

MANAGEMENT PLAN

FY 2004-05

INTRODUCTION

The Downtown Long Beach Associates (DLBA) and its stakeholders have much to be proud of over the last few years. However, there is still much work to be done since cities and business improvement districts are always evolving, growing and changing in ways that create new challenges and opportunities. Oftentimes, the growth and evolution of neighborhoods and commercial districts can bring threatening change to the existing business environment so, it is incumbent upon the Board of Directors and stakeholders of the urban center to continue to be vigilant in their efforts towards improving the overall environment in which life and business is conducted.

Responsible for two improvement districts – the Downtown Parking Improvement Area (DPIA) and the Property Based Improvement District (PBID), the DLBA serves as a liaison between Downtown businesses, commercial property owners and residents, collaborating to reap the benefits of a combined, well-balanced, full-service Downtown management organization.

2003-04 MEASURABLE RESULTS

The 2003-04 fiscal year saw progress and exciting changes throughout the Downtown. Accomplishments include but are not limited to the DLBA playing a leading and contributing role in the following:

- **Property Based Improvement District (PBID)** - Implemented the work plan associated with the renewed PBID. Following an 18-month consensus building process and with a 76% approval, the Downtown commercial property owners successfully renewed the Downtown PBID for 10 years, effective January 1, 2004. Areas of concentration will be to continue the Clean and Safe Programs while enhancing the image and communication projects (marketing and economic development) needed to better promote the renaissance of the District. Street and landscape programs will also be considered with Special Projects funding.
- **Marketing Action Plan (MAP)** - Began implementing this Plan to better identify the destination strengths of the urban center. Subsequent phases

and recommendations based on the study conducted by Cohn Marketing Group will continue to be included in the 2004-05 plan.

- **Retail Recruitment Strategy** - Collaborated with the City of Long Beach to recognize the need for stronger retail presence along the Pine Avenue corridor. The plan call for a specific actions and opportunities for Pine Avenue to employ and serve as a link to the anchor developments in the Downtown (CityPlace, which serves as a community-based retail center and The Pike, the waterfront entertainment destination), but also as a connector to the East Village Arts District.
- **Toyota Aquatics Festival** - Collaborated with the Long Beach Area Convention and Visitors Bureau, the City of Long Beach, and the Long Beach Sports Council to promote the Toyota Aquatics Festival, a month-long series of events which included the US Olympics Swim Trials. Produced and organized Toyota Festival on Pine Ave, an eight-day event featuring street entertainment to enhance the urban environment for the 100,000-plus visitors to the Downtown.
- **Homeless Technical Assistance Study** - Continue to participate with the International Downtown Association (IDA) and the U.S. Department of Health and Human Services as one of five urban centers selected to receive technical assistance for the homeless.
- **Event Sponsorship** -Provided nearly \$62,500 worth of sponsorship for a variety of special events taking place in the Downtown. Some of these events included the East Village Tour Des Artistes, Soundwalk, the pre-Grand Prix Thunder Thursday on Pine, the district-wide Summer Music Series, Leadership Long Beach's Putt Putt on Pine, and pending State of the Downtown.
- **International Downtown Association (IDA) Advocacy** -Served as host for the International Downtown Association (IDA) Executive Committee meeting and Homeless Technical Assistance Study in December. Downtown Long Beach served as a working urban laboratory for over 50 Downtown management organization executives who attended the three-day event.
- **Pine Avenue Task Force** -Provided leadership and administrative support to continue the efforts of the Downtown Pine Avenue Task Force, culminating in a list of priorities established by the stakeholders and Task Force members. Action items included studying the opportunities of enhanced policing, stronger retail and marketing strategies, parking, implementation of signage programs, public right-of-way clean up of Pine Ave and quality of life issues.
- **Wayfinding Sign Program** -Continue to collaborate with the Redevelopment Agency (RDA) to implement the Downtown way finding sign program supported by a \$500,000 grant provided by the Metropolitan Transportation Authority (MTA). The program is scheduled to be completed by 2004.

DOWNTOWN DEVELOPMENT

After nearly 12 years of zero new growth, developers began to express a renewed sense of confidence in the urban center as displayed by the number of projects which broke ground in Downtown Long Beach during the past fiscal year. A total of 24 new development or adaptive reuse projects have started or are slated for development in the Downtown generating nearly \$1.015 billion dollars worth of public/private investment. This includes over 3,500 residential units, over 950,000 square-feet of retail space and 730 hotel rooms. Currently, over 784 residential units are under construction. The following is a sample of the development projects planned or underway in the Downtown:

RETAIL

- *CityPlace*

Replacing the Long Beach Plaza Mall, CityPlace is a 454,000 square-foot open-air shopping center bordered by Pine Avenue, 3rd Street, Elm Avenue and 6th Streets. Also included are 350 luxury apartments and condos as part of this redevelopment project. The retail and residential development has been complete and is currently leasing.

The Pike At Rainbow Harbor

This \$100 million dollar, 350,000 square-foot retail, dining and entertainment complex on the waterfront in Downtown Long Beach includes a 14-screen Cinemark theater and Segaameworks. Restaurants include the California Pizza Kitchen, Gladstones, PF Changs and Outback Steakhouse, Islands, Chili's and the Club V20.

