

November 9, 2021

H-42

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Receive supporting documentation into the record, conclude the public hearing, and adopt a Resolution continuing the Bixby Knolls Parking and Business Improvement Area assessment levy for the period of October 1, 2021 through September 30, 2022; and, authorize the City Manager, or designee, to extend the agreement with the Bixby Knolls Business Improvement Association for a one-year term. (Districts 7, 8)

DISCUSSION

The Bixby Knolls Parking and Business Improvement Area (BKPBIA) was established by the City Council in 1989, allowing for the levy of an annual business license assessment to be paid by businesses located in the BKPBIA. The City of Long Beach (City) contracts with the Bixby Knolls Business Improvement Association (BKBIA) to manage the BKPBIA and the BKBIA Board of Directors serves as the Advisory Board to the City Council on matters related to the BKPBIA. The BKBIA promotes and markets the BKPBIA using funds generated through the BKPBIA business license assessment.

State law governing Parking and Business Improvement Areas requires that an annual report be submitted to the City Council by the BKBIA Advisory Board. On August 26, 2021, the BKBIA Advisory Board voted to recommend to the City Council approval of the 2021-2022 BKPBIA Annual Report (Annual Report) (Exhibit A to the Resolution), which describes boundaries, proposed activities, budgetary information, and the method and basis for continuation of the assessment. The Annual Report proposes no change to the BKPBIA boundaries. The Annual Report proposes a \$20 increase in the base rate for businesses and nonprofit organizations.

To continue the assessment levy, State law requires that a public hearing be held on the proposed program and assessment. At its October 5, 2021 meeting, the City Council approved Resolution No. RES-21-0115 granting approval of the Annual Report, declaring its intention to levy the assessment, and setting November 9, 2021 as the date of the public hearing. A hearing notice, including a copy of the Resolution, was published in the local media.

State law provides that the City Council hear and consider all protests against the assessment, program, boundaries of the area, and/or any benefit zone as proposed in the Annual Report. State law further provides that protests may be made orally or in writing. If written protests are received from area business owners representing 50 percent or more of the proposed

assessments, the City Council will not levy the assessment. If protests in such quantity are directed against a specific portion of the program, the City Council will eliminate that portion. The Annual Report, transmitting the recommendations of the BK BIA Advisory Board, proposes the following assessment rates:

Method of Assessment

The annual base assessment for businesses is \$314.25 and is \$204.55 for nonprofits. These assessments represent a \$20 increase compared to last year's BKBPBIA rate.

Business Base Rate	Total Rate	Nonprofit Base Rate	Total Rate
\$294.25 + \$20	\$314.25	\$184.55 + \$20	\$204.55

Each year the City calculates the Consumer Price Index (CPI), an adjustment for consumer goods and services, and applies the CPI to various City fees on July 1st of each year. Parking and Business Improvement Area Advisory Boards may request a CPI adjustment for business license assessments. The BK BIA Advisory Board has decided not to request a July 2021 CPI adjustment.

On August 24, 2021, as part of the Adopted Fiscal Year 22 (FY 22) Budget, the City Council approved \$200,000 in one-time funding for the BK BIA to offset the loss of Redevelopment Agency (RDA) funding that expired earlier this year. The one-time funding, will be spent on studies, outreach, and implementation of new revenue sources for the BK BIA that can replace or enhance past RDA funding. These funds are acknowledged in the Annual Report but not included in BK BIA's budget due to the timing conflict of the BK BIA approved Annual Report and the City's Adopted FY 22 Budget. These funds are intended to provide a bridge in FY 22 to new funding sources and cover administrative costs.

This matter was reviewed by Deputy City Attorney Amy R. Webber on October 15, 2021 and by Budget Operations and Development Officer Rhutu Amin Gharib on October 19, 2021.

TIMING CONSIDERATIONS

City Council action is requested on November 9, 2021, so that FY 22 assessment transfers may be made as required by the Agreement for Funding with the BK BIA.

