents, and office workers
- B3.9. Work with the City to ease regulations for street performers and mobile food vending in Downtown

**B4. Increase funding for improvements to the public realm**

- B4.1. Actively pursue grant funding from state and national programs as well as sustainability-oriented non profits
- B4.2. Explore public infrastructure financing mechanisms
- B4.3. In coordination with the City, continue to explore the use of the DDC in managing and programming public spaces in Downtown

**B5. Promote strategies and programs that address parking opportunities and misconceptions**

- B5.1. Work with City to implement a comprehensive wayfinding system that helps drivers find parking

- B5.2. Advocate for improved parking security and public safety around parking areas using lighting and other public safety tools
- B5.3. Work with City to implement technologies for guiding drivers to available on-street and City-owned structure parking spaces
- B5.4. Advocate for a “park-once strategy” that incorporates shared parking arrangements, employee parking programs, demand based parking meter rates, and other programs that utilize Downtown’s existing parking supply to the fullest
- B5.5. Advocate for the incorporation of transit and bicycle friendly amenities and programs in new development projects

## C. PUBLIC SAFETY

Public Safety concerns include both actual and perceived safety. **How safe do residents and visitors feel as they navigate streets or travel to Downtown?** Strategies to address public safety include coordination with social services and law enforcement, shifting the tenant mix to make Downtown a destination for a wide range of visitors at different times of day, and design approaches that ensure that Downtown spaces are well-lit and feel physically secure. Each of the proposed actions across all four program service areas contribute to **enhancing the social fabric** that connects Downtown businesses, visitors and residents to create a **safe, vibrant Downtown Long Beach**.

### KEY CHALLENGES

- Overall decrease in police presence results in some unchecked negative street activities
- Downtown Long Beach has an established street population living in the public space and parks
- Public perception that Long Beach-serving transit systems provide convenient access for crimes of opportunity.
- Residents with negative perceptions of Downtown often remain in their homes or drive in and out rather than enjoy Downtown
- Some patrons of Downtown nighttime establishments may be disruptive and untidy in the late evening or early morning
- Federal, state and local policies do not fully address long term solutions related to homelessness, mental illness and drug use in Long Beach
- Members of the community view the homeless population and homeless behavior as a significant detraction from Downtown
- The community is not fully aware of the efforts DLBA and the City are taking to abate homelessness

### GOALS

- Increase public safety and sense of security throughout Downtown
- Inform property owners and managers, businesses and residents about the resources and laws that support and promote a safe and healthy community.

### STRATEGIES AND ACTIONS

#### **CI. Research and advocate for cutting edge solutions to social services, homelessness and aggressive street behavior**

- CI.I. Continue to work with the City and social service providers to ensure that individuals in need of services receive help

- C1.2. Perform an evaluation of and report on national best practices for Business Improvement Districts and community partners addressing homeless, mentally ill and street populations while managing illegal activities, and work with social services agencies and groups to apply relevant best practices to Downtown Long Beach
- C1.3. Play a leadership role in developing strategies to address unwanted nightlife behavior
- C1.4. Establish a protocol for tracking the scope and impact of DLBA public safety and social services programs

**C2. Work with the City and local agencies to coordinate public safety efforts**

- C2.1. Maintain a strong partnership with the Long Beach Police Department (LBPD)
- C2.2. Advocate for LBPD to enforce existing regulations governing illegal behavior affecting the quality of life in Downtown
- C2.3. Collaborate with the Community Prosecutor Program in protection of public and private property
- C2.4. Support broadening the video camera surveillance program in Downtown
- C2.5. Expand the use of a new information kiosk staffed by Downtown Safety Ambassadors to increase visibility while offering directions and services to pedestrians
- C2.6. Advocate for the incorporation of Crime Prevention through Environmental Design (CPTED) principles such as natural surveillance, territorial enforcement, lighting and maintenance
- C2.7. Identify safety concerns in public spaces in Downtown and work with the City, property owners and Public Realm to address situations that would warrant CPTED review
- C2.8. Support safety and security measures on the Blue Line, including ensuring that all passengers pay their fares
- C2.9. Support efforts to increase safety in parking lots, structures and garages