RESIDENTIAL

- *The Park at Harbour View (Camden Property Trust)*

This \$250 million Downtown development concept includes 538 apartment units above 25,000 square-feet of commercial space including a Buono's Pizza on 9.5 vacant acres of the former Pike property. The completed project is now in its second year of leasing.

- *Aqua LB (Block M)*

Genesis Real Estate Group is developing two high-rise residential towers on 2.2 acres along Ocean Boulevard between Hart Place, Seaside Way and Linden Avenue. The twin-towers will reach 17 stories and include 556 high-end apartments. The units' size would range from 760 to 1,200 square-feet. The expected completion date is mid-2005.

- ***Walker Building***

Borg Financial's \$8 million redevelopment at 401 Pine Avenue converts the 71 year-old Walker building into 39 loft units, and 7 penthouse units with 16,000 square-feet of new retail space on the street level. The project is complete and all the loft units have been purchased and occupied.

- ***Promenade Development***

The RDA has identified three developers with whom to continue negotiations for developing several parcels located on the Promenade between 1st and 3rd Streets in Downtown Long Beach. Proposals from Newport Beach-based Lyon Realty Advisors, Seal Beach-based The Olson Company, and Greystone Homes South Coast Division, were selected out of the 13 proposals originally submitted to the RDA. All three proposals are for multi-story, mixed-use buildings that would feature a combined 55,000 square-feet of ground-level retail and a total of 346 rental apartments and condominium units. Groundbreaking for the project is expected in the last quarter of 2004 with completion slated for 2006.

- ***Temple Lofts***

This project located at 8th and Locust consists of the rehabilitation of the existing six-story old Masonic Temple building and the construction of new loft space on the adjacent property. The existing 1927 building has remarkable architecture, charm and character. The total site is approximately 61,000 square-feet and when complete the project will yield approximately 80 residential loft space averaging approximately 1,700 square-feet. The project is scheduled to be completed by early 2005.

- ***Insurance Exchange Building***

Dan Peterson plans to build two 1,500 square-foot lofts on floors two through seven and a 2,200 square-foot penthouse on the roof of this historic building housed on the Promenade. The existing restaurant space on the ground floor and the basement will also be reopened. The project is currently under construction with an estimated completion date of late 2004.

- ***West Gateway Development (UPDATE)***

The RDA has planned this 7-block area for 763 residential units. Developers selected were Greystone Homes, Jamboree Housing Corporation, Lyon Realty Advisors and the Olson Co. Greystone Homes, from Newport Beach, was selected to build a 164-unit housing project. The Irvine-based Jamboree Housing Corporation will build 64 units of "workforce housing." Lyon Realty, also from Newport Beach, has proposed 345 rental units. Seal Beach-based Olson Co. has proposed construction of 190 units. Phased-in construction is expected as early as 2005 with completion slated in 2007.

The data in Appendix A provides more detailed information on the planned, under construction and recently completed projects which will help shape Downtown's future.

SITUATION ANALYSIS

The general business climate is improving within the District, evolving to different degrees from the efforts extended by the improvement district. While Pine Avenue offers one of the hotter restaurant, retail and entertainment real estate opportunities in the city, it is also suffering the growing pains associated with competitive economic development and business competition. Shoreline Village has completed a renovation that now positions it to fully capitalize from being next door to the Aquarium of the Pacific and the Pike. Until CityPlace is fully operational, the North Pine District still does not satisfactorily connect to lower Pine's image or enjoy its increased consumer traffic. The West Gateway's office tenancy is improved and stabilized, but can increase its occupancy percentage. The East Village Arts District has made great strides toward realizing their arts district vision with attention to physical enhancements, recruitment of specialized boutique retailers, customized special events, and partnership with its members. The arrival of the new residents to the Downtown is a key variable to market, while connecting them to the various conveniences and amenities of the District.

SUMMARY AND POSITIONING STATEMENT

The DLBA Board and Staff recognize the distinctions between areas in the District and the many different needs and expectations. However, with limited funding available for meeting their obligations to their stakeholders, the Board of Directors and Staff will need to strike a balance between what is best for the Downtown as a whole and what is expected by each area. Only in this way can the DLBA continue to be an effective communicator and leader for Downtown Long Beach.

The following is the proposed management plan and budget for fiscal year 2004-05 as presented for your consideration by DLBA staff.

**REVENUE
FY 2004-2005**

- DPIA:** Downtown Parking Improvement Area self-assessment fees collected through business licenses from Downtown businesses within a geographical boundary in Downtown Long Beach. The current annual assessment is approximately **\$300.00 per business and \$5.05 per employee. (update)**
- PBID:** Property Based Improvement District self-assessment fees collected through County of Los Angeles property tax from commercial real estate owners within a geographical boundary in Downtown Long Beach. The assessment methodology is based on the parcel and building square footage and linear footage of the property and the level of services rendered to the three benefit area
- CITY/RDA:** Funds solicited from the City of Long Beach, Community Development Department, and Economic Development Bureau.
- SPONSORSHIP:** Funds collected through sponsorships to help offset costs incurred by the DLBA.
- MISCELLANEOUS:** Revenue collected from various programs including co-operative advertising campaigns and projects, mailings and administrative costs.