FISCAL IMPACT

It is estimated that the BKPBIA will generate \$204,000 in FY 22 through the proposed continuation of the assessment. Assessment funds are collected by the City on behalf of the BKPBIA through additional fees and passed directly through to the BK BIA for implementation of annual programs. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with existing City Council priorities. There is no local job impact associated with this recommendation.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



JOHN KEISLER
DIRECTOR OF ECONOMIC DEVELOPMENT

ATTACHMENT: RESOLUTION

APPROVED:



THOMAS B. MODICA
CITY MANAGER

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RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LONG BEACH CONFIRMING, FOLLOWING HEARING, AN ANNUAL REPORT OF THE BIXBY KNOLLS PARKING AND BUSINESS IMPROVEMENT AREA, CONTINUING THE LEVY OF ANNUAL ASSESSMENT AS SET FORTH IN SAID REPORT AND SETTING FORTH OTHER RELATED MATTERS

WHEREAS, pursuant to Section 36533 of the California Streets and Highways Code, the Bixby Knolls Business Improvement Association has caused a Report to be prepared for October 1, 2021 through September 30, 2022 relating to the Bixby Knolls Parking and Business Improvement Area ("PBIA"); and

WHEREAS, said Report contains, among other things, all matters required to be included by the above cited Section 36533; and

WHEREAS, on November 9, 2021 at 5:00 p.m., the City Council conducted a public hearing relating to that Report in accordance with Resolution No. RES-21-0115, adopted October 5, 2021, at which public hearing all interested persons were afforded a full opportunity to appear and be heard on all matters relating to the Report; and

WHEREAS, a majority protest not having been received, it is the City Council's desire to confirm the Report as originally filed and impose and continue the levy of the Annual Assessment as described in the Report;

NOW, THEREFORE, the City Council of the City of Long Beach resolves as follows:

Section 1. A public hearing having been conducted on November 9, 2021 at 5:00 p.m., and all persons having been afforded an opportunity to appear and be heard, the City Council hereby confirms the Report of the Bixby Knolls Business

1 Improvement Association, previously filed and approved by Resolution No. RES-21-0115,
2 adopted October 5, 2021, as originally filed, and declares that this resolution shall
3 constitute the levy of the Assessment referred to in the Report for October 1, 2021
4 through September 30, 2022, as more specifically set forth in Exhibit "A".

5 Section 2. This resolution shall take effect immediately upon its adoption
6 by the City Council, and the City Clerk shall certify the vote adopting this resolution.

7 I hereby certify that the foregoing resolution was adopted by the City
8 Council of the City of Long Beach at its meeting of _____, 2021,
9 by the following vote:

10 Ayes: Councilmembers: _____
11 _____
12 _____
13 _____

14 Noes: Councilmembers: _____
15 _____

16 Absent: Councilmembers: _____
17 _____

18 Recusal(s): Councilmembers: _____
19 _____

City Clerk

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2021-2022 Annual Report Bixby Knolls Parking and Business Improvement Area

SUBMITTED BY BIXBY KNOLLS BUSINESS IMPROVEMENT
ASSOCIATION

AUGUST 12, 2021

EXHIBIT "A"

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DISTRICT OVERVIEW

District Background

In 1989, the City Council of the City of Long Beach established the Bixby Knolls Parking and Business Improvement Area, providing for the levy an annual business license assessment to be paid by businesses in the Bixby Knolls commercial corridor. The organization overseeing the management of the Bixby Knolls Parking and Business Improvement Area is the Bixby Knolls Business Improvement Association, a nonprofit organization incorporated on September 20, 1993, under State law.

The purpose of the Bixby Knolls Business Improvement Association is to promote the interests of its professional, service, and retail members, to enhance the common areas within the BIA area, to facilitate the exchange of business information and ideas, and to promote the highest business and ethical standards. This statement reflects the focus for the Board's activities and its continuing commitment to the growth and enhancement of our business community.

Bixby Knolls Parking and Business Improvement Area Boundary Map



Proposed Changes

The Bixby Knolls Business Improvement Association Board of Directors proposes no immediate changes to the district boundary for 2021-2022.*

*As part of our efforts to increase our revenue due to the loss of redevelopment funds, the BKDIA has begun outreach to businesses along the Orange Avenue corridor to possibly expand our district boundaries. This may include businesses at Orange and San Antonio, Orange and Carson, Orange and Wardlow. This would take considerable time so “expansion or annexing” if approved would most likely occur in next year’s budget.

District Advisory Board

The Board of Directors of the Bixby Knolls BIA represents a cross-section of the diverse business community throughout the business district. Appointed in accordance with our Bylaws, each position represents a sector of the area as defined by the formation ordinance. As a nonprofit organization governed by a volunteer board of directors, the BIA's effectiveness is primarily determined by the dedication and commitment of the volunteers that serve on the Board of Directors and its committees.