**C3. Increase and publicize community engagement around public safety and quality of life issues in Downtown Long Beach**

- C3.1. Educate residents, business owners, employees and visitors about what is being done in Long Beach to improve safety, and how they can help
- C3.2. Work with owners of nighttime establishments to better manage patron behavior outside of clubs, bars and restaurants
- C3.3. Work with small merchants and commercial property owners to increase collective security



**C4. Improve the quality of life and public safety of Downtown by maintaining the public space in a clean and orderly manner**

- C4.1. Identify and advocate for the elimination of trip-and-fall hazards in public spaces
- C4.2. Partner with the City and property owners to plant and maintain tree wells and medians
- C4.3. Further increase security and community pride by keeping the Downtown streetscape free of litter, stickers and graffiti

## D. MARKETING AND SPECIAL EVENTS

Marketing and Special Events efforts contribute to greater knowledge and a stronger public perception of Downtown Long Beach. To draw more people Downtown, visitors, workers, locals and citywide residents must have a better sense of the activities and amenities. Actions to **expand the public image** include media, marketing, communications, and special events outreach.

DLBA organizes many successful and well-attended events, and has developed a strong social media presence. There is additional work to be done in capturing regional positive media attention, drawing existing residents out to enjoy their city's amenities, and refining events to optimize staff efficiency and event revenue.

### KEY CHALLENGES

- Long Beach suffers from historic perceptions of regional visitors who have not experienced Downtown in decades.
- Reaching regional visitors, workers and residents citywide and Downtown about activities and amenities
- Securing sponsorships to cover event costs or develop new events
- Using the most wide reaching and effective tools available to connect with community members about Downtown happenings

### GOALS

- Strengthen the Downtown Long Beach community and economy by holding events and publicizing its successes and emergent character
- Encourage regional visitors, workers and residents who don't habitually visit Downtown destinations outside of their homes to walk, play and shop Downtown
- Increase sponsorship revenue to develop new or enhanced events and programs.
- Establishing a brand for Downtown through events and marketing

### STRATEGIES AND ACTIONS

#### D1. Publicize Long Beach's appeal and promote local events and businesses

- D1.1. Encourage broader exploration of Downtown by tourists and conventioners by developing or supporting the development of materials articulating Downtown Long Beach's value and amenities
- D1.2. Develop and distribute a map of the neighborhoods in Downtown and local points of interest including restaurants, shopping, art, architecture and events spaces in collaboration with Public Realm's wayfinding efforts

D1.3. Develop a more interactive website presence

D1.4. Publicize and support private sector leadership and investment in Downtown

**D2. Produce events that bring energy and positive attention to Downtown**

D2.1. Expand and grow signature events to encourage patronage of local businesses and activation of the public/private space while exposing a new audience to Downtown Long Beach

D2.2. Support local businesses in their efforts to create new or expanded existing events to bring people Downtown

D2.3. Continue to host an annual event to honor local leadership and individuals who have contributed to the success of Downtown

**D3. Work to increase sponsorships and increase revenue from events**

D3.1. Reduce reliance on DLBA funding of special events by generating greater revenue through sponsorships and ticket sales

D3.2. Utilize sponsorship and ticket sales revenue to enhance events and develop new marketing opportunities

**D4. Update and integrate the DLBA brand**

D4.1. Develop and promote a new logo and style guide to rebrand DLBA

D4.2. Develop and promote a complete suite of branded materials featuring the new DLBA brand, logo and website

D4.3. Incorporate the new brand into a pedestrian wayfinding system in collaboration with Public Realm

## E. COMMUNICATIONS

DLBA Communications efforts contribute to greater knowledge and a stronger public perception of DLBA's work. Actions to **expand DLBA's public image and reach** include developing a communications plan and expanding audience size.