ADMINISTRATION, ADVOCACY & SPECIAL PROJECTS

FY 2004-2005

GENERAL ADMINISTRATION

\$646,500

The DLBA is the non-profit management organization empowered by the Long Beach City Council to manage two Downtown Business Improvement Districts (BID's). The Parking Improvement Area (DPIA) is supported through a special assessment established by business owners, while the Property Based Improvement District (PBID) is sustained with the contribution of the commercial property owners within the District.

To support the programs and services provided by the BID's, the DLBA administrative team consists of the following with a brief description of their position:

- President and Chief Executive Officer is to lead, facilitate and motivate personnel to accomplish all DLBA objectives as outlined in the mission statement and the Management Plan. Subject to the direction of the Board of Directors, the President and CEO supervises and directs the day-to-day business and management of the organization and the Business Improvement Districts.
- Marketing Manager primary objective is to increase awareness and enhance the image of Downtown Long Beach by promoting existing infrastructure and developing new business and customer markets. Also responsible for the coordination and production of all DLBA special events including sponsorship. Also provides technical assistance to outside organizations and individuals that produce events within the District.
- Economic Development Manager is responsible for implementing programs to retain and attract business to Downtown Long Beach through retail, development and adaptive re-use, and business recruitment and retention strategies.
- Operations Manager is responsible for managing the Clean and Safe Program, and is involved in community outreach programs to address the quality of life in the Downtown.
- Executive Assistant coordinates all administrative functions, which maximize the operating efficiency of the organization, and motivates staff to operate efficiently and to achieve organizational objectives.
- Administrative Assistant (part-time) supports all departments in the daily administrative and clerical duties.
- Controller (contract service through CVB) responsibility includes management of financial statements, employee benefits, payroll and annual audit.

All salary, taxes and benefits are shared equally by the DPIA and the PBID except for the Operations Manager (100% PBID).

Other general administration expenses also include office rent, telephones, computers, office equipment lease, office supplies, postage, general insurance, professional services (includes legal and annual audit fees), utilities, appreciation, taxes, accounting services (contract with Long Beach Area Convention and Visitors Bureau), employee recruitment and outside support (temp service employees).

DELIQUENCY **\$62,818**

Budget includes approximately 4% of the projected PBID annual revenue to compensate for delinquent stakeholders.

ADVOCACY **\$51,000**

The DLBA is the leading voice for the Downtown business community and plays a critical role in establishing and achieving objectives set forth by its stakeholders. The DLBA has managed Task Forces (Downtown Development, Pine Avenue, and Parking), established committees (Special Events, Office and Retail) and conducts regular meetings to better serve the stakeholders and ensure the quality of life in the central business district. It also acts as a liaison between the business community and many city departments and council offices.

Advocacy expenditures may include but limit itself to conducting community workshops, participating in industry-related seminars and conferences; costs for professional dues and subscriptions and Board contingency.

SPECIAL PROJECTS (PBID) **\$100,000**

The PBID Management Plan stipulates that the Special Project funds, generated from assessments within the Standard and Premium service areas, support improvements that enhance the visual appearance of Downtown and may include:

- Seasonal banners and decorations
- Public art
- Street furniture and amenities
- Feasibility analyses and plans for design and physical improvements
- Other activities and improvements that visibly enhance the Downtown environment

OPERATIONS WORK PLAN FY 2004-2005

INTRODUCTION

The Downtown Long Beach Associates (DLBA) Operations Department is dedicated to the security and maintenance of the 85-block assessment district in the Downtown via the Downtown Clean Team and Downtown Guides.

DOWNTOWN CLEAN TEAM

\$553,200

The Clean Team ensures the central business district remains attractive, clean and appealing for the visitor seven days a week. In order to consistently deal with maintenance issues, a multi-dimensional approach was developed consisting of: sidewalk maintenance, alley maintenance, graffiti removal, sidewalk scrubbing and pressure washing, trash collection, landscape maintenance, paper sign and handbill removal, and maintenance problems requiring third party intervention.

- **Sidewalk Maintenance**
Uniformed, radio equipped personnel sweep litter, debris and refuse from sidewalks and gutters within the District.
- **Alley Maintenance**
The Downtown Clean Team and Downtown Guides each have responsibility in this area. The Downtown Guides address owner and tenant compliance with City code issues on cleanliness of sidewalks, alleys and illegal dumping. The Downtown Clean Team clears the alley of debris when a responsible party can not be found for illegal dumping or other violations.
- **Graffiti Removal**
The Downtown Clean Team removes graffiti by painting, using solvent and pressure washing. The District maintains a zero tolerance graffiti policy. All tags will be removed within 24 hours. For those tags that the Downtown Clean Team is unable to remove, a list is sent via fax to the Graffiti Abatement Team with the City of Long Beach, which sends a graffiti removal team out daily.
- **Sidewalk Pressure Washing**
Pressure washers service 9 - 10 blocks per day, seven days a week. The District standard is to have all sidewalks cleaned at least every four to six weeks, with Premium areas cleaned weekly.

