

CDA
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Visit our Website
www.californiadowntown.com

CDA Goals

Sustain and serve a membership that represents downtowns and business districts.

Provide education, training and networking opportunities.

Expand awareness about and enhance the stature of the CDA.

Inform, promote, and recognize the accomplishments of members.

Advocate and monitor legislation pertaining to downtowns and business districts.

The CDA Newsletter is published quarterly by the Board of Directors, and distributed to CDA members and related organizations.

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Friend or Foe?

Wal-Mart is Coming to Town

Is it the evil empire or the benevolent force of capitalism bringing value to consumers' insatiable demand for lowest price? As we parlay our passion for vibrant communities into successful business districts, where does uber-power Wal-Mart fit into our vision and hopes for the "downtown experience?" Is the entry of Wal-Mart into the business mix of our cities something to be dreaded or welcomed because it benefits the larger economy?

No doubt, Wal-Mart has become a power player in California and as such, its entry into the "western territory" has caused a flurry of action. Several cities have enacted ordinances to protect their local businesses from being eaten up pac-man style by this "low price leader." Others are considering ordinances to bring Wal-Mart to town "on their terms." And the ongoing supermarket strike in Southern California has directed attention to Wal-Mart Super Stores as cause for concern for grocery workers whose wages and benefits have been protected by unions.

In December, The *Los Angeles Times* published an in-depth series on Wal-Mart, focusing on the impact the retailer is having on world-wide economies, as it posed the question: "Always low prices at what cost?"

In response to the spread of so-called "anti-Wal-Mart" ordinances in California and in an effort to fend off ordinances now under consideration in the City of Los Angeles, Wal-Mart commissioned a study by the Los Angeles Economic Commission

to "fairly" evaluate the impact that Super Wal-Marts will have within city boundaries. The study, released January 27, concluded that for the benefit of the citizens of Los Angeles and the city's economy, Wal-Mart can do no harm.

Will the results of this study stem the tide of anti-big box ordinances? Will our cities welcome Wal-Mart with open arms, and will thousands stand in line for the chance to become newly employed Wal-Mart "associates?"



Some of the best know among Wal-Mart's 1 million US associates are its greeters who welcome 100 million shoppers a week at nearly 3000 stores (caption and photo courtesy of Wal-Mart)

On pages 4 and 5 we recap current news items and publish the highlights of the LAEC study. We will invite you to comment on the study's conclusions and to share with us your thoughts and experiences with Wal-Mart in your community in a follow up email.



Presidents Message

Looking Forward While Moving into "Past"

I love CDA conferences! During the time span of just a few days, I learn new things, discover new resources, meet new people, share ideas and come away reenergized, remembering why I love to work for a downtown organization. Being a part of the successful revitalization of a community – is there anything more rewarding?

My hope is that by the time this newsletter arrives, you will have already sent in your registration for the El Segundo Conference. In our continuing effort to deliver quality conferences, we have come up with a terrific variety of educational seminars and networking opportunities. For the novice or the expert, it's geared to meet the needs of those involved in the revitalization of downtowns and business districts throughout California.

Thanks to a hard working board, past presidents, and the support of our membership services coordinator Carol Thompson, CDA has had a great year. A few months after a successful spring conference in San Bernardino, the board of directors met in Long Beach for our annual retreat and reviewed goals for the future. CDA member Ken Keller, President, Star Consulting, served us well as the facilitator, receiving sponsorship benefits in exchange for his work with us. With his expertise and prodding, we were

able to set strong, realistic goals, including identifying the individual tasks necessary to accomplish these goals over the next several years.

Looking at long-range growth for the association helped us to determine additional committees needed to carry out our work. The newly established Education Committee is exploring the development of an executive director/downtown manager certification program in partnership with Cal State San Bernardino, which will be discussed at the upcoming conference in El Segundo. The Sponsorship Committee, also new, will be looking for opportunities to raise funds while garnering support from businesses and organizations that can benefit from working with our statewide organization.

