

California Downtown Association  
**Strategic Planning for Downtowns**  
*Long Beach Looks to the Future*



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# Welcome!

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- Introductions
- Strategic Planning for Downtowns
- Case Study: Downtown Long Beach – 2008, 2010 and Beyond
- Questions?

# Strategic Planning for Downtowns

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**Strategic planning** is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

In order to determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "**strategic plan**".

Source: *Wikipedia*

# Why Conduct a Strategic Plan?

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- Accountability
- Changes in the marketplace
- Downtown is different, your organization is not
- Changes within your Board
- Changes within City Hall
- BID renewal
- Need to diversify/find resources
- Need to resolve conflicts that won't go away
- Need to change outdated or cumbersome operating practices

# Elements of a Strategic Plan

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## External Scan

- Review market conditions, trends
- Best practices
- Determine stakeholder priorities
  - ✓ Interviews
  - ✓ Roundtables
  - ✓ Stakeholder survey



# Elements of a Strategic Plan

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## Internal Scan

- Review work programs, budgets, by-laws
- Interview staff, board members
- Board workshop at beginning and end

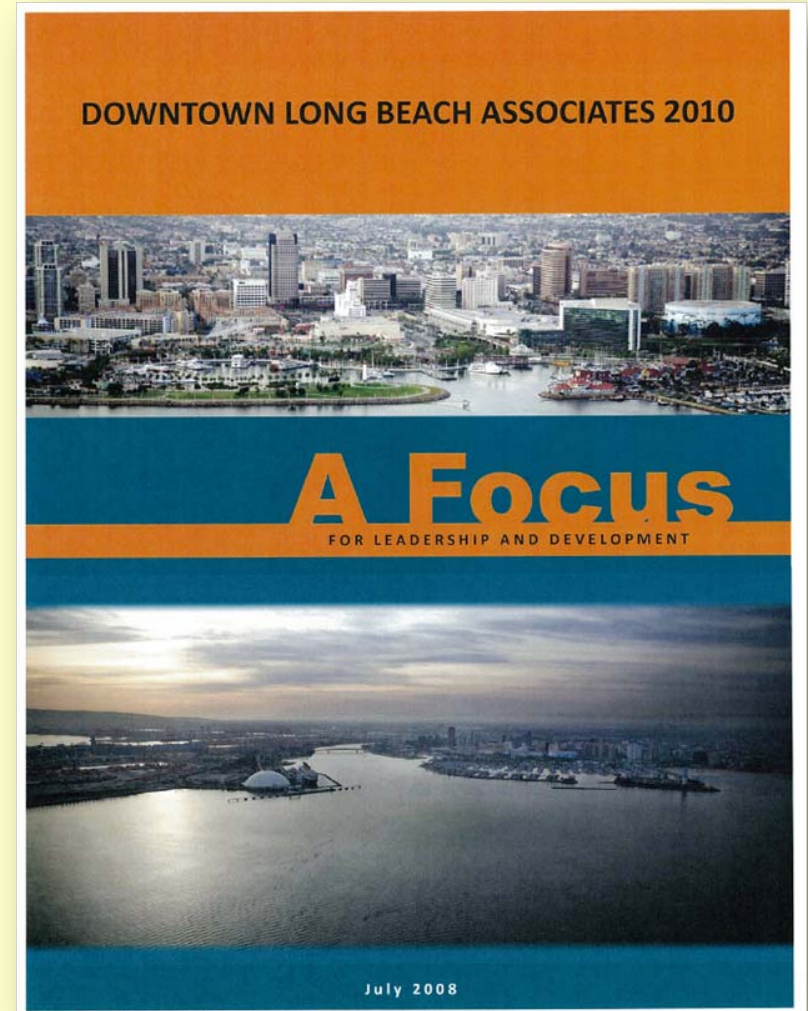


# Elements of a Strategic Plan

## Strategic Plan Document

### *Business Plan for Implementation*

- Findings from external & internal scans
- Recommendations
- Priorities, sequencing, responsibilities, resources
- Benchmarks



# Strategic Planning In Practice

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## Prevailing Themes

- Downtowns adapting to changing market dynamics – from business centers to multi-dimensional neighborhoods
- Constituents expect downtown organizations to be more influential
- Evolving from a task-orientation to a strategic-orientation (trees *and* forest)
- Shift from marketers and beautifiers to property managers and economic developers

# Strategic Planning In Practice

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## Common Recommendations: External

- Improve connections to residents and other constituents
- Economic development approaches that support home grown retail & small businesses
- Shift from "Consumer" to "Investor" marketing
- Tactical downtown planning – public/private investment strategies

# Strategic Planning In Practice

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## Common Recommendations: Internal

- Avoid regulatory roles
- Develop criteria for special events
- Create new affiliates to bring focus and resources
- Streamline committees
- Improve communications with constituents
- Elevate and/or better support CEOs

# Strategic Plan Outcomes

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- Buy-in from the Board, Leadership
- Buy-in from key Civic Partners
- Should provide focus, direction, *priorities*
- Create alignment and consensus for the future where focus has been lost
- Should re-energize, re-charge, create enthusiasm



# Strategic Plan Case Study: Long Beach

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## Our Past...

- DLBA founded in 1937, incorporated in 1977 and created its first improvement district in 1973...Inherited a \$350,000 budget in 1996

## Our Present...

- Established 5-year PBID in 1998 and renewed for 10-year term in 2003...Current budget with business and property districts, parking meter revenue, sponsorships and contract services is \$3.75M

# Strategic Plan Case Study: Long Beach

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## DLBA Strategic Planning Process 2008...

- Initiated as part of 5-year review of 10 year PBID
- Process included...
  - ✓ Interview and roundtable discussions with more than 100 stakeholders
  - ✓ Online survey with 276 responses
  - ✓ Review findings with DLBA Executive Committee and finalize at board retreat

# Strategic Plan Case Study: Long Beach 2008

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

# Strategic Plan Case Study: Long Beach

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## DLBA Strategic Planning Process 2010...

- Initiated because much of 2008 plan implemented & to prepare for upcoming PBID renewal and expiration of RDA project area
- Process included...
  - ✓ Interview and roundtable discussions with more than 50 stakeholders now organized in DLBA Task Forces
  - ✓ Online survey with 505 responses (almost double 2008)
  - ✓ Review findings with DLBA Executive Committee and finalize at board workshop

# Strategic Plan Case Study: Long Beach 2010

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

# Strategic Plan Case Study: Long Beach

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## Its Future...2010 and beyond

- Accelerate PBID process and renew early
- Conduct Feasibility Study to Create Community Development Corporation (CDC)
- Focus on Retail Recruitment/Retention
- Public Safety
- Evolve the Leadership Culture of the Organization

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