- **Sidewalk Scrubbing**
Sidewalk scrubbers service multiple blocks per day, seven days a week. The District standard is to have all sidewalks scrubbed every two weeks, with high-use areas scrubbed weekly.
- **Trash Collection**
The District truck will collect the bags of trash left in pre-arranged locations by the Sweepers each morning and afternoon in all Service Zones. The bags are deposited in a large trash bin assigned to the DLBA.
- **Landscape Maintenance**
Public landscape areas, tree wells and planters are maintained and kept free of litter and weeds.
- **Paper Sign and Handbill Removal**
Paper signs and handbills that have been scotch-taped or glued on public property, utility boxes, poles and telephones are removed by hand or when necessary, by high pressure hose.
- **Maintenance Problems Requiring Third Party Intervention**
Problems are monitored that create blighted or unsafe conditions in the District, but are outside of the jurisdiction of the DLBA personnel to repair. Requests are made to the responsible party for repair. Types of problems include blocked or damaged sewers or drains, damaged sidewalks, streets, and/or alleys, non-operating street lights, damaged or missing street signs, etc.

DOWNTOWN GUIDES

\$489,250

The District mission for the Downtown Guides is to support the police department, property owners and tenants in overall crime prevention efforts and reduction in neighborhood street disorder, while offering customer service orientation to pedestrians. They provide highly visible neighborhood security and are intended to supplement, not supplant individual building security and the Long Beach Police Department. They assist with quality of life issues, and participate in outreach programs.

- **Integration with the Long Beach Police Department**
The Downtown Guides work closely with the LBPD and integrate the District security program with that of the LBPD. Long Beach Police Department officers are active in the development and training of the Downtown Guides.
- **Bicycle Patrol**
The Bike Patrol deters aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles; however the service does not completely prevent these crimes. They also deter and report illegal street

vending, illegal dumping and street code violations. They handle a myriad of quality of life problems including: drinking in public, urinating in public, indecent exposure, trespassing, scavenging and shopping cart confiscation. They perform goodwill gestures such as escorting employees, helping lost persons, retrieving keys from locked cars and giving directions. Bike Patrols also assist with traffic control in case of accidents, fires or unusual occurrences.

Bike patrols are assigned routes evenly, covering all property equally on any route in the District. They are professional, assertive, friendly, courteous, people oriented individuals in excellent physical condition. The Bike Patrol officers complete 40 hours of customized classroom district training and 16 hours of field training.

- **Foot Patrol**

The Foot Patrol concentrates on the highest pedestrian-use corridors such as Pine Avenue, the Promenade, City Place, Pike at Rainbow Lagoon and Ocean Avenue. The Foot Patrol has the same mission and receives the same training as the Bike Patrol. Uniforms and equipment are almost identical.

- **Integration with Local Service Providers**

The Downtown Guides are accompanied on bike patrol by an Outreach Worker from either the Multi-Service Center or The Village on pre-arranged days. These workers are better equipped to determine the level of service needed by a homeless person they encounter. The Guides have learned from the Outreach Workers and have become more empathetic and understanding of the needs of the homeless person as well as more confident in referring these individuals to local service providers. The Guides carry information with them that lists all the agencies associated with the Multi-Service Center and The Village.

HOMELESS OUTREACH & ADVOCACY

\$3,000

- **Human Services Task Force**

The DLBA Operations Manager manages a Human Services Task Force that was created to address quality of life issues. Many of the tasks are on going, such as updating the Service Provider Resource Directories, and monitoring Lincoln Park feedings.

The Human Services Task Force works to implement the recommendations in the International Downtown Association's Final Report on *Addressing Homelessness*.

- **Long Beach Visitors Safety Committee**

The DLBA Operations Manager facilitates the Long Beach Visitors Safety Committee, whose purpose is to enhance communication and cooperation between the various entities within the City of Long Beach that deal with tourism, visitors and safety.

MARKETING WORK PLAN

FY 2004-2005

INTRODUCTION

A major component of managing the Business Improvement District is by building and maintaining strong advocacy and marketing programs. The DLBA marketing department is dedicated to increasing the awareness for and enhancing the image of Downtown Long Beach. This is achieved through year-round promotions and events, publishing a monthly newsletter, implementing and maintaining public relations activities, advertising programs, collateral materials and building consensus from stakeholders at area and quarterly meetings.

ADVERTISING/PROMOTIONS

\$53,000

- **Advertising**
Advertising is essential to communicate the newly developed branding campaign for Downtown Long Beach – “The Place to Be. And be Yourself.” In 2004-05, it is recommended that the DLBA advertising campaign include a series of print ads that tie the branding campaign with Downtown’s unique districts.

- **Passport to Savings Program**
The “Downtown Passport to Savings” program is aimed at promoting the Downtown businesses to residents, visitors and office workers and encouraging them to utilize the central business district as a primary destination for their professional and personal service needs, shopping, dining, and entertainment.

As part of the program, the DLBA will produce approximately 30,000 “Downtown Passport to Savings” rack brochures which will feature a Downtown map and provide listings of discount offers available from participating Downtown businesses. The brochure will then be distributed to residents (via the Downtown Welcome Packages), office workers and visitors such as jurors, conventioners, and Carnival Cruise passengers.

- **Downtown Welcome Packages Program**
The aim of the program is to use the DLBA Business Directory, the Downtown “Passport to Savings”, and the DLBA website to promote the Downtown to residents and encourage them to utilize the central business district as a primary destination for their professional and personal service needs, shopping, dining, and entertainment.
 - Participating businesses that established discount offers have their DLBA Business Directory listing highlighted in a bright gold color.
 - “Passport to Savings” brochures along with the DLBA Business Directories will be distributed to approximately 6,000 residents in Downtown.