Increasing membership value continues to be the primary goal for the board. Legislative tracking through our contract with California Business Properties Association (CPBA) and dispersed to members through our Legislative Committee is an important benefit for our members. Our new and improved website offers more information and resources than ever before. And of course the Crystal Eagle Achievement Awards program, coordinated this past year by director Colin Strange, once again showcased excellence in downtown management and promotion.

This newsletter is also a member benefit, with articles specifically geared toward your needs. In this issue we highlight the recently published study by the Los Angeles Economic Commission entitled:



"Wal-Mart Supercenters: What's in store for Southern California?"
Commissioned by Wal-Mart to "fairly" evaluate the economic impact Wal-Mart will have on local economies, the study asserts that when Wal-Mart comes to town, it can only help the region.

Do you have a big box store impacting your business district? Is it an asset? We will be asking our members to share their comments on this study and their own experiences with Wal-Mart in the next newsletter.

As I conclude my year as president, I am thankful for the support and friendship I have received from my board of directors, past presidents, and CDA members. This is not a job that can be done alone. I have truly enjoyed my time in this role and as a board member for the past six years. Now stepping down from the board and joining the ranks of past presidents, I look forward to handing over the gavel to President-elect Mary Cynar, who I am confident will do an excellent job in leading us toward fulfilling our goals.

Sylvia Bianchi

The Value of Membership

"As a direct result of the Fall Conference, I was able to get a third of my BID Board to visit Vacaville Downtown BID this month. It was an eye-opener for them to see another BID. We are planning to visit Napa next.

I would highly recommend BID and Main Street Boards visiting neighboring peers within easy driving distances."

Ken Harth

Novato Downtown Old Town Business Association

If you would like CDA assistance in arranging a visit to a neighboring community, please call membership Services, 888-426-1224.

Board Elections

Thank you to all members who took the time to cast your ballots. Your participation is critical to our strength as an organization.

Our new board will be installed during our Spring Conference on Thursday, March 18, 2004. We hope you will join us for the dinner and silent auction that evening at *Occasions*, a lovely event facility in old town El Segundo.

We also invite all members to participate in committee meetings to be held Wednesday March 17, at 4 pm at the Embassy Suites Hotel.

For more information, please call Carol Thompson at 888-429-1224



Break Out of Your Cocoon And Soar in El Segundo

CDA Spring Conference

March 17-19, 2004

Hosted by the City of El Segundo

"The Small Town for Big Business"

***16,500 residents**

***Home to the Los Angeles Air Force Base, the Aerospace Corporation and four Fortune 500 companies including Mattel, Unocal, DaVita, and Computer Sciences Corporation, along with the Los Angeles Lakers, Kings and Sparks**

*** 80,000 daytime employees**

*** and the endangered blue butterfly**

Come for the education....

- "Polishing your Public Speaking Skills" workshop
- Fostering Innovation
- Legislative Updates – including new BID bonding legislation
- Techno Savvy Business Districts
- Building Strength through Regional Economic Alliances

"Fostering Innovation"

John Handy, Senior Vice President of Product Design at Mattel Inc.

As manager of all worldwide product concept, design and packaging efforts for Mattel's Boy's Product Division, Mr. Handy's brand responsibilities include Hot Wheels, Nickelodeon, Harry Potter, Batman, Justice League, Max Steel, Yugi-Oh, Masters of the Universe and Games & Puzzles. He leads a department of 180 designers as well as a large network of outside design firms and professional inventors.

"Bonding with Your BID"

John A. Lambeth, President, Downtown Resources

A California special districts attorney, Mr. Lambeth has assisted with the formation and renewal of dozens of business improvement districts and provides ongoing advice to districts throughout the state. He was the primary author of California's "Property and Business Improvement District Law of 1994" and has worked with Nevada and Hawaii on their recent BID legislation. He has drafted several amendments to California's PBID law including 2002 amendments that give PBIDs additional protections and allow for PBIDs to be renewed for up to 10 years.

"California Politics and the Future of Downtowns"

Larry Kosmont, President & CEO, Kosmont Companies

A nationally recognized real estate and economic development expert, specializing in matching private sector real estate opportunities with public sector land use policies, regulations, and financing/incentive programs. Mr. Kosmont has assisted hundreds of local government agencies in project and policy decisions ranging from large-sale economic development to site-specific real estate strategies.