Anthony Wingfield, President,	UPS Store	Wardlow Road
Norm Cauntay, Vice President,	Edward Jones	Atlantic Avenue
Crystal Rogers, Treasurer,	Lucy's Boudoir	Long Beach Blvd.
Bill Larson, Secretary,	First Team	Long Beach Blvd.
Anthony Puente,	Digital Revolution	Atlantic Avenue
Kris Allen,	First Bank,	At-Large
Aaron Hovis,	goFetch	Wardlow Road
Servando Orozco,	Orozco Auto Repair	At-Large
Jeff Beasley,	Bundts on Melrose	Long Beach Blvd.
Brian Savala,	Nova Home Loans	Long Beach Blvd.

Cheryl Jacobs – Community Liaison

Andrea Testa – Community Liaison

District Personnel

Blair Cohn, Executive Director

Leads the implementation and enhancement of the BIA's goals and strategic action plan; acts as liaison and advocate with municipal government, local media, and organizations on behalf of the BIA; Event Management: organize and manage all monthly events and programs; Recruit, train, and manage qualified staff; Oversee the publishing of newsletters, annual business directory, and BIA website; Manage the BIA's financial activities including payables, receivables, payroll, financial statements, and required municipal reporting; Administer the Board and Committee meetings including agendas, meeting minutes, and correspondence.

Myra Pimentel, Project Manager

Manage all special projects including design of website, event materials, business directory; Manage administrative duties within the BKBIA office; manage the Expo Arts Center booking and coordinate event calendar; Member outreach; directory updates. Create and manage website and social media content, member outreach, and special projects.

METHOD OF ASSESSMENT

The annual base assessment for businesses is \$314.25. Nonprofits are assessed a base fee of \$204.55. The BKPBIA Advisory Board is proposing to add \$20 to the assessment fee to make up the gap between the loss of redevelopment funds and assessment fees.

Method of Assessment

BUSINESS BASE RATE	TOTAL RATE	NONPROFIT BASE RATE	TOTAL RATE
\$294.25 + \$20	\$314.25	\$184.55 + \$20	\$204.55

Consumer Price Index Adjustments

The Bixby Knolls Business Improvement Association Board of Directors is not requesting a Consumer Price Index Adjustment for the 2021-2022 contract year.

BUDGET

Bixby Knolls Business Improvement Association Projected Budget

Revenue

Assessment	204,000
Contributions	12,000
Grant Awards	1,500
RDA Funds	70,000
Cost Reimbursements	2,500
Rental Income	32,000

Gross Revenue	<u>322,000</u>
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Expenditures

Administration

General Admin Expenses	8,000
Fees & Finance Charges	400
Insurance	4,600
Licenses and Permits	4,400
Office Equipment & Supplies	12,640
Clean and Safe	26,500
Utilities	20,000
EXPO Bldg. Supplies	2,800
EXPO Repairs & Maintenance	2,450

Total Administration	<u>81,790</u>
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On-Going Promotions

Advertising & Marketing	15,040
Banner Installation & Maint	1,600
Median Maint Utilities	2,400
Median Maintenance	3,600

Total On-Going Promotions	<u>22,640</u>
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Promotional Event Expenses	
Annual Holiday Party	0
Annual Meeting	0
New Promotions	250
Promotional Event Expenses - Other	1,000
Total Promotional Event Expenses	1,250
Payroll Expenses	
Wages (a)	95,000
Wages (b)	58,000
Payroll Preparation	2,800
Payroll Tax - Employer Contrib	13,600
Workers Comp Insurance	1,800
Total Salaries/Benefits	<u>171,200</u>
Special Programs	
Business Breakfast	1,300
Concerts	200
First Fridays	10,000
RDA Clean and Safe	70,000
Good Spirits Club	400
Kidical Mass	600
Literary Society	1,000
Misc Special Events	3,500
Strollers	1,000
Special Programs - Other	300
Total Special Programs	<u>88,300</u>
TOTAL EXPENDITURES	<u>365,180</u>
NET REVENUE	(43,180)

Contributions from Other Sources

Contributions:	\$12,000
Corporate Sponsorship:	\$0
Grant Awards:	\$
Rental Income:	\$54,000
RDA Funds:	\$70,000***
Cost Reimbursements	\$
Federal Recovery Funds	\$0**
TOTAL:	\$234,000

*City council approved \$200,000 “bridge” funding to cover our last year of redevelopment funds that were use primarily to support and save our membership during the pandemic shutdowns. At the time of this writing, we do not yet know of the mechanism to receive these funds and have not yet budgeted for these dollars.