PUBLICATIONS

\$38,000

- **Newsletter**

The DLBA produces the monthly Downtown Scene, to keep residents, visitors, and stakeholders informed about Downtown events, issues, business and organizational matters. Downtown Scene is distributed through the DLBA stakeholder monthly mailing and inserted into the Downtown Gazette on the first Monday of every month. Circulation: 30,000/month

- **Business Directory**

The DLBA will continue its partnership with the *Press-Telegram* to publish the 2005-2006 Downtown Long Beach Business Directory. This annual business directory is a full-color, glossy-stock guide that features listings of Downtown businesses organized by category, and provides detailed information on DLBA programs and services. Distribution: The Membership Directory is distributed to 36,000 Press Telegram subscribers, residents, visitors, and stakeholders.

- **Annual Report**

The DLBA annual report serves to highlight the accomplishments and measurable results from each of the departments with the DLBA organization. Produced on an annual basis, the report contains brief descriptions of the DLBA programs initiated within the past Fiscal Year and also provides financial summaries. Distribution: 2,500

PUBLIC RELATIONS

- Public relations encompasses a variety of marketing tactics aimed at strengthening the Downtown's image, develop goodwill and influence public opinion. The DLBA will aim to consistently generate targeted press releases, media advisories, news conferences, press tours, and personal letters and/or phone calls to editors and reporters regarding Downtown Economic Development, Marketing, and Special Events programming.

SPECIAL EVENTS WORK PLAN

FY 2004-2005

INTRODUCTION

Special Events offers an exciting way to attract and generate increased foot traffic into the central business district. Through creating and supporting opportunities for people to experience the urban energy and appeal of the Downtown area, the DLBA can demonstrate its initiative and commitment towards enhancing the environment. The goal of the Special Events Department is to manage and centralize all aspects involved with the DLBA's special events programs, including sponsorships, planning and execution in addition to providing technical assistance to outside organizations and individuals that produce events in the Downtown.

DLBA PRODUCED EVENTS

\$89,500

It is the DLBA's goal to produce engaging and professional events that reveal the numerous dining, entertainment and shopping options of the Downtown. The events will bring people from throughout Southern California to Downtown Long Beach who may otherwise not visit the area.

- **Destination Downtown Tour**
A Downtown tour of local restaurants, developments, attractions and retailers for the purpose of educating frontline staff on the various amenities of the Downtown. The tour, which combines walking with the brief use of the Long Beach Transit Passport, canvasses the downtown, highlighting; CityPlace, Pine Avenue, the Pike at Rainbow Harbor, Shoreline Village and the East Village Arts District. Each participant is given a brightly colored blue bag to collect informative marketing collateral and special offers from the many businesses visited. Anticipated attendance: 50 people; bi-annually
- **Holiday Promotions – 12 Days of Christmas**
A brightly wrapped box is placed in seven high-rise office buildings. Each of the 12 days of the promotion, the building manager picks a business card and the winner receives a gift certificate from a sponsoring business in the Downtown.
- **“Be Entertained” Live Music Series**
Downtown Long Beach will serve as the picturesque backdrop for a series of free live music performances that will be entertaining visitors, residents, and office workers alike. From visual to vocal, the “Be Entertained” music series are streetside, impromptu musical performances which will take place at various times and locations throughout Downtown including Pine Avenue, CityPlace, Shoreline Village, East Village Arts District, and in the West Gateway office buildings of World Trade Center, ARCO Center, and California Bank & Trust.
- **Thunder Thursday**
Downtown Long Beach gears up for the Annual Toyota Grand Prix of Long Beach with an exciting street party held along Pine Avenue between Broadway and 3rd Street held

the Thursday before the Grand Prix. The free event features CART cars, Pro/Celebrity cars, classic and custom cars, as well as live music, dancing, give-a-ways, and a variety of entertainment.

- **State of the Downtown**

An annual breakfast/luncheon open to all stakeholders as an opportunity to honor downtown partners and Board Members as well as highlight the DLBA's accomplishments and programs for the year. The luncheon would be held at a downtown hotel. Attendees will be given the option of individual tickets or to buy sponsored tables.

DLBA SPONSORED EVENTS

\$7,500

Event funding is offered to selected events and programs deemed capable of highlighting the cultural experience of the Downtown. The events must illustrate the ability to gain exposure for and enhance the image of Downtown Long Beach. In addition to financial sponsorship, the DLBA also offers extensive in-kind sponsorship through marketing, public relations and logistical support.

- **Putt - Putt On Pine**

An annual fundraiser for Leadership Long Beach, a non-profit organization established to serve the community by educating and mobilizing community leaders about issues important to the future of our city. The evening event consists of a miniature golf tournament that's course runs throughout the Downtown on Pine Avenue and in the East Village Arts District and culminates with a silent auction, awards ceremony and food. The Downtown benefits from this event both in the media coverage and with the foot traffic of approximately 300 participants. Businesses that choose to participate receive a tremendous amount of attention during the evening.

- **Second Saturday Art Walks**

This DLBA will support the Second Saturday Art Walks in the East Village by providing the musical entertainment in addition to public relations and marketing support.