"You Can Compete!"

Bob Phibbs, "The Retail Doctor"

Bob has helped hundreds of small and medium-sized businesses in every major industry, including hospitality, manufacturing, service, restaurant and retail. His new book, *You Can Compete: Double Sales Without Discounting* (Second Edition), is the culmination of three decades of retail work, highlighting a proven method of how every independent retailer and "Mom and Pop" store — in any neighborhood in America — can improve its bottom line and compete successfully with major chains. He and his work have been featured in *Entrepreneur* magazine, the *Wall Street Journal* and the *New York Times*.

Stay for a great time...

Networking receptions, lunches and dinners, plus walks along the beach – included!

Full conference schedule and registration available at www.californiadowntown.com or call 888-429-1224

Big Box Ban Spreading - North and South

Which Way, California? Will Wal-Mart win the hearts and pocketbooks of the consuming masses over the desires of some city and county governments to bring what some urban planners term “sprawl-marts” to town on their terms? Is the current ordinance frenzy simply a misguided effort to prevent market forces from dramatically changing our retail landscape? Reviled by some and valued by many, it may be just a matter of time before Wal-Mart is comfortably at home in California.

Following is a summary of recent news on Wal-Mart’s expansion efforts in California:

- Alameda County supervisors voted unanimously December 16 to ban big-box retailers that sell low-cost groceries from unincorporated areas, saying they would choke traffic and worsen sprawl. The ordinance bans stores with more than 100,000 square feet of space that devote more than 10 percent of their area to groceries. While the law does not name Wal-Mart, it is aimed at thwarting the retailer’s plans to open 40 supercenters in California.
- Meanwhile, a Los Angeles City Council’s Housing, Community & Economic Development Committee requested the City Attorney’s office to draft a similar ordinance.
- Also in Southern California, West Covina, City Council rejected Wal-Mart Stores Inc. entry into the San Gabriel Valley city, citing the giant retailer’s potentially negative effects on local businesses and workers. In a 3-2 vote, the council rejected selling 48 acres of a former landfill site for \$12.8 million to *Eclipse Development Group*. Eclipse was in negotiations with Wal-Mart Stores and Home Depot to inhabit the site.

Councilman Roger Hernandez, who sponsored the motion to reject the sale, said “West Covina has over 1,600 businesses, and many of the services provided by these businesses would have been duplicated by a Wal-Mart coming into town,” Hernandez said. “Moreover, we want the new jobs coming into town to be well-paying jobs that respect our middle-class working community.”

West Covina Mayor Steve Herfert voted in favor of selling the site noting the property’s lack of appeal because it is in the middle of a block, has no easy freeway access and has a tainted history as a former dump.

He also cited the estimated sales tax that the project would have generated — between \$1.1 million and \$1.5 million.

“The San Gabriel Valley has really become inundated with Wal-Marts. We have a Wal-Mart to the north, to the south, to the east, to the west — every adjacent city has a Wal-Mart,” said Hernandez.

Wal-Mart Steps Up to Bat

- Measure L Contra Costa County: In a test of will and consumer demand, Wal-Mart gathered enough signatures to qualify the issue of whether the county can ban Super Wal-Marts for a referendum. Voters in the East Bay county will decide the matter, Measure L, on March 2.

Wal-Mart is citing consumer rights, and cities and counties are citing the right to control development.

“I don’t think either side will tell you it’s going to be a cheap election,” said Wal-Mart spokeswoman Amy Hill. The company had contributed about \$500,000 to the No on Measure L campaign before the end of January and could easily spend more than \$1 million. “We certainly do not believe these ordinances are legal,” Hill said. “At the end of the day, the ultimate goal is to have the consumer choose where to shop.”

“Local government should have a right to plan where and how big-box stores come into their communities and not leave it totally up to the developer,” said Supervisor John Gioia of Richmond. “This is a battle in a larger war over who controls development in a local community.”