### KEY CHALLENGES

- DLBA lacks an efficient communications methodology to connect with a comprehensive range of Long Beach residents, including those not following the social media feeds
- Regional media has historically not covered Long Beach's positive momentum or its events
- The community is unaware of the strength of DLBA's programs
- The community is divided over the challenges and benefits of urban living

### GOALS

- Increase DLBA's public profile
- Publicize specific programs and outreach efforts as well as DLBA successes
- Serve as the go-to source for news and information regarding DTLB
- Increase broadcast and regional coverage of Downtown

### STRATEGIES AND ACTIONS

#### E1. Publicize DLBA's initiatives and successes

- E1.1. Clearly communicate DLBA's vision for Downtown overall and in each of the goal areas to DLBA stakeholders
- E1.2. Publicize DLBA's public safety efforts and successes
- E1.3. Work to broaden the definition of "Downtown" to include nearby neighborhoods

#### E2. Serve as the primary source for news and information about Downtown Long Beach

- E2.1. Highlight Downtown successes for media distribution
- E2.2. Ensure that community members not monitoring social media can easily access information on Downtown happenings
- E2.3. Ensure that social media managers at DLBA and the City are well connected and working to efficiently promote events and distribute information
- E2.4. Communicate with local media on at least a quarterly basis about new business openings, new office leases and business awards

E2.5. Secure at least one annual regional news feature on positive events and progress made in Downtown Long Beach

**E3. Work to establish a new generation of advocates for Downtown and urban vitality**

E3.1. Develop and implement an outreach and engagement plan

E3.2. Develop messaging on the challenges and advantages of urban living, adapting to urban living and the direction Downtown Long Beach is moving

E3.3. Convene community meetings to discuss issues of urbanization

## F. ADVOCACY, CIVIC LEADERSHIP AND ENGAGEMENT

DLBA stakeholders and its leadership are a vital and highly engaged part of the Downtown community and must continue to engage the City and the community to **shape City policies and strengthen Downtown.**

### KEY CHALLENGES

- Downtown residents, business and commercial property owners, and civic partners rely on DLBA as their representative in driving and advocating for the development of a more livable and vibrant Downtown and DLBA must continue to fill this role
- The City has limited funding and capacity in some development and policy building areas and benefits from DLBA's support and expertise

### GOALS

- Engage the Long Beach community in strengthening their city
- Advocate for improvements to Long Beach's Downtown

### STRATEGIES AND ACTIONS

#### **F1. Develop an advocacy, partnership and policy development strategy**

F1.1. Conduct appropriate studies and analyses to inform DLBA and City decision making

#### **F2. Work closely with the City to be a strong advocate for and expert on Downtown**

F2.1. Coordinate a facilitated discussion and brainstorming session with the City and community members to connect, define existing conditions, challenges and opportunities, and share ideas for executing the Downtown Plan and developing other Downtown improvements

F2.2. Work with the City and other agencies to resolve planning questions involving large infrastructure such as PD-6 and Shoemaker Bridge

F2.3. Build a stronger partnership with the City that addresses issues of homelessness and the street population

F2.4. Support implementation and timely updates of the Downtown Plan and General Plan

**F3. Be a leading advocate and stakeholder representative on planning, design and development issues in the Long Beach community**

F3.1. Articulate a proactive position on the increased development and evolution of Downtown into an ever more vibrant urban center

F3.2. Develop corporate partnerships

F3.3. Form strong partnerships with neighborhood organizations

F3.4. Leverage community pride to increase decisive community action

F3.5. Advocate for the elimination of blank walls in new development projects

F3.6. Support efforts to improve Long Beach School performance

F3.7. Strengthen code enforcement throughout Downtown

## G. ORGANIZATIONAL DEVELOPMENT

DLBA is a highly effective and impactful organization that has been a key player in Downtown Long Beach's renaissance for many years. With the approval of VISION 2020, the organization turns its attention to becoming an even more dynamic infrastructure of board members, stakeholders, and other community leaders working together to achieve a common outcome.