ECONOMIC DEVELOPMENT WORK PLAN FY 2004-2005

INTRODUCTION

The Downtown Long Beach Associates (DLBA) Economic Development Department assists in creating a vibrant, financially sound urban core. This goal is achieved through the creation and retention of jobs, construction of new residential and commercial developments, and the fortification of existing infrastructure in the Downtown. The DLBA strives to achieve these goals through the recruitment/retention and assistance of office tenants, retail tenants, and commercial developers.

RESEARCH

\$500

- ***Demographics***
Market data is often the top priority for prospective tenants in determining the feasibility of locating in Downtown Long Beach. The importance of maintaining updated research is paramount. In addition to the existing research already maintained by the DLBA, following is research that is planned or will be updated.

- **Office Data**
 - Inventory of office space contained at www.downtownlongbeach.org
 - Leasing comparables to other local markets
 - Office occupancy rates

- **Retail**
 - Inventory of retail space to be contained at www.downtownlongbeach.org
 - Breakdown of area sales tax.
 - Comprehensive demographic information

- **Residential**
 - Update of housing comparable survey
 - Profiles of new housing under construction or planned

- **Visitor/Tourism**
 - Update of convention and visitor information

- **Access/Transportation**
 - Update of transit data (Long Beach Transit and MTA)
 - Update of airport carriers

- **Crime/Safety**
 - Benchmark crime statistics for Downtown and comparable areas

WEBSITE

\$2,000

DLBA's website, www.downtownlongbeach.org, is a valuable tool for the dissemination of both consumer and business information to interested parties. The website averages approximately 20,000 hits per month, serving 4,000 users. The continual update and progress of the site is integral to its success. Updates of the "What's New" section are emailed to over 400 individuals interested in the progress of Downtown. Additional ongoing website projects include:

- Maintenance of a database of office, retail and residential availabilities
- Updates of Calendar of Events
- Maintenance of the searchable membership listings
- General content updates

RECRUITMENT/RETENTION PROJECTS

\$49,000

- ***Office Tenants***

The DLBA focuses on the recruitment/retention of office tenants in Downtown Long Beach in order to infuse money into the Downtown market through lease payments, services rendered, and consumer spending.

Over the next year, these actions items will be augmented and refreshed by the Office Subcommittee, in order to reflect factors that have come to bear on the market. Currently, these action items include:

- **Business Recruitment Collateral Piece** - The Office Subcommittee advised that as property owners and commercial office brokers, they needed a piece to supplement their materials, providing a glimpse of the present and future "lifestyle" of Downtown. The DLBA will update and print the piece for FY 2004-05.
- **Los Angeles/Orange County Business Journal Ad Insert Campaign-** During FY 2003-04, the DLBA designed a campaign to insert copies of the business recruitment collateral piece in two different editions of the Los Angeles Business Journal. Each insertion was followed by a direct mail piece to Los Angeles Business Journal subscribers, urging them to consider Downtown Long Beach as their business location. The Office Subcommittee suggested continuation of the campaign in FY 2004-05 as well as potential expansion of this piece in the Orange County Business Journal.
- **Familiarization Tours-**The Office Subcommittee suggested packaging dining and entertainment experiences for principals of Los Angeles and Orange County businesses in order to experience Downtown amenities and promote business opportunities.

- **Long Beach Business Journal Ad Campaign** – In 2003, the DLBA ran four (4) advertisements in the Real Estate Quarterly edition, highlighting new businesses to the Downtown, as well as the buildings they located in and the real estate professionals that assisted in this recruitment. Long Beach Business Journal readers number over 40,000.
- **Production of Downtown Recruitment Video**-The Office Subcommittee suggested investigation into the production of a video that could be posted on the website, distributed to prospective tenants and may air on cable television.
- **Lunches with Los Angeles-Based Tenant Representative Office Brokers**- DLBA staff establishes personal contact with prominent Los Angeles-based tenant representative brokers in order to educate them of the Downtown market in case a tenant is looking for an alternative to Los Angeles or Orange County.
- **PowerPoint Presentations to Local Brokerage Community** - The subcommittee suggested continued outreach to Long Beach/Southbay brokers who often locate tenants in Downtown Long Beach.
- **Office Broker Open House & Tour**-Plan and coordinate open house and tour of commercial office buildings for office brokers including public transportation, prize drawings and networking session.

Retail Tenants

The DLBA focuses on the recruitment/retention of retail tenants in order to provide Downtown businesses, property owners, employees, residents and visitors with a unique urban experience in order to encourage continued return and investment in Downtown Long Beach.

In FY 2003-04, the DLBA focused on implementation of the retail recruitment strategy with the assistance of the City of Long Beach. The DLBA managed the activity of retail consultant Sandra Yavitz, contracted by the City of Long Beach.