- While Wal-Mart has chosen to force a referendum on the county’s ordinance in Contra Costa, it is trying different tactics in different communities to overturn new big-box ordinances. It did not challenge big-box prohibitions in Martinez and Oakland, but sued Alameda County.
- In April, Wal-Mart is again going to the polls, asking voters in Inglewood to approve a supercenter that the Inglewood City Council turned down.
- In San Marcos Wal-Mart tried unsuccessfully to stop a March referendum by voters wanting to overturn their city council’s approval of a regular Wal-Mart store.

Sources: CPBA
San Francisco Chronicle
Los Angeles Times

LAEDC RELEASES STUDY ON THE ECONOMIC IMPACT OF WAL-MART SUPERCENTERS ON SOUTHERN CALIFORNIA

“The City of Los Angeles is a large, growing market, giving Wal-Mart a powerful incentive to expand here. However, if the city attempts to shut Wal-Mart out altogether, the company can still serve its City of Los Angeles customers from neighboring communities.” So says the first complete study released today (Tuesday, January 27, 2004) by the Los Angeles County Economic Development Corporation (LAEDC).

“Many cities throughout Southern California face the same challenges and the results of this analysis apply to them as well,” said study author Gregory Freeman, director of Policy Consulting at the LAEDC. The 45-page study is entitled: “Wal-Mart Supercenters: What’s in store for Southern California?” is posted at www.MayoCommunications.com and www.laedc.org.

Study Highlights

- Supercenter customers will save an average of 15 percent on their groceries.
- Price competition will lead to reduced prices at existing grocery chains, providing customers who shop at stores other than Wal-Mart average savings of 10 percent.
- Increased competition in non-grocery items will lead to price reductions averaging three percent at general merchandise and apparel competitors.
- Money that people save on groceries will be redirected to other items, including housing, savings, health, entertainment, and transportation. This new spending will, in turn, create jobs in Southern California outside the grocery industry.

Savings in the City of Los Angeles

Consumers in the City of Los Angeles are conservatively estimated to save at least \$668 million annually, or \$524 per household, per year. Redirected grocery savings will create 6,500 additional full-time-equivalent jobs.

Savings in Los Angeles County

Consumers in Los Angeles County are conservatively estimated to save at least \$1.78 billion annually, or \$569 per household, per year. Redirected grocery savings will create 17,300 new jobs County-wide.

Savings in Southern California

Consumers in Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura Counties are conservatively estimated to save at least \$3.76 billion annually, or \$589 per household, per year. In these seven counties, 36,400 new jobs will be created.

Potential impacts to Major Grocery Chains

Major grocery companies have used fear of intense competition to seek wage concessions from unionized employees, most likely by seeking a two-tier pay scale for new hires.

Future foregone wages of unionized grocery employees in Los Angeles County could equal \$150 million to \$258 million annually, and could reach \$307 to \$529 million annually across the entire seven-county Southern California region. These foregone wages would reduce overall household spending, potentially costing Los Angeles County 1,500 to 2,500 jobs and the seven-county region (including Los Angeles) 3,000 to 5,100 jobs.

These losses will be offset by region-wide gains of 36,400 jobs outside the grocery business or a net gain of at least seven new jobs for every one lost.

Catalyst for Redevelopment

Wal-Mart can be used as a catalyst for redevelopment, particularly in areas saddled with struggling (or failed) retail centers. In Panorama City, Wal-Mart replaced the Broadway department store, creating new jobs and revitalizing the surrounding neighborhood.

Wal-Mart will open stores in an abandoned K-Mart in Canoga Park and in an abandoned AutoNation site in Harbor Gateway.

Wal-Mart has demonstrated a willingness to enter communities that other businesses appear uninterested in serving. In Baldwin Hills, Wal-Mart brought jobs and retail opportunities to an underserved community by opening a store in a former Macy’s, which had sat vacant for five years. Again, this retail location was revitalized.

There are many parts of Los Angeles that are underserved by retail. The need is acute in the grocery sector and these communities stand to

gain the most if Wal-Mart were to enter the market and offer lower prices.