**Although American Recovery Plan funds have been allocated for all BIDs support, at the time of this writing we are not sure of the amount designated for the BKBIA.

***There is a carryover of approximately \$70,000 due to the BKBIA from our final year of redevelopment funds contract.

BIXBY KNOLLS BUSINESS IMPROVEMENT ASSOCIATION PROGRAM

2021 – 2022 Program and Year in Review

Current theme: The best laid plans.

The focus of 2020-2021 was “triage mode” and now we look at 2021-2022 as “recovery mode” for our business members.

In March of 2020, the staff of the BKBIA worked remotely due to the COVID-19 health orders. It was a challenging time in communicating with our membership while keeping our core services (Clean & Safe) ongoing. We returned to the Expo Arts Center in June of 2020 and have worked tirelessly since then to help our membership through the closures, health orders, and challenges presented by the pandemic. We had casualties (businesses closing) but also had new businesses open during the last year with more planning to sign leases or begin the permitting process. Our job is to help get them through the process and open as quickly as possible.

Communication with our membership remained a priority and we significantly increased our member outreach efforts over the last year—both electronically and letters mailed to all members. There were days when multiple emails were sent containing grant information, updated health orders, and business support information supplied by Economic Development.

Community engagement is a close second as a top priority to the BKBIA, and we rallied even more support from the community for our business members throughout the year. We moved all our regular events and programming online to be “virtual” or via email and made extra efforts to keep our marquee event, First Fridays, going though in a different format. We organized 11 First Fridays vehicle parades to drive the greater Bixby Knolls area, which was the most important marketing and promotion program we could have done. We got to see up close and firsthand who the community is, what they look like, where they live. Important things to know as we plan our programming, promotions, and messages to the community.

Meanwhile, the Bixby Knolls Strollers have safely met every Saturday; Literary Society has met via Zoom; Knights of the Round (Turn)Table playlists shared every week; Bixby Saturday Night content shared every week; BKBIA hosted over 53 Flash Events to support the businesses; and increased our Instagram followers to over 13,600.

Also, to keep our businesses front-of-mind, we created business profiles/showcases/features, including: National Black Business Month, Hispanic Heritage Month, Women’s History Month (showcasing women-owned businesses), and Pride Month.

The “Open Streets” outdoor dining option was the saving grace to our restaurants, allowing for sidewalks and parking lots to be used to reach as close to full capacity as possible. This option was a true life saver. We also had three businesses create parklets which, again, kept them in operation and saved the business during the toughest periods of the pandemic.

We communicated with our board of directors constantly informing them of all health orders, grants available, and our marketing/promotion programs to help our members. The board met via Zoom and we reported all updates of these daily/weekly issues.

The CARES funding we received in November of 2020, allowed us to host 53 “Flash Events” (which benefitted business directly); we purchased additional PPE to distribute membership; created “Bixby Knolls Strong-branded social distancing” signage and decals; paid for Facebook advertising, especially for Small Business Saturday; promoted Small Business Saturday (November) with incentives for the community to support all businesses; created the new “12 Days of Bixby” with gift card giveaways; created the “Holly Jolly Bixby” event that incentivized businesses to decorate their windows with the winner receiving rent relief.

We had changes in personnel in the last month—we lost our part-time Clean Team employee and our Project Manager. Myra Pimentel (who was our Content Manager) has moved into the catch-all position of Project Manager. We hope to hire a new Clean Team and office staffer sometime after October 1 and be back at full capacity.

Our main focus will now be to pursue new revenue streams for the BKBIA to shrink the gap in funding with the loss of redevelopment funds. At the time of this writing we are very pleased that the \$200,000 “bridge funding” was approved by city council which will buy us time to pursue additional revenue streams, such as: increase in assessment revenue; event revenue from booking the Expo Arts Center; organize an annual fundraiser for the BKBIA; expansion of our boundaries to the east along the Orange Avenue Corridor (and Wardlow from Atlantic to Brayton); annual fundraiser; “Community Membership” donation program; PBID formation.