- **Management of Retail Recruitment Campaign**-The DLBA will work with Sandra Yavitz on coordination with property owners and local businesses. Yavitz is charged with utilizing her contacts to interest national credit retail tenants in Pine Avenue retail opportunities.
- **Marketing to Independent Retailer Community**-Design and place advertisements in publications such as the OC and LA Weekly in order to attract independent, eclectic retailers to the Downtown

- **Printing of Market Data Insertion for Business Recruitment Piece** – The DLBA designed a piece to supplement the business recruitment piece, highlighting residential demographics, Downtown workforce, event and attraction attendance, and transportation and parking information. The piece will be updated in-house by DLBA staff and approximately 250 will be printed.
- **Printing of Downtown Development Maps** – The DLBA assisted the Redevelopment Agency in the design and update of a map highlighting new developments occurring in the Downtown. Approximately 350 maps will be printed.
- **Retail Broker Open House & Tour** – Plan and coordinate open house and tour of vacant retail space for retail brokers and site selection professionals including public transportation, prize drawings and networking session.
- **International Council of Shopping Centers (ICSC)** – DLBA will attend the ICSC conference in Las Vegas and Palm Springs.
- **Market Available Space** – DLBA will proactively promote Downtown on an individual basis to targeted industry sectors.
- **The DLBA will continue to effectively react to retailers** interested in the area as well as those attracted by the above campaign through market research, retail availability database, and knowledge of overall retail climate.
- ***Downtown Office & Retail Council***
Members of this Council include Downtown property owners and local commercial real estate brokers, meeting on a quarterly basis. The mission of this council is to educate members of Downtown developments through presentations by developers, City staff, DLBA staff, and other members of the commercial real estate community. The Council also serves as a networking tool for members.
- **Office Subcommittee**
This subcommittee, meeting monthly, was developed to help strategically plan and implement the office recruitment efforts of the DLBA.
- **Retail Subcommittee**
This subcommittee, meeting monthly, was developed to help strategically plan and implement the retail recruitment efforts of the DLBA.

2004-05 PROPOSED BUDGET

REVENUES					
	APPROVED	YTD	PROJECTED REVENUE		
	2003-04	Jun-04	2004-05	DPIA	PBID
DPIA	485,000	352,282	500,000	500,000	0
PBID	1,390,315	1,343,137	1,633,268	0	1,633,268
City/RDA Contract	100,000	100,000	0	0	0
Sponsorship (\$=Special Events)	33,000	10,950	0	0	0
Miscellaneous	15,000	8,800	12,000	12,000	0
TOTAL	2,023,315	1,815,169	2,145,268	512,000	1,633,268

EXPENSES

GENERAL ADMINISTRATION					
	APPROVED	YTD	PROJECTED EXPENSE		
	2003-04	2003-04	2004-05	DPIA	PBID
Salary	388,650	216,377	369,100	270,600	98,500
Taxes	31,092	20,800	30,000	21,950	8,050
Benefits	24,000	13,080	36,000	20,000	16,000
Rent/Expenses	32,000	14,340	60,000	47,000	13,000
Telephone	12,000	10,185	16,000	10,000	6,000
Computers	4,000	1,505	4,000	3,000	1,000
Office Equipment Lease	1,500	0	8,500	4,250	4,250
Office Supply	20,000	23,780	25,000	20,000	5,000
Postage	16,000	7,303	11,000	5,500	5,500
General Insurance	10,000	6,950	7,500	3,750	3,750
Professional Service	20,000	24,920	20,000	15,000	5,000
Utilities	2,500	1,135	0	0	0
Depreciation	7,400	7,357	20,400	10,200	10,200
Taxes	2,000	63	2,000	1,000	1,000
Accounting Service	15,000	10,000	15,000	7,500	7,500
Employee Recruitment	4,000	620	2,000	1,000	1,000
Outside Support	30,000	17,355	20,000	20,000	0
TOTAL ADMINISTRATION	620,142	375,770	646,500	460,750	185,750

ADVOCACY					
	APPROVED	YTD	2004-05	DPIA	PBID
Board Contingency	15,000	10,730	10,000	10,000	0
Image and Communication		3,188	0	0	0
Street and Landscape	10,000	0	10,000	0	10,000
Workshops/Orientations	5,000	3,000	5,000	2,500	2,500
Professional Dues and Subs	3,500	2,366	3,500	1,750	1,750
Travel and Education (out)	20,000	2,500	10,000	10,000	0
Travel and Education (local)	15,000	15,525	12,500	12,500	0
TOTAL ADVOCACY	68,500	37,309	51,000	36,750	14,250

SPECIAL PROJECTS					
	APPROVED	YTD	2004-05	DPIA	PBID
PBID Special Projects	92,263	2,450	100,000	0	100,000

MISCELLANEOUS					
	APPROVED	YTD	2004-05	DPIA	PBID
Delinquency	49,041	0	62,818	0	62,818

EXPENSES (continued)

OPERATIONS					
	APPROVED	YTD	PROJECTED EXPENSE		
	2003-04	2003-04	2004-05	DPIA	PBID
Clean Team Personnel/Mgmt.	408,326	209,211	474,200	0	474,200
Clean Team Uniforms	0		0	0	0
Clean Team Supplies	5,000	2,085	6,000	0	6,000
Clean Team Fuel	12,000	8,807	24,200	0	24,200
Clean Team Equipment Lease	35,000	20,238	33,800	0	33,800
Clean Team Equipment Maintenance	15,000	14,668	12,000	0	12,000
Vehicle Insurance			3,000	0	3,000
Homeless Outreach			3,000	0	3,000
Downtown Guides/Mgmt.	403,381	254,427	489,250	0	489,250
TOTAL OPERATIONS	878,707	509,436	1,045,450	0	1,045,450