Sales Tax Leakage

Jurisdictions without Supercenters will lose taxable sales when their residents shop elsewhere. Supercenters have become an issue because they sell groceries, which are non-taxable. Sixty to seventy percent of the sales at Supercenters, however, are taxable. The appeal of Supercenters, for both Wal-Mart and the consumer, is that they allow shoppers to combine trips and do all of their purchasing in one location. If city residents choose to buy their groceries at Supercenters outside of the city, the City of L.A. will lose out on the local share of any taxable purchases shoppers make on those trips.

Cities without Supercenters will also lose out on sales tax revenue when their residents combine trips to Wal-Mart with shopping at nearby stores.

Overall sales taxes will increase to the extent that customers spend their savings generated from lower-priced groceries (which are not taxable) on goods which are taxable. The modest increase in overall taxable sales should not obscure the key issue – the re-distribution of taxable sales (and hence tax revenues) among Southern California jurisdictions based on where consumers choose to shop.

Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura county consumers will have a combined total annual savings of at least \$3.76 billion and there would be 36,400 new jobs.

Downtown Paso Robles Promises “We’ll Be Back”

The San Simeon earthquake may have devastated downtown Paso Robles, but it could not wipe out the spirit that has in recent years transformed a once sleepy main street into one of California’s best examples of a revitalized downtown community. With determination and a comprehensive recovery plan, downtown business owners and the Paso Robles Main Street Association are working hard to rebuild.

The damage and financial impact is staggering. As of January 6, 2004:

- 75% of historic buildings damaged
- 21 out of 27 historic structures red- or yellow-tagged
- 50% of small businesses disrupted / closed
- 96 out of 192 licensed businesses affected by damaged buildings
- 25% of employees affected—jobs lost, wages interrupted
- 248 employees (estimated) affected by closures

Losses suffered by small businesses

With only 42 out of 192 merchants able to report to date, estimated losses have hit \$7.2 million. The loss estimates include inventory and equipment destroyed, loss of revenue, and repairs *not including* damage to buildings. Expect business losses easily to hit \$10 million. Nearly all of the businesses did not have earthquake insurance.

Coming to the aid of the community, Governor Arnold Schwarzenegger requested President Bush to declare San Luis Obispo County a major disaster area, which he did on January 13. More than 2,000 people have since registered for aid. As of February 3, Federal and state disaster aid totaling \$4.6 million has been approved for individuals and

business owners in San Luis Obispo County to date, according to officials of the federal and state agencies engaged in the San Simeon Earthquake recovery effort. These agencies include the Federal Emergency Management Agency (FEMA), the Governor’s Office of Emergency Services (OES), and the U.S. Small Business Administration (SBA).



Paso Robles, CA January 25, 2004 — Structures and a vehicle damaged in downtown Paso Robles in the 6.5 San Simeon Earthquake. FEMA Photo/Dane Golden

Responding to Disaster

In response to this disaster, members of the California Main Street Alliance, California Office of Historic Preservation, California Historical Building Safety Board, and the National Trust for Historic Preservation came up with earthquake recovery recommendations using Main Street’s four-point approach to downtown revitalization.

Paso Robles Main Street staff and members are meeting with downtown property owners and educating them on building access and repair, property tax re-assessments, tenant relocations, and IRS loss carry backs, and are in daily communication with the business community.

Recommendations also included creating a disaster recovery web site (which is now up and running www.pasoroblesgoforward.com) assessing merchant and property owner financial needs for repair, rebuilding, retrofitting, inventory replacement and business disruption, developing guidelines for using

the Paso Robles Main Street Emergency Relief Fund and gathering information from other California communities who have recovered from earthquakes.

Besides organizational tasks, it has been suggested that Paso Robles Main Street plan additional promotional activities to show that the downtown area is “back to business.” Programs such as fundraising, expanding their Tuesday farmers market to include existing and/or displaced merchants, continuing the “shop at home” promotional efforts that were started prior to the earthquake, and publicizing the new locations of relocated businesses will help downtown retain its customer base.