The Bixby Knolls Community Foundation 501c3 has received donations from local community members who share the concern about the sunseting of our redevelopment funds and want to support the ongoing efforts of the BKBIA, especially our core services. We will continue to solicit grants and donations to our non-profit.

Other Notes:

Given the negative effects of COVID-19 on some of our business members, we are facing a reduced assessment revenue budget for the next year; potentially a 20% reduction from last year.

Our budget will not reflect proposed funding from the American Recovery Plan or “bridge” funding just approved by council. However, with the promise of these funds, we will now fully pursue recommendations from the P.U.M.A. consultants to secure other revenue streams to fill the gap in reduced assessment revenue and loss of redevelopment funds.

The BKBIA will continue to pursue grants and donation for our Bixby Knolls Community Foundation 501c3 from the community.

Ongoing Monthly Events and Programs

Over the last year the majority of our events and programs went “virtual” in lieu of in-person meetings. We created a weekly music playlist for our Knights of the Round (Turn)Table and a weekly “Bixby Saturday Night” email that featured great jazz performances in lieu of the events held in the Expo Arts Center. All our events are designed to have a business connected with it and play host to build customer loyalty and repeat business.

The BKBIA has continued to stress the importance and priority of connecting the residential customer base to the business corridors. To bring the community and businesses together we continue to manage our low-cost monthly events and programs, many of which have celebrated longevity and milestones in the district.

Our Strollers (13 years) continued to walk each Saturday without fail and the walks were managed safely. The Literary Society (13 years) met via Zoom. Kidical Mass (9 years) resumed in January of 2021; We recently hosted 3 “Concerts in the Park(ing Lot)”; we hosted 53 Flash Events with the help of the CARES Act funds. The biggest impact was keeping First Fridays alive via “vehicle parade” rather than in-person. We organized 11 vehicle parades to drive through the entire greater Bixby Knolls area to bring the event to the people. This included a 30-mile, 6-hour parade on Halloween. The benefits of the parade resulted in the most engagement from the community than we ever have had, in turn resulting in the support of businesses that were allowed to remain open and donations (some anonymous) to the BKBIA. These parades also gave us a great look at the demographics of the neighborhood which helps us with our programming, marketing, and promotions.

First Fridays returned slowly over the last few months. June and July were a “lite” version of the event. August 6 saw the opening of the Expo Arts Center and businesses participating in the festivities all along our pedestrian zones. The Big Red Bus helped move people along the pedestrian zone. We hosted our first “Bixby Beer Bus” last month to promote “Brewery Knolls” and bring folks back to the corridors.

We will remain optimistic about hosting what will be the 3rd annual Walktoberfest event in October, which is another way to get people to the district and promote our “Brewery Knolls” beer businesses.

After October 1 of this year, we plan on fewer events that are higher in costs, with the exception of First Fridays (though with a reduced budget) and the Beer Bus. We will continue to engage the community in other ways, especially through social media.

Member Outreach

In “normal” conditions, and more so now, communicating with our membership is critical. We have emailed almost daily, mailed monthly letters, held Bixby Business Breakfasts, and contacted members one-on-one via social media and direct contacts. Communication picked up tenfold with the health order closures. More specifics:

- 400 emails were sent to our membership
- 5 letters mailed directly
- 561 social media posts promoting our business members
- We are also always available via text message, Facebook messenger, and direct contacts.

More than ever, the BKBIA serves as mentoring, coaching, and cheerleading services while also providing important business resources, and being accessible and responsive by phone or even after business hours.

Business Retention/Business Recruitment

While the importance of meeting our mission is critical, this also includes our efforts for business recruitment and retention. Often this can be the most challenging area for us given the limited staff, resources, and time. Business retention has been the top priority during the COVID-19 shutdowns. Flash Events have been the best tool thus far as well as assisting in the purchase of signage or other items to help the business. Our best efforts come as a direct result of all the energy we put into the events, marketing, and social media. Creating a buzz about the neighborhood, supporting our membership in a variety of ways, has, over time, produced greater investment into the district.

We are thankful to Economic Development for providing such quick response with information and links for city loans and grant programs. All this information is shared immediately with our members who are encouraged to take advantage of all opportunities.

Further, we have been fortunate to have received private funds from anonymous donors in the neighborhood. A community member made donations to the BKBIA with the specific instructions to “help those businesses who need it the most.” Another donor gave the BKBIA \$50,000 to “help save the restaurants.”