MARKETING					
Advertising	38,000	24,000	43,000	4,500	38,500
Branding	5,000	6,500	0	0	0
Passport to Savings Program	4,500	6,447	8,000	0	8,000
Welcome Program	2,000	92	2,000	2,000	0
Newsletter	30,000	17,468	30,000	0	30,000
Annual Report	3,000	4,730	4,000	0	4,000
Business Directory	4,000	0	4,000	0	4,000
Parking Card Promo	2,000	0	0	0	0
PR Firm (retainer)	14,000	4,000	0	0	0
TOTAL MARKETING	102,500	63,237	91,000	6,500	84,500

SPECIAL EVENTS/SPONSORSHIPS					
Long Beach Live! 2004	17,500	1,600	0	0	0
Long Beach Live! 2005	25,000	0	0	0	0
State of the Downtown 2005 \$	15,000	0	10,000	0	10,000
Holiday Promotions \$	61,162	31,755	5,000	0	5,000
New Member Orientation	900	0	0	0	0
Poker Run Mixer	7,000	0	0	0	0
Thunder Thursday \$	5,000	12,095	7,500	5,500	2,000
Live Music Series \$	14,500	465	65,000	0	65,000
Dine Around \$	6,000	0	0	0	0
Destination Downtown Tour \$	1,600	200	2,000	0	2,000
Tour de Artistes (Art Walk)	5,000	1,820	5,000	0	5,000
Putt-Putt on Pine	2,000	2,320	2,500	2,500	0
Sponsorship Contingency					
TOTAL SPEC. EVENTS/SPONSORSHIPS	160,662	50,255	97,000	8,000	89,000

ECONOMIC DEVELOPMENT					
Research	500	500	500	0	500
Web Site Development	4,000	410	2,000	0	4,000
Business Recruitment and Retention	47,000	11,438	49,000	0	47,000
TOTAL ECONOMIC DEVELOPMENT	51,500	12,348	51,500	0	51,500

TOTALS					
TOTAL EXPENSES	2,023,315	1,050,805	2,145,268	512,000	1,633,268
NET BALANCE	0	764,364	0	0	0

DOWNTOWN DEVELOPMENT INVENTORY

PROJECT	ADAPTIVE REUSE			NEW CONSTRUCTION			STATUS
	Investment	Sale Units	Rental Units	Investment	Sale Units	Rental Units	
320-326 Elm Avenue Live/Work Project	\$ 80,000		4				Completed
Lafayette Building Live/Work Project	\$ 450,000		10				Unknown
405-429 Alaritos Ave. Live/Work Project	\$ 310,400		8				7/2003
Lofts on 4th				\$ 7,000,000	34	6,400	Complete
East Village Arts Park				\$ 230,000			Complete
Aqua				\$ 100,000,000	556		Mid 2005
The Park at Harbor View				\$ 250,000,000		26,000	Phase I Complete
West Ocean LB				\$ 130,000,000	246		N/A
The Pike at Rainbow Harbor				\$ 75,000,000		350,000	Complete
CityPlace				\$ 75,000,000		454,000	Complete
Premiere at CityPlace						221	Complete
CityPlace condominiums					110		Late 2004
O'Orsay Hotel				\$ 35,000,000		230	Late 2004
The Walker Building	\$ 15,000,000	46					Complete
Insurance Exchange Buildings	\$ 5,000,000	11					Complete
Broadway Residential Lofts				\$ 9,400,000	48	9,000	Early 2005
Queen Mary Development	\$ 12,500,000			\$ 100,000,000			Mid 2006
Carnival Cruise Line Terminal				\$ 40,000,000			Underway
West Gateway				\$ 200,000,000	400		Complete
Masonic Temple Lofts	\$ 15,000,000	85					Mid 2006
Pine and Ocean Development							Late 2008
LBUSD School Site (K-5)				\$ 20,000,000	155	7,500	TBD
World Trade Center development							N/A
Pine Villa			63				Underway
Cedar Court Project				\$ 17,000,000	80		Complete
Promenade Development					150		2006
				\$ 983,630,000	2,103	1,307	Early 2006
Subtotal	\$ 48,340,400	142	85	\$ 29,000		918,400	

ADAPTIVE REUSE				NEW CONSTRUCTION			
Investment	Sale Units	Rental Units	Retail SF	Investment	Sale Units	Rental Units	Retail SF
\$ 48,340,400	142	85	29,000	\$ 983,630,000	2,103	1,307	918,400
ADAPTIVE REUSE				NEW CONSTRUCTION			
Investment	Sale Units	Rental Units	Retail SF	Investment	Sale Units	Rental Units	Retail SF
\$ 244,850,000	1,403	548	1,951	\$ 82,000		230	
PLANNED CONSTRUCTION				CURRENTLY UNDER CONSTRUCTION			
Investment	Sale Units	Rental Units	Total Units	Investment	Sale Units	Rental Units	Total Units
\$ 252,890,400	762	22	784	\$ 11,000			
RECENTLY COMPLETED				TOTAL			
Investment	Sale Units	Rental Units	Total Units	Investment	Sale Units	Rental Units	Total Units
\$ 517,230,000	80	822	902	\$ 854,400			
Investment	Sale Units	Rental Units	Total Units	Investment	Sale Units	Rental Units	Total Units
\$ 1,031,970,400	2,245	1,392	3,637	\$ 947,400		230	