As the DLBA advances its mission, demonstrates its value to investors and stakeholders, and pursues each of the directives outlined in Vision 2020, a principled approach to organizational development will maintain a focus on:

- Being viewed as both a “clearinghouse of information” and “learning organization” whereby people acquire vital information, new skills, and new opportunities through information-sharing;
- Emphasizing relationship-building as a shared responsibility amongst all leaders of the organization;
- Focusing on outcomes rather than process by delegating and empowering participants at the lowest appropriate levels in the organizational structure;
- Providing reasonable flexibility to its program leaders to create infrastructures that each perceives as the best way to carry-out their leadership responsibilities;
- Incorporating reporting to the board and to the community that provide a holistic snapshot of all information vital to decision-makers and stakeholders; and
- Conducting periodic structured assessments and evaluation to assure a consistent regard for accountability is maintained throughout the organization.

### KEY CHALLENGES

- The current program committees are multi-tasked by design, potentially overburdening small groups of working people with competing priorities.
- One-year terms for program committee leaders without named vice-chairs or succession plans slows the pace for committees, hastens the learning curve, and potentially limits outcomes based on time or shared leadership roles.
- Current program committees have varying levels of involvement, activity and support which conveys an inconsistent message about the important roles and responsibilities each committee plays in the overall success of the DLBA.
- Routine reports at board meetings can detract from the outcome-driven, strategic nature that the DLBA aspires to demonstrate.
- As the complexity of DLBA evolves, there is currently not a simple set of tools to help diverse people monitor vital numbers and track the progress of prioritized activities.
- DLBA board members need more opportunities to serve as ambassadors and messengers throughout the community, promoting the importance of having a vibrant modern urban environment.



## CURRENT COMMITTEE STRUCTURE

There are currently four program committees that drive the DLBA agenda as outlined in VISION 2020 as well as four additional administrative committees that drive the business and governance obligations of the Board of Directors. Each committee, in addition to the Board, has the option to form temporary work groups dedicated to specific tasks.

The four program committees are:

- Economic Development Committee
- Public Realm Committee
- Public Safety Committee
- Marketing and Communications Committee

The four administrative committees are:

- Executive Committee
- Audit Committee
- Board Development Committee
- Finance Committee

## GOAL

The goal of DLBA's organizational development efforts is to consistently demonstrate a dynamic organization at work that is community-based, data-driven, and results-oriented; and, rooted in shared learning, strategic deliberation, and objective evaluation of its effort to enhance the vitality of Downtown Long Beach.

In order to achieve these aspirations, DLBA must:

- Reposition the DLBA board as a "hub and spoke" center for information-sharing, learning from other organizations, having directed outreach to the boards and members of other organizations, and focusing board meetings on strategic deliberation about key focus areas of Vision 2020.
- Develop a means for maximizing board meeting agendas around key focus areas, while enabling formal approval of items on the agenda that do not need any discussion or debate either because they are routine procedures or are already unanimous consent.
- Provide options to expand or contract its committee structures to meet the needs of Vision 2020 in a dynamic environment, act as an inclusive organization wherever possible, and give some latitude for board leaders responsible for committees to create structures, such as work groups or ad hoc teams, to achieve optimal results in the most efficient ways possible.
- Create a consistent method for efficiently tracking and reporting the incremental implementation of the entire strategic plan which would involve the creation and use of public and board-only dashboards.

- Offer a specific set of tools and training that assist committee chairs and other designated leaders to fulfill their responsibilities as board members, accountable stewards of DLBA funds, and designated leaders of sub-committees or community liaisons.
- Further integrate the Long Beach Downtown Development Corporation as an essential component to generating leveraged resources to advance DLBA's mission;

## STRATEGIES AND ACTIONS

### **G1. DLBA will use dashboards or snapshot reports at the Board, Programming Committee and staff levels that graphically display key indicators of success associated with Vision 2020.**

**G1.1.** The Board will maintain a community dashboard that displays and utilizes meaningful infographics drawn from administrative & standing committees as well as staff.