Marketing and Branding

We increased the frequency of social media posts, events (both virtual and recently in-person), and the many ways to keep the community engaged by promoting all businesses in the district. (Our business profiles; flash events; social media increased presence, Beer Trolley). Our “Bixby Knolls Strong” brand helped to promote neighborhood pride and the effort we needed from the community to spend money around the district at businesses permitted to remain open. We found ways through our “12 Days of Bixby” and “Holly Jolly Bixby” to incentivize participation from both the community and business owners to keep momentum, and hope, alive in the district. Our “street sign promotion program” was party of a national “placemaking” effort that gained us attention for our efforts AND was another way to draw the community out to the district, do some spending, and brag about neighborhood pride.

Personnel Changes

We recently had a reduction in staff with the loss of our Project Manager and Clean Team employee. Myra Pimentel has filled the role of Project Manager in a big way. We have also received some assistance from Long Beach Care Closet for district cleanups as our “clean and safe” must continue without fail. We plan to find replacements for both positions after October 1, 2021. In the meantime, the BKBIA continues to meet its mission, engage the community, and participate in other projects when asked.

Redevelopment projects/Bixby Knolls Work Plan:

We have reached the sunset of our 10-contract for redevelopment funding (with the exception of a small balance to be paid to the BKBIA). We are now working through budget plans that will cut our security patrols in half, reduce the number of events that are costly (or seek sponsorship for events)) and cease façade improvements for the time being. Clean and Safe efforts remain top priority and we will pursue these by cutting back on other advertising and promotion costs. With

the help of the “bridge” funding just approved by city council and the anticipated American Recovery Plan funds, we will operate by focusing on core services, member outreach and support personnel, and the pursuit of other revenue streams. If or when the opportunities allow, we will pursue “workplan” items like façade improvements, banners, streetscape improvements, art projects, and large marketing programs.

The ongoing top priority is our district-wide safety. CSI Patrol Service works closely with us for events, day and nighttime patrols and responds quickly to a business owners’ need when a situation arises. We meet monthly with LBPD and CSI Patrol Service to discuss any criminal incidents in the neighborhood as well as how and where to best shift our resources to make the most impact for district-wide safety. CSI Patrol Service is one of our greatest assets--a BKBIA member that provides the security patrols from all members.

CONCLUSION

Even through a pandemic we shall remain optimistic. We are committed to pursue new revenue sources to make the BKBIA sustainable at the level in which we have grown it. Laserfiche has built an amazing new building which is a beautiful entryway into our district via Long Beach Boulevard. There are new food establishments drawing younger/new crowds, and the bridge funding to help sustain our staffing and operations. Though we have/had casualties due to the pandemic, and we certainly mourn those losses, we continue to have new businesses seeking to set up shop in our district.

Goals

Our goals for 2021-22 are as follows:

- While we will stay the course and support our membership, our goals are to pursue new revenue streams to make the BKBIA sustainable at the level (or beyond) in which we operated with our redevelopment funds. Efforts include: increase in assessment revenue; event revenue from booking the Expo Arts Center; organize an annual fundraiser for the BKBIA; expansion of our boundaries to the east along the Orange Avenue Corridor (and Wardlow from Atlantic to Brayton); annual fundraiser; “Community Membership” donation program; PBID formation.
- Be highly attentive to our members—directing the membership to all resources and funding while also mentoring and problem-solving.
- Create membership involvement and ensure effective communication with the membership, other community organizations and city entities.
- Pursue donations and grants 501c3 Bixby Knolls Community Foundation to further supplement our revenue as well as continue the progress of our Work Plan projects.
- Focus on safety for the business district and surrounding areas via continued private security patrols and continued partnership with the Long Beach Police Department North Division.
- Continue to engage the landlords and broker community as well as the property owners to help recruit tenants that best serve the Bixby Knolls area.
- Continue to connect the local communities (customer base) to the retail and businesses corridors through newsletters and other communications and effective events.
- Ensure that the surrounding communities know about Bixby Knolls' businesses, events and the BKBIA through effective use of existing media from print, social media, networking, and various e-newsletters and publications.
- Through cooperative efforts with the City of Long Beach and BKBIA members, work to retain and strengthen existing businesses and attract new businesses to Bixby Knolls.
- Continue the ongoing analysis to figure out “what’s the next big thing” for Bixby Knolls. Always be innovative and innovating.
- Improve the Expo Arts Center for more use and increase its programming as a revenue source.