Other suggestions include developing ways to keep all relocated businesses downtown so that customers do not have to travel to other areas of the city to do more of their business, installing directional signage to guide customers around closed streets to parking areas and to relocated businesses and to encourage the city to implement streamlined, preservation-focused strategies as needed.

Our colleague and friend Norma Moye, executive director of the Paso Robles Main Street remains upbeat despite a displaced office, numerous phone calls and meetings and 16-hour days.

“The news may be grim right now for some businesses,” said Moye, “but people are working hard to get this beautiful downtown community up and running. Every day another store is reopened. Like Arnold says, “we’ll be back!”

Laura Cole-Rowe

Nuts and Bolts

Who's in Charge? Board Responsibility: Governance and Support

This article is based on the extensive research and consulting practice of CompassPoint Nonprofit Services.

Responsibilities for Boards Explained

Responsibilities of nonprofit boards are of two fundamental types: governance and support. On one hand, the board, acting as the formal representative of the public, governs and provides oversight to the organization's affairs. At the same time, board members as individuals support the organization by volunteering, raising money, and advising.

Let's look first at how the board acts to GOVERN the organization, that is, to ensure that the community's interests are represented within the organization. These governing responsibilities include:

- Determining mission and purpose, and overall strategies, policies and priorities
- Monitoring program performance and impact
- Overseeing compliance with laws and regulations and fulfillment of contractual obligations
- Safeguarding assets from misuse, and ensuring maximum use of resources
- Financial oversight
- Selecting/monitoring/evaluating/terminating the executive director
- Approving a fundraising strategy and monitoring its effectiveness

These governing responsibilities are performed by the board as a body or group: for example, while the board hires and evaluates the executive director, the board president does not have the same authority as a supervisor has over a subordinate. Instead, the board president acts as a convenor and facilitator for the board, which as a group provides feedback and direction to the executive director.

Next, how board members—acting as individuals—work to SUPPORT the organization:

- Contributing to the organization's fundraising success as appropriate to the individual (such as making a financial contribution, volunteering at fundraising events, making business contacts for the organization, soliciting cash and non-cash contributions, etc.)
- Assisting staff in raising funds
- Acting as ambassadors to the community on behalf of the organization and its clients
- Volunteering and volunteer recruitment
- Advising staff in areas of expertise, act as a sounding board for executive director and other executive staff
- Lending names and personal credibility to the organization

These supporting activities are performed by board members acting as individuals. As a result, there are two types of role-switching that go on. On one hand, the board acting as a group is "the boss in charge" when determining overall organizational strategy, but as individuals, board members act to support staff in the implementation of that strategy, for example, by calling a list of donors given to them by staff.

On the outside looking in, or on the inside looking out?

When acting in its governing role, the board represents the interests of the community. It asks: Is this organization using public and private resources to benefit the community and the public? In a sense, the board stands in the community, looking through the door into the organization. But at the same time, board members also represent the organization's interests to the community—acting as ambassadors to the community.

Who's in charge? Who's in charge now?

In organizations with paid staff, there are times when the board acts in its governing role—"the boss and in charge"—and other times when individual board members act to support the staff. Boards and staff often get confused over these differences. For example, in many boards there is tension over whether and how the board should be involved with fundraising. This tension can be cleared up through the CompassPoint Board Model: In its governing role, the board—acting as a body—is responsible for seeing that there is a realistic plan for bringing in the funds the organization will need, and for monitoring progress on the plan. This plan might include fundraised (contributed) dollars, but could also include fees, interest income from investments, foundation grants, the sale of books, and so forth. What's important is that ensuring the existence of the plan is a governance responsibility—one in which the board acts as the "boss" and oversight to the staff-developed plan.

But in the support role, board members as individuals also help carry out that plan. In this role, they often act with direction from staff. For example, staff might generate a list of people who need to be called for an upcoming event, and distribute those names among the board members who have volunteered to do so. In this kind of work, the staff organizes and is responsible for the work, and delegates it to board members acting as individual volunteers.

Try distinguishing between the board's governing role and board members' supporting role in discussions. This simple approach—based on a complex understanding of governance—can often clear up confusing and frustrating discussions.

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