**G1.2.** Programming Committees (Public Safety, Public Realm, Marketing & Events and Economic Development) will use a community dashboard that combines staff information (budget, data, events, advocacy, and initiatives) with progress on their three objectives.

**G1.3.** Staff will use a management dashboard to track their progress towards achieving strategic plan goals.

### **G2. The DLBA Board Meeting is positioned as a “learning” and “activity” hub for the advancement of modern progressive urbanism in downtown Long Beach.**

**G2.1.** Board meeting agendas will be reorganized to maximize learning, engagement and accountability in pursuit of strategic plan goals.

**2.1.1.** Build the agenda of each board meeting around one of the key focus areas of Vision 2020;

**2.1.2.** Host a guest speaker of significant community stature to speak to the focus with online streaming, facilitated discussion and future online retrieval;

**2.1.3.** Use a “Consent Agenda” to summarize routine reporting; and

**2.1.4.** Use a community dashboard to provide each board member with a snapshot of key indicators of the organization's health related to Financial, Fundraising, Impact/Advocacy/Partnerships and Communications/Report on Organization.

### **G3. Further enhance the roles and responsibilities of the current Administrative Committees of the board to provide adequate oversight as well as support to the implementation of Vision 2020.**

**G3.1.** Refocus the “Board Development Committee” into a “Governance Committee” which will be responsible for the ongoing development of the board and the incremental review of the infrastructure development of the organization.

**G3.2.** Empower the Executive Committee to be the primary body responsible for closely monitoring the implementation of VISION 2020 which will allow the full board to direct its attention to strategic discussion in key focus areas.

G3.3. Enhance the reporting of the Finance Committee to offer specific metrics to be included in an overall community dashboard of key organizational indicators.

**G4. Create and maintain a standard of accountability throughout the organization**

G4.1. The Governance Committee will conduct an annual board assessment that tracks the achievements of the board, gathers perceptions about board proceedings, and profiles the interests of each board member. The Committee is responsible for presenting the results with a set of recommendations to advance continual quality-improvement in board proceedings and board member's experiences.

G4.2. Identify a method for each committee to annually evaluate its effectiveness, participant satisfaction, and areas for improvement.

G4.3. Utilize the management dashboard to evaluate staff performance consistent with the goals and objectives of Vision 2020 and the work plans of each program committee;

**G5. Each program committee is charged with reviewing VISION 2020, in concert with professional staff, to recommend an infrastructure to carry out their responsibilities.**

G5.1. Each current program committee is provided a set of board directives that outline the board's expectation that each will:

5.1.1. Create and carry-out 3 programming objectives that are consistent with the goals of Vision 2020 to be evaluated and reviewed with the Executive Committee;

5.1.2. Develop a set of metrics that will report their progress in fulfilling objectives associated with Vision 2020;

5.1.3. All Board members must serve on at least one committee.

5.1.4. All programming committees will have a board member serve as "vice chair" to create a succession planning approach for the key areas of DLBA's programs;

5.1.5. Each Program Committee is responsible for providing an annual report to the Board on their respective area of focus.

G5.2. Program Committee chairs, vice-chairs and professional staff will be provided with an orientation on the expectations and accountabilities associated with their leadership positions and provided facilitation training to support outcome-based goals.

G5.3. Committee chairs, liaisons and other interested members of the Board will be given the opportunity to participate in ongoing professional development to help assure consistent messaging about DLBA's mission, values and strategic goals to stakeholders.

**G6. Identify the optimal synergy between the Downtown Development Corporation (DDC) and the DLBA and its VISION 2020 strategic plan.**

G6.1. It is recommended that DLBA further separate from DDC by ensuring that a majority of representatives on the DDC board not come from the DLBA board.

G6.2. It is also recommended that the DDC complete its own organizational development strategy based on a clear mission and a set of values to leverage the private and public sectors to advance modern progressive urbanism and a fundraising program in partnership with the DLBA.



**DOWNTOWN  
LONG BEACH  
ALLIANCE**